

CHALLENGING GRANTMAKERS TO STRENGTHEN COMMUNITIES



Strengthening Democracy, Increasing Opportunities

IMPACTS OF ADVOCACY, ORGANIZING,
AND CIVIC ENGAGEMENT IN NORTH CAROLINA

by Lisa Ranghelli
and Julia Craig

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I. Executive Summary

North Carolina has large and vibrant nonprofit and philanthropic sectors. When nonprofit organizations and foundations partner to tackle urgent issues in the state, they can achieve tremendous success—especially when they use public policy advocacy and engage affected constituencies directly in the problem-solving process.

This report is the second in a series being produced in regions across the country. It demonstrates that in North Carolina, a sample of local and state organizations and their allies leveraged millions in foundation resources to secure almost two billion dollars in benefits for North Carolinians. These groups also brought into the process thousands of residents such as individuals from low-wealth communities; African Americans; Latinos; immigrants; Native Americans; farmworkers; lesbian, gay, bisexual, transgender and questioning (LGBTQ) residents; senior citizens; youth; people living with HIV/AIDS and other historically disenfranchised populations. These monetary impacts, as well as nonmonetary and civic engagement efforts, benefit all of North Carolina, strengthening its social fabric and helping government and the private sector serve residents and their communities better.

NCRP studied 13 organizations that worked with underrepresented constituencies¹ in North Carolina on a range of issues, including poverty, worker issues, education, health care, housing, environment and civil rights. These organizations used a variety of strategies to achieve change, including building coalitions, mobilizing affected communities, partnering with policymakers, conducting research, reaching out to the media, creating new institutions and employing legal strategies. The report examined the groups' accomplishments over a five-year period (2003–2007):

- > For impacts that could be quantified, the aggregate monetary benefit of the groups' accomplishments was more than \$1.8 billion.
- > For every dollar invested in their advocacy and organizing work (\$20.4 million total), the groups garnered \$89 in benefits for North Carolina communities.
- > Foundations provided critical support to these successes, contributing \$17.5 million or 86 percent of all funding for advocacy and organizing among the nonprofit sample.

These numbers and equally important non-quantifiable impacts translated into concrete improvements in people's lives. For example, homeowners avoided losing their homes to foreclosure. Senior citizens gained access to affordable medications. Low-wage workers earned more income and the unemployed received temporary compensation until they could find new jobs. Students benefited from supplemental education services and renovated schools. Youth had training and summer job opportunities. Farmworkers and other residents had decreased exposure to toxic chemicals and pollutants. Rural communities made progress in building sustainable local economies. Same-sex partners secured the right to visit their companions in the hospital. Communities became more socially cohesive, building bridges across race, class and other divides.

Strategic foundation support for these efforts was central to their success. Funders exercised leadership in a variety of ways, both individually and collectively, to leverage their grantmaking and help nonprofits achieve demonstrable community benefit. These impacts will continue to aid North Carolina communities well into the future. Yet, the state still faces many pressing challenges that require bold and continued

action. Nonprofit organizations need sustained resources and capacity to respond effectively to these challenges. North Carolina grantmakers can build on the many positive philanthropic strategies already underway in the state to achieve even more powerful impact. Foundations can make a measurable difference; they can ally with national funders and partner with effective grassroots and statewide nonprofits to advocate and organize for long-term, meaningful change.

II. Introduction

In 2008, the National Committee for Responsive Philanthropy (NCRP) produced the first in a series of reports documenting the impacts of advocacy, community organizing and civic engagement as part of the Grantmaking for Community Impact Project (GCIP). The first report examined the work of 14 organizations in New Mexico and found that over five years they achieved significant impact with limited resources. Collectively, the groups achieved \$2.6 billion in benefits for New Mexico communities and many nonmonetary environmental, civil rights and other impacts. Detailed findings are contained in the report *Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in New Mexico*. This research was received positively by funders and nonprofits in New Mexico, and its timely release bolstered the value of nonprofit advocacy at a time when the ability to advocate was being challenged by state legislators.

NCRP chose North Carolina as the second site for its GCIP work for numerous reasons, including its diverse communities, vibrant nonprofit sector, growing philanthropic landscape and commitment by stakeholders to tackle pressing challenges. The existence of a statewide nonprofit association eager to partner with NCRP also was an important consideration. The N.C. Center for Nonprofits has been an invaluable asset to the project.

These organizations strive to encourage nonprofit advocacy and foundation leadership on key policy issues affecting the state. Despite their efforts and the state's philanthropic wealth, a sample of community leaders found that just a handful of grantmakers in the state consistently fund their advocacy, organizing and civic engagement. Many nonprofits struggle to raise

enough resources to staff their advocacy work adequately. The goal of this report is to demonstrate how North Carolina grantmakers can build on their successes by partnering with communities, policymakers and national funders to meet the challenges described below. Foundations can strengthen the programmatic work they fund by also funding advocacy, which can lead to systemic changes that get to the root causes of these problems.

Definition of Terms

ADVOCACY

Advocacy is the act of promoting a cause, idea or policy to influence people's opinions or actions on matters of public policy or concern. Many types of activities fall under the category of "advocacy" and are legally permissible for 501(c)(3) public charities to engage in, such as: issue identification, research and analysis; public issue education; lobbying for or against legislation; non-partisan voter registration, education and mobilization; litigation; educating government agencies at all levels; participation in referenda and ballot initiatives; grassroots mobilization; and testifying before government bodies. There are no legal limits on how much non-lobbying advocacy a nonprofit organization can undertake.

CIVIC ENGAGEMENT

In broad terms, civic engagement or civic participation encompasses any and all activities that engage ordinary people in civic life, including through community organizing, advocacy, and voter registration, education and mobilization. It often involves building the skills, knowledge and experience that enable people to effectively participate in the democratic process.

COMMUNITY ORGANIZING

Community organizing is a process of building relationships, leadership and power, typically among disenfranchised communities, and bringing that power and collective voice to bear on the issues that affect those communities by engaging with relevant decision-makers. The issues raised, solutions identified, and strategies developed to achieve those solutions all are defined and acted on by the leaders themselves, usually with help from professional organizers. Community organizing can be one part of an overall advocacy or public policy campaign strategy, but it is distinguished by the fact that affected constituencies are the agents of change, rather than paid advocates or lobbyists who attempt to represent the interests of such constituencies.

LOBBYING

Lobbying generally is defined as an attempt to influence directly or indirectly the passage or defeat of government legislation. For the purpose of North Carolina rules, lobbying also includes attempts to influence executive branch action by state government officials and developing goodwill with state government policymakers for the purpose of influencing future legislative or executive

action. Lobbying can be one part of an advocacy strategy, but advocacy does not necessarily have to involve lobbying. This is a critical distinction. Federal laws determine how much lobbying a nonprofit organization can undertake, but there are no limits on how much non-lobbying advocacy (described above) a nonprofit can engage in.*

"MARGINALIZED" COMMUNITIES

The phrase "marginalized communities" refers broadly to groups that have been underrepresented or denied a voice in decisions that affect their lives, or have experienced discrimination. Groups include but are not limited to: lower-income, racial and ethnic minorities; women; immigrants; refugees; workers; lesbian, gay, bisexual, transgender and questioning (LGBTQ); disabled; rural; HIV positive; prisoners and formerly incarcerated; and single-parent families. NCRP seeks to increase foundation funding for marginalized groups.

* Many states and municipalities have lobbying laws that do not limit how much lobbying can be done, but have registration and reporting requirements, and often their own unique definitions of lobbying. For more information on North Carolina's lobbying rules, see http://www.ncnonprofits.org/advocacy/NC_Lobbying_Law.pdf.

III. North Carolina

Overview and Philanthropic Giving

A. DEMOGRAPHIC BACKGROUND

North Carolina's 100 counties comprise the state's varied geography—from mountains in the west to bustling metropolitan areas surrounding Raleigh and Charlotte to the tourist destination coastline. One of the ten fastest growing states, North Carolina grew from 8 million residents in 2000 to 9.2 million in 2008.² The Triangle (Raleigh, Durham and Chapel Hill) and Triad (Winston-Salem and Greensboro) regions are home to some of the nation's top educational institutions, including Duke University, the University of North Carolina-Chapel Hill, North Carolina State University and Wake Forest University. Research Triangle Park serves as a hub for such pharmaceutical and research corporations as GlaxoSmithKline. In the scenic western mountains, large tracts of land are federal, limiting the tax base, and rural residents living in poverty must travel far to access services. The coast and the mountains have attracted retirees and tourists alike, leading to economic development in these regions while highlighting their environmental fragility. In Charlotte, where 10 percent of jobs are finance-related, residents have benefited from the booming banking industry until recently, but the city now is struggling with the economic vulnerability of that sector.³ Currently, the state faces significant challenges, including a changing population that is complicating race relations, a shifting economy that has left some rural communities behind, and a highly-touted public education system that must respond to racial disparities and new economic realities.

Much of the population increase can be attributed to the Latino population, which nearly quadrupled between 1990 and 2000, and grew again by nearly 600 percent from 2000 to 2008.⁴ While this growth may have slowed because of stepped up raids and

deportations, immigration remains a highly contested policy issue at the state level. Further, the shifting demographics of the state have turned the traditional white-black dynamic of race relations to white-black-brown. One positive outcome of this change is an increase in multiracial organizations that seek to build relationships between traditionally disparate groups, such as rural blacks and Latino migrant farmworkers.

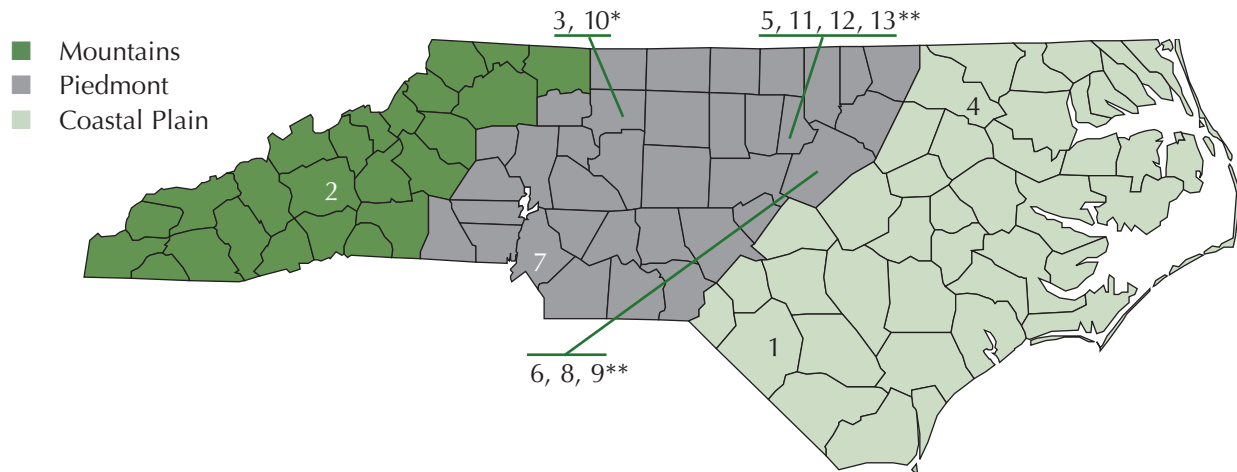
North Carolina has the largest Native American population among East Coast states. The Lumbee tribe is the most populous, followed by the Eastern Band of Cherokee Indians (EBCI), half of whom live on the Qualla Boundary land trust in the southwest corner of the state. Robeson County has a high concentration of Lumbee and Tuscarora Indians, who account for 37 percent of the population there.⁵

North Carolina's geographic diversity mirrors economic differences; the disparity between urban and rural counties is striking. According to the N.C. Rural Economic Development Center, the state's population is approximately split between urban and rural regions, yet persistent poverty exists at especially high levels in rural areas. The richest 20 percent of North Carolinians earn 50.1 percent of the state's income and benefits, while the poorest 20 percent earn just 3.4 percent.⁶ Of the 23 counties with poverty rates greater than 18 percent, 19 are in the Coastal Plain region.⁷

B. THE CHANGING ECONOMY

As in many states, North Carolina's economy has shifted away from manufacturing in the past decade. However, the state remains a stronghold for industrial farming. North Carolina's industrial hog operation has grown to include more than 10 million hogs in 2007, making it the second-largest pork producer in the

NORTH CAROLINA REGIONS AND THE REACH OF NONPROFITS IN THE RESEARCH SAMPLE



ORGANIZATION AND MAP LOCATION	REACH
1. Center for Community Action	■
2. Center for Participatory Change	■
3. Communities Helping All Neighbors Gain Empowerment (CHANGE)	■
4. Concerned Citizens of Tillery	■
5. Durham CAN	■
6. Equality North Carolina	■ ■

ORGANIZATION AND MAP LOCATION	REACH
7. Helping Empower Local People (HELP)	■
8. NC Housing Coalition	■ ■ ■
9. NC Justice Center	■ ■ ■
10. Neighbors for Better Neighborhoods	■
11. Senior PharmAssist	■
12. Student Action with Farmworkers	■ ■ ■
13. Toxic Free North Carolina	■ ■ ■

country.⁸ Located disproportionately in poor rural communities of color, industrial farming introduces economic and public health problems while under-resourced rural counties struggle to cope. Issues such as migrant housing quality and farmworker exposure to pesticides also primarily affect rural areas.

North Carolina is the least unionized state in the country; only about 4 percent of workers belong to a union.⁹ The state’s limited and tumultuous labor organizing history adds to the challenges of worker organizing today, making a recent victory by Smithfield workers all the more significant. After a 16-year campaign and two previously failed votes, workers at the hog plant voted to unionize. Unity between the African American and Latino members of the workforce was cited as key to the victory.¹⁰ Yet, labor organizing remains a challenge in the state, where public sector unions do not have the right to bargain collectively.

As the economy of the state is shifting, the number of residents without health insurance has grown steadily, increasing by 17 percent from 2006 to 2007, when 17.9 percent of the population lacked health coverage.

This is especially the case for non-white residents; Latinos have the highest rate with 52.6 percent being uninsured. Further, more than 34 rural counties have uninsured rates greater than 20 percent.¹¹

Today, a North Carolinian has a hard time earning a living wage with a high school diploma. The changing economy has led to the need for a more educated and better-prepared workforce. The sectors traditionally associated with rural North Carolina jobs, such as tobacco, manufacturing, textiles and furniture all have contracted in recent years:

- > Between 1990 and 2002, rural areas saw a 27 percent decline in manufacturing jobs; 60,000 manufacturing jobs were lost in rural counties between 2000 and 2003 alone.¹²
- > Between 1999 and 2007, median household income in the state declined by 8.2 percent after adjusting for inflation – from \$48,766 to \$44,772.¹³
- > In 2000, 37 percent of urban residents held associate’s or higher degrees, compared with just 22 percent of rural residents in the state.¹⁴

North Carolina's legislature is part-time and controlled currently by Democratic majorities, and the state is led by a Democratic governor. In the 2008 Presidential election, the state's voter turnout rose dramatically. A coalition of organizations led by NC Fair Share and Democracy North Carolina won changes to electoral laws that allowed one-stop voter registration and voting for 17 days prior to the election. These organizations and others, including Blueprint NC, NC NAACP and the state affiliate of Common Cause, engaged in nonpartisan get-out-the-vote efforts. North Carolina experienced an increase in voter turnout to 70 percent in 2008 (compared with 64 percent in 2004 and 59 percent in 2000).¹⁵ Further, the fact that a Democratic presidential candidate won the state's electoral votes represents a major political shift. The extent to which this increased citizen participation and political shift will affect policy at the state and local levels remains to be seen.

C. NONPROFIT AND PHILANTHROPIC LANDSCAPE

North Carolina has a vibrant nonprofit sector with a strong state association—the N.C. Center for Nonprofits. The sector accounts for 10 percent of jobs and contributes \$29 billion to the state's economy annually, a figure that has more than doubled over the past decade. The nonprofit sector is the fastest growing employment sector in the state, increasing by 14 percent a year over the past decade. Yet, the majority (52 percent) of nonprofit jobs is in the Triangle and Triad regions.¹⁶ Nonprofit capacity outside of this area may be underdeveloped, especially for groups that use advocacy and community organizing to achieve change. In the western mountains, nonprofits and foundations have collaborated effectively to serve the region. Some of the smaller cities in eastern North Carolina have nonprofits with advocacy capacity, but many organizations in the rural east have little or no paid staff and rely heavily on volunteers, increasing their impact when possible by partnering with stronger regional and statewide organizations. Additional strains brought on by the current economic crisis have diminished the capacity and resources of the whole sector. "Advocacy is particularly important during an economic recession when nonprofits are being called on to provide even more services," noted David Heinen, director of public policy and advocacy at N.C. Center for

Nonprofits. "Nonprofits understand the needs of the people and communities they serve, and they can be powerful voices for their constituencies in these times of greatest need."

Over the past decade, the number of philanthropic foundations in North Carolina has more than tripled, from 793 in 1997 to 2,834 in 2006. Private foundations have accounted for much of this growth, numbering only 686 in 1997 but increasing to 2,630 by 2006. Accordingly, private foundation assets have nearly doubled since 1997, from \$6.96 billion to \$13.09 billion in 2006. Institutional giving has more than quadrupled, from \$318 million in grants in 1997 to \$1.3 billion in 2006. This growth has made North Carolina the 14th largest state by foundation assets and the ninth largest state for giving.¹⁷ If North Carolina mirrors national trends, it is likely that foundation assets have declined more recently; still there is a rich philanthropic community within the state. The nonprofits interviewed for this report indicated that only a small number of foundations in the area provide consistent support for advocacy and organizing, but those that do offer positive examples for their peers. In meeting the state's challenges, funders and nonprofits have much success on which to build. As this report demonstrates, nonprofits engaged in advocacy, organizing and civic engagement at all levels can achieve significant impact in partnership with philanthropy.

IV. Brief Summary of Research Approach

NCRP used a methodology developed specifically for the Grantmaking for Community Impact Project to measure the impacts of advocacy, organizing and civic engagement among a sample of 13 organizations in North Carolina over a five-year timeframe from 2003–2007.¹⁸

First, NCRP identified potential community organizations to be researched in the state by gathering suggestions from nonprofit, foundation and other community leaders. After a complete list was generated,¹⁹ NCRP considered organizations that have been in existence for at least five years; have at least one full-time staff person or equivalent devoted to advocacy or organizing; focus on a core constituency of lower-income people, people of color or other marginalized groups, broadly defined; work on a local, regional (within-state) or statewide level; and have the capacity to provide data for the research. Through this process, NCRP research staff developed a sample that reflects the diverse regions and constituencies in the state, a broad range of issues and a mix of organizational approaches. Thirteen organizations participated:

- > Center for Community Action
- > Center for Participatory Change
- > Communities Helping All Neighbors Gain Empowerment (CHANGE)
- > Concerned Citizens of Tillery
- > Durham CAN
- > Equality North Carolina
- > Helping Empower Local People (HELP)
- > NC Housing Coalition
- > NC Justice Center
- > Neighbors for Better Neighborhoods
- > Senior PharmAssist

- > Student Action with Farmworkers
- > Toxic Free North Carolina

A brief description of each organization and contact information is included in Appendix A. Many other organizations engaging in advocacy, organizing and civic engagement throughout the state have met the research criteria and achieved significant impacts as well. This report is intended to be illustrative rather than exhaustive in its scope.

NCRP researchers collected data from all 13 organizations by interviewing senior staff from each group in person and then collecting written responses to a detailed questionnaire. Several organizations also provided supplemental materials, such as news clippings, brochures, campaign materials, budgets and grant reports. NCRP gathered data from the five-year period of 2003–2007 for the following measures:

- > **Advocacy and organizing impacts.** Where possible, groups included the dollar value of policy changes (e.g., income gained through minimum wage increase, increased state funds for a health program, school district cost savings due to less costly pest management) and the number of constituents benefiting from the changes, as well as strategies and factors contributing to success.
- > **Civic engagement indicators.** For example, the number of leaders trained and people mobilized to communicate with policymakers.
- > **Interim progress and capacity-building indicators.** For example, changes in leaders' skills and access to the policy process.

> **Amounts and types of funding** the groups received for advocacy, organizing and civic engagement during the five years, examples of positive funder partnerships and obstacles they faced in seeking funding.

NCRP research staff verified the impacts to ensure that the dollar amounts and number of beneficiaries estimated by groups, as well as the groups' role in the wins, were accurate. This was done by consulting with public officials, researchers and other experts, as well as examining source materials such as newspaper articles and state budget documents.²⁰ These data were aggregated to determine the total monetary benefits of all the wins; for ongoing impacts (such as recurring appropriations or benefits), the value was calculated through 2010. Financial data were aggregated to determine the total amount invested by foundations and other sources to support advocacy and organizing across the groups. A return on investment (ROI) calculation was made using the following formula:

$$\text{ROI} = \frac{\text{aggregate dollar amount of all wins}}{\text{aggregate dollars invested in advocacy and organizing}}$$

The ROI shows how collective financial support by grantmakers and other funding sources for a set of organizing and advocacy groups in a location over time has contributed to the collective policy impacts of these groups. It would be almost impossible to demonstrate that a specific grant caused a specific impact, or even that one group alone was responsible for a policy change. The use of an aggregate ROI helps focus the findings on the investment that all of the organizations and their supporters together have made that contributed to success. The ROI is not intended to be a precise figure but provides a solid basis for understanding the extent of substantial benefit for communities in North Carolina from investments in nonprofits that use advocacy and organizing to achieve long-term, systemic change. It does not capture every input that contributed to these successes. For example, there were many coalition efforts in which groups not featured in this report participated, and their financial information is not reflected in the ROI. However, for the impacts that are included, one or more of the 13 sample groups played a significant or lead role in achieving the victory. Yet, a large proportion of the impacts were not quantifiable, making the ROI an underestimate of the benefits actually achieved.

V. Findings

A. RETURN ON INVESTMENT AND AGGREGATE BENEFITS

The research shows that nonprofits engaged in advocacy, organizing and civic engagement have contributed significant benefits to North Carolina communities. NCRP identified at least 45 separate impacts, of which 30 were quantifiable in terms of dollar benefit. These impacts directly benefit tens of thousands of workers, families, public school students, senior citizens, rural communities, LGBTQ residents and other historically underrepresented groups. Major impacts were found across numerous issues, including poverty, living wages, housing, economic development, environmental justice, health care, education and civil rights.

Overall, the numbers show that:

- > The total amount spent on advocacy and organizing across the 13 groups from 2003 to 2007 was \$20,365,023.
- > Of that amount, \$17,504,542 was contributed by foundations, comprising 86 percent of all support for advocacy and organizing.
- > The total dollar amount of quantifiable benefits achieved during the five-year period was \$1,808,316,547.
- > The return on investment, which is total dollar value of impacts divided by total spent for advocacy and organizing, is \$89.

Thus, for every dollar invested in the advocacy, organizing and civic engagement activities of 13 groups collectively, there was \$89 in benefits to North Carolina communities.

Many significant impacts simply could not be quantified, making this ROI a conservative figure. For example, it is impossible to quantify the benefit of advanced civil rights for a particular constituency or the health costs saved by staving off future industrial hog operations. Also, several impacts were defensive in nature, and they resulted in no change to the status quo. Yet, if these preventive efforts had failed, constituencies would have been harmed by the resulting changes—harms that could not be quantified easily. Finally, most of the groups are in the midst of long-term efforts that still are being fought. They may have had partial victories and made interim progress in measurable ways. The investments made by foundations between 2003 and 2007 will reap future rewards that cannot be quantified at present. If more foundations invest resources in advocacy, organizing and civic engagement, the benefits to North Carolinians no doubt will be even greater.

B. IMPACT HIGHLIGHTS BY ISSUE

The 13 featured organizations focused their advocacy and organizing efforts on a range of problems and challenges at the local and state levels. The groups sought long-term, creative solutions that would provide lasting improvements for their constituencies and the broader public. Following are just some of the highlights of these successful efforts. Appendices B and C summarize all of the victories the sample groups achieved.

1. Economic Security

Advocacy and organizing groups across the state worked to reduce poverty, provide protections for homeowners, improve substandard housing and strengthen the safety net for tens of thousands of working families.

Living Wages – At the state level, the North Carolinians for Fair Wages (NCFW) coalition, led by the NC Justice Center, won an increase in the state’s minimum wage in 2006, from \$5.15 per hour to \$6.15 per hour. It is estimated that **139,000 workers** across the state benefited from this wage increase, resulting in \$1,500 in additional income annually for a total impact of **\$208.5 million per year**. Business interests have powerful sway in the North Carolina legislature. Nonetheless, NCFW successfully built a broad, statewide coalition that drew on a previous successful state minimum wage increase in Florida, widespread popular support for the measure and the support of prominent political figures such as former Senator John Edwards and State Treasurer Richard Moore. State minimum wage campaigns, particularly in states perceived to be hostile to such changes, helped build momentum for the federal minimum wage increase enacted in 2007. The new federal minimum, which will rise to \$7.25 in July 2009, is estimated to benefit 12.5 million workers nationally, including many North Carolinians.²¹

Durham County advocates have achieved living wage policies at the city and county levels as well as at Durham Public Schools (DPS) and Duke University. DurhamCAN was instrumental in this campaign, building political capital with its city living wage campaign in 2004 before moving on to the county and the large institutions of DPS and Duke. At Duke, DurhamCAN engaged students in its campaign, building popular support for the administrative change. The changes at the city, county and public schools have resulted in at least \$1.3 million in additional income for an estimated 100 workers since 2004, and the wages are indexed to inflation. At Duke, up to 95



The Living Income Standard shows that on average statewide, it costs over twice as much to live in North Carolina than indicated by the Federal Poverty Level (2003).

workers have benefited from a wage increase to \$10 per hour, and now 30 additional workers have employer-sponsored health benefits. The combined wages and benefits that have accrued since 2007 are worth hundreds of thousands of dollars.

Worker Credits and Benefits – During the 2001–2003 recession, a time when the state had one of the highest unemployment rates in the country, the North Carolina Alliance for Modernization of Unemployment Insurance worked to secure passage of comprehensive unemployment insurance reform. Now, thousands of North Carolinians who previously were excluded can claim unemployment benefits. As one of the few states meeting the requirements for the Unemployment Insurance Modernization Act that is part of the American Recovery and Reinvestment Act of 2009, North Carolina will receive more than **\$200 million** in additional federal funding for unemployment insurance. The statewide coalition, led by the NC Justice Center, comprised 20 organizations across the state representing a variety of constituencies. In June 2003, the alliance won unemployment insurance reform that included extended benefits, shorter waiting periods and the expansion of benefits to new groups of part-time workers. These changes have resulted in an estimated **\$30.2 million** in additional unemployment benefits for approximately **6,000 workers**. The alliance worked with the Employment Security Commission—the state agency administering unemployment insurance—to ensure that it added unemployment insurance reform to its legislative agenda, resulting in support from key legislators and ultimately leading to the passage of the reform.

Building on the previous success of North Carolinians for a Fair Wage, in 2007 the NC Justice Center led a broad coalition to enact a state Earned Income Tax Credit (EITC). Then-Lieutenant Governor Beverly Perdue and the state treasurer supported the coalition’s proposal, which helped build support for the passage of a 3 percent fully refundable EITC in 2007 despite gubernatorial opposition. Further work increased the rate to 5 percent, resulting in tax savings and refunds of **\$49 million** in 2008 and **\$69 million** in 2009 for **845,000 lower-income workers** in the state.

Economic Development – Advocacy and organizing groups in the state have worked with local governments to develop youth workforce skills and provide

employment. In Charlotte, Helping Empower Local People (HELP) reinvigorated the waning Mayor's Youth Employment Program in 2007, which trained **1,500 youth** and placed 273 in local jobs. HELP worked with its member congregations and Councilman John Lassiter to leverage **\$711,000** from the City of Charlotte and private industry in the first year of the program. In Winston-Salem, CHANGE and Neighbors for Better Neighborhoods organized to provide summer jobs for teens in 2004. More than 40 congregations participated in the campaign, turning out more than 1,000 people at a public hearing to tell city leaders about the difficulty their children had finding summer employment. Since 2004, more than **\$225,000** has been contributed to the city summer jobs program, **employing 125–175 teens annually**.

Between 2003 and 2007, the Center for Participatory Change (CPC) in Asheville worked to build community capacity for agriculture and worker-owned cooperatives. This community-based agriculture campaign partnered with five grassroots groups and networks across 25 Appalachian counties to develop leadership and build agricultural capacity. This resulted in greater self-reliance in rural Appalachian counties and an income stream for rural workers. The worker-ownership campaign strengthened four immigrant worker-owned cooperatives in western North Carolina. The cooperatives have provided jobs for about 25 immigrants in house cleaning, tortilla and salsa making, and sewing. Through 2009 the projects will have provided at least **\$100,000** and possibly as much as \$300,000 in income for the cooperatives.

Affordable Housing – Several years ago, Campaign for Housing Carolina, with leadership from the NC Justice Center and North Carolina Housing Coalition, began advocating for a \$50 million investment in the state Housing Trust Fund (HTF). The original HTF was created in 1988 using funds from the Oil Overcharge Act. By 2008, the campaign won a total of **\$51.2 million** for the fund in recurring and nonrecurring appropriations. More than **6,000 families** in the state have benefited from affordable housing built as a result. According to the North Carolina Housing Finance Agency, the ripple effect of these recent appropriations includes **\$232 million** of new construction and housing rehabilitation, **\$17.5 million** in state tax revenues and **\$26.3 million** in local tax revenues. The North Carolina Housing Coalition built on the momentum of this campaign to join advocates for a National Housing Trust Fund at the

federal level, which was created in 2008.

By 2004, manufacturing plant layoffs were contributing to an increase in foreclosures around the state; the foreclosure rate tripled between 1998 and 2003. The NC Housing Coalition worked with the NC Justice Center to introduce the Home Protection Program, modeled after a successful program in Pennsylvania and operated through the state's Housing Finance Agency. The program provides one-time assistance or up to 18 months of mortgage assistance to homeowners who have lost their jobs through no fault of their own. In its pilot year, the program served 13 counties; by 2008, all 100 counties were eligible with a recurring state appropriation for the program. The program has given more than **\$4.15 million** in loans since 2005; the estimated value of saved property is **\$49 million**. The program has assisted **394 homeowners** and counseled more than **4,000 households**. The broader impact of the program has been an increase in neighborhood stability and property values due to foreclosure prevention. "I don't think [HPP] would have happened without NCHC and NCJC," noted Trisch Amend, director of Policy, Planning & Technology, North Carolina Housing Finance Agency. "It went from being a one-time, non-recurring appropriation of \$1.7 million to a recurring appropriation of \$3 million, which has allowed the program to serve the entire state."

In 2006, the Center for Participatory Change and the Community Reinvestment Association of North Carolina (CRANC) organized residents of a mobile home park in Burnsville to convert their trailer park into a Community Land Trust—the first in the state to do so. CPC and CRANC worked with the 14 low-wealth families in the park, who joined with local community members to form the Burnsville Land Community, to build the group's leadership and capacity, resulting in the community purchasing the land for **\$300,000**. In 2008, the NC Housing Coalition acquired funding to provide technical support to ensure that this work would continue and that BLC would become a sustainable land trust community.

Neighbors for Better Neighborhoods (NBN) in Winston-Salem has worked with many tenant groups to advocate for improved living conditions. For more than a decade, residents of Forest Ridge Apartments had dealt with poor plumbing, infestations of rats and cockroaches, no heat, mold and high utility bills. NBN and CHANGE helped residents organize for repairs and secure better housing through federal Section 8 vouch-



The Housing Trust Fund is the state's most flexible resource for housing for successful entry-level home ownership. Courtesy of the North Carolina Housing Finance Agency.

ers. NBN also helped residents build their assets by connecting them to individual development accounts (IDAs). Forest Ridge now is under new management. In the Lakeside neighborhood of Winston-Salem, residents endured substandard conditions, and multiple cases of lead poisoning in children had been reported. In 2005, residents approached NBN to request help in bringing their concerns to public officials. NBN partnered with CHANGE and Legal Aid to bring the mayor of Winston-Salem, Councilperson Jocelyn Johnson and other city officials on a tour of the neighborhood to meet tenants and view the living conditions. After the tour of Lakeside, the mayor agreed to form a task force to address the substandard housing. The task force sampled a quarter of the apartments in the neighborhood to document conditions; most units failed the inspections. Following NBN's work in Forest Ridge and Lakeside and the formation of the mayor's task force, a minimum housing code committee was formed in Winston-Salem to push for legislative changes.

2. Environmental Justice

North Carolina is a large agricultural state and an increasingly industrialized one. Today, it is the second-largest pork producer in the country; yet, the potential economic benefits of industrial farming development are overshadowed by environmental

justice challenges for groups seeking to protect rural health and living standards.

Protecting Rural Residents – For several years, community groups such as Concerned Citizens of Tillery, which led the North Carolina Environmental Justice Network (NCEJN), advocated for a permanent **statewide ban on lagoon and sprayfield technology**. Intensive livestock operations, or ILOs, have taken the place of small family farms and produce large amounts of waste. Previous CCT and UNC-Chapel Hill research found that ILOs are located disproportionately in lower-income communities and communities of color, even when controlling for population density. ILOs also are located in areas where residents depend primarily on wells for drinking water. In 2007, NCEJN and a broad statewide coalition took the communities' case to the state capitol, where advocates held a 51-hour vigil and constructed a mock hog factory, including 40 gallons of pig waste. Other organizations active on this issue included the Southern Environmental Law Center (SELC), Sierra Club and Environmental Defense Fund. After a temporary moratorium, the state banned any new or expanded lagoons or sprayfields, although current ILOs are allowed to keep existing open-air lagoons indefinitely. The law also encouraged the use of alternative waste disposal methods through a cost sharing program.²² Nearly **one million** rural residents will benefit from cleaner air and water as a result of the restrictions.

Concerned Citizens of Tillery worked with a broad coalition of other citizen groups in 2006 to advocate for a **moratorium on the development of landfills in the state**. Landfill development was being billed as economic development; North Carolina localities intended to import trash from other states such as New York and New Jersey. CCT and its partners worked to show lawmakers the negative impacts that landfills have on the surrounding community and to draw attention to the fact that they often are placed in already low-resource areas. The state passed a one-year moratorium on landfill development in July 2006, giving advocates time to educate local counties about the downside of landfills. This moratorium prevented North Carolina from becoming the fourth largest landfill state in the country.

Toxics and Public Safety – In 2003, DurhamCAN worked with Durham Public Schools and the Department of Health to secure funding for lead testing

in the city. Their efforts resulted in at least **\$2 million** in federal grants to the Durham Department of Health, money that would have been returned had DurhamCAN not worked to identify target homes in the city and demonstrate the need for testing. Through the resulting partnership between Durham Public Schools and the Department of Health, more than **2,000 school-age children** had their homes tested for lead.

In the McDougald Terrace public housing development of Durham, Brenntag chemical company was polluting a stream running through the neighborhood. The smell and environmental threat were affecting residents adversely, and DurhamCAN helped the neighborhood council work with local decision makers to compel the company to change its practices. These efforts resulted in more than **\$1 million** in voluntary repairs by the company and benefited **350 families** in the neighborhood.

In 2004, Toxic Free NC began its campaign to convince the public schools in Durham and Orange Counties to adopt integrated pest management (IPM)—a common-sense method of pest management that reduces children's exposures to toxic pesticide residues in school buildings dramatically. Toxic Free NC worked with parents and teachers to mobilize and educate school leaders about safety issues associated with spraying for pests. Since adopting an IPM policy in 2005, Durham and Orange Public Schools have **saved \$103,200**. Toxic Free NC built on this success and in 2006 helped pass the state School Children's Health Act, which requires IPM and pesticide notification in all North Carolina public schools by 2011. When implemented fully, it is estimated that IPM will **save \$420,500 annually** and benefit **1.45 million school children**.

In 2003, Toxic Free NC helped defeat a rollback of aerial spray regulations in the state. Crop dusters that were required to keep chemicals off homes, schools, businesses and roadways by maintaining a buffer zone when spraying would have been allowed to eliminate that buffer zone. Along with Student Action with Farmworkers and other partners, Toxic Free NC demonstrated the negative health and safety impacts such a rollback would bring, including increased emergency room costs for rural residents. In 2006, Toxic Free NC joined with the Farmworker Advocacy Network to press the state's Commission for Health Services to adopt a rule requiring health care providers to report suspected pesticide-related illness and injury. With broad support from health care providers, the

rule passed; prior to this, North Carolina was the only large agricultural state without a pesticide illness and injury surveillance program. Now, the NC Division of Public Health has a recurring **\$76,000** grant to retain an epidemiologist and a one-time grant of **\$50,000** to conduct health provider training.

3. Civil and Human Rights

Many advocacy and organizing efforts have compelled the state to expand and uphold civil rights. While other wins highlighted in this report have implications for constituency rights and racial equity, this section focuses specifically on LGBTQ, farmworker and immigrant rights.

Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Individuals – Equality NC successfully petitioned the state Medical Care Commission in 2007 for passage of a law that provides same-sex partners with basic visitation rights as part of the North Carolina Patients Bill of Rights for all hospitals in the state. The state does not recognize same-sex couples, but the Bill of Rights grants an estimated **16,000 same-sex couples** the same hospital visitation rights that married couples enjoy. The rights also apply to all unmarried couples and caregivers—a great example of the universal benefits that can be gained through targeted policies.

In 2007, Equality NC ensured that the School Violence Prevention Act, which provided stronger protections against bullying and harassment for all **1.45 million public school students**, included LGBTQ language. This marked the first time that either chamber of the state legislature passed a bill that included protections based on sexual orientation and gender identity. The bill has passed the House, and advocates now are working to secure full passage of the law.

Every year since 2004, Equality NC has prevented a state constitutional ban on same-sex marriage, civil union or any other kind of same-sex relationship recognition. Such a ban even could prevent private companies from providing partner benefits. At the time of this report's completion, North Carolina was the only state in the South without such a constitutional ban.

Farmworkers – The Farmworker Advocacy Network, a coalition coordinated by Student Action with Farmworkers (members include Alianza-UNC, East Coast Migrant Head Start Project, El Pueblo, Episcopal Farmworker Ministry, Farm Labor Organizing Committee, Farmworker National Farm Worker

Ministry, NC Community Health Center Association, NC Farmworkers Project, NC Justice Center, Toxic Free NC and the Western NC Workers Center) worked to pass amendments to the NC Migrant Housing Act in 2007. Among other changes, the amendments require that employers provide clean and sanitary mattresses on all beds and provide alternative housing when the given housing is determined uninhabitable. The law also called on the NC Housing Finance Agency to conduct a feasibility study on low-cost financing for the construction and rehabilitation of migrant housing. The bill further provided **\$124,000 in recurring annual funding** for two additional migrant housing inspectors. The Farmworker Advocacy Network continues to work with the Department of Labor to discuss implementation of the changes, which benefit at least **100,000**

migrant farmworkers in the state.

In 2007, the Farmworker Advocacy Network worked with state legislators to introduce the Agricultural Family Protection Act in response to the Ag-Mart case, in which the Department of Agriculture litigated against the company as the largest pesticide law violator in state history. While the state was unable to uphold its case against Ag-Mart—the court ruled that only six of 200 alleged worker safety violations could be proven—the case nonetheless drew attention to farmworker health and safety issues.²³ The Governor's Task Force added provisions of the bill to its recommendations and the Agricultural Family Protection Act passed in 2008. It prevents retaliation against farmworkers reporting pesticide violations and requires employers to maintain accurate pesticide application records, ensure ade-

IN FOCUS: La Lucha Continua

The Immigrant Rights Struggle Continues

The Latino population in North Carolina quadrupled between 1990 and 2000, and continued to skyrocket through 2008. One estimate is that close to half of the state's 650,000 Latino residents are undocumented.²⁴ The state's changing demographics have led to increased tension between residents and newcomers. Many non-profit groups have worked to improve conditions for immigrants in the state and build bridges with other constituencies. El Pueblo has been in the forefront of statewide advocacy and collective action on Latino issues. Initially led by Andrea Bazán, who now heads Triangle Community Foundation, El Pueblo developed the first Latino Legislative Agenda, advancing education, health, housing and worker rights. The organization continues to advocate for immigrant rights under current Executive Director Antonio Asión. El Pueblo and two other leading groups, NC Justice Center and NC Latino Coalition, recently formalized their collaboration to increase the effectiveness of advocacy and organizing efforts statewide

and develop a unified immigrant rights agenda. The newly-created North Carolina Immigrants United has been able to assist immigrants in crisis, increase civic engagement and respond to legal and policy issues more comprehensively. Reflected Asión, "The most difficult part of my job is trying to get the citizens of North Carolina to understand that Latinos, documented and non-documented alike, only want to see the state succeed and are willing to help in good times and bad."

One key policy agenda item for immigrant rights advocates has been education. The statewide Adelante Education Coalition was formed to advocate for access to higher education for undocumented immigrants. Student Action with Farmworkers (SAF) and Adelante members (Blue Ribbon Mentor-Advocate Program, Center for Participatory Change, Coalition for College Access [C4CA], El Pueblo, NC Latino Coalition, NC Justice Center and NC Society of Hispanic Professionals) worked with legislators to introduce bills in 2003 and 2005



Mama y niña: A mother and daughter are among the 4,500 people standing up for immigrant rights at the We Are One America march in Asheville NC on May 1, 2006. Courtesy of Center for Participatory Change.

that would have allowed undocumented immigrants to pay in-state tuition at public universities. SAF coordinated Adelante and mobilized thousands of students, parents and educators to raise awareness and call on North Carolina community colleges to create a uniform policy of enrolling undocumented students. This policy subsequently was overturned, and community colleges now are prohibited by law

quate pesticide decontamination facilities and provide access to a working telephone for workers.

4. Health

Health care is a major concern for foundations and advocates, who have sought to improve service delivery and increase access for residents without coverage. As the state and federal governments grapple with major reform questions, North Carolina organizations have succeeded in strengthening existing programs and developing new ones. Services for the uninsured, funding for HIV/AIDS prevention and treatment, and safer schools for hundreds of thousands of school children due to changes in pesticide use are a few of the outcomes of recent advocacy and organizing efforts.

Services for the uninsured and underinsured – For lower-income residents of Durham, specialty health services were an inaccessible luxury. Beginning in 2006, DurhamCAN worked with Duke Medical Center to coordinate and provide specialty services for residents who otherwise would turn to the emergency room for their needs beyond primary care. To date, Duke Medical has provided **\$1 million** in specialty services for **1,400 lower-income residents**. When implemented fully, the program will provide upwards of **\$3 million** in specialty services annually.

In Winston-Salem in 2005, the Downtown Health Plaza that provided free and reduced-cost services to lower-income and uninsured residents was in danger of losing its funding. CHANGE helped turn out more than 150 people at a Forsyth County Commissioners

from admitting undocumented students. Yet, advocates felt strongly that the previous situation, in which individual colleges determined their own admissions policies, was unfair to immigrant students. They sought a universal admissions policy. A preliminary study on the impact of admitting undocumented immigrants to state schools, commissioned by the State Board of Community Colleges, found a net financial benefit to schools if undocumented immigrants were admitted and charged out-of-state tuition.²⁵ Adelante has continued advocating on this issue in the legislature and supporting the work of C4CA, a self-organized coalition of college students teaching and mobilizing their peers to support immigrant access to higher education.

The Center for Participatory Change, a member of Adelante, also engaged in local immigrant rights organizing during the study period. In addition to speaking out on access to higher education, the organization partnered with the Coalición de Organizaciones Latino-Americanas (COLA), 20 western North Carolina

Latino-led organizations and five statewide organizations on Title VI enforcement, Immigration and Customs Enforcement (ICE) raids and comprehensive immigration reform. These campaigns built the leadership and capacity of local Latino-led organizations, many of which have worked with public agencies to improve immigrant access to programs and enhance translation and interpretation services.

CPC also has worked to raise awareness about the ways in which anti-immigrant policies, such as local law-enforcement lending its resources to ICE, have a negative impact on communities. In its newsletter *Mountain Views*, CPC profiled a local woman arrested in an ICE raid. Juanita, who was separated from her husband and children, told CPC, “[Raids] destroy families and create fear. They make people fearful; they produce racism, they make doors close for you everywhere. Now we can’t have licenses or a dignified job. ...We are all human beings; we are equal, regardless of being from a different country.” CPC and COLA have educated non-immi-

grants about immigrant issues throughout western North Carolina. This bridge building has paid off by broadening the base of the immigrant rights movement and has helped local churches advocate more effectively on immigrant issues. Following the raid in August 2008, CPC helped coordinate a protest and prayer vigil attended by 350 community members.

Many advocacy and organizing groups position immigrant rights in the context of human rights, but North Carolina policy experts have suggested shifting the immigrant rights discussion to overcome anti-immigrant sentiment. Mac McCorkle, a political advisor to numerous candidates and elected officials in the state, told HELP retreat attendees in January that advocates must reframe the issue of immigrant rights. Immigrants are “taxpayers, workers and families” that contribute to society just like everyone else. Immigrant rights organizations have laid important groundwork for achieving change that will benefit these taxpayers, workers and families in coming years.

meeting at which the commissioners then voted to maintain **\$1.5 million** in county funding for the Downtown Health Plaza. CHANGE continues its work to protect funding for the Plaza.

HIV/AIDS Prevention and Treatment – Between 2005 and 2008, Equality NC helped create the NC AIDS Action Network, which worked to increase resources for HIV/AIDS prevention and treatment in the state. In 2006, the network secured legislation expanding access to the federal AIDS Drug Assistance Program (ADAP). Previously, North Carolina had the lowest eligibility level in the country for the ADAP; now it is at the national standard. In 2007, the network won a **\$2 million** increase in annual state funding for HIV prevention programs, the first such increase in a decade.

In Charlotte, HELP engaged African American clergy to organize for greater awareness of Mecklenburg County's rapidly increasing HIV/AIDS infection rate. The county has the fastest growing rate of infection in the state, and 69 percent of new cases in Charlotte are among the black population.²⁶ In 2008, these efforts yielded a \$365,000 federal commitment for support of HIV/AIDS testing, education, prevention and treatment. HELP is working with its congressional delegation to ensure that the commitment is honored.

Senior Citizens – Following the passage of Medicare Part D, Senior PharmAssist played a leadership role in creating the statewide coalition Advocates for a North Carolina Prescription Drug Assistance Program. The advocates organized for the creation of NCRx, which provides Medicare D monthly premium assistance to lower-income seniors in the state. In 2006, then-



Senior PharmAssist helps participants maximize medication benefits. Photo by Joe Daly.

Governor Michael Easley allocated \$24 million over 30 months to the newly created NCRx program; given strict eligibility criteria and competing priorities, less than **\$6 million** has been used for NCRx. Then-Lieutenant Governor Perdue announced an additional **\$2 million** for CheckMeds—a pharmaceutical reimbursement program for medication therapy management services. NCRx has helped **5,325 lower-income seniors** and CheckMeds has meant partial reimbursement for pharmacists providing medication therapy management to more than **17,000 seniors** in North Carolina.

In response to Medicare Part D and the complications it introduced for beneficiaries and agencies assisting seniors, Senior PharmAssist and the advocates helped introduce legislative funding for the Seniors' Health Insurance Information Program (SHIIP) outreach grants. This measure provided **\$250,000 in community-based grants** statewide to connect **15,000 eligible seniors** to services such as NCRx and federal Part D subsidies.

Toxics and Public Safety – As described in the Environmental Justice section (see page 17), the health benefits for constituencies from reduced exposure to toxic lead, chemicals and pesticides are highly significant even if difficult to quantify.

5. Education

Increased resources for renovating and replacing run-down school buildings and millions of dollars of funding for disadvantaged and struggling students resulted from advocacy and organizing efforts in the state. These changes have improved opportunity and learning environments for tens of thousands of public school students.

Legal Precedent – In 2004, the North Carolina Supreme Court unanimously upheld the 2002 decision of Superior Court Judge Manning in *Leandro v. State* that every child in the state has a constitutional right to a sound basic education. The Center for Community Action joined with other community groups to persuade Robeson County to support and help fund the litigation, which started in 1994. The case has resulted in a new funding formula at the state level for the disadvantaged student supplemental fund. The revised formula has provided **\$5 million annually** in new funding to schools in Robeson County since 2005, benefiting the county's **20,000 public school students**. Statewide, hundreds of thousands of students have

benefited in all 115 school districts to the tune of more than \$50 million since 2004.²⁷

Bricks and Mortar – In 2005, Winston-Salem Public Schools proposed an \$80 million school bond to construct new school buildings and a delay in renovations of existing schools until 2009. CHANGE turned out 400 people to a public hearing on the bond, asking the school board to provide 50 percent of the bond funds for renovating or replacing older schools. The board delayed passage of the original bond and worked with CHANGE leaders to develop a bond that met their requests. The resulting bond totaled **\$250 million** and was passed in 2006, benefiting the district’s **36,000 students**. The bond further ensured that schools whose renovation was originally slated to begin in 2009 were repaired in 2007 and 2008.

Leveraging Federal Support – In 2007, HELP worked with the Charlotte-Mecklenberg schools superintendent to increase enrollment under the Supplemental Education Services Program. SES offered free support for low-performing, economically poor students in the district because it was designated as under-performing under No Child Left Behind. HELP built knowledge of the program and raised awareness in its member churches, helping to enroll **7,250 students** in the program and resulting in the school district leveraging at least **\$13,317,390 in federal funds**.

C. WHAT WORKS? EFFECTIVE STRATEGIES FOR ACHIEVING IMPACT

The organizations featured in this report used a variety of strategies and tactics to achieve their impressive accomplishments. These include civic engagement of affected constituencies, building bridges with others, working in coalitions, partnering with lawmakers, reaching out to the media and conducting solid research. Working for systemic change often upsets the status quo, which can lead to conflict or disagreements with those in power. The groups in the sample successfully navigated the uncertainties they encountered. This section highlights at least one effective strategy undertaken by each organization, although the advocacy and organizing groups usually combined multiple strategies to achieve success.

1. Civic Engagement

Civic engagement is a fundamental part of community organizing and most advocacy work, allowing groups historically marginalized and excluded from the public sphere to gain access to the decision-making process. Engaging those people affected by policies and programs directly can help to improve those policies, advance democracy and promote a healthy society that creates more opportunities for all. Moreover, research over the last decade on “social capital”—the connections and networks that bind people together in a broader social fabric—has demonstrated overwhelm-

IN FOCUS: Bringing Out Your Neighbors

Foundations Support Citywide Engagement

The new millennium is witnessing a concerted effort by some foundations to get more residents talking to each other and working together to solve problems.

Amy Lytle, executive director at HandsOn NWNC, thinks this is a good thing. HandsOn NWNC works to increase volunteerism and build the capacity of nonprofits in Forsyth, Davie, Davidson, Yadkin and Surry Counties.

“Our philosophy is that everyone has the ability to make an impact on the causes they care about,” she explained. “But the infrastructure for volunteerism is not as strong as it could be, and unfortu-

nately it is seen as a cost-saving mechanism rather than added value for an organization or community.” Some foundations have taken proactive steps to change that.

Citywide civic engagement efforts are underway in Greensboro with help from a strong funder collaborative. Greensboro is fortunate to be home to many local foundations that help sustain the civic sector. Initially, five of these foundations came together in 1999 to create the Building Stronger Neighborhoods (BSN) program. The Cemala Foundation, Community

Foundation of Greater Greensboro, Moses Cone~Wesley Long Community Health Foundation, Tannenbaum-Sternberger Foundation and Weaver Foundation partnered with the Greensboro Public Library to provide coaching, technical assistance and small neighborhood improvement grants in the range of \$300 to \$3,000. The Joseph M. Bryan Foundation became a partner in 2007. During an intensive outreach process, leaders from different neighborhoods expressed a strong desire to meet and learn from each other, and they decided to produce the first Greensboro

ingly that all of society benefits when people are more connected to each other and to political and social institutions.²⁸

The Winston-Salem Foundation learned this lesson in 2000 when it participated as one of 40 sites in the National Social Capital Benchmark Study. As Scott Wierman, the foundation's president, notes, "We learned from the national survey that our community was great at doing *for* others, but not as good as doing *with* others. Clearly, it is through doing *with* others that trusting relationships can be developed and real progress can be realized. The foundation thus became more intentional in its efforts to fund programs that emphasize the *doing with* opportunities." These included supporting the formation of the ECHO Council, a highly diverse group of broad-based community leaders committed to building social capital, and HandsOn NWNC, to connect potential volunteers with nonprofits.

At the broadest level of engagement, the 13 groups studied in North Carolina collectively reached more than one million people through their events, community forums, newsletters, web sites, publications, print media and radio outreach. Nine of the organizations have memberships, including individual members or organizations, such as church congregations, neighborhood associations and unions. The North Carolina groups engaged their members, constituents and the broader public in a variety of ways between 2003 and 2007:

- > 126,242 individuals became members of community organizations, either directly or through their congregation or union.
- > 76,490 individuals attended public actions or meetings to voice their concerns about issues that affect them directly.
- > 31,425 constituents communicated with policy-makers.
- > 8,799 unique (non-duplicate) individuals attended 1,537 leadership trainings.
- > 3,113 individuals became core leaders of their organizations, thereby making a deep commitment to improve their community.

The specific skills and knowledge that leaders learned included:

- > **The nuts and bolts of grassroots organizing**, including one-on-one relationship building, coalition building, policy development and research, negotiation, public speaking, power dynamics and analysis, campaign planning, congregational development, voter participation and meeting with elected officials.
- > **Organizational development skills**, including strategic planning, volunteer recruitment and management, fundraising, holding productive meetings, conducting effective evaluations, communications and working with media.

Bringing Out Your Neighbors (continued)

Neighborhood Summit and form the Greensboro Neighborhood Congress. This alliance brings neighborhoods together to address issues of citywide concern and also helps individual neighborhoods tackle problems. Donna Newton, who staffs the congress, sees its immediate benefits. "The congress is helping residents connect across race and class" she observed, "And it is building their confidence to interact directly with elected officials and bureaucrats to improve their community."

The neighborhoods also are taking on major issues together—and winning.

Their first campaign was to get the city to adopt a minimum code for rental units, a Rental Unit Certificate of Occupancy (RUCO), to curb the leasing of substandard units by slumlords. They subsequently averted efforts by landlords and developers to sunset the code, which has led to significant improvements in rental properties. The congress drafted a public information policy and got the city council to support it over the reluctance of the city attorney. Members now are working with a new assistant city manager to implement the policy within public agencies. And earlier this

year, the congress succeeded in overturning a 30-year-old exemption from state law, allowing residents adjacent to potentially rezoned properties to submit a protest petition. In the words of Tara Sandercock, vice president for programs at the Community Foundation of Greater Greensboro, "The Building Stronger Neighborhoods program and the Greensboro Neighborhood Congress are very effective. What's making them work is broad grassroots participation and dedicated leadership."

> **Specific topics related to issues and constituencies**, such as cultural identity and education, racial reconciliation and undoing racism, environmental justice, budget and tax policy, parent advocacy for education, farmworker concerns and immigration issues.

The groups in the sample used innovative strategies to engage communities. **CHANGE** congregation members volunteered to do audits of Winston-Salem neighborhoods, schools and health clinics to identify gaps in services. For example, more than 125 **CHANGE** leaders conducted 15 neighborhood audits, documenting more than 1,000 items needing attention. Similarly, 150 leaders toured 66 public schools and then met with principals and the schools' superintendent to address health and safety concerns and inequitable learning conditions. This strategy not only engaged constituents, but it armed them with solid data to bring to decision-makers when making the case for improvements.

Student Action with Farmworkers (SAF) engages both its core constituency and the broader public in understanding and acting on farmworker concerns. Each year SAF's Into the Fields program places 30 bilingual college interns with farmworker communities to help them organize and access culturally and linguistically appropriate services. These interns, the majority of whom are children of farmworkers, also conduct community presentations, using creative techniques such as participatory theater and documentary photos and interviews to educate workers and raise awareness of issues with the broader public. In partnership with other organizations, SAF also sponsors the national Farmworker Awareness Week, which coincides with the birthday of Cesar Chavez, to raise community awareness of farmworker issues. In 2008, SAF oversaw 350 events in 134 cities and 100 college campuses and high schools, involving more than 30,000 people across the country.

Mobilizing large numbers of constituents to communicate directly with and challenge policymakers also is extremely effective. Public accountability sessions are a tactic used by Industrial Areas Foundation (IAF) groups such as **CHANGE**, **CAN**, and **HELP**. In 2004, **DurhamCAN** leadership learned that the Durham Housing Department had received \$2 million in federal funds to remove dangerous lead from homes, and they were shocked when the director of the agency informed them that she intended to give the money back, even though the leaders had done

research showing many houses were likely to need abatement. The leaders invited her to come to a meeting in two weeks with 450 members and several elected officials to address the issue publicly. Ivan Parra, lead organizer, recounted her reaction. "What if I do not come?" she asked, and our leader responded, "We will ask the mayor to report on your behalf." "This is not fair," she replied." The housing director did attend the public meeting after all and announced that the city had agreed to use the \$2 million for lead abatement.

2. Coalition Building

There is no question that coalition-building was critical to achieving policy change, particularly at the state level, where broad-based support is necessary to appeal to a majority of legislators. Effective coalitions draw on the strengths of each member organization and benefit from strong coordination and broad participation, including by unlikely allies:

- > To fill a constituency vacuum, **Equality NC** formed the NC AIDS Action Network in 2005, which launched its annual advocacy day and secured more HIV/AIDS resources. Equality NC also pulled together unusual allies to address bullying, uniting with disability groups like the ARC of NC to win the unprecedented House passage of the School Violence Prevention Act with LGBTQ-inclusive language.
- > With a grant from the Robert Wood Johnson Foundation, **Senior PharmAssist** convened stakeholders in 2006 to discuss Medicare reform and soon created Advocates for a North Carolina Prescription Drug Assistance Program. After their initial policy successes, the advocates are pushing to expand NCRx coverage and sustain the CheckMeds program. "As a coalition, we have power," noted Gina Upchurch, executive director. "Elected officials can't easily dismiss or try to heavily influence the coalition's focus because we're all in this together and have a process for making decisions."
- > The EITC campaign coordinated by **NC Justice Center** demonstrated that building on the strengths of coalition partners and combining multiple strategies can yield success in the face of political opposition. Advocates in Raleigh educated legislators on the issue, and membership-based groups generated e-mails, calls and letters to the governor and legislature. Fifty coalition groups attended a press confer-

ence with House allies; the diverse coalition generated frequent press releases during the campaign. Representative Jennifer Weiss observed, “The Justice Center did a really good job of educating legislators about the benefits of an EITC and also worked to push this important measure through, helping low-income working families in North Carolina.”

> **NC Housing Coalition** intentionally built relationships with many groups to enhance its capacity and effectiveness. “National research shows that affordable housing is rarely a person’s top advocacy priority, so we know that we have to link our issues to others that have more traction,” said Chris Estes, executive director. During the Campaign for Housing Carolina, NCHC sought out nontraditional partners such as AARP-NC, the NC Coalition Against Domestic Violence, ARC of NC, the United Way of North Carolina and the NC Bankers Association. Because of the immense need for affordable housing for persons with disabilities, NCHC also has partnered with the disability rights community to produce the Affordable Housing Primer. The primer serves as a full resource guide on housing programs, fair housing laws and how to be an advocate on housing issues. The published guide is offered in large print and braille, and in 2009 it will be updated and offered in Spanish for the first time.

Blueprint NC also has helped improve collaboration among statewide advocates. Blueprint was formed in 2006 with leadership from the Z. Smith Reynolds Foundation, with the goal of increasing its 46 mem-



Postcards and petitions both support ENC’s statewide anti-bullying bill. Courtesy of Equality North Carolina.

bers’ individual and collective capacities to effect change for the common good. They achieve this by creating economies of scale to invest in shared tools and resources related to civic and voter engagement, messaging and strategy development, building the base of socially responsible voters and activists, and by fostering collaboration across issue “silos.” Executive director Julie Mooney explained, “Blueprint NC brings organizations together to examine where and how the state policy-focused progressive advocacy and organizing community needs to build strength to be more effective, and then we invest in tools and strategies to see that the work of partners adds up to more than the sum of its parts.”

In any coalition, there is potential for tensions to arise, especially between grassroots organizations and statewide advocacy groups. **Toxic Free NC** tries to mediate between these two constituencies. “We see both sides of the picture,” commented executive director Fawn Pattison. Pattison observed that statewide advocates are protective of their relationships with elected officials and face enormous pressure to negotiate legislative solutions quickly, while grassroots leaders affected directly by the issue may be less willing to compromise and often need more time to make decisions because they must consult constituents. Some nonprofit leaders suggested that tensions can be exacerbated because state level advocacy groups often have white or middle class leadership, and grassroots organizations are more likely to be led by working class and people of color. “Grassroots organizations need capacity building so they can be more effective, equal partners,” concluded Pattison. “Resources tend to gravitate to bigger policy groups, and it becomes difficult for groups on a shoe-string budget to sit at the same table.” Funders can help level the playing field by investing in the capacity of grassroots groups to participate in the policy arena individually *and* collectively.

3. Building Bridges

As is true throughout the country, there is a history of racial tension in North Carolina. Here, the dynamic has been complicated further by the recent surge in immigration. Many of the sample groups intentionally have sought to build bridges across race, class, religion and other divides to unite communities around common concerns. This outreach process requires thoughtful deliberation and patience. **CHANGE** gradually has built a racially diverse interfaith membership of congregations that includes Baptists, Unitarians, Muslims

and Jews. Lead organizer Rev. Ryan Eller observed, "The history of segregation in Forsyth County means that we have to build trust over time. CHANGE is over a decade old and for the first time, our leaders are willing to talk about issues in terms of racial disparity." The president of the Winston-Salem Minister's Conference, Rev. Dr. Carleton Eversley, commented recently on the difference CHANGE has made in local race relations. He noted that in the 1990s, very few white people attended a vigil in defense of Darryl Hunt, an innocent man imprisoned for 18 years on death row. Most recently, at a 2009 vigil for another innocent black man, Calvin Smith, more than half of the crowd was white. "CHANGE is the reason for that new interaction," Eversley said. "We can now begin to act together and rebuild a little bit of the trust that has been torn down by racism." This year CHANGE was awarded the MLK Dare to Make a Difference Award.

The Center for Participatory Change builds the capacity of community organizations in the 25 mostly rural counties of western North Carolina, led by white Appalachians, African Americans, Latinos, Cherokee and Hmong residents. CPC very intentionally brings racial justice and human dignity lenses to its work and has trained its board and staff to develop a common analysis of how power, privilege and oppression function at the individual, institutional and cultural levels. The organization has internalized this learning and reorganized to have a non-hierarchical staff structure. As a result, the groups CPC works with now function differently as well. For example, a coalition of eight white and eight African American churches has formed in Asheville and now is reaching out to immigrant groups. The Waynesville African American community center has developed relationships with Latino organizations. "It's a big deal in Haywood County to have multiracial leadership," said CPC staff member Craig White. "And we have also helped several immigrant resource centers, which were originally founded by white people, adjust their leadership structures and language practices so that Latino immigrants had space to take on leadership roles."

On the subject of racial bridge building, it is important to note the healing that has begun in the community of Greensboro from the 1979 shooting death of five people and wounding of 10 others prior to a community rally. On November 3, 1979, members of the Ku Klux Klan and American Nazi party shot the victims as a multiracial group of activists gathered for a statewide "Death to the Klan" rally and conference for

racial, social and economic justice, organized by members of the Communist Workers Party. The perpetrators, caught on film in the act, twice were acquitted of wrongdoing. In 2002, the **Beloved Community Center** spurred creation of the Greensboro Truth and Reconciliation Commission, modeled on the South African commission convened by Archbishop Desmond Tutu. The commission was the first of its kind in the United States. It held a series of hearings and engaged hundreds of local residents in a public dialogue about the event's harmful and residual effects that resulted in unhealthy race relations. The commission released a comprehensive report reflecting many voices, and it has followed up with town meetings to process the event and report findings further.²⁹

4. Partnering with Policymakers

Most of the organizations in this report have built relationships with local, state and federal legislators and other elected officials to advance causes of mutual concern. It is entirely legal for community groups to meet with politicians to educate them broadly about issues affecting their constituency. Organizations also can advocate for specific policy proposals. (See definition of lobbying on page 6.) These types of relationships have proven critical to a number of impacts documented in this report.

The **Center for Community Action** (CCA) witnessed the loss of thousands of jobs in Robeson County after the North American Free Trade Act (NAFTA) was implemented. In response, CCA leaders decided to take this issue directly to Congress by organizing a forum in Washington, D.C., on rural job loss and the need for economic recovery. When their representative, Congressman Mike McIntyre, found out about their plans, he offered to host the forum through the Congressional Rural Caucus. This was the first Rural Caucus meeting focused on job loss and positioned CCA as a knowledgeable resource. With help from UNC sociology professor Leslie Hossfeld, CCA provided credible research on rural job loss and detailed policy proposals to foster sustainable economic recovery. The congressional hearing and follow-up generated ample media coverage on the issue of rural job loss and resulted in state and federal action to address the issue, including sections on entrepreneurship and local food systems in the 2008 federal farm bill. "We work closely with our elected officials to develop and leverage social justice policy. We like to hold politicians 'capable,' not just 'accountable,'" remarked CCA

IN FOCUS: Advocacy Impacts in a Native American Context

Words and concepts can take on diverse meanings from one community to another. According to Susan Jenkins, “‘Advocacy’ and ‘organizing’ are uncommon words in Indian country, but the ideas are certainly part of our culture.” Jenkins should know—she is executive director of the Cherokee Preservation Foundation in Cherokee, NC. The foundation was established in 2000 and is financed by casino revenues through the Eastern Band of Cherokee Indians (EBCI). The foundation is based in the southwestern part of the state on the Qualla Boundary, home to half of North Carolina’s 14,000 Cherokee tribal members. The foundation focuses primarily on three funding areas: economic development, Cherokee preservation and environmental preservation. Historically, maintaining harmonious relationships has been a central value in Cherokee society, which means that the kinds of direct tactics often associated with advocacy and organizing may not be culturally appropriate on the Qualla Boundary. This emphasis on harmony is exemplified by the phrase *ga du gi*, an important concept that Jenkins said literally means “helping hands” or “hands working together.”

In this cultural context, “organizing” is about helping Cherokee constituencies and institutions work together to achieve common goals. For example, as tourists first were drawn to the EBCI casinos, traffic to Cherokee cultural sites declined. In response, the foundation funded coordinated marketing and planning among three cultural entities: Qualla Arts and Crafts, Museum of the Cherokee Indian and Cherokee Historical Association. “Now the three groups see the value of working together,” observed Jenkins, “and they wouldn’t do it any other way.” With this organized effort, visits and sales began to increase dramatically. In

another project, the foundation is helping to preserve Cherokee culture by both teaching artisanal skills and also ensuring that artisans have renewable natural resources for their craft, such as river cane used for basket weaving. This effort has mobilized artisans, academic researchers, land trusts, watershed associations, planners and landowners, who now understand the importance to the region of sustaining these natural resources. For Jenkins, this initiative highlights an important lesson for funders: “Success is not about completing a project, but enhancing the skills and capacity of communities on the ground.”

Cherokee youth are another constituency that the foundation is helping to bring together. A youth leadership program for adolescents and teens in grades 7 through 12 fosters leadership connected to the values, culture and language of the tribe. For example, Grand Councils were conducted for many generations to deliberate on important matters and seek mutual understanding and consensus. The Cherokee Youth Council is modeled on these councils, which gave every Cherokee a right to be heard, and its members collectively decide the goals and direction of the group. Their recent decision to “go green” has inspired the whole tribe, which launched Generations Qualla, a community-wide planning process supported by the foundation to promote alternative fuels, recycling, energy efficiency and green business development. The youth council’s Go Green Team has been leading cleanup, recycling and habitat restoration efforts on the Qualla Boundary. “Leadership development and advocacy have to be connected to the history and culture of the tribe to be effective,” concluded Jenkins.

Peggy Hill-Kerbow is a member of the Cherokee Healing and Wellness Coalition, which seeks to help the Cherokee Indian community heal from

historical grief and trauma. The coalition’s members believe the historical suffering of the tribe affects tribal members today in many ways. With organizing support from CPC, the coalition has provided educational opportunities to service and health providers about this dynamic so they can treat Cherokee clients more effectively. Hill-Kerbow has found that it works best to “meet people where they are”, i.e., by coming to their homes and communities to talk with people one-on-one before asking them to participate. Hill-Kerbow recalled how people would come to her grandfather to “talk” about what was on their mind. “‘Talking’ is not just about verbal communication; it’s also about making initial contact, developing a rapport, trust, comfort and ease with someone, and building a sense of connectedness.” She learned that informal social gatherings and meals were more likely to attract participants than formal meetings. Bringing in national experts on historical grief and trauma was not very effective in getting the community involved. It worked better to build off of what communities already were doing to heal, and to promote wellness by demonstrating and nurturing the core values of the Cherokee. The coalition develops activities focused on Cherokee culture and history, the environment, youth education and social interaction.

Further east in Robeson County, more than 47,000 Native Americans—primarily Lumbee and Tuscarora—make up 37.2 percent of the population, representing one of the largest concentrations of Indians in the country.³² Robeson County is notably ethnically diverse; according to the U.S. Census, the population is 36.4 percent white (non-Latino), 24.6 percent African American, and 8.1 percent Latino.³³ Robeson County also struggles with a poverty rate of

executive director Rev. Mac Legerton. “We think it’s really important to be proactive and partner with elected officials and not always see our role and position as reactive, adversarial and oppositional.” McIntyre also secured creation of the Southeast Crescent Regional Commission (SCRC) in the 2008 farm bill. The SCRC will target economic development in poor regions across seven states, including North Carolina.

The three regional IAF groups, which together con-

stitute North Carolina United Power, have collaborated individually and collectively with policymakers. United Power developed a relationship with Governor Perdue, in part the result of its hosting a well-attended nonpartisan gubernatorial candidate forum in 2008. Perdue has committed to meet with the groups’ leaders and members for an economic summit. **HELP** leaders worked with Charlotte Councilman John Lassiter to increase job training and placement for youth and

29 percent, which is double the statewide level.³⁴ Formed in 1980, the Center for Community Action and its leadership reflect the county’s diversity. The organization’s approach seeks to rectify longstanding racial inequities and address root causes of poverty by changing systems. CCA has fought for Native American civil rights, access to affordable legal representation, environmental justice, school reform and equitable racial representation on all major government boards. This approach involves first “organizing people in their natural settings,” explained Legerton, “and then bringing them together.” After working with cultural groups separately, CCA then unites them, using advocacy and legal strategies to reform structures and develop more culturally responsive services and programs. CCA also has pushed for education curricula and family literacy programs that are more culturally appropriate for Native Americans and all cultural groups.

While the work described above is happening in specific native and rural communities, some leaders are bringing a broader, statewide perspective to indigenous issues. Christina Theodorou, economic development specialist for the North Carolina Indian Economic Development Initiative, sees opportunities to organize more resources for the benefit of the state’s native communities. “My organization was created to give

technical assistance to Indian businesses,” commented Theodorou, “But we’ve learned that T.A. alone isn’t enough.” She wants to promote family literacy, youth financial education and individual development accounts (IDAs) and is trying to expand native awareness of the Earned Income Tax Credit (EITC). “The Lumbee tribe is the largest in North Carolina, yet Robeson County has one of the lowest EITC claim rates in the state,” she observed. Theodorou would like to create a Native American Asset Building Coalition that can advocate for these various types of programs.

Another goal of Theodorou is to connect native communities to the web of effective statewide advocacy groups that address poverty and children’s

issues, such as Action for Children North Carolina, Covenant with North Carolina’s Children and NC Justice Center. She is concerned that Indian constituencies are not part of discussions about the state budget, and Theodorou believes that younger native leaders may be more open to such advocacy approaches than are tribal elders. Interestingly, the Cherokee Preservation Foundation found that leadership development was easier to initiate with youth than with Cherokee adults, because many youth already are connected to organizations. These various efforts to engage youth are building the next generation of native leadership, a generation that may bring new strategies and approaches to their communities.



The Go Green Team of the Cherokee Youth Council is developing environmental projects, including community clean-ups, recycling and environmental education, and natural habitat restoration. Courtesy of the Cherokee Preservation Foundation

young adults. “H.E.L.P has grown to be an integral part of dealing with complex social issues in the city of Charlotte. Their ability to work effectively with local government, churches, and private enterprise, has made them an exceptional partner, and we look forward to addressing the issues that face our community together,” said Lassiter, now a mayoral candidate.

5. Participatory Research

Most successful impacts result in part from compelling research and policy proposals that persuasively make the case for change to politicians, the media and the general public. Our survey of groups found several cases in which research was a central component of the effort. The **Concerned Citizens of Tillery** offers an interesting case study in collaboration between academics and a grassroots organizing group.

“H.E.L.P. has grown to be an integral part of dealing with complex social issues in the city of Charlotte. Their ability to work effectively with local government, churches and private enterprise has made them an exceptional partner, and we look forward to addressing the issues that face our communities together.”

—John Lassiter, Charlotte City Council Member, At Large

The Community Health and Environmental Reawakening (CHER) project partnership between CCT and UNC dates back to the mid-1990s. CCT previously had conducted its own informal studies to educate policymakers; for example, in 1991, CCT members documented well construction dates, depths, and proximity to industrial hog waste pools. The study helped CCT and the coalition it formed convince Halifax County to adopt an Intensive Livestock Ordinance in 1992, which set distances between industrial livestock operations and wells and streams. Through the partnership, CCT and UNC have:

- > Conducted a survey to document the negative health impacts for families living near confined animal feeding operations (CAFOs) – metal buildings containing thousands of hogs where hog waste, complete with remnants of antibiotics and hor-

mones is recycled into field fertilizer. The survey found that people living within two miles of a CAFO reported more headaches, mucus membrane irritation, coughing and nausea than people living near a dairy operation and people not living near any industrial livestock.³⁰

- > Surveyed residents, finding that more than 90 percent of homes had wastewater pooled in their backyards or driveways and/or backed up in their home plumbing. As a result, the community won a hardship grant from the EPA to install a sewage line.
- > Quantified the disproportionate location of industrial livestock operations (ILOs) in lower-income and African American communities. Using data on the location and size of ILOs by census block and adjusting for population density, the research found that ILOs were in fact far more common in lower-income communities and communities of color. The results of this project, which used geographic information systems mapping, spatial analysis and surveys, led the Halifax county commissioners to pass an ordinance blocking further expansion of county hog operations.³¹

Through its partnership with a renowned university, CCT has gained credibility with lawmakers and allies. The CCT-staffed environmental justice network approached legislators armed with proof of adverse health impacts from industrial hog operations as well as environmental racism exhibited by their disproportionate location in lower-income and African American communities. As discussed in the Impacts section, in 2006 the state banned any new or expanded lagoons or sprayfields.

The partnership also has engaged community members who might not otherwise feel empowered to stand up to lawmakers. CCT’s Open Minded Seniors and Nubian Youth led seniors and youth from other affected counties to participate in the protest at the state capitol in 2007, helping deliver the hog waste and research evidence that led to the state ban on new hog

factories. As executive director Gary Grant observed, members of Open Minded Seniors grew up in the Jim Crow era and systematically were denied access to education, services and civic life. Thus, the members are “jubilant” that they now are able to politically express themselves.

6. Other Strategies

While the strategies described above are some of those used most frequently by community organizations, our research documented other creative approaches. Student Action with Farmworkers garnered extensive **media coverage** for FAN’s migrant housing campaign, successfully swaying the public and policymakers. After researching migrant housing regulations across the country and launching the campaign, SAF generated print, television and radio coverage continuously throughout the spring and summer of 2005. In addition to more than 30 media hits, SAF got coverage of the issue in a 30-minute documentary on Triangle area station WRAL-TV.

The Center for Participatory Change helps individuals and communities create **alternative models and institutions** that shift the locus of control from external entities to them. As Craig White and Paul Castelloe describe it, “We help groups understand the pros and cons of being part of mainstream institutions, and then they decide whether they want to relate to these institutions or set up new ones.” CPC’s support of four worker-owned cooperative businesses and its effort to help residents convert their mobile home park into a land trust are illustrations of developing alternative structures to sustain communities.

Building alliances with national organizations and movements is another important strategy that was employed by the NC Housing Coalition for some of its successful efforts. NCHC received technical advice from the Center for Community Change Housing Trust Fund Project for its housing trust fund campaign and worked with the National Low Income Housing Coalition to win a national trust fund and to prevent cuts to federal housing funds. Although immigrant rights organizations have not achieved success in their state campaigns yet, they continue to participate in the national immigrant rights movement, which seeks a humane path to citizenship.

Legal strategies have been extremely effective in moving the state toward more equitable funding for education, as evidenced by the decision in the *Leandro* case that Center for Community Action actively sup-

ported. **Neighbors for Better Neighborhoods** staff seeks legal action to address the plight of mobile home residents swindled out of money they thought they were paying to buy their land but instead was taken by an unscrupulous landlord. Because federal funds that support legal services for poor individuals cannot be used to aid undocumented immigrants, the NC Justice Center has picked up this responsibility. While the work involves individual representation, when more systemic problems come to the lawyers’ attention, the center also engages in impact litigation on issues such as migrant housing and employment. Despite the effectiveness of litigation in creating systemic change, many funders are reluctant to support this strategy.

D. VOLUNTARY AND EMERGENT ORGANIZATIONS: BUILDING POWER WITH LIMITED CAPACITY

In North Carolina, NCRP’s methodology prevented inclusion in the sample of some effective groups that did not meet the criteria because they were less than five years old or did not have full-time staff engaged in advocacy. Some of these grassroots groups are doing important organizing among workers and communities of color, yet they operate with very limited resources and little if any foundation support:

- > The Morganton-based **Western NC Worker Center**, which spun off from Interfaith Worker Justice to become independent in 2005 and received organizing support from CPC, partners with community centers and union-organizing efforts to help low-wage immigrant workers from Latin America, Mexico and the Hmong community address issues of workplace injuries, unpaid wages and discrimination. To date, the center has helped workers recover at least \$148,758 in wages, compensation and fines. The center was given the 2006 Defenders of Justice Award by the NC Justice Center.
- > A locus of important activity is underway among several unstaffed organizations to strengthen workers’ rights, build black-brown unity and develop broad-based grassroots alliances for social change. **Black Workers for Justice**, founded in 1981, has built up a public sector union, the United Electrical Employees Local 150, with more than 2,500 members. In North Carolina, public sector employees do not have the right to bargain collectively, and BWFJ/UE 150 have created the **Hear Our Public**

employees (HOPE) Campaign, which got a bill introduced in the state legislature to overturn this ban. According to Ajamu Dillahunt, outreach coordinator at the NC Justice Center, “Just getting a pro-labor bill introduced is a big accomplishment.”

- > BWFJ joined with the Farm Labor Organizing Committee (FLOC) to create the **African American-Latino Alliance** to build solidarity among black and Latino workers. Unity is fostered through joint action, including support for union struggles at employers like Smithfield, which recently was unionized, and Montcure Plywoods, where workers have been striking for months. “With local leadership from the Beloved Community Center, we held our first black-brown unity conference in Greensboro last fall, and hope to host events in eastern and western North Carolina as well,” reported Dillahunt. At its Rocky Mount base and in Wake and Orange Counties, BWFJ is building People’s Assemblies that have identified issues they want to address, including health care, jobs, immigration/migration and police brutality.
- > The **NC NAACP**, which supports the HOPE Campaign, has led “HKonJ” over the last three years. **Historic Thousands on Jones Street** was a 2007 march in Raleigh that was repeated in 2008 and 2009, continuing to draw 5,000 or more participants each year to the legislature. HKonJ leaders have developed a 14-point People’s Agenda endorsed by at least 75 organizations that calls for a repeal of the ban on collective bargaining for public employees, immigrant rights, universal health care and other reforms. At the February 2009 event, NC NAACP president Rev. William Barber urged legislators to avoid budgeting “on the backs of the poor” to address looming deficits.³⁵
- > In the under-resourced eastern part of the state (see page 34), **Association of Mexicans in North Carolina (AMEXCAN)** is doing impressive work with limited capacity by building a strong base of membership and partnering with allies that have greater resources. Founded in 2001, this Greenville-based group has operated as a volunteer organization until the last few years, and it now has two part-time staff people. AMEXCAN’s driving force, Juvencio Rocha Peralta, does this work on top of another full-time job at Lenoir Community College.

AMEXCAN relies on volunteer coordinators in each local county to recruit members, who are encouraged to go through leadership training. In 2007, AMEXCAN conducted 27 trainings on federal ‘287g’ legal provisions; 287g enables local and state police to enforce federal immigration laws.³⁶ These know-your-rights and advocacy trainings reached more than 10,000 people in eastern NC, and the effort helped educate local sheriffs. “A couple of sheriffs were open to our message,” reported Rocha. “They made it clear that they want to protect residents, not harass them.” AMEXCAN also has reached out to African American leaders and elected officials in the region, who have been supportive of immigrants as they encounter tremendous backlash. The organization is tackling several other issues of direct concern to members. This past winter, 45 grassroots leaders attended a three-day training on HIV/AIDS; they developed an action plan, and a core group committed to follow through on next steps. AMEXCAN has also worked with Toxic Free NC to pass and implement a law protecting farmworkers who complain about pesticide problems from retaliation by employers and is applying pressure at the local level to change the ban prohibiting undocumented immigrants from attending college. AMEXCAN works closely with the NC Justice Center and El Pueblo on statewide advocacy and at the federal policy level with the National Alliance of Latin American and Caribbean Communities (NALACC).

Clearly, some important advocacy and organizing work is happening with few resources or paid staff. Yet, research shows again and again that lack of resources is a hindrance to nonprofit advocacy. Surveys of nonprofits over the last decade by the Center for Lobbying in the Public Interest (CLPI) and OMB Watch found that the number one obstacle to consistent, effective advocacy is lack of financial and human resources.³⁷ Organizations need adequate funding and dedicated staff if their efforts are to be anything more than ad hoc responses to the ‘crisis du jour.’ And unfortunately, as one community leader bluntly observed, “Those that have, get.” Organizations with strong capacity tend to attract funding more easily than those with few resources.

VI. Considerations and Recommendations for Foundation Leaders

A. THE ROLE OF PHILANTHROPY IN SUPPORTING ADVOCACY, ORGANIZING, AND CIVIC ENGAGEMENT

As this report reveals, institutional philanthropy plays a critical role in supporting nonprofits to solve pressing problems in North Carolina. Among the 13 groups in NCRP's sample, foundation support for their advocacy and organizing work totaled more than \$17.5 million, representing 86 percent of their total advocacy budgets between 2003 and 2007.

Some of the state and regional funders that have supported the 13 groups include the A. J. Fletcher Foundation, Community Foundation of Western NC, Fund for Southern Communities, Hispanics in Philanthropy-NC,³⁸ Kate B. Reynolds Foundation, Mary Reynolds Babcock Foundation, NCGives, NC Health and Wellness Trust Fund, NC Humanities Council, Southern Partners Fund, Triangle Community Foundation, Winston-Salem Foundation, and the Z. Smith Reynolds Foundation. Others mentioned in the report that support advocacy and civic engagement include Community Foundation of Greater Greensboro, Cemala Foundation, Moses Cone~Wesley Long Community Health Foundation, Tannenbaum-Sternberger Foundation and Weaver Foundation. It is admirable that these funders have exercised leadership to support civic engagement and policy change to improve North Carolina communities. This list is not comprehensive, and many more foundations can achieve significant impact if they support the effective advocacy and organizing nonprofits are undertaking throughout the state.

Some of the national funders that have supported the 13 groups include the American Dream Fund, Catholic

Campaign for Human Development, Cedar Tree Foundation, Education Foundation of America, Environmental Support Center, Evangelical Lutheran Church of American (ELCA), Ford Foundation, Four Freedoms Fund, Freeman Foundation, Fulfilling the Dream Fund, Gill Foundation, Harris & Francis Block Foundation, Needmor Fund, Presbyterian Church USA, Public Interest Projects, Public Welfare Foundation, Racial Justice Collaborative, Robert Wood Johnson Foundation, Rural Funders Group, State Equality Fund (Tides Foundation), and W.K. Kellogg Foundation.

B. EFFECTIVE FUNDING STRATEGIES

North Carolina offers many examples of philanthropic best practices to support advocacy and organizing. Providing core support grants and multiyear funding, soliciting input from nonprofit partners and helping to enhance their capacity, exercising leadership on issues and reaching out to peers in philanthropy to expand available resources are all important tools.

The sample groups reported that receiving flexible, consistent funding is the grantmaking practice that most allows them to be effective advocates. Several nonprofit leaders noted that improving programs and systems often takes several years to achieve, yet many funders expect outcomes to occur based on one-year grant cycles. Multiyear support allows organizations to stabilize their capacity, set long-term goals and respond strategically to community needs and policy opportunities as they arise.

The chart on page 32 highlights the types of foundation support provided to the sample groups for advocacy and organizing between 2003 and 2007.

The levels of general operating support and multi-year funding provided to the 13 groups are commendably high. In the aggregate nationwide, for example, less than 20 percent of grant dollars are provided as general operating support and fewer than 16 percent of grantmakers provide more than 50 percent of their grant dollars in this way. The fact that funders of the groups in NCRP's study provided such high levels of flexible and long-term funding bolsters the impact and effectiveness of the groups.³⁹

The two foundations cited most frequently for being exemplary partners with the nonprofits they fund were Z. Smith Reynolds (ZSR) and Mary Reynolds Babcock Foundation (MRBF). More than one community leader praised ZSR for convening its grantees, listening to them, and changing its practices to enhance nonprofit effectiveness. A director of a grassroots organization observed, "The staff at Z. Smith Reynolds listened to organizers, and as a result of what they heard, they made their grants process easier and shifted to multi-year grants." For example, ZSR recently instituted a simplified application process for grants of less than \$35,000. The foundation also took leadership in convening statewide advocacy groups to coordinate civic engagement, communications and policy collaboration through Blueprint NC. "Having nonprofit advocates who can raise the levels of public discourse and action about important issues of the day is critical for a healthy democracy," commented Joy Vermillion Heinsohn, director for programs at ZSR. "Their voices on behalf of those who are marginalized or underrepresented must be present in the public policy arena, and foundations have a role to play in making sure that these organizations thrive."

Both ZSR and MRBF were commended for providing unrestricted general support grants and for their willingness to be "learning organizations" that incor-

porate feedback from grantees. "Babcock invests strategically, thinks with us collectively, publishes useful work and gives us helpful guidance," said one nonprofit leader whose organization got help from MRBF on becoming multilingual. Babcock funded strategic planning for another organization, which resulted in the group shifting from a technical assistance role to direct organizing.

Several community foundations provide organizational development grants that prove critical to nonprofits in building capacity for the long term. The Triangle Community Foundation (TCF) also was applauded for its innovative practices. TCF set up a competitive community grants program with a selection team made up of fund holders. The program provides grants in two areas: youth development and civic engagement. The program provides needed support; community organizations in this report appreciated being able to obtain civic engagement funds to support their organizing work. At the same time, the program educates fund holders who are on the grantmaking team about civic engagement. This process has enabled the foundation to grow the grants pool by getting more fund holders on board.

C. BUILDING NONPROFIT CAPACITY

Several nonprofits stressed the value of having adequate resources for capacity-building. Fawn Pattison noted that with a small, multiyear investment from the Environmental Support Center, Toxic Free NC was able to provide staff and board development, fundraising training, strategic planning and training in community organizing. "As a result of this modest investment of \$1,500 to \$8,000 a year, we now have a stronger board, a more diverse and larger funding base, and we are more effective at what we do," said Pattison. "With this increased capacity, we've won several campaigns."

TYPE OF FOUNDATION FUNDING RECEIVED by 13 Sample Groups for Advocacy, Organizing and Civic Engagement

TYPE OF FUNDING	AGGREGATE AMOUNT RECEIVED	AS PERCENT OF TOTAL FOUNDATION FUNDING	MEDIAN AMOUNT RECEIVED
General operating support	\$ 9,781,195	56	\$ 194,025
Multiyear funding	\$ 7,444,542*	43*	\$ 306,150
Capacity-building	\$ 1,219,797	7	\$ 50,000
Program Support	\$ 6,396,999	37	\$ 350,000
Total Foundation Support	\$ 17,504,542	100 %	\$ 730,339

* Note that multiyear funding amount is excluded from total as it already is counted in other categories.

Nonprofit leaders also note that while it can take several years to achieve an issue goal, their organizations still are building capacity in ways that continue to add value in future years. It is important for funders to understand and recognize these capacity-building gains and interim benchmarks of success. A great example is the work of immigrant rights organizations. Although they have not yet succeeded in some of their objectives, the movement has been strengthened through the process. Even initial defeats have been opportunities for learning and growth. Melinda Wiggins at Student Action with Farmworkers noted, “One of our biggest failures led to our organization of the Adelante Education Coalition.” In 2003, SAF part-

nered with other groups to promote in-state tuition at public universities for undocumented immigrants. They organized the first Latino Day at the State Capitol, which drew more than 1,200 people in what may have been the largest advocacy event there ever. Yet, roles within that coalition were not defined clearly, and the anti-immigrant opposition was extremely well-organized and effective at claiming to represent broad public sentiment. “Because of the difficulties with these policy advocacy efforts, SAF initiated the Adelante Education Coalition,” Wiggins added, “so that we could expand the network of groups publicly supporting this issue and so that we could be more strategic and transparent in our collaborative work.”

IN FOCUS: Eastern Carolina

Longstanding Challenges and Promising Opportunities

The eastern region of North Carolina comprises the 41 most eastern counties in North Carolina, and includes the Inner and Outer Banks, also known as the Coastal Plains. The eastern region encompasses nearly 7,000 square miles, with a population of approximately 1,000,000 and a workforce of more than 400,000.⁴¹ There is a stark contrast between the eastern region of North Carolina and the rest of the state. Twenty-three counties in North Carolina have poverty rates of more than 18 percent, and 19 of them are located in the Coastal Plain region.⁴² Twenty counties have persistent poverty. This increasingly diverse region, which has experienced an influx of immigrants, reveals racial disparities. The poverty rate for rural blacks, 27 percent, is more than 1.5 times greater than the rate for rural whites. In 10 Coastal Plain counties, more than a third of blacks live in poverty. The poverty rate for Native Americans is 22 percent and for Latinos, 28 percent.⁴³

According to Mulatu Wubneh, a professor at East Carolina University in Greenville, these economic disparities can be attributed to the lack of

infrastructure as well as faltering industry.⁴⁴ The short-term effects of the 1998 tobacco settlement resulted in federal cutbacks in tobacco production, which had been a major contributor to the state’s economy.⁴⁵ An economic downturn that began in early 2000 and long-term global economic restructuring have added to large-scale job loss in the eastern region. An increasing dependence on agriculture, low-wage retail, and low skill manufacturing, combined with a less educated work force, has hindered the region’s residents greatly in competing for living wage jobs.⁴⁶ The North Carolina Center for Public Policy Research found that the eastern region of North Carolina produces fewer college graduates and has higher dropout rates than the rest of the state.⁴⁷ College graduates often search for employment opportunities in more promising parts of the state, leaving behind communities in desperate need of their ingenuity and deterring potential business investors.⁴⁸

Nonprofit organizations play an important role in the region, providing needed basic services and foster-

ing community development. Some organizations are developing local leadership, building bridges across race and ethnicity and seeking to strengthen their local economies. CCA currently is exploring several economic recovery strategies, including establishment of a regional food system that would bring 100 agricultural jobs to a six-county region in the southeastern part of the state. The project focuses on advocating for changes in the federal farm bill, including changes in institutional food purchasing that would give priority to local and regional foods and more federal support for local food production and purchasing.

Yet, nonprofits face many challenges in attempting to serve and engage geographically dispersed populations with limited resources. An increasing number of rural nonprofit organizations rely heavily on volunteers. “Volunteerism is good,” noted Gary Grant of Concerned Citizens of Tillery, “but you still need someone to coordinate all that volunteer activity. And many of our volunteers are elderly—they will go to community meetings and the state legislature, but

North Carolina has some great models of philanthropic support for capacity-building. Hispanics in Philanthropy-NC has been highly effective at leveraging state and national foundation resources to strengthen the capacity of Latino-led and Latino-serving organizations, including SAF and the *Coalición de Organizaciones Latino-Americanas (COLA)* in western North Carolina. “HIP has helped grow the 20 Latino centers I work with,” said COLA’s Ada Volkmer. “I don’t think that Latino centers in western North Carolina would be where they are today without HIP.” Yet, to get to that point, funders first needed to learn more about the Latino populations and issues in their communities. In 2002, national HIP leaders inventoried the state and conducted educational seminars for NC funders. According to one account of the process, “For many foundation officers, learning that their state had 134 nonprofits serving a Latino population approaching 380,000 was a paradigm-shifting moment.”⁴⁰ Until

that point, many funders had no idea there were Latino organizations in their own backyards.

D. FUNDER COLLABORATIVES

Foundation collaboratives have been effective tools not only to educate funders about issues in North Carolina but also to leverage greater resources to address identified needs. Getting a statewide HIP collaborative off the ground was aided by Z. Smith Reynolds Foundation, which offered to add 50 cents to every matching dollar that HIP put on the table. Tara Sandercock, vice president for programs at the Community Foundation of Greater Greensboro, noted that the combination of known national funders such as W.K. Kellogg and Ford Foundations and a well-respected state partner helped lend credibility and prestige to the effort. To date, 24 funders have invested in Phases I and II of the Funders’ Collaborative for Strong Latino Communities, creating a \$2 million pool

IN FOCUS: Eastern Carolina *(continued)*

they’re not computer literate and can’t do the office work we have to get done.” The dearth of funding for nonprofits focused on advocacy and organizing in eastern NC has hindered grassroots activity.

Even when foundation funds are available, nonprofits in the eastern region often find themselves struggling to meet funders’ basic requirements. For example, as more foundations implement Web-based grant submissions, many nonprofits in this rural region are at a disadvantage because they lack basic access to the Internet. Some foundations such as the North Carolina Community Foundation (NCCF) have been responsive to these constraints and eliminated requirements such as online submission of grant applications. However, because many of the smaller, under-resourced nonprofits lack adequate grantwriting capacity, their applications may not meet funder standards.

The challenging conditions in the region and its lack of nonprofit capacity are of great concern to several foundations in North Carolina. Since 1999, the Golden LEAF Foundation has allocated more than \$32 million to address needs there. The Golden LEAF Foundation’s unique model facilitates civic engagement and works with communities to make their own collective decisions about local funding priorities. The partnerships span the breadth of nonprofit organizations, local government, universities and private companies. Additionally, efforts are underway by Golden LEAF and NCCF local boards to promote sustainable growth of an agrarian culture and economy. Peggy Birkemeier, senior regional associate at NCCF, believes that educating nonprofit leaders about their leadership roles, fiscal stewardship, the importance of grantwriting and capacity-building is critical to the vitality of northeastern North Carolina. NCCF

has demonstrated its commitment to collaborating with entities such as NC Gives, the W. K. Kellogg Foundation and the N.C. Center for Nonprofits to offer programs aimed to provide local leaders with needed skills. In addition to training programs, Birkemeier also supported nonprofits as they applied for private foundation funding by offering recommendations and guidance for grant requests. “Over the past 10 years, since we began to serve this region, the NCCF has worked hard to create a positive philanthropic climate. But this region, with its low wealth and low population density has not been a priority for many large funders, with some exceptions in the areas of health and education,” she said.

Foundations certainly face many challenges in seeking to support rural communities and organizations. Compared to urban areas, rural areas, both east and west, require more resources to serve fewer people

that has funded a diverse set of 22 small and medium-size nonprofits since 2005.

For Bob Wagner, vice president of programs at Community Foundation of Western NC (CFWNC), “Being part of a collaborative provides a funder with reassurance that other reputable funders are involved and that even local and regional funders can have a statewide impact.” Put another way by Sandercock, “For funders who want to stick their toe in the water on something new, a collaborative effort can be a comfortable way to learn the issues and make grants with confidence.”

In these collaboratives, advocacy and organizing often are not the central focus or part of the initial thinking. As funders with a common interest collectively develop a theory of change about a particular issue and what it will take to address that issue, they then see advocacy as one tool to help them achieve their goals. For example, the CFWNC has involved

several funders, local governments, businesses and nonprofits in its Mountain Landscapes Initiative, which seeks public input to develop tools for **land use planning and growth management** in 18 western counties. The foundation has developed a toolbox that includes tips on advocacy for local communities. As discussed earlier in this report, the Building Stronger Neighborhoods funding coalition has spawned the Greensboro Neighborhood Congress, which uses **civic engagement** to advocate for community concerns.

In the **health care** arena, the CareShare Health Alliance (CSHA) is a new statewide entity funded jointly by the Duke Endowment, Kate B. Reynolds Foundation, Blue Cross Blue Shield Foundation, NC Health and Wellness Trust Fund and NC Office of Rural Health. It grew out of a May 2007 meeting of health care leaders in the state responding to the high number of uninsured residents, lack of integrated services and uncoordinated funding silos. CSHA’s goal is to improve

over a larger geographic region. Nonprofits have limited capacity to apply for and implement grant-funded activities. Yet, especially during economic downturns, grantmakers can use their leadership position to respond to and address the needs of low-resource rural communities, including in eastern North Carolina. Strategies implemented by area funders include:

> **Fostering Collaboration:** NCCF believes that the need for increased funding collaboration in northeastern North Carolina is critical. “It will take greater strategic efforts to make long lasting change here in the Northeastern region,” stated Peggy Birkemeier. The Cumberland Community Foundation (CCF) uses a unique approach to foster nonprofit collaboration. Through CCF’s Emerging Opportunities Grant Process, grantees collaborate with

each other to receive joint grants, especially those involving community engagement, outside of the regular grant process. This encourages organizations to work together to achieve broader goals and allows CCF to respond flexibly to community issues between grant cycles.

> **Training and Capacity-Building:** NCCF, CCF and Z. Smith Reynolds (ZSR) have organized training sessions on writing grant applications and information forums to educate nonprofits about grant requirements. The Blue Cross Blue Shield of NC Foundation holds an annual “Healthy Communities Institute” to build the organizational capacity of nonprofits in the region. The NC Network of Grantmakers sponsored a foundation fair in the eastern part of the state to connect local nonprofits to funders, and it also has convened funders and

nonprofits to talk about environmental issues. Many foundations fund scholarships for community leaders to attend professional development opportunities through the N.C. Center for Nonprofits.

> **Tapping Resources and Expertise:** By engaging with public policy organizations, think tanks, universities and policymakers, funders can help communities leverage existing capacity, knowledge and resources to solve the region’s problems. According to Dan Gerlach at Golden LEAF, groups like the NC Rural Economic Development Center, NC Center for Public Policy Research, and the associations representing county commissioners and municipalities, as well as the USDA, can assist funders to make a real difference in eastern North Carolina.

the care of uninsured and lower-income residents by helping safety net and health care providers around the state create community-based healthcare collaborations. The alliance provides technical assistance and grants to local collaboratives. In addition, the mission and committee structure of the organization indicate a commitment to informing public policy and engaging in communications, education and advocacy to improve care for lower-income and uninsured North Carolinians.

Modeled after **education** efforts in Ohio and Delaware, NCNG convened an Education Funders Initiative, which drew two dozen funders in the state as well as regional and national funders, including The Bill & Melinda Gates Foundation. The initiative

Combining services with advocacy or organizing can be an effective way to meet basic needs while also building the power and leadership skills of service recipients to directly participate in the democratic process.

released a 2008 *North Carolina Education Report* that NCNG is using as a starting point to engage funders, educators, government leaders and other stakeholders in discussions about how to ensure the NC system successfully educates all students. The report provides thoroughly researched overviews of key issues and trends and makes specific policy recommendations for education reform. The report also encourages bringing new voices into the policy process and urges support for nonprofits that advocate on education issues, thereby highlighting the importance of civic engagement and advocacy in achieving long-term change.

E. RECOMMENDATIONS FOR FUNDER CONSIDERATION

As this report demonstrates, nonprofits in North Carolina are reaping tremendous benefits for disenfranchised communities and for the state as a whole through advocacy, organizing and civic engagement. Yet, there is so much more that needs to be done to strengthen neighborhoods, improve education and health systems, provide affordable housing, create

jobs, reduce disparities and bring the voices of affected communities to bear in policy making. Local, regional and national foundations have the opportunity to achieve long-term impact in critical areas through their strategic support for advocacy and organizing in the state. NCRP recommends the following next steps to foundation leaders:

Maximize grantmaking effectiveness. Overall, more funders can take further steps to increase their impact. These include looking at ways to streamline grant application and reporting requirements, providing general support grants and multiyear commitments, and finding out from nonprofit partners how to best support their capacity-building goals. Existing grantees can also be a great resource in identifying

other organizations that are doing effective work and could be future grant recipients. In particular, funders can think about whether constituencies that are affected directly by key issues are being engaged in solving problems. Can the grantmaker nurture the leadership of underrepresented communities better? Are the

problems that nonprofits are trying to address getting worse over time? How does public policy help address the disparities affecting a funder's constituencies? How can a foundation support the advocacy capacity of constituency-based organizations both individually and collectively?

Find out more about advocacy and organizing. Funders that do not currently have experience supporting advocacy and organizing can take a variety of steps to learn more. Funder collaboratives are a great way to build knowledge about the role of advocacy in addressing specific issues. The NC Network of Grantmakers can help guide funders to collaboratives on specific topics. Funders can sit in on meetings and talk to peers in a collaborative relevant to a particular grantmaking area. Site visits are another great way to get a better understanding of what advocacy and organizing are and how they play out "on the ground." Several nonprofit leaders mentioned that site visits helped funders get a clearer sense of their work and its impact, as well as the personal transformation leaders experience when they take action to improve their communities.

Explore how services and advocacy can complement each other. Especially in the current economic climate, it is understandable for funders to want to narrow their grantmaking to fund services that meet basic needs. Yet, the economic crisis also means that fundamental decisions are being made at all levels of government about major societal priorities, and affected communities need to be involved in those decisions. Combining services with advocacy or organizing can be an effective way to meet basic needs while also building the power and leadership skills of service recipients to directly participate in the democratic process. Many of the small Latino organizations supported by COLA are learning how to do both. CCA combines both strategies through its family literacy program. And Senior PharmAssist helps seniors navigate prescription drug plans while also advocating to broaden and enhance access. Many service providers would like to engage in more advocacy and organizing, but they simply lack the resources or skills to do so. In some rural communities, service agencies are the only groups with any capacity and therefore are poised to play a vital role in engaging residents. Foundations can help nonprofit agencies add these tools to their set of strategies.⁴⁹ For example, as federal economic stimulus funds become available, foundations can help nonprofits advocate for funding for services to respond to the economic crisis affecting North Carolinians.

Engage board members in dialogue about how advocacy and organizing can help a grantmaking institution achieve its long-term goals. Trustees may not know very much about advocacy, organizing and civic engagement. They may believe mistakenly that foundations cannot legally fund such approaches, even though funders most certainly can and do. Advocacy and organizing can be demystified by sharing concrete examples from this report, and board members can be encouraged to think of these strategies as potential tools among many that are needed to achieve change on issues they care about. “One message that the center sends to North Carolina nonprofits is that it’s important for all of us to be advocates,

because advocacy can help lead to systemic change that addresses the root causes of the issues that ‘service provider’ nonprofits are trying to solve,” noted David Heinen, director of public policy and advocacy at the N.C. Center for Nonprofits. “Foundations that support effective advocacy can help *all* nonprofits have a greater impact for their causes, making them far more successful in the long-term.”

Develop a collective philanthropic strategy for rural North Carolina. As this report demonstrates, rural parts of the state experience greater poverty and less nonprofit capacity. Yet, these regions also suffer from lack of coordinated and substantial philanthropic investment. The types of approaches used by HIP NC funders to grow the capacity of Latino organizations,

“Foundations that support effective advocacy can help all nonprofits have a greater impact for their causes, making them far more successful in the long-term.”

—David Heinen, N.C. Center for Nonprofits

many of which are in rural areas, could be explored for eastern North Carolina. Philanthropy in the state partners well already and has been able to raise awareness of issues and contribute positively to needs of marginalized groups and to the public discourse. For example, in western North Carolina, Cherokee Preservation Foundation, CFWNC, Mission Healthcare Foundation and United Way of Asheville and Buncombe County have partnered to create WNC Nonprofit Pathways, which links local nonprofit leaders with learning opportunities, resources and support to help them become more effective in serving their community.⁵⁰ Funders have flexibility and can exercise strong leadership to make a difference in rural communities.

Exercise leadership through research and convening. For some funders, a good way to approach advocacy for the first time is to study a problem to understand the issues and potential solutions better. Research can be very valuable to inform public policy and program development, and it offers an opportunity to learn more about and involve affected communities in the process. By convening stakeholders to dis-

Discuss the research findings, a funder can catalyze collective problem solving and action.

Increase the percentage of grant dollars devoted to advocacy, community organizing and civic engagement work. Philanthropic leaders nationwide, and the Z. Smith Reynolds Foundation in North Carolina, recognize the significant benefits these strategies have for communities and consistently provide 25 percent or more of their grant dollars for this important work.⁵¹ They have decided that these strategies are effective in creating long-term change on the issues the funders care about most. If other funders increase the proportion of their grant dollars devoted to these strategies, they will strengthen the capacity of underserved communities to engage in a participatory democracy and contribute to solving the state's pressing problems.

Build on existing successes. North Carolina nonprofit and foundation leaders have much to be proud of and good models on which to build. For example, the formation of Blueprint NC and the nonpartisan engagement of thousands of new voters in 2008 demonstrate the power of coordinated action at the state level. Some nonprofit leaders have suggested that the next step is to strengthen the capacity of local grassroots organizations to participate in a coordinated fashion and be equal partners at the table with statewide advocacy groups. The HIP collaborative's successful capacity-building efforts with Latino organizations suggest opportunities to explore capacity-building among other constituencies.

NCRP, NC Network of Grantmakers, and N.C. Center *for* Nonprofits staff members are available to help North Carolina funders and nonprofit leaders think through next steps to support effective nonprofits that use advocacy and civic engagement to strengthen communities. A list of resource materials is available at www.ncrp.org.

VII. Conclusion

As this report demonstrates, analyzing just a small sample of effective and diverse organizations in North Carolina revealed dramatic benefits for many North Carolina residents and their communities—benefits achieved through advocacy, organizing and civic engagement. Foundation support was critical to these achievements, and it will be integral to their future success as well. Notwithstanding these impressive accomplishments, the state continues to face many challenges in these uncertain times. Housing foreclosures, job losses and high dropout rates are just some of the issues requiring attention by legislators, who need the informed perspectives of affected communities to guide them. For many of the important policy reforms

documented here, groups will need to undertake further advocacy to defend, implement and strengthen them. Foundation leaders may be tempted to retrench. Yet, these challenges demand bold action. North Carolina funders have many positive models of effective grantmaking and collaboration to build on. With a strong statewide network and a growing philanthropic community, North Carolina grantmakers are poised to strengthen their voice in public policy through funding and leadership. Allied with nonprofit partners who know how to bring community voices and innovative solutions to the decision-making table, funders can make a measurable difference in the lives of North Carolinians today and for years to come.



Notes

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18. Impacts or wins for which the work was done in the study time period are included, even if the impact was implemented after 2007. For example, if a coalition of groups worked on an issue through 2007 but the benefit was seen in 2008 and beyond, it is included. No work initiated after 2007 is included in the analysis.
19. NCRP used “snowball sampling,” a purposive sampling technique used in research. Simply described, the researchers kept asking groups and funders for names of groups until we generated a list and no new names emerged.
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51. Jagpal, Op. Cit., p. 115-116.

APPENDIX A

Organizational Profiles

Organization/Contact Information	Mission Statement/Description
<p>Center for Community Action</p> <p>Mac Legerton; Executive Director cca@carolina.net</p> <p>PO Box 723 Lumberton, NC 28359 910.739.7851 www.povertyeast.org/jobs</p>	<p>Founded in 1988, the Center for Community Action has committed itself to organizing and empowering individuals, families, communities and institutions in order to unite and improve the quality and equality of life in Robeson County and Southeastern North Carolina.</p>
<p>Center for Participatory Change</p> <p>Paul Castello; Craig White paul@cpcwnc.org; craig@cpcwnc.org</p> <p>PO Box 9238 Asheville, NC 28815 828.232.2049 www.cpcwnc.org</p>	<p>Since 1999, the Center for Participatory Change has been dedicated to helping people recognize their own power, by working together and transforming their communities to participate in American democracy and public life.</p>
<p>CHANGE</p> <p>Ryan Eller; Lead Organizer leadorganizer@changeiaf.org</p> <p>639 South Green St. Winston-Salem, NC 27101 336.721.1660 www.changeiaf.org</p>	<p>In 2002, Communities Helping All Neighbors Gain Empowerment (CHANGE) was founded as a grassroots organization in Winston-Salem, N.C. Since then, CHANGE has been committed to building a stronger community by developing relationships across racial, ethnic, economic, political, social and religious lines through the cultivation of skills of local leaders.</p>
<p>Concerned Citizens of Tillery (CCT)</p> <p>Gary Grant, Executive Director tillery@aol.com</p> <p>PO Box 61 8000 Highway 561 Halifax, NC 27839 252.826.3017 cct78.org</p>	<p>CCT was founded in 1978 as a means to promote and improve the social, economic and educational welfare of the citizens of Tillery and the surrounding communities through the self-development of its members.</p>

Organization/Contact Information	Mission Statement/Description
<p>Durham CAN</p> <p>Ivan Parra, Lead Organizer kmparra@aol.com</p> <p>1926 Holloway St. Durham, NC 27703 919.225.1673 www.durhamcan.org</p>	<p>Founded in 1999, Durham Congregations, Associations, and Neighborhoods (CAN) is a multi-racial, multi-faith, strictly non-partisan, countywide citizens' organization that is dedicated to building relationships across race, social and religious lines; identifying common concerns; developing the skills of leaders inside member institutions and acting together for the common good.</p>
<p>Equality NC</p> <p>Ian Palmquist, Executive Director ian@equalitync.org</p> <p>PO Box 28768 Raleigh, NC 27611 919.829.0343, ext. 111 www.equalitync.org</p>	<p>Since 2002, Equality NC has been committed to securing equal rights and justice for lesbian, gay, bisexual and transgender North Carolinians.</p>
<p>HELP</p> <p>Chris Bishop, Lead Organizer christopherbishop@earthlink.net</p> <p>PO Box 34008 Charlotte, NC 28234 704.607.8933</p>	<p>In 1993, H.E.L.P was founded as a broad-based organization designed to bring together, train and organize the communities of Charlotte-Mecklenburg across all religious, racial, ethnic class and neighborhood lines for the public good.</p>
<p>Neighbors for Better Neighborhoods</p> <p>Tamiaka White, Executive Director twhite@nfbn.org</p> <p>309 E. Sprague Street Winston-Salem, NC 27127 336.631.9407 nfbn.org</p>	<p>Neighbors for Better Neighborhoods was founded in 1991, as an organization designed to connect people, strengthen their voices and leverage resources with communities in order to create safe, just and self-determined neighborhoods.</p>
<p>NC Justice Center</p> <p>Melinda Lawrence, Executive Director melinda@ncjustice.org</p> <p>P.O. Box 28068 Raleigh, NC 27611 919.856.3193 www.ncjustice.org</p>	<p>Since 1984, the North Carolina Justice Center's mission has been to end poverty in North Carolina by ensuring that every household has access to the resources, services and fair treatment it needs to achieve economic security.</p>

Organization/Contact Information

Mission Statement/Description

NC Housing Coalition

Chris Estes, Executive Director
cestes@nchousing.org

224 South Dawson Street
Raleigh, NC 27601
919.881.0707
www.nchousing.org

The NC Housing Coalition was formed in 1988 to lead a campaign for housing that ensures working families, people in crisis, seniors and persons with disabilities are afforded the chance to live with dignity and opportunity.

Senior PharmAssist

Gina Upchurch, Executive Director
gina@seniorpharmassist.org

406 Rigsbee Ave, Ste 201
Durham, NC 27701
919.682.4962
www.seniorpharmassist.org

Since 1998, Senior PharmAssist has been dedicated to promoting healthier living for Durham seniors by helping them obtain and better manage needed medications, and by providing health education, community referral and advocacy.

Student Action with Farmworkers

Melinda Wiggins, Executive Director
mwiggins@duke.edu

1317 W Pettigrew St
Durham, NC 27705
919.660.3616
saf-unite.org

Founded in 1992, Student Action with Farmworkers aims to bring students and farmworkers together to learn about each other's lives, share resources and skills, improve conditions for farmworkers, and build diverse coalitions working for social change.

Toxic Free NC

Fawn Pattison, Executive Director
fawn@toxicfreenc.org

206 New Bern Place
Raleigh, NC 27601
919.833.5333
toxicfreenc.org

In 1996, Toxic Free NC was founded as an independent, nonprofit organization designed to fight pesticide pollution in North Carolina by advocating for common-sense alternatives that protect citizen's health and the environment.

APPENDIX B

Quantitative Impacts and Return on

Issue	Length of Campaign	Dollar Value	No. of Direct Beneficiaries
Economic Security	2004-2007	\$1,385,443	100 low-wage workers
Economic Security	2005-2006	\$834,000,000	139,000 low-wage workers
Economic Security	2002-2003	\$230,263,019	Approximately 6,000 workers
Economic Security	2004-2007	\$327,032,343	20,000 lower-income households
Economic Security	2004-2007	\$118,000,000	845,000 lower-income workers
Economic Security	2004-2008	\$59,400,000	4,000 homeowners
Economic Security	2007	\$100,000	Residents of rural counties

Investment

Organizations*	Description of Impact**
DurhamCAN	Successful living wage campaigns at the City of Durham and County of Durham paved the way for successes at Durham Public Schools and Duke University. New wages were estimated for City, County and DPS through 2010.
North Carolinians for Fair Wages coalition included NC Justice Center, NC Council of Churches, NC AFL-CIO, Covenant with North Carolina's Children, NAACP, NC Fair Share, ACORN, Institute for Southern Studies and others.	State assembly increased minimum wage from \$5.15 per hour to \$6.15 per hour. Wage estimates are projected for four years for minimum wage workers and those just above the minimum.
NC Justice Center, AFL-CIO, Coalition Against Domestic Violence, NC NOW, NC Council of Churches, NC Fair Share, State Association of Community Development Corporations, and others.	Enacted unemployment insurance reform and modernization; increased benefits since 2004 (\$30,263,019) and allowed state to qualify for additional \$200 million federal stimulus funds in 2009.
Campaign for Housing Carolina coalition included NC Housing Coalition, NC Justice Center, United Way of NC, Arc of NC, NC Bankers Association, AARP, NC Coalition to End Homelessness, and others.	Won \$51.2 million in appropriations to the state's housing trust fund, which has constructed hundreds of units and provided thousands of jobs. The quantitative value includes NC Housing Finance Agency estimates of increased state and local tax revenues and construction spending.
NC Justice Center, AARP, ARC, NAACP, NCAE, AFL-CIO, and dozens of others.	Enacted state Earned Income Tax Credit, a refundable state credit available at 3.5 percent of the federal EITC (increased to 5% in 2009). State estimates of tax refunds and reduced liability were projected for two tax years.
NC Housing Coalition, NC Housing Finance Agency	Enacted Home Protection program, providing one-time loans to unemployed homeowners and counseling to hundreds of others. Estimate includes appropriations, value of saved property and value of loans.
Center for Community Action, Robeson County Board of Commissioners, State Representative Garland Pierce	Established Poverty Reduction and Economic Recovery Legislative Study Commission to address rapidly rising poverty rates in rural areas of the state. The state assembly allocated \$100,000 for the Commission in 2008.

Issue	Length of Campaign	Dollar Value	No. of Direct Beneficiaries
Economic Security	2003-2007	\$104,902	25 members of worker-owned cooperatives
Economic Security	2007	\$711,000	1,500 youth
Economic Security	2004-2007	\$227,000	900 youth
Economic Security	2006-2008	\$300,000	53 low-wealth residents
Economic Security	2003-2007	\$4,000	150 residents of public housing
Economic Security	2003-2004	\$8,000	All residents of Winston-Salem
Economic Security	2004	\$1,200,000	600 child care-eligible children
Economic Security	2005	\$1,000,000	500 Hurricane Katrina survivors
Economic Security	2007	\$50,000	400 children and youth

Organizations*	Description of Impact**
Center for Participatory Change, Mountain BizWorks, Ownership Appalachia	CPC supported the development of four worker-owned cooperatives providing stable employment for 25 members in rural Western NC. The cooperatives are projecting total income as high as \$300,000 for 2009.
HELP, Goodwill Industries	HELP revived Mayor's Youth Jobs program, providing 1,500 youth job training slots and 250 summer jobs. Benefit includes funding for training programs and funding for employment in 2008.
CHANGE, Winston-Salem Urban League, Winston-Salem City Council	Secured funding for summer youth jobs program, which has provided approximately 900 local youth with summer jobs since 2004.
Center for Participatory Change, Community Reinvestment Association of NC, NC Housing Coalition	Helped organize Burnsville Land Community to convert their mobile home park into a community land trust and purchase the land.
Center for Participatory Change, Pisgah View Peace Garden, Shiloh Community Association, Blue Ridge Women in Agriculture, Smoky Mountain Native Plants Assoc., Bakersville Community Market	CPC supported the development of community-based agriculture, which led to access to organic produce for residents of public housing across Western NC.
CHANGE	CHANGE got City to address up to 1,000 identified problems such as potholes, abandoned cars and speeding. Actual value of repairs and improvements could not be estimated but were likely much higher.
DurhamCAN, Durham Department of Social Services	DurhamCAN worked with the City to raise public and private funding for child-care subsidies for lower-income workers.
HELP, Project TASK	Secured temporary housing assistance funds for Hurricane Katrina survivors residing in Charlotte.
HELP, Charlotte Mecklenberg Police Department	Created N. Charlotte Youth Network - an evening and week-end program for local youth; dollar estimate includes value of police officers' donated time and in-kind donations from member congregations.

Issue	Length of Campaign	Dollar Value	No. of Direct Beneficiaries
Environmental Justice	2005-2007	\$1,000,000	350 lower-income families
Environmental Justice	2005-2006	\$354,000	100,000 farmworkers
Environmental Justice	2005-2006	\$313,450	1,450,000 K-12 public school students
Civil and Human Rights	2004-2007	\$496,000	100,000 farmworkers
Health	2006-2007	\$3,000,000	1,400 lower-income patients
Health	2006	\$8,000,000	5,325 lower-income senior citizens
Health	2007	\$250,000	500 lower-income senior citizens
Health	2005	\$1,500,000	50,000 uninsured residents

Organizations*	Description of Impact**
DurhamCAN, McDougald Terrace Residents Council	Compelled Brenntag chemical company to change its dumping practices, make repairs and apply for NPDES permit to control pollution discharge harming a stream near public housing complex.
Toxic Free NC, Farmworker Advocacy Network, NC Division of Public Health and others.	Health care providers must now report suspected pesticide illnesses and injuries. Estimated value includes continuous funding for an epidemiologist and one-time allocation to implement the rule.
Toxic Free NC, NC Pediatric Society, Conservation Council of NC, Action for Children NC, Covenant with NC's Children	Durham/Orange Public Schools adopted Integrated Pest Management in 2005, saving over \$100,000 since implementation. The School Children's Health Act passed in 2006, mandating IPM in all NC public schools by 2011. Estimate includes DPS savings and one year of fully implemented IPM at the state level.
Farmworker Advocacy Network: Alianza-UNC, East Coast Migrant Head Start Proejct, El Pueblo, Inc., Episcopal Farmworker Ministry, Farm Labor Organizing Committee, Farmworker Unit of Legal Aid of NC, National Farm Worker Ministry, NC Community Health Center Association, NC Farmworkers Project, NC Farmworker Health Program, NC Justice Center, NC Latino Coalition, Toxic Free NC, Student Action with Farmworkers, Telamon Corp., Western NC Workers Center.	Amended NC Migrant Housing Act to improve inspection practices of NC Department of Labor, require farmers to provide clean, sanitary mattresses for farmworkers and require NC DOL to conduct a feasibility study on providing low-cost financing for construction and rehabilitation of migrant farmworker housing. Secured \$124,000 annual recurring funding for two new migrant housing inspectors.
DurhamCAN, Partnership for a Healthy Durham, Project Access	Initiated Project Access, which provides donated specialty healthcare services for lower-income patients who otherwise would use the emergency room for their needs beyond primary care.
Advocates for a NC Prescription Drug Assistance Program, Senior PharmAssist, and others.	Secured funding for Prescription Drug Assistance Program in the state, providing supplemental funding for seniors on Medicaid through NCRx and CheckMeds.
Advocates for a NC Prescription Drug Assistance Program, Senior PharmAssist, and others.	Secured state grants for Senior Health Insurance Information Program to connect eligible residents to NCRx and CheckMeds.
CHANGE	Secured continued funding for Winston-Salem's Downtown Health Plaza, where uninsured residents receive free or reduced-cost health services.

Issue	Length of Campaign	Dollar Value	No. of Direct Beneficiaries
Health	2004	\$2,000,000	2,000 lower-income families
Health	2007	\$8,000,000	Individuals living with HIV/AIDS
Education	1994-2004	\$25,000,000	20,000 K-12 Robeson County public school students
Education	2005-2006	\$170,000,000	36,000 K-12 Winston-Salem public school students
Education	2007-2009	\$13,317,390	7,300 K-12 Charlotte public school students
Education	2003-2007	\$1,300,000	2,000 caregivers and children
TOTAL QUANTIFIED BENEFITS		\$1,808,316,547	
Total funding for advocacy and organizing among organizations		\$20,365,023	
Return on Investment (ROI)		\$89	

Organizations*	Description of Impact**
DurhamCAN, Duke Children's Environmental Health Initiative, SIHA, Durham Public Schools, Department of Health	DurhamCAN convinced Durham Department of Health to seek federal funding for lead testing in targeted homes, resulting in the leveraging of federal funds.
EqualityNC	Won increase in AIDS Drug Assistance Program of \$2 million per year and expanded eligibility. Benefit estimated for four years.
Center for Community Action, NC Justice Center, Public Schools of Robeson County	In 2004, the State Supreme Court upheld the Leandro v. State of North Carolina decision affirming that all children have a constitutional right to a sound basic education. This led to funding restructuring and increased funding statewide for the disadvantaged student supplemental fund, including \$25 million for Robeson County Public Schools since 2004.
CHANGE, Community Alliance for Education, NAACP, Ministers Conference of Winston-Salem and Vicinity, Winston-Salem/Forsyth County PTA Council, Urban League	Worked with Winston-Salem Public Schools to ensure proposed bond measure included funding for rehabilitation and replacement of older school buildings, nearly tripling the value of the originally proposed bond.
HELP	Increased enrollment in Supplemental Education Services Program, a free federal program for struggling school districts. Estimate includes enrollment through 2010.
Center for Community Action, Robeson County Family Support	CCA helped create and has leveraged \$1.3 million in funding for Learning Together Family Literacy Program since 2003.

* This column is not intended to provide a complete list of every organization or individual involved in achieving an impact. Additional stakeholders may have participated.

**NCRP independently verified each impact. Detailed calculation methods are available upon request.

APPENDIX C

Qualitative Impacts and Beneficiaries

Issue	Length of Campaign	Category and/or No. of People Directly Benefiting
Economic Security	2003-2007	1,200 lower-income residents of Robeson County
Economic Security	2004	Residents of Forest Ridge Apartments in Winston-Salem
Economic Security	2005-2007	Residents of Lakeside neighborhood in Winston-Salem
Economic Security	2003-2008	136,000 residents of mobile homes statewide
Environmental Justice	2007	990,000 rural residents
Environmental Justice	2003-2007	176 residents of Tillery
Environmental Justice	2003-2007	9 million NC residents
Environmental Justice	2001-2003	5,000 rural residents

Organizations*	Description of Impact**
Center for Community Action, Robeson County Board of Commissioners, UNC-Pembroke	CCA presented data on job loss and rural poverty to Congressional Rural Caucus and secured sections on entrepreneurship and local food systems in the 2008 Farm Bill.
Neighbors for Better Neighborhoods, CHANGE	Residents won repairs for longstanding problems of pest infestation, high utility bills with no heat, and other maintenance issues. The apartments are now under new management; residents were connected to Section 8 vouchers and an IDA program to build assets.
Neighbors for Better Neighborhoods, CHANGE	Residents invited the mayor and other city officials to tour the neighborhood, long plagued by mold, pests, and other problems. The city then inspected a sample of public housing and found similar problems; the Mayor created a task force addressing the minimum housing code.
NC Housing Coalition, NC Justice Center, Legal Aid NC	Won a series of improved protections for residents of mobile homes in parks: changed property guidelines so that mobile homeowners qualify for federal mortgage assistance; increased notification for sale of park land from 30 to 180 days; passed tax credit for park owners who sell the land to tenants as a cooperative.
Concerned Citizens of Tillery, NC Environmental Justice Network, UNC-Chapel Hill, Environmental Defense, Southern Environmental Law Center, and others	Won statewide ban on new or expanded lagoon and spray-field technology used by Industrial Livestock Operations (ILOs).
Concerned Citizens of Tillery, NC Environmental Justice Network, UNC-Chapel Hill	Won an EPA grant to install a sewage line after finding backed up wastewater in the majority of community homes.
Concerned Citizens of Tillery, Citizens for a Safe and Vibrant Community, Green County Citizens for the Environment, UNC-CH Public Health	Won one-year statewide moratorium on new landfill construction.
Toxic Free NC, Conservation Council of NC, Student Action with Farmworkers, Carolina Farm Stewardship Association	Defeated proposal to roll back required buffer zone for aerial crop spraying, preventing pesticides from being sprayed on schools, businesses and homes.

Issue	Length of Campaign	Category and/or No. of People Directly Benefitting
Civil and Human Rights	2003-2007	Immigrants in NC
Civil and Human Rights	2008	20,000 same-sex couples; all unmarried couples
Civil and Human Rights	2007	All actual or perceived LGBTQ K-12 public school students
Civil and Human Rights	2003-2008	20,000 same-sex couples
Civil and Human Rights	2006-2008	100,000 farmworkers
Health	2004-2005	269,000 child care-age children statewide
Education	2006-2007	20,000 K-12 Public School students in Robeson County

Organizations*	Description of Impact**
Center for Participatory Change, COLA, NC Justice Center, National Network for Immigrant and Refugee Rights	Campaign to improve conditions for immigrants included work on statewide enforcement of Title VI of the Civil Rights Act, education access, and local law enforcement cooperating with ICE. Improved access to public agencies (e.g. interpretation, translation).
Equality NC	Won basic hospital visitation rights for same-sex partners as part of NC Patients Bill of Rights; also benefits all unmarried couples in state.
Equality NC, Covenant with NC's Children, NC Association of Educators, the Arc of NC, ACLU-NC, NASW-NC	House passed School Violence Prevention Act with LGBTQ-inclusive language - the first time any state statute has done so. Working to secure full passage of the law.
Equality NC, ACLU, NC Council of Churches	Defeated annually a constitutional ban on same-sex marriage in the state. At publication time, NC remains the only southern state without such a ban, but the issue arises every year.
Student Action with Farmworkers, NC Justice Center, El Pueblo, Farmworker Advocacy Network	Introduced Agricultural Family Protection Act, which partially passed: it prohibits retaliation against farmworkers reporting pesticide violation and strengthens farm record keeping of pesticide application.
Toxic Free NC	NC Health Services Commission passed a regulation for playground equipment to eliminate exposure to arsenic-treated wood.
Center for Community Action, Public Schools of Robeson County, NC Justice Center, Rural School and Community Trust	Following the Leandro decision, CCA worked to create a countywide Commission on a Sound Basic Education to identify areas of needed reform and strategies for achieving equity.

* This column is not intended to provide a complete list of every organization or individual involved in achieving an impact. Additional stakeholders may have participated.

**NCRP independently verified each impact. Detailed methods are available upon request.

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STRENGTHENING DEMOCRACY, INCREASING OPPORTUNITIES

Impacts of Advocacy, Organizing and Civic Engagement in North Carolina

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Funding advocacy and advocates is the most direct route to supporting enduring social change for the poor, the disenfranchised and the most vulnerable among us, including the youngest and oldest in our communities.

—Gara LaMarche, President and CEO
The Atlantic Philanthropies*

The National Committee for Responsive Philanthropy (NCRP) aims to ensure that philanthropic institutions practice Philanthropy at Its Best® – philanthropy that serves the public good, supports nonprofit effectiveness and responds to those in our society with the least wealth, opportunity and power. NCRP believes that one of the most effective ways to address the needs of the disenfranchised is by providing support for advocacy, community organizing and civic engagement.

NCRP's *Criteria for Philanthropy at Its Best*, published in March 2009, challenges grantmakers to promote the American values of opportunity and inclusion by contributing to a strong, participatory democracy that engages all communities. One way they can accomplish that is by providing at least 25 percent of their grant dollars for advocacy, organizing and civic engagement. This aspirational goal is one of ten benchmarks in Criteria.

Many grantmakers invest in advocacy, organizing and civic engagement as a way to advance their missions and strengthen communities. A sizable number of foundations, however, have not seriously considered investing in these strategies, partly because they have difficulty measuring impact and fully understanding how effective these strategies can be. The Grantmaking for Community Impact Project (GCIP) addresses these concerns by highlighting the positive impact that communities have seen through funder-supported nonpartisan advocacy and organizing.

To provide foundations with useful information that can help them consider supporting these strategies at higher levels, each GCIP report documents impact and demonstrates how advocacy, community organizing and civic engagement result in community-wide benefits and can advance a foundation's mission. This report on North Carolina is the second in the series.

Additional information is available online at www.ncrp.org.

* The Atlantic Philanthropies (2008). *Why Supporting Advocacy Makes Sense for Foundations*. Atlantic Reports, Investing in Change.

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