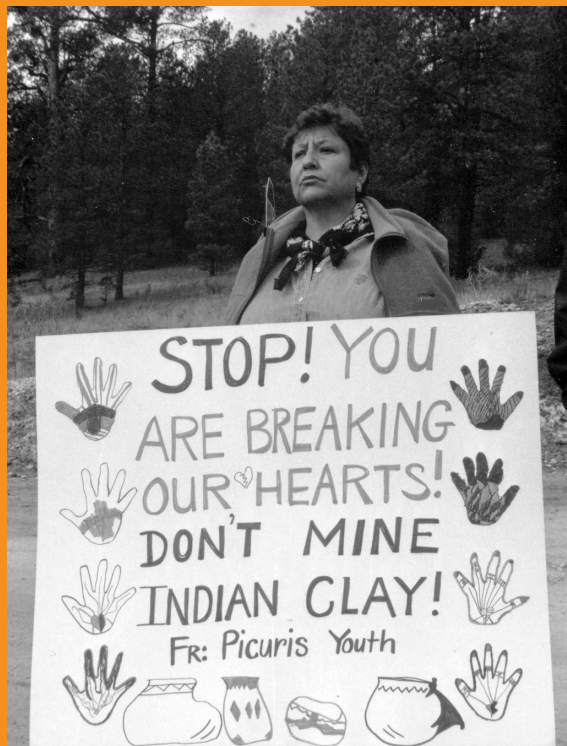


CHALLENGING GRANTMAKERS TO STRENGTHEN COMMUNITIES



# Strengthening Democracy, Increasing Opportunities

IMPACTS OF ADVOCACY, ORGANIZING,  
AND CIVIC ENGAGEMENT IN NEW MEXICO

by Lisa Rangelhelli

## RESEARCH ADVISORY COMMITTEE

Christine Ahn	KOREA POLICY INSTITUTE
Dwight F. Burlingame	CENTER ON PHILANTHROPY, INDIANA UNIVERSITY
Hodding Carter III	THE UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL
Michael Cortés	INDEPENDENT CONSULTANT
Louis T. Delgado	INDEPENDENT CONSULTANT
Lois Gibbs	CENTER FOR HEALTH, ENVIRONMENT AND JUSTICE
Cynthia Guyer	(CHAIR) SAN FRANCISCO SCHOOLS ALLIANCE
Mark Lloyd	LEADERSHIP CONFERENCE ON CIVIL RIGHTS
john a. powell	KIRWAN INSTITUTE FOR THE STUDY OF RACE AND ETHNICITY, THE OHIO STATE UNIVERSITY
Jon Pratt	MINNESOTA COUNCIL OF NONPROFITS
Vijaya Ramachandran	CENTER FOR GLOBAL DEVELOPMENT
Cynthia H. Schuman Ottinger	NONPROFIT SECTOR AND PHILANTHROPY PROGRAM, THE ASPEN INSTITUTE
Paul W. Speer	VANDERBILT UNIVERSITY
William E. Spriggs	HOWARD UNIVERSITY
Heidi Swarts	RUTGERS UNIVERSITY
Sherece West	WINTHROP ROCKEFELLER FOUNDATION

*Organization affiliation for identification purposes only.*

Cover photo (center): A member of Picuris Pueblo protests the largest mica mine west of the Mississippi River, which was located on the tribe's ancestral lands. NMELC helped the Pueblo to close the mine and regain the land, which it is restoring. November 2005. Courtesy NMELC.

# Table of Contents

I. Executive Summary .....	3
II. Introduction .....	5
Definition of Terms .....	
III. New Mexico: Socioeconomic Conditions and Philanthropic Giving .....	7
IV. Research Approach .....	9
V. Findings.....	11
A. Return on Investment and Aggregate Benefits .....	
B. Issue-by-Issue Highlights .....	
1. Economic Security .....	
2. Environmental Justice .....	
3. Civil and Human Rights .....	
4. Health .....	
5. Education .....	
C. Civic Engagement Findings .....	
1. Types of engagement .....	
2. The impacts of leadership development – beyond the individual .....	
3. Building bridges and uniting communities .....	
4. Educating and registering voters – enhancing participatory democracy .....	
5. Youth engagement – building the next generation of leaders .....	
VI. Relevant Considerations for Funders .....	25
A. Effective Funding Approaches .....	
B. Interim Wins .....	
C. Capacity-Building .....	
D. Learning From Failures .....	
VII. Conclusion – The Work Continues .....	31
Notes .....	32
Appendices	
Appendix A: Organizational Profiles .....	34
Appendix B: Quantitative Impacts and Return on Investment .....	38
Appendix C: Qualitative Impacts and Beneficiaries .....	48

## ACKNOWLEDGEMENTS

The author thanks the many people who helped make this report possible: Teresa Odendahl and Susan Cantor at the New Mexico Association of Grantmakers; the staff and leadership of the fourteen organizations featured in this report; NCRP Research Advisory Committee member Heidi Swarts for reviewing the report; others who provided feedback on the draft, including Alice Warner of the W.K. Kellogg Foundation and Spence Limbocker; Julia Craig for assisting with the research; Niki Jagpal for her guidance throughout the project; all other members of the NCRP staff for their support and feedback; the foundation leaders quoted in the report; and the many government representatives and others in New Mexico who were very responsive to our inquiries. A special thanks to the Ford Foundation and Christopher Harris for supporting this project.

## ABOUT THE AUTHOR

Lisa Raghelli joined NCRP in 2008 as senior research associate. She brings nearly twenty years of experience in the non-profit and public sectors. Most recently, Lisa was a consultant to foundations and social justice organizations and a grant writer. She developed new programs to foster community organizing and documented and evaluated social and economic change strategies.

Lisa's recent work involved quantifying community organizing successes, evaluating a national community-based voter engagement initiative, and analyzing community-labor collaborations. Prior to becoming a consultant, Lisa was Deputy Director of Public Policy at the Center for Community Change. She helped grassroots organizations successfully mobilize to affect federal and state policy on issues ranging from public housing reform to transportation to workforce development.

Lisa has a master's degree in city and regional planning from Cornell University.

# I. Executive Summary

When ordinary residents participate in the democratic process, society as whole benefits. In New Mexico, tens of thousands of people are getting involved in civic life and improving their communities. These individuals are part of a growing movement of nonprofits and community institutions that organize and advocate for residents who long have been shut out of decision making on issues that affect them. Together, they are reweaving the social fabric and achieving broad community-wide impacts.

This report is the first in a series to be produced in regions around the country over the coming years. It demonstrates that in New Mexico, local and state organizations leveraged foundation resources to secure billions of dollars in benefits for New Mexicans. The groups also brought large numbers of lower-income people, native Americans, Latinos, African Americans, immigrants, farmers, women, youth and others into public life, developing their leadership skills and their capacity to organize and advocate for change. The monetary impacts and increased civic participation benefit all of New Mexico, helping state and local governments and other institutions more effectively support and strengthen individuals and communities.

NCRP studied 14 organizations that work with underrepresented constituencies in New Mexico to organize and advocate on a range of issues, including civil rights, education, environmental justice, health, housing, low-wage worker issues, and poverty. The report examined the groups' accomplishments over a five-year period (2003–2007) and found that:

- > The total dollar amount of benefits accruing to the groups' constituencies and the broader public was more than **\$2.6 billion**.
- > For every dollar invested in the 14 groups for advocacy

and organizing (\$16.6 million total), the groups garnered more than **\$157** in benefits for New Mexico communities.

For the organizations, New Mexico residents, policymakers and the foundations that supported these efforts, the impact of each victory on individual lives also is significant. For example, many low-wage workers now enjoy bigger paychecks, improving the quality of their families' lives. More children have accessible health care through Medicaid. Homebuyers now can obtain more affordable mortgages, stabilizing their housing situation. Teachers are getting higher pay and staying in their jobs longer, which aids student learning. Lower-income families are saving more money and buying assets. Many workers are getting larger tax refunds. Communities have a greater say in decisions that affect the air they breathe and the water they drink. People who faced barriers to public services because of their race, ethnic background, or the language they spoke now are better able to obtain those supports.

New Mexico's overall economy benefits from the ripple effects of these changes. When more money goes into workers' pockets, into the health care system, and into the bank accounts of families, that money often has a measurable multiplier effect as it recirculates throughout state and local economies. For example, every new dollar in state Medicaid funds results in \$4.74 of business activity. These types of economic benefits are documented throughout the report.

Civic engagement has its own ripple effect, beyond the direct benefits to individuals who participate. Research shows that communities with more engaged residents are stronger economically, politically and socially than communities in which residents are disconnected from each other and from civic institutions. Also, foundation investments in the capacity of organizations to participate in democracy add up to more than the sum of their parts, as

organizations leverage that capacity in future campaigns and in collaboration with other groups to achieve scale, enabling them to take on bigger issues at higher levels of policy making. This report highlights many examples of coalition efforts that united diverse constituencies, in alliance with policymakers to achieve policy change.

Foundation investments played a critical role in supporting the engagement of New Mexico residents and nonprofit organizations in the democratic process to achieve significant impacts. Each grantmaker that funded these groups saw the value of developing strong community and nonprofit leaders who can organize and advocate successfully today and tomorrow in ways that help the foundation achieve its mission and leverage the impact of each individual grant.

If foundations truly want to maximize their impact and effectiveness, NCRP recommends providing general operating support and multiyear funding to effective organizations like the ones featured in this report so that disadvantaged residents can advocate and organize to strengthen their communities.

## II. Introduction

Advocacy, organizing and civic engagement by the voluntary sector have played essential roles in our society since the founding of the United States. Historically, disenfranchised communities used these strategies to seek the abolition of slavery, improve working conditions, establish a safety net for vulnerable populations, and secure civil rights for women and African Americans. Today, many of these struggles continue and our society faces new critical issues; global warming, racial injustice, income inequality, and economic instability threaten our country's future.

As described below, New Mexico is unique in some ways, but it faces many of the same challenges as other states. The National Committee for Responsive Philanthropy (NCRP) believes that philanthropy and the charitable sector are central to devising solutions to these challenges that strengthen democracy and promote the health of our pluralistic society. As this report demonstrates, when grantmakers support local and state organizations that organize and advocate to improve their communities, the impacts are impressive. Key to these efforts are consistent and stable funding; engagement of affected constituencies; innovative policy proposals; relationship-building with allies, experts and policymakers; a holistic view tempered by pragmatism; and, most important, a long-term commitment to those with the least wealth, opportunity and power.

NCRP selected New Mexico as the first site for the organization's Grantmaking for Community Impact Project (GCIP) work because of a number of factors:

- > Many organizations are advocating and organizing for change on a range of issues that other regions also are grappling with, such as education, environmental justice, health care access, immigrant rights, indigenous

rights, low-wage worker issues and poverty.

- > A mix of foundations currently is supporting advocacy and organizing, and others may want to begin or increase support for this work. Several large national foundations have targeted New Mexico for their grantmaking.
- > The state has diverse constituencies and active organizations in both urban and rural communities.
- > The New Mexico Association of Grantmakers (NMAG) is a willing and supportive partner in the project.

As grantmakers explore how they can leverage their limited resources to best achieve their mission in a complex environment, New Mexico is a learning laboratory on problem-solving that offers the rest of the country powerful examples of what can be achieved through ongoing, sustained investments in advocacy, organizing and civic engagement.



## Definition of Terms

### ADVOCACY

Advocacy is the act of promoting a cause, idea or policy. It also can be described as a category of activities whose primary purpose is to influence people's opinions or actions on matters of public policy or concern. Advocacy can be directed at governments, corporations, nonprofits, the media and the broader public. 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; nonpartisan 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. Grassroots organizing and advocacy are important civic engagement

processes because they engage lower-income communities and people of color who often are the least likely to be involved in civic life. The skills frequently taught to community organizing leaders are far more complex and valuable than the typical "civic skills" of voting, signing petitions and going to protests. In NCRP's GCIP research, groups that engage in civic engagement in conjunction with organizing or advocacy will be the subject of study.

### 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 staff, usually paid organizers. An essential element of organizing is the development of a democratically-controlled, inclusive organization with a holistic view that can achieve the community's vision over the long term. 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 is an attempt to influence, directly or indirectly, the passage or defeat of legislation. It can be a 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 (as described above) a nonprofit can engage in. Recent research indicates that the word "lobbying" has taken on a negative connotation—compared to "advocacy" or "education"—in the nonprofit sector. This is cause for concern given that it is a legal activity, albeit limited, that allows the nonprofit sector to share its valuable knowledge with public decision-makers to advance the public good.<sup>1</sup>

### "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.



# III. New Mexico

## Socioeconomic Conditions and Philanthropic Giving

New Mexico is a demographically diverse state of almost two million people with a majority of non-white citizens. Forty-four percent of New Mexicans are Hispanic or Latino, both with ancestry dating back to Spanish colonists as well as more recent immigrants. There are twenty-two federally recognized sovereign tribes in New Mexico, representing almost 20 percent of the land base and 10 percent of the state's population. These include 19 Pueblos (villages), two Apache tribes of Mescalero and Jicarilla, and the Navajo Nation. Their history precedes European contact and they maintain sovereign governments. In 2003, Governor Bill Richardson elevated Indian affairs to a cabinet level department.<sup>2</sup> More than 36 percent of the population speaks a language other than English at home, compared with 17.9 percent nationwide. Much of New Mexico's land base is public, indigenous sovereign territory or rural, and the state is unique both in its natural resources and rich cultural history. As this report demonstrates, there was a high level of civic engagement in the study time period. This local nonpartisan participation takes place in the context of a volunteer state legislature that meets for only a month or two each year, while nationally, New Mexico is viewed as a political swing state, with its electoral votes in contention during presidential elections.

New Mexico's policy environment is an important factor in understanding the success of advocacy and organizing efforts in the state. During the study period, the state was governed by elected officials who articulated a strong commitment to many of the constituencies and issues highlighted in this report. Governor Richardson, Lieutenant Governor Diane Denish, and the state legislature demonstrated leadership in promoting the interests of New Mexico's families and children. For example, the Richardson/Denish administration established the New Mexico Children's Cabinet to coordinate inter-

agency efforts to improve child and youth well-being. They also created the New Mexico Youth Alliance, a statewide advisory group with youth representation from each legislative district that informs policymaking affecting young people. These various initiatives seek to bring nonprofit organizations and affected constituencies into the policy process. In 2004, the New Mexico legislature, with the strong backing of Governor Richardson, repealed the state's regressive anti-family tax on groceries, which was enacted in 1933 as a "temporary" and "emergency" tax. Yet, the tax endured and more than doubled over the next seven decades. Now, baby food receives the same tax treatment in New Mexico as horse feed, which has long been tax exempt. Thus, while this report views policymaking through the lens of community organizations and examines their role in achieving impact, it is important to remember that many factors contribute to successful policy outcomes, including the willingness of elected officials to partner with the nonprofit sector.

New Mexico also is admired for its aesthetic values, intercultural respect, general tolerance for difference, and willingness to try new ideas. Yet, the state also faces numerous challenges. For example:

- > Of all New Mexicans, 22.7 percent are without health insurance—the second highest rate of uninsured citizens in the United States.<sup>3</sup>
- > Nearly one in every four children in New Mexico lives in poverty—one of the worst rates in the country.<sup>4</sup>
- > The median household income in New Mexico is about \$6,500 less than that of the nation as a whole and the poverty rate is 30 percent higher than the nation as a whole.

TABLE 1: FOUNDATIONS IN NEW MEXICO, 2006<sup>10</sup>

FOUNDATION TYPE	NUMBER	ASSETS	GIVING
Independent	178	\$1,114,259,108	\$62,341,540
Corporate	20	\$24,723,579	\$1,499,730
Community	5	\$120,888,484	\$9,784,189
Operating	30	\$27,296,682	\$1,975,454

- > The state ranks 48th in overall child health and well being.<sup>5</sup>
- > The high school graduation rate is only 54 percent, putting New Mexico second to bottom nationally.<sup>6</sup>
- > New Mexico ranked third in the incidence of domestic violence in 2003.<sup>7</sup>
- > Groundwater, which supplies drinking water for nine-tenths of New Mexicans, is threatened by radioactive and chemical contaminants such as uranium.
- > As wealthy retirees and others move to New Mexico seeking the “Santa Fe lifestyle,” tensions are rising about development, sprawl, and allocation of water and other natural resources.

New Mexico is home to a vibrant nonprofit sector, with more than 6,000 organizations, and they play an important role in addressing many of these challenges. A 2003 fact sheet, “The New Mexico Nonprofit Sector,” indicated that the highest number of nonprofit organizations are in the field of education (583), followed by the arts (554), human services (515), and community development (416). Religious nonprofits (385) followed closely behind. Active grantmaking groups were the next highest category.<sup>8</sup>

### THE PHILANTHROPIC LANDSCAPE

New Mexico has relatively little foundation funding generated within the state. According to the Foundation Center, in 2006 New Mexico was home to 234 foundations with just under \$1.3 billion in assets, or a mere 0.2 percent of total national foundation assets.<sup>9</sup> In terms of overall assets, independent foundations, especially family foundations, and community foundations play a significant role in the state.

Funding from outside the state dwarfs New Mexico’s local philanthropy. According to the New Mexico Association of Grantmakers, in 2005 three out of every four philanthropic dollars granted to nonprofits in New Mexico came from national and other out-of-state funders. While foundation funding by New Mexico grant-

makers to nonprofits in the state grew by 35 percent between 2001 and 2005, funding from out-of-state foundations grew by 72 percent in the same period.<sup>11</sup>

New Mexico is one of the ten states with the least philanthropic investment overall. The gap between foundation assets in the bottom ten states and assets in the top ten states has grown dramatically in the last decade, from \$9.2 billion in 1998 to more than \$36 billion in 2005. Because of this “philanthropic divide,” New Mexico receives less foundation support per capita than most states. In 2005, average per capita grantmaking for the bottom ten states was \$34, compared with an average of \$171 for the top ten states and \$117 nationally.<sup>12</sup>

Given this funding picture, it is important to ensure that the limited philanthropic dollars granted in New Mexico are invested strategically to engage residents most effectively in the democratic process and tackle the critical issues facing the state.

# IV. Brief Summary of Research Approach

NCRP used quantitative and qualitative methods to measure the impacts of advocacy, organizing and civic engagement among a sample of 14 organizations in New Mexico over a five-year timeframe from 2003–2007.<sup>13</sup> This methodology draws on the latest advances in advocacy evaluation, organizing outcome measurement, and the positive returns to social capital from civic engagement. A key component of NCRP's approach is calculating an aggregate return on investment for all organizing, advocacy and civic engagement impacts that can be quantified for a set of organizations.

## A. SAMPLING OF ORGANIZATIONS TO STUDY

NCRP identified potential community organizations to be researched in the state by gathering suggestions from non-profit organizations, foundations and other community leaders. After a complete list was generated,<sup>14</sup> NCRP considered organizations that meet the following criteria:

- > Has been in existence for at least five years.
- > Has a commitment to and capacity for organizing or advocacy.
- > Has at least one full-time staff person devoted to advocacy or organizing throughout the five-year time frame.<sup>15</sup>
- > Focuses on a core constituency of lower-income people, people of color or other marginalized groups, broadly defined.
- > Works on a local, regional (within-state) or statewide level.
- > Has the capacity to provide data for the research.

Through this process, NCRP research staff developed a sample that reflects the diverse constituencies in the state, a broad range of issues and different organizational approaches. The sample includes urban and rural groups, groups operating locally and those working statewide. The groups also are diverse in their size and number of years in existence. Fourteen organizations agreed to participate:

- > Albuquerque Interfaith
- > Community Action New Mexico
- > Colonias Development Council
- > Enlace Comunitario/El Centro de Igualdad y Derechos<sup>16</sup>
- > New Mexico Acequia Association
- > New Mexico ACORN
- > New Mexico Coalition to End Homelessness
- > New Mexico Environmental Law Center
- > New Mexico Voices for Children
- > Sacred Alliance for Grassroots Equality (SAGE) Council<sup>17</sup>
- > Santa Fe Living Wage Network
- > Somos Un Pueblo Unido
- > Southwest Organizing Project (SWOP)
- > Tewa Women United

A brief description of each organization and its contact information is included in Appendix A.

There are many other organizations engaging in advocacy, organizing, and civic engagement throughout the state that have achieved significant impacts as well. This report is intended to be illustrative rather than exhaustive in its scope.

## B. DATA COLLECTION

An NCRP researcher interviewed senior staff from 13 organizations in person in one-on-one meetings in New

Mexico; one interview was conducted via telephone. Each group subsequently submitted detailed responses to an eight-page questionnaire. Several organizations also provided supplemental materials, such as news clippings, brochures, campaign materials, budgets and reports to their funders. The questionnaire asked for detailed data from the five-year period of 2003–2007 for the following measures:

- > **Quantitative impacts.** For example, the dollar value of policy changes and the number of constituents benefiting from the changes.
- > **Qualitative impacts.** For example, policy changes that are difficult to quantify but still benefit constituents in many ways.
- > **Civic engagement indicators.** For example, the number of leaders trained, voters registered and volunteers recruited.
- > **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 during the five years, and obstacles they faced in seeking funds for advocacy and organizing.

NCRP research staff verified the quantitative 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 policymakers, state agency officials, researchers and other experts, as well as examining source materials such as newspaper articles, state budget documents, etc.<sup>18</sup> These data were aggregated to determine the total monetary benefits of all the wins. Groups were asked what percentage of their annual budget was spent on advocacy and organizing activities. These 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:

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

Only wins that could be verified were included in the calculations. The ROI figure 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 demon-

strate 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 New Mexico from investments in organizing and advocacy. It does not capture every input that contributed to these successes. For example, many campaigns that achieved victories between 2003 and 2007 were initiated prior to 2003, and those earlier investments are not captured. There undoubtedly were many coalition efforts in which groups not featured in this report participated, and their financial information also is not reflected in the ROI. However, for the wins that are included, one or more of the 14 groups in the sample played a significant or lead role in achieving the victory. Also not factored into the ROI are the time and effort of local and state legislators and elected officials who helped enact policy reforms.

A large proportion of the wins are not quantifiable, so the ROI actually is an underestimate because it fails to capture many significant benefits that are more difficult to measure, such as preventing water and air pollution. For example, advocacy and organizing to reduce the acceptable levels of uranium in groundwater will result in cleaner drinking water, which should contribute to fewer uranium-related ailments such as kidney disease. Residents will have a better quality of life, be more productive, and put less strain on health care systems in the state. These types of qualitative findings are described separately from the quantitative results.

NCRP used IRS 990 forms filed by the organizations to check the financial information they provided. NCRP did not attempt to verify independently the data groups provided related to civic and voter engagement. However, given the level of accuracy of the other data that were verified, NCRP is confident that the groups' estimates are reasonable.

# V. Findings

## A. OVERALL IMPACTS BY THE NUMBERS

The research shows that advocacy, organizing and civic engagement have resulted in tremendous benefits for New Mexico residents. NCRP identified more than 75 separate campaign wins, and at least 29 impacts were quantifiable in terms of dollar benefits. These impacts are directly benefiting tens of thousands of lower-income residents, native Americans, immigrants, workers, youth, victims of domestic violence, colonias,<sup>19</sup> acequias<sup>20</sup> and other underrepresented groups. The broader public also benefits from these successes. Significant impacts were found across numerous issues such as: poverty and the safety net, living wages, housing and homelessness, economic development, environmental justice, health, education, and civil and human rights. The charts in Appendices B and C detail the quantified and non-quantified impacts.

Overall, the numbers show that:

- > The total amount of foundation and other investments in advocacy and organizing across the 14 groups from 2003 to 2007 was **\$16,645,835**.<sup>21</sup>
- > The total dollar amount of benefits accruing to the groups' constituencies and the broader public for impacts the 14 groups achieved between 2003 and 2007 is more than **\$2.6 billion**.<sup>22</sup>
- > The return on investment, which is the total dollar value of impacts divided by the total investments in advocacy and organizing, is \$157. In other words, for **every dollar invested** in these groups collectively, there was **\$157** in benefits to New Mexico communities.

Because multiple impacts may benefit some of the same constituencies, it is not possible to calculate the total

number of unique individuals benefiting from all impacts. However, Appendix B shows the estimated number of beneficiaries for each particular quantified impact.

It is important to note that the \$16.6 million invested in advocacy and organizing also contributed to many impacts that simply could not be quantified, making this ROI a conservative figure. If the proportion of funding that went only to the quantitative impacts could be determined, or if we could place a monetary value on the current and future impact of cleaner water and air, the ROI would be even higher. For example, if the value of water rights that accrue to acequias was included, the ROI would be greater than \$450. The impacts that could not be quantified are listed in Appendix C. Also, other organizations that were not studied for this report no doubt achieved significant wins that generated their own return on investment.

The return on investment of \$157 is especially significant in a state with limited philanthropic resources that need maximum leverage and impact. If more foundation grants were invested in effective advocacy, organizing and civic engagement, the benefits to underserved communities and all New Mexicans could be substantially greater.

## B. IMPACTS BY ISSUE – HIGHLIGHTS

The 14 featured organizations focused their advocacy and organizing efforts on a range of problems and challenges, seeking innovative solutions that will make a difference over the long term. Following are just some of the highlights of these successful efforts. The charts in Appendices B and C provide details about other equally important victories the featured groups achieved, often in collaboration with other organizations in the state and with elected officials.



## 1. Economic Security

As a result of advocacy and organizing, eligibility for services has been expanded, and resources have been increased and proposed cuts averted for key public support programs in New Mexico, providing a stronger safety net for lower-income families. Tens of thousands of low-wage workers are getting higher paychecks or keeping more of what they earn. Thousands of homeowners have greater housing security, and more resources are going to help those without a home. Economic development strategies are more accountable to urban communities. Below are some specific examples of actual policy changes and some of the groups that worked to make these successes possible (in parentheses):

**Living Wages** – Coalitions in Santa Fe, Albuquerque and Bernalillo County secured minimum wage increases that have garnered at least **\$250 million** for **71,000 low-wage workers**. The Santa Fe ordinance is now up to a base of \$9.50 per hour and will be indexed automatically to inflation in future years. The Albuquerque and Bernalillo County minimum wage will be \$7.50 per hour when phased in fully, in 2009. Starting in 2008, a statewide minimum wage increase is adding at least **\$250 million** more to **161,000 workers'** incomes. In 2009, when phased in fully, the statewide minimum wage will be \$7.50 per hour. Advocates hope to get the wage indexed to inflation in future years (Santa Fe Living Wage Network, Somos Un Pueblo Unido, ACORN, NM Voices for

Children, members of Albuquerque Living Wage Campaign, Community Action New Mexico, Enlace Comunitario, SouthWest Organizing Project, and other members of New Mexicans for a Fair Wage).

**Worker Credits and Benefits** – NM Voices for Children advocated for the Working Families Tax Credit, which is the state Earned Income Tax Credit (EITC), and for an increase of the Personal Income Tax Exemption for lower-income families. Together, these tax benefits will give **200,000 tax filers \$43 million** in refunds annually. This number will go up, as the tax credit recently was increased from eight percent to ten percent of the federal EITC. NM Voices worked in coalition with other groups to advocate for unemployment insurance reforms that have expanded eligibility for benefits and increased the weekly amount workers receive. As a result, workers have received more than **\$15 million** in additional benefits, and employers received more than **\$25 million** in rate cuts (NM Voices for Children; members of Unemployment Insurance Reform Coalition).

**Predatory Lending** – Advocacy, organizing and community development groups worked with public officials and policy experts to pass the Home Loan Protection Act in 2003, one of the strongest anti-predatory lending laws in the country, according to the Center for Responsible Lending. Since it was enacted, New Mexico has seen a 39 percent reduction in predatory home loans, and **43,203**

## The Power of Numbers

The Santa Fe Living Wage Network is an example of what can be accomplished when community leaders mobilize a broad base of support for a common cause. It exemplifies how effective coalitions can be when they engage affected constituencies to promote new policies. After a small group of activists and city councilors secured a living wage law for city workers and contractors, they realized that they would need a lot more support to extend the ordinance to the private sector, where there was considerable opposition. The leaders began reaching out to low-wage workers, community groups, unions, foundations, friendly local businesses and other allies, and the number of active supporters quickly mushroomed to 1,500. Volunteers did

intensive phone-banking to urge supporters to attend the city council meeting. Six hundred people turned out to support expanding the minimum wage—the largest turnout ever at a city council meeting. The base was set at \$8.50 per hour starting in 2004, to be raised to \$10.50 in two stages, and there was an exemption for businesses with 25 or fewer employees.

After the law passed, the network's work was far from over. The group defeated a court challenge, efforts to preempt the ordinance in the state legislature, and an attempt to postpone the scheduled increase to \$9.50 in 2006. Meanwhile, advocates realized that the small

business exemption was making it too easy for employers to evade the law, and they focused on enforcement. For two years, the network increased efforts to eliminate the exemption, organizing workers who were excluded from the ordinance, pressuring the Santa Fe public school system to voluntarily pay the new wage, and targeting hotels and restaurants to compel them to comply, including through lawsuits. These campaigns were part of a larger strategy to educate councilors and the community about the problems associated with the 25-employee threshold. Due to public pressure and support generated by the network's enforcement efforts, the mayor in 2007 brokered a plan to

**borrowers** have saved **\$131 million** in points and fees. Moreover, New Mexico has much lower foreclosure rates than many other states<sup>23</sup> (AARP, ACORN, NM PIRG, United South Broadway Corporation).

**Affordable Housing** – A broad coalition of groups and a state agency worked together to pass the State Affordable Housing Trust Fund, created to ensure the long-term availability of funds for permanent housing. To date, the state legislature has appropriated **\$15 million** for the fund, which will leverage an estimated **\$168 million** in additional dollars for housing, for a total of \$183 million. More than **2,000 households** are expected to benefit from these investments (Housing Trust Fund Coalition, led by Human Needs Coordinating Council, with NM Coalition to End Homelessness, NM Voices for Children, Lutheran Advocacy Ministry, NM Conference of Churches, and many other coalition members, as well as the New Mexico Mortgage Finance Authority).

**Child Care** – In 2001, the state lowered the eligibility levels for child care subsidies from 200 percent to 100 percent of the federal poverty level (FPL). Since then, NM Voices for Children has advocated to reverse this policy. Eligibility rose from 100 percent to 165 percent of FPL, and in 2008 it was fully restored to 200 percent of FPL. Child care assistance rose by **\$13.5 million** between 2003 and 2008, supporting the higher pay needed to retain more qualified providers that are serv-

ing **22,000 children**. NM Voices also supported a new state allocation of **\$1 million** for a pilot home visiting program for first-born children. Combined, these wins total \$14.5 million (NM Voices for Children).

**Homelessness** – The NM Coalition to End Homelessness succeeded in securing more funding for homeless services, the budget for which more than doubled in 2003 from \$300,000 to \$750,000 per year, adding **\$2.25 million** in resources to serve this vulnerable population to date. A new state appropriation of **\$750,000** a year is providing supportive housing for residents with mental illnesses (NM Coalition to End Homelessness).

**Economic Development** – As a direct outcome of the Southwest Organizing Project's (SWOP) economic justice advocacy efforts, the City of Albuquerque inserted "claw-back" provisions in its Industrial Revenue Bond (IRB) agreement with Phillips Semiconductor, which compelled the company to repay the city foregone tax revenue for failing to adhere to the provisions of the bond agreement. In 2003, Phillips closed its plant earlier than agreed and paid back **\$13.1 million**. Those funds are being reinvested in municipal economic development strategies, and now the city routinely inserts clawback provisions into its IRB agreements (SWOP).

In Martineztown, an area of Albuquerque that is home to five Albuquerque Interfaith member institutions, Albuquerque Interfaith initiated the organizing and built

eliminate the exemption but forego the planned \$1 increase to \$10.50 per hour. The network supported the proposal and turned out 250 people to the council chambers. The plan passed. The base remains at \$9.50 but now it will be indexed automatically by a cost of living increase every year. Being able to organize affected workers, turn out large numbers of people, and balance tenacity with pragmatism were important elements of the campaign; so was the availability of data. At key points, research bolstered the group's contention that there would be minimal negative ramifications for the local economy, which proved to be true. Opponents predicted that including youth in the ordinance would

encourage them to drop out of school, but in fact dropout rates declined after the ordinance was implemented.

The impact the ordinance has had on Santa Fe's low-wage workers was captured movingly in profiles by *The New York Times Sunday Magazine* (January 15, 2006). Christina Olivas, whose wages as a restaurant worker went up by \$4 an hour, commented, "Before, I had two jobs. Now I go in at 9 and leave at 5. I have time in the morning and in the afternoon to be with my family." Other workers said they would use the money to cover their rent, credit cards, or car payments; spend more time with their family; pay off medical bills and buy medicines; pay for

school tuition and books; and "maybe [take] a small vacation." Now, the network is broadening its focus to work on other issues affecting low-wage workers such as lack of affordable housing. The network will bring its mobilization skills to the campaign to secure a dedicated revenue stream for affordable housing in Santa Fe. In addition to working on affordable housing, the network will continue to deal with living wage enforcement issues, broaden its network of organizations to develop new, creative responses to the ongoing need for worker organizing in Santa Fe, and expand its youth worker committee.



the political will that led to securing \$11 million of infrastructure funding to remedy long-standing sewer and flooding issues. State representative Richard Miera, whose district includes the community, noted, “Albuquerque Interfaith helped by organizing community meetings, which provided support for our application for funds and development of the infrastructure.”

Many of these wins have economic ripple effects. For example, various studies examining the impact of the EITC have found that every dollar claimed through the EITC brings anywhere from \$1.07 to \$1.58 into the economy.<sup>24</sup> A recent study of the potential impacts of a minimum wage increase in Minnesota estimated a potential multiplier effect of up to \$2 for every dollar in wage increase.<sup>25</sup> Further, each dollar in unemployment insurance benefits has an economic impact of \$1.70 as it moves through the economy.<sup>26</sup> These extra dollars tend to circulate locally and in the state.

It is important to note that securing adequate resources and expanding eligibility for family support programs often is not enough to ensure that families get the services they need. Organizations like the New Mexico Center on Law and Poverty and Legal Aid play critical roles in making sure systems work as they should, such as helping Enlace Comunitario decrease barriers for immigrant victims of domestic violence who wrongly were denied Temporary Assistance to Needy Families (TANF) benefits. These reforms help ensure that New Mexico taxpayer dollars are being used efficiently and effectively.

Sometimes, making sure that services meet the needs of marginalized communities requires a reframing of the issues. In 2006, NM Voices held its first *Race Matters* conference, to highlight the role of structural racism in undermining children’s well-being. Structural racism manifests when institutions—individually and in concert—systematically marginalize groups based on race, gender and other categories. This inter-institutional activity produces different outcomes for the marginalized groups. Thus, disparities in poverty, health, education and other outcomes for communities of color cannot be addressed without understanding how these institutional structures perpetuate racism.<sup>27</sup> NM Voices used the Annie E. Casey Foundation’s *Race Matters* toolkit to develop its work on structural racism.<sup>28</sup> The organization then produced fact sheets that highlighted racial disparities in the juvenile justice, child welfare, education, reproductive health and mental health care systems. Over the last several years, NM Voices also has issued special reports on child health and well-being among the state’s African Americans, native Americans, Hispanics and border communities. NM Voices held a second *Race Matters* conference in

2007 and a coalition was formed to develop proposals that address structural racism in state policies and programs.

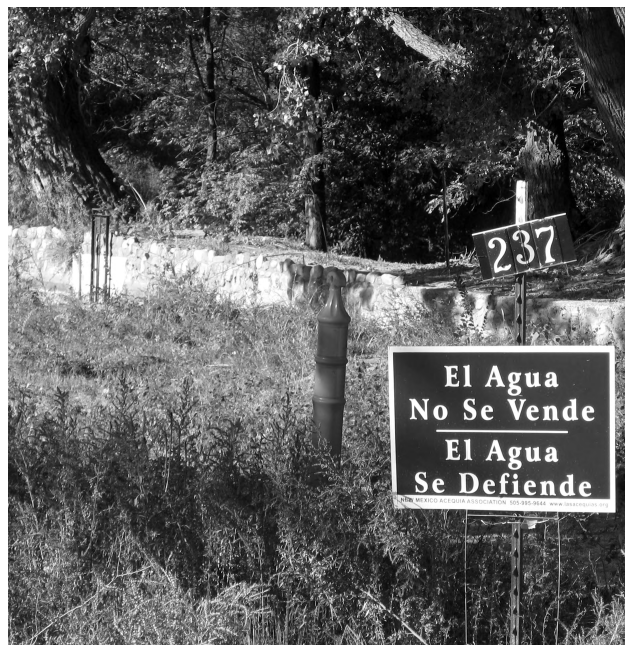
## 2. Environmental Justice

*Environmental Justice* – an appropriate response to environmental racism or injustice, which is the siting of dirty and polluting industry and processes in poor communities and communities of color without regard to disparate and cumulative impacts and the meaningful participation of communities.

(adapted from Sofía Martínez  
*Environmental Justice*, Vol. 1, No. 2)

Given New Mexico’s natural assets and its history of resource extraction and energy production, it is no surprise that there are many organizations and coalitions working on environmental issues today. Lower-income communities and communities of color, often in alliance with public interest lawyers, have succeeded in securing greater protections against the pollution of air, water and soil. Government and corporations have been compelled to take into account the needs of lower-income residents and those of color in making environmental decisions. Below are some specific examples and some of the groups that made these successes possible:

**Mining Reclamation** – The NM Environmental Law Center and Gila Resources Information Center defeated efforts by



New Mexico Acequia Association’s Agua es Vida campaign includes messaging about the cultural view of water as a community resource rather than an economic commodity. “El Agua No Se Vende, El Agua Se Defiende” translates as “Water is not for Sale, Water is Defended.” Courtesy New Mexico Acequia Association.

the Phelps Dodge Mining Company to be exempted from mine reclamation requirements, and the company was required to post a **\$386 million** bond for reclamation of the Tyrone Open Pit Copper Mine, benefiting the health of the 30,000 Grant County residents (NM Environmental Law Center with Gila Resources Information Project).

**Community Input** – Advocacy, organizing and legal action have worked to include the voices of communities of color in environmental decisions. In 2005, Governor Richardson signed an Environmental Justice Executive Order. The State Supreme Court ruled that the state must take into account community concerns and impacts on residents' quality of life when making landfill permit decisions. Then the state modified its solid waste regulations to provide significant protections for lower-income communities and communities of color from the impacts of landfills and incinerators (New Mexico Environmental Law Center, SouthWest Organizing Project, Colonias Development Council, South Valley Coalition of Neighborhood Associations, Southwest Network for Environmental and Economic Justice, NM Environment Department Environmental Justice Advisory Committee).

**Limiting Toxics** – Communities have succeeded in reducing or preventing exposure to harmful uranium. The state lowered the acceptable level of uranium in groundwater—the source of drinking water for nine in 10 New Mexicans—from 5,000 milligrams per liter to 30 mil-

ligrams per liter. The Navajo Nation banned uranium mining in Navajo Indian Country. The state was forced to cancel two air quality permits that would have permitted open burning and detonation of depleted uranium by Los Alamos National Laboratory (New Mexico Environmental Law Center, Tewa Women United, Eastern Navajo Diné Against Uranium Mining (ENDAUM), Southwest Research and Information Center, Concerned Citizens for Nuclear Safety, Embudo Valley Environmental Monitoring Group, NM Environment Department).

Some of the coalitions that have been active on issues related to energy production and use and related environmental impacts are: New Mexicans for Sustainable Energy and Effective Stewardship (NM SEES), Concerned Citizens for Nuclear Safety, and the New Mexico Coalition for Clean Affordable Energy. NM SEES is a collaboration of citizen groups coordinated by the Southwest Research and Information Center (SRIC) that seeks community input in the clean up of federal Energy Department facilities.

Indigenous and lower-income communities also claimed greater control over their natural resources. For example:

**Water Rights** – In 2003, the NM Acequia Association secured state recognition of the right of historic communal irrigation systems, called acequias, to have authority over water transfers and allocations, thereby empowering

## A Colonia Sets Precedent

The State Supreme Court ruling in *Colonias Development Council v. Rhino Environmental Services, Inc.* was a landmark decision that likely will have ramifications for all environmental policy in New Mexico, and may affect future state court rulings in other parts of the country.<sup>30</sup> This story began with the colonia residents of Chaparral standing up against a proposed fourth landfill. This community of 20,000 very impoverished residents in southern New Mexico already was burdened with several landfills, a sand and gravel quarry, a missile range, a power plant and a hazardous waste storage facility—all within 10 miles of the settlement. Ozone and particulate matter readings often exceeded federal standards

and residents complained of many health problems, including asthma.

With support from a private attorney and Legal Aid, the Colonias Development Council (CDC) and Chaparral Community Health Council helped residents raise their concerns about the proposed landfill during public hearings. Many residents got up to speak about the physical and psychological toll of having so many industrial sites in close proximity to where they live and work. However, the landfill company and the state representatives claimed that they were not allowed to consider “nontechnical” factors when presenting and ruling on the landfill application. This prompted a frustrated community member, Sister Diana Wauters, to ask “[W]hat are we doing

here? I mean, those of us who are non-technical experts or we're not scientists, why have we been invited here to express our opinions if it's irrelevant?”

The New Mexico Environment Department granted the landfill permit, and CDC decided to sue. The State Appeals Court upheld the permit decision, arguing that an administrative body could not address “social impact” issues, which were too “amorphous” to set standards. CDC made an appeal to the New Mexico Supreme Court, with help from the Diocese of Las Cruces, the South Valley Coalition of Neighborhood Associations, and the New Mexico Environmental Law Center. In a landmark decision, the court sided with CDC and overturned the lower court ruling. Citing frequent

**25,000 rural families** with control of a highly prized asset valued at up to **\$5 billion**.<sup>29</sup> The state also approved **\$16 million** in capital funding for acequias (New Mexico Acequia Association).

**Indigenous Lands** – The NM Environmental Law Center helped **300 Picuris Pueblo members** regain indigenous lands that are a historical source of clay for their pottery, after the land was occupied for decades by several mining companies operating the largest mica mine west of the Mississippi River (New Mexico Environmental Law Center, on behalf of Picuris Pueblo).

**Infrastructure** – SouthWest Organizing Project helped the Pajarita Mesa community of **250 families**, which paid its taxes but got no services in return, to organize to obtain infrastructure and basic services from Bernalillo County. After an eight-year campaign, Mesa families finally won a special use permit to construct a water transfer station (SWOP).

**Resource Control** – The NM Environmental Law Center helped a native American community prevent the U.S. Bureau of Land Management from leasing lands for proposed oil and gas drilling that are sacred to 1,000 Counselor Chapter members of the Navajo Nation (NM Environmental Law Center, on behalf of Counselor Chapter of Navajo Nation).

The work of the New Mexico Environmental Law Center demonstrates the power of combining organizing with legal advocacy to effect change. According to executive director Douglas Meiklejohn, “The Law Center empowers communities by enabling them to participate effectively in administrative and legal proceedings that affect their environments.” The Law Center often works with groups that are small, disenfranchised, and have limited capacity, including ad hoc citizens groups that have banded together to fight proposals they believe will harm their communities. Much of the center’s work involves ensuring that corporations and government follow environmental laws and procedures, and that policymakers include the perspective of affected communities when making environmental decisions. The center’s approach is labor-intensive and takes a long time; often a legal battle will go on for years, with one case on behalf of Taos Pueblo ongoing after 13 years. The Picuris Pueblo battle over indigenous land took six years to win. The Phelps Dodge mining reclamation is an ongoing 10-year effort with notable successes, such as an effective reclamation plan for most of the massive surface disturbance at the Tyrone mine site, a state-of-the-art water treatment plant at the Chino mine site, and drastically increased financial assurance at both sites. The 12-year-long campaign to prevent the proposed uranium mining near Crownpoint, Church Rock, and Mt. Taylor is ongoing. Although there have been important victories along the way, the threat of uranium mining remains.

## Colonia (continued)

references in state environmental law to the requirement for public input, the court stated that, “The secretary must evaluate whether the impact of an additional landfill on a community’s quality of life creates a public nuisance or hazard to public health, welfare, or the environment.”

The story of this groundbreaking decision demonstrates the power of combining organizing with legal advocacy to address longstanding issues affecting lower-income communities and communities of color. It also illustrates the lesson that an impact is felt only when the policy change is implemented properly. In this case, community groups continued to advocate during the regulatory process to ensure that the state

agency would translate the court ruling into a meaningful process for considering community concerns in the siting of solid waste facilities.

One group providing input into the regulatory process was the New Mexico Environmental Justice Working Group (NMEJWG), which formed in 2003 out of discussions led by the Southwest Network for Environmental and Economic Justice (SNEEJ). NMEJWG was instrumental in getting the governor to sign the Environmental Justice Executive Order in 2005; it created the Environmental Justice Advisory Committee, a task force of state and local government, industry, and community representatives to develop an interagency approach to address environmental

justice issues. Colonias Development Council, SAGE Council, and SouthWest Organizing Project all are members of the working group. Environmental justice advocates achieved some success in the regulatory process but remain concerned about a new definition of “vulnerable area” that will determine whether permit applications must include a community impact assessment. Advocates fear the definition is so restrictive that few assessments ever will be required.<sup>31</sup> The fight continues at both the local level, where the Chaparral landfill permit application is on hold, and at the state level, where there is much more work to be done to educate public and private stakeholders about environmental justice.



### 3. Civil and Human Rights

Immigrants and native Americans have more rights than they did five years ago, and programs and services are more responsive to their needs. In addition, the state has stronger protections for lesbian, gay, bisexual, transgender, and questioning (LGBTQ) residents. After a successful campaign led by Equality New Mexico, the state's nondiscrimination clause was amended in 2003 to include "sexual orientation and gender identity" in its protected categories. The state also passed a hate crimes law and included these same categories. Below are other public policy efforts and some of the organizations involved in these campaigns:

**Safe Roads** – Somos Un Pueblo Unido convened a coalition that won a state law granting driver's licenses to residents regardless of their immigration status, generating close to **\$1 million** in revenue for the state, allowing **50,000 additional drivers** to be licensed, and cutting in half the rate of uninsured drivers (Somos Un Pueblo Unido and Enlace Comunitario led the Alliance for a Safer New Mexico).

**Unfunded Mandate** – Advocates prevented the passage of legislation that would have implemented the federal REAL ID Act<sup>32</sup> and undermined driver's license reform, saving the state and drivers more than **\$37 million** (Somos Un Pueblo Unido, El Centro de Igualdad y Derechos, ACLU).

**Access to College** – Somos Un Pueblo Unido immigrant youth organized to gain eligibility for undocumented students for in-state tuition and state financial aid to attend college. An estimated **500 students** currently are taking advantage of this opportunity, benefiting from up to **\$5 million** in financial aid and lower tuition fees since 2005 (Somos Un Pueblo Unido).

**Immigration Enforcement** – Immigrants rights and civil liberties groups and their allies secured an Executive Order that prohibits state and local law enforcement from questioning non-criminals about their immigration status. Albuquerque law prohibits use of municipal funds to enforce federal immigration laws. Community leaders worked with Santa Fe and Albuquerque law enforcement to ensure proper implementation. As a result, fewer immigrants languish in jail solely because of Immigration and Customs Enforcement (ICE) holds (Somos Un Pueblo Unido, Enlace Comunitario/El Centro de Igualdad y Derechos, ACLU, with support from ACORN, SWOP, others).

**Access to Services** – Advocates for immigrant victims of domestic violence worked with government agencies to reduce barriers in receiving public benefits. Advocates also got the University of New Mexico Hospital to improve its translation and interpretation services.



A stone monument marking the U.S.-Mexico border near Columbus, N.M. New Mexico shares some 180 miles of border with Mexico, much of it marked by just a few strands of barbed wire and manned by a couple of cameras, some underground sensors and several hundred agents. (AP Photo/Leslie Hoffman)

Another campaign succeeded in getting the Children, Youth and Families Department, which is the state child protection agency, to improve its language access significantly for limited English speakers, including Spanish, Vietnamese and Navajo speakers (Enlace Comunitario, NM Center on Law and Poverty, Community Coalition for Healthcare Access, others).

*This particular win has had a strong effect on the entire agency and has benefited all clients. It has established a philosophy in the agency in which employees have increased knowledge about and sensitivity to immigration issues. This has made us look at compensation for employees with language capacity and establish memorandums of agreement with consulates relative to our cases, and it is impacting some of the regulations that are being put into our children's code in terms of making sure that our clients have access to immigration information.*

—Julienne Smrcka  
African American Program Manager  
Office of the Secretary  
Children, Youth and Families Department

**Victims' Supports** – Tewa Women United worked with multidisciplinary teams of service providers, tribes, county agencies, law enforcement and other stakeholders to

ensure that native American women who are victims of violence benefit from more coordinated services and more consistent protocols across jurisdictions in Northern New Mexico (Tewa Women United).

**Maternal Care** – Tewa Women United and health organizations advocated to make reproductive health services more supportive of indigenous maternal care and birthing practices. The Medical Birthing Options Program allows women who receive Medicaid to birth at home and in a midwife's care (Tewa Women United, NM Midwives Association, American College of Nurse Midwives-NM Chapter, and others).

#### 4. Health

As described above, health care services for native Americans, Latinos, and populations with limited English proficiency have been improved and made more responsive due to advocacy and organizing by and on behalf of these constituencies. Long-term efforts to expand health care access for children and all New Mexicans have met with some success. Below are examples, as well as some of the organizations that made these changes possible:

**Health Care Funding** – Because of advocacy by NMVoices for Children and others, the combined annual state and federal Medicaid allocation, serving lower-income families and children, grew by **\$800 million** between 2003 and 2007, allowing at least **25,000 more eligible adults and children** to receive health care (NMVoices for Children).

**Urban Indian Health Care** – The SAGE Council and allies organized in response to faltering urban health care institutions and worked with the state to shore up native American health services in Albuquerque with **\$380,000** in public funds. Also, a new Off-Reservation Native American Health Care Commission has been appointed and allocated **\$60,000 per year** for three years to assess urban native American health care needs and recommend ways to strengthen the current health care delivery system (SAGE Council, National Indian Youth Council, Bernalillo County Commission).

**Smoking Prevention** – NMVoices mobilized 115 youth to secure a **\$1.9 million** increase in youth smoking prevention funds and advocated for passage of a law that banned indoor smoking and limited exposure to second-hand smoke. In addition, a new native American youth suicide prevention program received \$50,000, and \$100,000 was appropriated to study racial disparities in the health of New Mexico's youth.

The economic ripple effects of increased state spending on health access benefit the state more broadly. For example,

every \$1 million in new state funding for Medicaid results in \$4,740,000 in business activity, 46 new jobs, and \$1,750,000 in salaries and wages.<sup>33</sup>

Two coalitions continue to advocate for universal health care. Health Action New Mexico (HANM) and the New Mexicans for Health Security Campaign both have sought reform. HANM coordinates the Health Care for All Campaign, a coalition of organizations that has brought the concerns of uninsured residents to the legislature and governor, testifying to policymakers about the health and financial impacts of lack of coverage and promoting universal coverage. The New Mexicans for Health Security Campaign seeks to replace the current system, which relies on private insurance companies, in favor of a plan modeled after Medicare. The campaign succeeded in getting a state study commissioned on the costs of various universal health care plans. While comprehensive health care reform efforts stalled in the last few years, significant gains were made in children's coverage, as demonstrated by increased funding for Medicaid and SCHIP. Advocates argued effectively that while stakeholders debate various models of universal coverage, the models for covering children already are working and cost-effective. That argument has gained some traction with policymakers and they responded with new investments in child health coverage.

The Con Alma Health Foundation has been a supporter of many health care advocacy and organizing efforts in the state, including the Health Care for All Campaign. According to Dolores Roybal, executive director, "Con Alma Health Foundation seeks to improve the health status and access to health care services for all New Mexicans. The foundation defines health broadly and makes grants that promote systemic change and are outcome oriented. Thus, advocacy is an important part of Con Alma Health Foundation's mission and purpose, and one of our core values is to encourage consumer participation in health policy formation."

#### 5. Education

Increasing resources for school "bricks and mortar," teacher salaries, and after-school programs has been instrumental in improving learning conditions for lower-income students. Below are some examples, and some of the organizations that helped make these successes possible:

**Education Bond** – In 2003, Albuquerque voters approved a **\$144 million** school bond, benefiting **90,000 students**, after rejecting the bond the previous year. Albuquerque Interfaith leaders knocked on nearly 15,000 doors to edu-

cate voters, and turnout increased from 33,000 to 52,000. After another door-knocking campaign, the voters also passed a one-quarter cent tax, which has generated at least **\$130 million** to date for public safety, youth, and after-school programs (Albuquerque Interfaith, city council members, and public sector unions).

**Teacher Retention** – Albuquerque Interfaith and teachers’ unions jointly organized for an amendment to the state constitution, which provided the funds that allowed a tiered teachers’ salary structure. The new pay structure has increased earnings by **\$84,448,600** for **18,400 public school teachers** to date, thereby addressing critical teacher shortages (Albuquerque Interfaith, teachers’ unions).

*The impact of the new tiered teacher salary structure was evaluated jointly by the Office of Education Accountability, the Legislative Education Study Committee, and the Legislative Finance Committee, which found the following:*

- > “overall growth in the number of teachers from 21,563 in 2001 to 23,310 in 2007...
- > improved retention of teachers, particularly for teachers in their first three years of teaching...
- > reduction in the use of teaching waivers from 10 percent of classroom teachers to approximately one percent...

*In addition, approximately 64 percent of responding district officials felt that the three-tiered system has helped with recruiting and retaining teachers in their districts.”<sup>34</sup>*

Prior to the period this report covers, Think New Mexico campaigned successfully for full-day kindergarten, which now is phased in fully, and all eligible children are enrolled. Since 2004, Lt. Gov. Diane Denish, advocates and legislators have worked together to launch and expand a state initiative to provide pre-kindergarten for at-risk children. The state has allocated more than \$30 million to date, and in 2008 target enrollment expanded to 4,800 children. A 2007 evaluation of the program found statistically significant gains in children’s vocabulary, math skills and print concepts.<sup>35</sup> These outcomes will help children perform better in school and enjoy higher earnings as adults, making them less likely to depend on publicly-funded services. The benefits of full-day pre-kindergarten accessibility are especially valuable for under-

served populations. For example, the return on investment for Hispanic children is \$8 to \$14 for every dollar invested in this work.<sup>36</sup>

Education reform also is under way through Elev8 New Mexico—formerly the New Mexico Integrated Service in Schools Initiative (NMISSI), a comprehensive program in five middle schools that combines extended-day learning, school-based health services and family supports to boost the success of students who are at risk of dropping out or engaging in high-risk behaviors. Elev8 New Mexico is a leader within the national Elev8 umbrella, and receives support primarily from The Atlantic Philanthropies and the New Mexico Community Foundation. According to Alice Walker Duff, Ph.D., program executive of the Disadvantaged Children & Youth Program at The Atlantic Philanthropies, “When we made a major investment in New Mexico to support local advocacy on behalf of children and families who are disadvantaged by poverty, it was clear that the state had many of the elements we look for when considering such an investment. ... New Mexico had, and still has, strong political support on behalf of children, many organizations rooted in disenfranchised communities that are dedicated to providing youth with the supports they need to succeed, and the willingness of all parties to work together. This promising mix of elements impressed upon us the potential for change in New Mexico. We were especially impressed by the commitment of state leaders, Governor Richardson, Lieutenant Governor Denish and the Children’s Cabinet. We consider ourselves privileged to support our partners in diverse low-income communities in New Mexico who are working to convince the public and policymakers that their children need high-quality support, including extended-day learning, school-based health care, and family engagement. The vitality and success of our partners in New Mexico is essential to making lasting change.”

Community Action New Mexico (CANM) is one partner in Elev8 New Mexico, linking youth and their parents to employment and asset formation opportunities, financial literacy and a complex set of services and benefits, while also advocating for better systems to support participating families. CANM is working with the state to streamline its application processes for public benefits, in order to improve the utilization rates and create a one-stop model of service delivery for the middle schools. CANM also got the Creative Educational Institute to provide learning lab programming for challenged learners in the middle schools at one-fourth the market price. Efforts to engage youth directly in creating change are described in the next section on civic engagement.



## C. CIVIC ENGAGEMENT

### 1. Types of Engagement

Civic engagement is a fundamental part of community organizing and most advocacy work. Groups that historically have been marginalized and excluded from the public sphere gain access to the policy arena when leaders in their communities invite them to participate and give them the skills to do so. Engaging the people directly affected by policies and programs so affected constituencies can help to improve those policies advances democracy and is essential for a healthy society that creates more opportunities for all. Research over the last decade on “social capital”—the connections and networks that bind people together in a broader social fabric—has demonstrated overwhelmingly that when people are more connected to each other and to political and social institutions, all of society benefits. Communities and society see these benefits manifested in positive child outcomes, low crime rates, economic prosperity, improved physical and mental health, policy innovations and responsive government.<sup>37</sup>

At the broadest level of engagement, the 14 groups studied in New Mexico collectively are reaching close to 300,000 people through their community forums, newsletters, web sites, publications, print media and radio. Ten organizations have memberships, including either individual members and/or community institutions, such as church congregations, unions and neighborhood associations. The New Mexico groups engaged their members, constituencies and the broader public in a variety of other ways between 2003 and 2007:

- > 57,341 people attended public actions or meetings to voice their concerns about issues that affect them directly.
- > 16,935 people became members of community organizations, either directly or through their congregation or union.
- > 12,603 constituents communicated with policymakers.
- > 8,295 unique (non-duplicate) individuals attended 460 leadership trainings.
- > 707 of those people became core leaders of their organizations, thereby making a deep commitment to work on behalf of their neighbors to improve their communities.

Numbers tell only a partial story of the impacts of enhanced civic engagement. For example, the 707 core



Albuquerque Interfaith's lead organizer Genevieve Jaramillo-Padilla conducts a group evaluation to determine the success of a three-day national training effort. Photo by Richard Stoops.

leaders who were trained and nurtured are an incredible asset to their 12 organizations, but also to the larger communities where they live and work. Researchers who have done in-depth surveys of community organizing leaders have found a statistically significant difference in policy skills, knowledge and experience between community organizing leaders and ordinary residents. Community leaders are more likely to know how to run meetings, speak in public, conduct research and plan strategies. These leaders also feel more empowered to create change and have a better understanding of how power is exercised.<sup>38</sup>

The specific topics and types of skills and knowledge that leaders learned in New Mexico included: campaign planning, community mobilization, anti-racism and civil rights, transformational leadership, social enterprise, youth empowerment, educating legislators, power analysis, organizing peers, municipal budgeting, growth and sprawl issues, public speaking, get-out-the-vote, talking to the press, the regulatory process, drafting laws and issue analysis.

Developing leaders is core to the work of Albuquerque Interfaith. “When parents are engaged, then their kids see the difference,” explained organizer Eleanor Milroy. “I’ll never forget the kid who surprised his mother by running for student office. When she asked him why he did it, he said, ‘I want to change systems just like you do, Mom!’”

Albuquerque Interfaith is a local affiliate of the national Industrial Areas Foundation (IAF), which organizes communities through religious congregations and other local institutions. Leadership transformation is central to the IAF model, and it happens both through action, including public accountability sessions with policymakers, and through collective learning to understand the larger forces shaping local conditions.



In 2007, Albuquerque Interfaith leaders attended a regional economic summit with other IAF affiliates, where economic experts such as MIT's Paul Osterman helped them understand key issues, for example the huge rise in productivity as wages have gone down nationally. Albuquerque Interfaith then hosted a series of economic seminars to apply what they learned to the local context. These types of learning tools helped leaders see the connection between underfunding of the public schools and the subsidizing of sprawl development on the edges of the city. The organization has doggedly pursued increases in city funds for the schools, youth programs, public safety and salaries for underpaid city workers. The Planned Growth Strategy and impact fees are other strategies to concentrate resources where they are needed most. Next, the organization wants to look at workforce development issues, to help residents get training for good-paying jobs.

## 2. The Impacts of Leadership Development – Beyond the Individual

A foundation that invests in the capacity of one organization also is investing in the long-term leadership of the broader community. That is why the McCune Charitable Foundation established the Strategic Leadership Institute (SLI). Owen Lopez, executive director of the McCune Charitable Foundation, elaborated, "As we became more engaged with responsible advocacy and policy development as roles for nonprofits, we realized that leadership

and communication skills were critical necessities, so we looked for ways to bring people together and to allow them opportunities to support each other through learning communities and creative networks. Individuals from different organizations from around the state representing the various cultures and crossing special interests spend time together sharing their experiences and expertise with that of outside consultants who are made available at various sessions during the year."

The state of New Mexico benefits from the fact that so many community members who are trained and mentored at one organization rise to leadership roles within that group or move on to new settings in the nonprofit or public sphere, where they continue to exercise leadership. For example, four leaders from Albuquerque Interfaith went on to become organizers for the IAF. Executive directors at New Mexico Voices for Children have gone on to lead other organizations and become elected officials. Two former directors of the Southwest Organizing Project (SWOP) founded new organizations, and several leaders have entered public life. SWOP's Marjorie Childress observed, "As a result of developing their leadership skills and learning to make change through the policy process and issues-based organizing, some of our leaders decide to go a step further and run for public office. They often succeed at getting elected because of the skills they learned with us, like how to run campaigns and mobilize constituencies."

# Advancing Immigrant Rights

## Benefits to Public Safety Through a Bottom-up Approach

Somos Un Pueblo Unido has engaged a constituency that often feels powerless to act—immigrants, especially undocumented immigrants. Somos takes a very deliberate bottom-up approach in its campaigns, so that members and leaders build their skills and knowledge at the local level before taking on a statewide campaign. According to Somos executive director Marcela Diaz, "Even if we have the ability to get something passed in the state legislature, based on our existing relationships with legislators, we will still start at the bottom and work our way up with every issue."

Their driver's license campaign shows this approach in action. First, members got the driver's test translated

into Spanish; next, they secured extension of driving privileges to immigrants "in transition" to becoming legal permanent residents; and finally, they convened the Alliance for A Safer New Mexico to advocate for and successfully pass a law that allows undocumented immigrants to secure licenses. It took five years for Somos to achieve its ultimate goal, but by working in stages, the organization ensured participation by its members in each step of the process while simultaneously building the knowledge of constituents and allies.

For young Mayte Garcia, Somos Un Pueblo Unido provided her with the opportunity to channel her natu-

ral leadership skills. "I'm like a little squirrel, jumping around. My brothers and sisters say, 'You're so bossy.' I guess I'm a nagger, but in a positive way." She got involved because she could not get a driver's license and therefore was unable to park at her high school. The successful campaign has whetted her appetite for bigger leadership roles. "I want to go to Congress," she said. "I've shadowed legislators and I know how it works."<sup>39</sup> And the law has benefited not only Garcia; it has benefited the whole state by increasing the proportion of licensed drivers with insurance, making the roads safer for everyone.

A SWOP leader in Carlsbad, Martin Dorado, was elected to the school board, where he took on the entrenched, primarily white power structure. Subsequently, the superintendent voluntarily stepped down, stating disagreements with the school board. This occurred after Dorado and others expressed outrage that a principal blamed his school's poor performance on lower-income, minority, and disabled students. The ability of grassroots leaders to run for office was enhanced in Albuquerque after SWOP, SAGE Council, and other community groups succeeded in mobilizing voters to approve a clean elections ordinance in 2005. Now any candidate who garners \$5 donations from at least one percent of his/her district can secure public funds to campaign for citywide office. At least one former SWOP leader, Rey Garduño, already has taken advantage of this law and now is on the city council.

The granting of formal authority to acequias regarding water transfer rights has spurred deeper individual and collective leadership development and civic participation among these 25,000 mostly rural, lower-income families. Having been empowered to exercise self-government with respect to management of this precious resource, the acequias need to formalize their role as political subdivisions, learning to adopt bylaws, conduct open meetings, and engage in community planning. Through a series of train-the-trainer *encuentros* (encounters), NMAA trained 50 members to understand the democratization of the water transfer process. Now NMAA is training people from each locality in regional governance and planning; in turn, those trained will impart these skills to other members of the acequias. This approach ensures greater buy-in from families that have been relating to each other through more informal means for generations. According to executive director Paula Garcia, "We have to be delicate in order not to step on historical traditions and ways of doing things. Having local people do what the organizer was doing is much more effective and supports local decision making." Leaders who emerge at the local level often go on to join the organization's statewide *Congreso de las Acequias*, formed in 2001 to advocate at the state level.

### 3. Building Bridges and Uniting Communities

Bringing people together across race, class, gender, and other differences is particularly important for a democratic, opportunity-rich society. Many organizing and advocacy groups unite an underrepresented constituency to seek change but also bring diverse constituencies together to address common problems. Somos currently is focused on building bridges between immigrants and native-born Hispanics. "Local Hispanics are in positions of power going back hundreds of years, and they have been key allies in our fights for immigrant rights," explained Diaz.

"Through our *Somos Primos* campaign, we want to dispel the myths constantly being perpetuated to divide Hispanos and Mexican/Central-American immigrants." Somos also has brought non-traditional allies into its immigrant rights efforts, such as local law enforcement, businesses and those working to end domestic violence.

Tewa Women United (TWU) creates a safe space for women who have experienced violence and trauma to heal and find their voices, so they feel empowered to act. TWU plays an important role in bridging the native and European American worlds, as well as the traditionally patriarchal and woman-centered spheres. Through its "Two-world Butterfly Harmony" training in cross-cultural communication, TWU helps people who must live between two often contradictory power structures or worldviews. Executive director Kathy Sanchez explained, "A culture of peace needs to be built up while at the same time we are dismantling the culture of violence." This "culture of violence" exists for the many native women who have experienced domestic violence or sexual assault. "They have to deal with male-dominated systems that came from the conquering governments of Spain, Mexico and the U.S., but also among the tribes, where the mother-centered ways that existed in native societies were turned upside-down." The cross-cultural training also helps families that result from inter-tribal marriage or marriages between native and non-native Americans.

For TWU, environmental injustice is another aspect of the culture of violence. At a systemic level, TWU helps empower leaders to unite across diverse communities to challenge environmental threats, especially in the pueblos near Los Alamos National Laboratory (LANL). LANL is one of the largest science and technology institutions in the world, and although it is a major economic engine in northern New Mexico, the environmental impacts of its work are of major concern to surrounding communities.

### 4. Educating and Registering Voters – Enhancing Participatory Democracy

New Mexico groups have been involved in an array of nonpartisan voter engagement activities, from voter registration and get-out-the-vote (GOTV) efforts to candidate forums. The activities described in this section are completely nonpartisan and legal for nonprofit organizations to undertake. Between 2003 and 2007, five organizations:<sup>40</sup>

- > Mobilized 1,903 volunteers to register voters.
- > Registered 51,497 voters.
- > Contacted 222,800 voters through GOTV efforts.

Many of these voters subsequently were engaged by the groups to become members or leaders in their organizations or were mobilized around specific policy issues and campaigns. NM ACORN is an affiliate of national ACORN, which is well-known for its massive voter registration operations. During the study period, NM ACORN alone registered 45,540 voters and made 138,100 GOTV contacts.

For William Kyser, voter registration was an entry point to becoming a community leader. Kyser joined NM ACORN in 2004 because he wanted to help get out the vote in his neighborhood. He continued doing outreach for ACORN in 2005 on specific campaigns and met with Congressmen Tom Udall and Jeff Bingaman. He also became the host of an ACORN talk show on public access television. This was a good vantage point from which to educate the public about ACORN's efforts to raise the local and state minimum wage. He even held a debate on the topic. "We changed [the audience's] minds," he said. "After the debate, they came out enlightened."<sup>41</sup>

The SAGE Council established the Native American Voters Alliance (NAVA) to reach out to and mobilize native American voters in Albuquerque who care about access to health care, maintaining water quality, and protecting sacred sites from development. According to SAGE organizer Laurie Weahkee, the formation of NAVA occurred from a desire to assert self-determination through nonpartisan engagement of Indian voters. NAVA held a candidates forum in 2006 and statewide conventions in 2006 and 2008.

The SAGE Council and SWOP both are parts of the Pushback Network, which was formed by a set of community organizing groups that saw limitations in the way that outside groups "parachuted in" to New Mexico and other states to conduct voter registration and mobilization in 2004. During that presidential election cycle, some national voter groups raised large sums of money for voter registration and GOTV efforts in swing states. According to SWOP and the SAGE Council, these outsiders left after Election Day without building any long-term connection to local groups or voters. Pushback members believe that the most effective way to engage voters is for groups on the ground with the capacity to build long-term relationships with voters to do non-partisan registration and GOTV work. Pushback groups are committed to engaging underrepresented constituencies in voting, especially poor people, people of color, and youth. "SWOP is moving toward more of a mass-based organizing approach with our voter education and GOTV work," explained Tomas Garduño, SWOP's

statewide organizer. "We want to engage folks at every level—in municipal, state and national elections and outside of election season to hold our elected officials accountable. It's a means to an end. We want to change the relationship between people and government to create a more just society." SWOP is focusing strategically on areas of the state that have been ignored at election time, such as "Little Texas" in the southeastern part of New Mexico.

In December 2007, leaders from Somos Un Pueblo Unido and El Centro de Igualdad y Derechos participated in The Heartland Presidential Forum, a non-partisan dialogue in Iowa between community leaders and presidential candidates. Thousands of Iowans and other heartland voters attended the forum, which was organized by Iowa Citizens for Community Improvement, the Center for Community Change, and other members of the national Campaign for Community Values. In May 2008, several New Mexico groups participated in a local listening session for candidates as part of a national effort coordinated by the Marguerite Casey Foundation, called the *Equal Voice for America's Families* campaign. Participating groups included Health Action New Mexico, NM Acequia Association, Santa Fe Living Wage Network, Somos Un Pueblo Unido, and Tewa Women United. Rather than having the audience listen to the candidates, the candidates had to do the listening, and grassroots leaders were on hand to deliver personal testimonials about the issues affecting them. Luz Vega-Marquis, president and CEO of Marguerite Casey Foundation, explained, "The *Equal Voice for America's Families* campaign is the actualization of Marguerite Casey Foundation's mission to nurture a movement of low-wealth families who can advocate in their own behalf. Only engaged and activated constituents can bring about policy changes to improve families' economic well-being. ... We also recognized, early on, that a successful family-led movement would require communities and organizations to work across regions, issues and ethnic lines."

## 5. Youth Engagement – Building the Next Generation of Leaders

Like Somos leader Mayte Garcia, who took action to change state driver's license rules, many New Mexico youth have been motivated to change policies that affect them directly. For example:

- > Somos Un Pueblo Unido's 450 immigrant youth members organized to pass the in-state tuition law, including holding the first-ever Immigrant Student Lobbying Day at the state capitol building in February 2005. They convinced even a staunch opponent, state

Senator Rod Adair of Roswell, to change his position. “I vote with my heart, even though with my head I know this is not correct,” he said. “My own constituents convinced me.”<sup>42</sup>

- > NM Voices helped mobilize Navajo youth in Tohajiilee to secure state funding for a new building to house their school-based health center (SBHC). Many youth also participated in a successful effort to increase recurring state allocations for existing SBHCs across the state.
- > Young Women United has organized to gain access to sex education in public schools and remove barriers young women of color face when they seek domestic violence services.
- > Santa Fe Living Wage Network organized young people to successfully fend off an attempt to exempt youth from the living wage ordinance.
- > In Albuquerque, SWOP youth gained “equal access” to the public schools, to provide students with information about alternatives to military recruitment, and they also helped defeat a state bill to allow youth curfews.

SWOP’s youth members have used creative tactics to make their point about the way young people of color are stereotyped and mistreated. Albuquerque’s mayor has tried repeatedly to implement a youth curfew but cannot without state legislation granting local authority. SWOP youth descended on the state capital in 2005 and had a “graffiti battle” mural art contest to publicize their positive creativity and voice their opposition to a bill enabling youth curfews. SWOP youth had legal support from the American Civil Liberties Union (ACLU). They also used research from New Mexico Voices for Children showing that curfews elsewhere were used for racial profiling of youth. The SWOP youth held a press conference to protest the proposal, which failed to be enacted. Young SWOP members then created mock “wanted” posters to challenge common stereotypes about youth of color being gang members. “All I want is to be able to feel safe in my home and in my community without the gang unit being able to shove me into a category they themselves fit,” said Yesenia Garcia, a former SWOP intern. “Why does [Mayor] Marty Chavez feel he has to punish our communities?”<sup>43</sup>

SWOP youth lost a campaign to prevent armed security guards in the public schools but have succeeded in gaining “equal access” to the high schools to educate students about alternatives to military service. This campaign arose in response to a provision of the federal No Child Left



“We are happy that we accomplished something that would not only make ourselves proud but our ancestors proud,” said Juanita Garcia of New Mexico Acequia Association’s Sembrando Semillas Project. “Youth learn through a community-based experiential learning process that cultivates a love of the land we call ‘querencia.’” Courtesy New Mexico Acequia Association.

Behind law that requires schools receiving federal education funds to allow military recruiters on their property.

Through their involvement with SWOP, youth are able to tackle difficult issues with sophisticated strategies that reflect their cultural roots. They currently are working on a “farm to table” proposal to get each school to provide at least one fresh fruit and vegetable a day, preferably local and organic. They have developed a students’ “bill of rights” to make it clear that they expect to be treated with fairness and dignity.



# VI. Relevant Considerations for Funders

## A. EFFECTIVE FUNDING APPROACHES

*We got into advocacy as part of our early childhood initiative in response to what we heard from our grantees, the people in community organizations directly connected to babies and families. And they convinced us that investing in advocacy would mean more bang for our buck in expressing our shared passion, and in promoting the efforts to help those families prosper.*

– Nan Schwanfelder, President  
Brindle Foundation

NCRP's analysis of financial data for the 14 organizations in New Mexico shows that **foundation support is critical to sustaining advocacy and organizing efforts**. The average annual budget of organizations ranged from as little as \$48,000 to as much as \$2.67 million. The proportion of a group's budget that was allocated for organizing and/or advocacy varied from 15 percent to 100 percent, and the median was 70 percent. Five organizations had their entire budgets allocated to these strategies, and three others spent more than half of their budgets on these activities. The proportion of foundation funds supporting organizations ranged from as little as 33 percent of total operating budget to as much as 95 percent, and the median was 75 percent. The vast majority of such support came from inde-

pendent and community foundations. Corporation and corporate foundation support was negligible.

Some of the New Mexico foundations that have provided critical support for the groups featured in this report include: the Brindle Foundation, Con Alma Health Foundation, Frost Foundation, McCune Charitable Foundation, New Mexico Community Foundation, New Mexico Women's Foundation, and the Santa Fe Community Foundation. Several of the national funders investing in this important work include: the Abelard Foundation-West, Atlantic Philanthropies, Marguerite E. Casey Foundation, Catholic Campaign for Human Development (CCHD), French-American Charitable Trust (FACT), W.K. Kellogg Foundation, Ms. Foundation, Needmor Fund, New World Foundation, Jessie Smith Noyes Foundation, Solidago Foundation, and Unitarian Universalist Veatch Program. The Hispanics in Philanthropy New Mexico funders collaborative also supported several of the featured organizations.

These foundations supported the organizations in this report with a range of grant types and sizes that have aided the groups in carrying out their work. Some nonprofits may have received small grants for strategic planning or capacity building, or they may have received multiyear core support; all of the funds make a difference. One grantee noted that Needmor and CCHD both provided seed money, and they also gave the group's leaders valuable advice and guidance that helped build the group's

*"I cannot overemphasize the importance of unrestricted, multiyear general operating support to the health and sustainability of nonprofit organizations in New Mexico. Giving general support grants is actually a sign of good relations with grantees and trust in their decision-making."*

– Teresa Odendahl, President  
New Mexico Association of Grantmakers

organizing capacity during its nascent stages. According to Frank Sanchez, senior program officer at the Needmor Fund, “When we invest in an organization, we consider it a long-term relationship. Based on that relationship, we support the organization in many ways. For example, we recommend them to other foundations, and where we can, we provide them with insights into what other community organizations are doing across the country and connect them to groups working on similar issues.”

**General operating support** is unrestricted, flexible core support that provides nonprofits with a cushion of resources that they are able to use in the most valuable ways, at their discretion.<sup>44</sup> This type of support was very important for the New Mexico groups NCRP studied. General support, also known as core support, is an invest-

ment in the overall capacity of an organization and allows it to carry out its mission flexibly, responding to changes in its operating environment. This is particularly valuable for advocacy and organizing groups, which must be able to react to windows of opportunity in fast-changing policy environments. The proportion of foundation funding groups received that for general operating purposes ranged from seven percent to 100 percent; the median was 50 percent.

**Capacity-building grants** also are significant for advocacy and organizing groups, enabling them to invest in staff and leadership training, technology, and other activities that enhance their effectiveness. Half of the organizations indicated having received foundation funds specifically for capacity building, ranging from three percent to 50 percent of their budgets, with a median of seven percent. Some

## Combining Direct Services with Advocacy and Organizing

Community Action New Mexico (CANM) works to link lower-income residents with services and benefits, and also advocates for better systems to support struggling families. CANM is an example of a “blend” organization that combines direct services with advocacy, recognizing the long-term sustainable impacts of the latter and immediate need for the former.

Despite challenges raising funds for advocacy, CANM’s efforts to improve the long-term prospects for lower-income residents has paid off in its work on individual development accounts (IDAs) and utility reform. CANM has advocated for \$1.5 million in state IDA funds and \$500,000 a year in recurring state funds, adding to \$2 million in federal grants already awarded. These funds are helping more than 400 families build assets, further their education and start their own businesses—activities that will pump an estimated \$16 million into the economy. “In the city of Truth or Consequences, IDAs are literally changing the face of the community as new businesses open up on Main Street,” observed executive director Ona Porter. CANM is partnering with the New Mexico

Partnership for Financial Literacy and Tax Help New Mexico, as well as 19 tribal and community colleges, 16 financial institutions, and Central New Mexico Community College.

CANM has organized some of its financial partners to enhance their services and products, for example by creating payday savings accounts. For Porter, reforming the state’s payday lending laws also was an important policy complement to the IDA program. Lower-income borrowers in New Mexico were paying more than \$27 million a year in costs because of the incredibly high interest rates and fees charged by payday lenders.<sup>45</sup> The impact of the new law is unclear, but Porter believes that there are fewer payday lenders now.

CANM advocates for more federal and state home heating assistance funds, but Porter knows that programs like the federal Low-Income Home Energy Assistance Program (LIHEAP) never will be enough to close the gap between energy costs and income for many households. Thus, CANM also has worked with the Public Regulation Commission (PRC) and utility companies to reduce energy costs for lower-income consumers. CANM got several

electric and gas utilities to offer a combined \$1.8 million per year in energy efficiency services for lower-income customers. CANM intervened in a gas rate case involving the utility PNM and got interest rates reduced for late payments, with a total ban on late fees for lower-income customers. In addition, the state legislature passed a winter utility disconnect moratorium. CANM unsuccessfully fought efforts to curtail it but has monitored its implementation to ensure compliance.

Other organizations featured in this report have combined services with advocacy and organizing effectively. For example, Enlace Comunitario provides services to immigrant victims of domestic violence and engages its constituents to advocate for policy improvements, such as removing barriers to accessing Temporary Assistance for Needy Families (TANF) benefits and getting better translation and interpretation services at agencies that serve limited-English speakers. “We believe it is important to do both advocacy and services, but in a conscientious way,” explained Enlace’s executive director, Claudia Medina. “We can attract more community members through services and also engage

community organizers expressed concern that because capacity-building outcomes such as leadership development and constituent empowerment are hard to quantify, funders do not always see the value of supporting them.

Only six groups reported that they received some **multiyear funding**. Multiyear grants, whereby a funder commits to support an organization for two or more consecutive years, give organizations much-needed stability so they can plan for the future. As the impacts included in this report demonstrate, advocacy and organizing campaigns often take several years to achieve success, and organizations that have reliable and flexible support are better able to allocate their resources, engage in long-term and high-impact work, and respond to unexpected opportunities that arise while conducting the work. Importantly, multiyear grants often ease

the administrative burden for grantees and funders, allowing both parties to make more strategic use of their time and, by symmetry, increase their impact.

New Mexico advocates and organizers cautioned that the unwillingness of many funders to make a long-term commitment to a grantee makes it difficult for groups to plan for the future, build their capacity and take advantage of windows of opportunity when they arise. Others observed that short-term and project-specific funding are not conducive to building and sustaining social movements. One community leader noted, “We can’t make dramatic changes with only 10–15–20 thousand dollar grants.” On the other hand, for a funder new to advocacy and organizing, a \$5,000 grant certainly can make a difference to an organization.

them in change. These women *need* services. It would be irresponsible not to provide them, to offer them something as individuals.”

But Enlace also had the goal of organizing immigrants directly, and it mobilized its base during the successful driver’s license campaign in 2003. In 2004, the organization created a new project, El Centro de Igualdad y Derechos, which organizes lower-income Latino immigrants to advance their rights and promote social justice. It is directed by Rachel LaZar. In 2007, it played a critical role in fighting anti-immigrant legislation that would have undone the drivers’ license policy.

El Centro remains very active in promoting federal immigration reform, as well as taking on more local fights. For example, the organization is helping parents whose children attend Sandia Base Elementary School, a public school on the military base. Parents without documents required by the military are denied access to the school. Claudia Morales, an El Centro member who is organizing parents to change the policy, explained, “All we are asking for is equal access to our children’s edu-



Byron Harrel Mackenzie, chef/co-owner of Cafe Bella Luca in Truth or Consequences, NM. He and co-owner Jessica Mackenzie both were IDA savers. They used their savings and the financial literacy and asset-specific training provided by CANM to leverage an SBA loan to open this fine dining establishment. Photo by Judd Bradley.

cation. Our kids are at a disadvantage if we cannot attend parent-teacher conferences on campus, observe our children’s classrooms, attend school events, and interact with school counselors and administration. Public schools should be open to the public.”<sup>46</sup>

El Centro will become an independent nonprofit organization in 2009 but will continue to collaborate closely with Enlace Comunitario. In fact, the two organizations will be joining with Southwest Creations

Collaborative to establish an immigrant center. Southwest Creations is a social enterprise that trains and employs women in a sewing business, offering comprehensive benefits, adult basic education, English classes, and financial literacy, while also advocating for better programs for the working poor. These three organizations will bring together their combined expertise, knowledge and relationships with the community to support and empower immigrants better through the new center.



Generally, the participating community leaders expressed frustration at not being able to raise more resources for advocacy and organizing work. The organizations that were more service-oriented seemed to find it especially challenging to raise funds for advocacy, perhaps because their traditional funding sources did not see how supporting advocacy would add value to their existing programs and services.

One leader observed that some funders are reluctant to support legal advocacy because they see it as more adversarial than other advocacy strategies. Also, litigation can take a long time and can be quite complicated and difficult to explain. Another leader stated that smaller groups, even if they are highly effective at the local and state level, often are overlooked by large national foundations. “Funders tend to move in the same circles, and it is hard for new organizations to break into those circles.”

## B. MILESTONES ON THE ROAD TO VICTORY

In addition to the ongoing work of making sure policy wins are implemented and sustained properly, the groups have other campaigns underway and can demonstrate the interim progress they have made. Given that campaigns often can take years to complete, it is important for both funders and grantees to articulate the milestones that have been achieved along the way. A few examples of such campaigns include:

- > Somos Un Pueblo Unido and El Centro de Igualdad y Derechos continue to work with immigrant rights groups across the country to seek comprehensive immigration reform at the national level. They have developed new leadership, built relationships with their congressional delegation, established their organizations as information sources with the media, demonstrated their ability to change the public discourse on immigration in New Mexico, and strengthened their base of allies—including non-traditional allies such as law enforcement and the business community. ACORN has built a base of more than 1,000 dues-paying immigrant members who mobilize around local issues as they await the next opportunity for national reform.
- > The New Mexico Coalition to End Homelessness is leading a campaign to pass a real estate transfer tax in Santa Fe that will provide a steady stream of revenue for affordable housing. The Santa Fe Living Wage Network also is involved. So far, the groups have succeeded in preventing a state law that would have prohibited municipalities from enacting such taxes, and they have gotten the transfer tax proposal on the local ballot. The coalition also is leading a collaborative effort to secure a dedicated source of funding for the State Housing Trust Fund, with a goal of generating \$20 million per year for the fund, with a significant amount of the funding going to assist people at the very bottom of the income scale. According to executive director Hank Hughes, “The New Mexico Coalition to End Homelessness sees a big part of its mission as working to move public policies in the direction of recognizing housing as a human right. We believe that policy changes that make housing a priority are absolutely necessary if we are to end homelessness. The advocacy work of our coalition complements the direct services provided by our member agencies.” Others involved in the state campaign are the Lutheran Advocacy Ministry, the NM Conferences of Churches, Somos Un Pueblo Unido, the NM Center on Law and Poverty, the NM Mortgage Finance Authority, and the NM Public Health Association.
- > Tewa Women United, along with other organizations and coalitions, is in a long-term battle to get the Los Alamos National Laboratory (LANL) to adhere to water standards and reduce community exposure to depleted uranium and other nuclear waste. TWU got the state to enforce water standards and now is part of a lawsuit to hold LANL accountable to these rules. TWU has educated residents about health issues connected to these pollutants and is helping them prepare for public meetings with LANL and government representatives. Over the long term, TWU wants to help native communities develop alternative economic models that are environmentally sustainable. “Even though the lab generates so much money and jobs, it makes the people sick,” said TWU executive director Kathy Sanchez. “We would like to provide new and different business development education that focuses on giving people wellness and identity and also brings in income as an alternative to existing economic development, like working with clay, for both traditional uses and for tourists.”
- > Many groups are active in the campaign to achieve universal health care in New Mexico. Two statewide coalitions, Health Action New Mexico and New Mexicans for Health Security Campaign, provide an umbrella to pursue systemic change. Groups have educated their members and constituents about the different types of proposals, such as single-payer and Massachusetts-style universal coverage. They have advocated for specific plans during legislative sessions and used research to make the case for reform that will improve access and save taxpayers millions of dollars a year over the long term.

> New Mexico Environmental Law Center is working with the Southwest Organizing Project (SWOP) and other grassroots groups to amend the state's air quality regulations to include environmental justice provisions similar to the provisions recently included in the solid waste regulations. This effort is in its early stages, but there already is a base of support among Clovis residents who successfully fought a permit for an ethanol plant that would have been a half mile from their neighborhood. Several other groups around the state have expressed interest in being part of this campaign. The groups plan to enlist the help of experts who can evaluate the air emissions coming from different types of facilities.

### C. CAPACITY-BUILDING

As noted above, investing in the capacity of an organization helps ensure that it can achieve its goals. There are many ways that groups demonstrate their increased capacity over time. One way is through increases in staff, leadership and membership. As noted in the civic engagement section of this report, New Mexico groups have enhanced their voice and their capacity to affect policy by mobilizing thousands of residents to attend public meetings, communicate with government officials, and become invested members of their organizations. The groups have trained and mentored hundreds of individuals to exercise leadership in myriad ways, such as being a spokesperson, inspiring neighbors to take action, conducting policy research, planning campaigns and chairing meetings.

Another way organizations demonstrate capacity is in the diversity of their funding sources, including membership dues and local fundraising. These are two examples of an organization's ability to mobilize the resources of the community for the community. They represent the community's endorsement of the organization and are a testament to its effectiveness. Dues and local fundraising also signal that a group is not dependent solely on outside sources such as public contracts or foundation funds for its sustainability. Between 2003 and 2007, nine groups collected dues totaling \$1,186,862. Member dues ranged from one percent to 24 percent of an organization's total budget. Twelve groups engaged in local fundraising that added \$2,088,749 to their coffers. Local fundraising represented from two percent to 21 percent of an organization's budget.

Further evidence of an organization's capacity is its connection to national expertise that adds value to the local work. In crafting a proposal for a State Affordable Housing Trust Fund, housing advocates were able to draw on the comprehensive knowledge and experience at the Center for Community Change (CCC) Housing Trust Fund Project, which has been helping community groups and state and

local governments create and implement housing trust funds for more than a dozen years. "The Human Needs Coordinating Council invited me to do a training on housing trust funds in 2004, and I continued to advise the advocacy groups throughout the campaign and during implementation," observed Mary Brooks of the CCC Housing Trust Fund Project. "They were very effective at marshalling support for the bill, securing 135 endorsements and mobilizing many allies." Brooks continues to advise the NM Coalition to End Homelessness on securing a dedicated revenue source for the fund.

As exhibited by the work of Albuquerque Interfaith and New Mexico ACORN, groups that are part of national organizing networks benefit from the training, technical assistance and policy expertise these networks offer their affiliates. For example, in the campaign to enact the Home Loan Protection Act, NM ACORN was able to tap the knowledge of national ACORN leaders, who have been fighting predatory lending for a decade and have a long history of working on financial services issues. Another national organization with expertise, the Center for Responsible Lending, was a key ally in this joint effort with NM AARP and others. These groups were well positioned to know which reforms should be included in legislation, and helped pass one of the strongest anti-predatory lending laws in the country.

New Mexico Voices for Children also is tapping into national expertise and support to enhance its effectiveness as a leading anti-poverty advocacy organization in the state. In 2003, the organization launched the Fiscal Policy Project, a think tank that focuses on state budget and tax policy issues. In collaboration with 35 membership-based organizations across New Mexico, the project is part of a national effort in multiple states coordinated by the Washington, D.C.-based Center on Budget and Policy Priorities. The project seeks an equitable tax structure that provides enough revenue for the state budget to provide services that adequately support families and children. Annual reports on the "state of working New Mexico" and guides to the state budget process are just some of the publications that help advocates and legislators gain access to information they need.

### D. LEARNING LESSONS FROM DEFEAT

*"Foundations are supposed to take risks. Sure, it's better to tell your success stories, but there's no harm in sharing our failures, too. The only thing at stake is our egos."*

— Paul Brest, President  
William and Flora Hewlett Foundation

Undertaking ambitious work to achieve long-term community improvements always has an element of risk and uncertainty to it, whether the strategy is organizing, advocacy, programs or services. What might be seen as a policy defeat or a program failure is not necessarily a total loss, and it is important for community groups and foundations to understand, learn from and share these experiences with others. As the following story shows, even if an organization does not realize its ultimate goal, most likely its staff and leaders still have benefited from the process.

The SAGE Council started out as the Petroglyph Monument Protection Coalition, founded in 1996 to stop road construction through the Petroglyph National Monument. “People wanted to define us,” said Sonny Weahkee, the organization’s director. “They asked ‘Are you an environmental group or a native American group?’” Then and now, SAGE Council defies being labeled as a single-issue group. During the Petroglyph battle, the coalition increased public awareness of the impact that a road through the monument would have. Not only would it desecrate a sacred native American site, but it also would spur explosive growth at the expense of lower-income communities of color.

The coalition lost its fight to stop the road, but its members see much value in having taken on the campaign. The organization built a major new base of urban Indians. SAGE staff notes that there are 40,000 native Americans in Albuquerque, and SAGE Council is the first and only organization to represent these “Indian ghettos.” As a result of the campaign, SAGE Council’s members became deeply immersed in transportation issues, planning, zoning, and economic development. They helped reframe public perception of development by juxtaposing “religious tolerance and respect” with “developer greed,” and generated more than 200 articles and news stories on the Petroglyph issue. More recently, they have focused on health care access, with some initial success.

The organization’s members also gained skills in how to win a ballot initiative and engage in nonpartisan voter education. In 2003, SAGE Council actually was successful in defeating the road bond. The bond lost 55–45 percent, and it was the first defeat of a general obligation bond in Albuquerque in 18 years. Unfortunately, the following year, SAGE lost when the issue came up again in a special election. “The whole experience made us realize that we don’t just need better policies; we need more accountable elected officials,” added Weahkee. Hence, the organization launched the Native American Voters Alliance (NAVA). Despite “losing,” SAGE Council is seen as an effective advocate for environmental justice and

native American sacred sites, and gets frequent requests from other groups and tribes to provide advice and support on these issues.

Several core leaders in the Petroglyph fight went on to run other organizations, such as Eli Il Yong Lee, who founded the Center for Civic Participation (CCP). CCP is proving to be a valuable resource for the community; it is helping SAGE Council, SWOP and three other organizations refine their nonpartisan voter engagement strategies to make them more effective. The groups collectively are building their nonpartisan electoral capacity and using sophisticated methods to test the effectiveness of different voter outreach strategies, such as using “treatment” and “control” groups to learn which GOTV tactics result in greater voter turnout.

Through NAVA, SAGE Council already has had a significant impact on voter turnout among native Americans, on reservations as well as off. During the 2008 primary, voter turnout tripled at the Acoma Pueblo and doubled at Laguna Pueblo. The voter engagement work also is helping to build bridges between urban and rural native Americans. In 2006, a former Navajo Nation president joined SAGE members in their door-knocking efforts. He had lived most of his life on the reservation and was concerned about the poor living conditions of the native Americans in Albuquerque. He was reassured to know that SAGE Council is working to create positive change in these communities.

# VII. Conclusion and Recommendations

## The Work Continues

As this report demonstrates, analyzing just a sample of effective organizing and advocacy groups in New Mexico revealed dramatic benefits not only for many under-represented constituencies but for all New Mexicans as well. The accomplishments highlighted in this report already are having an impact in communities across the state. Foundation support was critical to the achievements of these organizations, and it is integral to their future success.

Despite the remarkable accomplishments described in this report, many issues of concern to local communities remain. For example, the state unemployment rate rose from 3.4 percent in August 2007 to 4.6 percent in August 2008.<sup>48</sup> Universal health care reform is a pressing policy issue, on the agenda of the governor and many community groups. Ensuring access to health care will remain important in this state with one of the highest child mortality and uninsured rates in the country. The state also has one of the largest income gaps<sup>49</sup> despite significant improvements in the living wage documented here. Moreover, environmental issues remain a significant area for advocacy and organizing work in this sparsely populated state. In short, there is a substantial need to continue and increase funding from both local and national foundations for the work documented by this report and the other important advocacy and organizing going on in the state.

Moreover, many of the important changes documented here will need further advocacy and organizing to achieve greater benefit or to prevent attempts to reverse policy accomplishments. Anne B. Mosle, vice president for Programs at the W. K. Kellogg Foundation in Battle Creek, Michigan, cautions, “The policies made today can be changed tomorrow.” Mosle leads the foundation’s work in Civic and Philanthropic Engagement, Family Income and Assets, Mission Driven Investments, and Kellogg’s focused work in New Mexico. “The importance of enriching the civic capacity to organize

and advocate, particularly empowering marginalized populations, is that the voices of the entire community act on their common values and strengths to marshal resources to assure that all children in New Mexico thrive.”

The groups studied are continuing their dedicated work to achieve long-term change through active participation in the democratic process. If they had more resources, some of the things the organizations would like to do are: take on more campaigns and take the lead on more issues; invest more time to positively reframe issues in the media and public debates; focus more on evaluation and strategic planning; support their allies’ policy priorities better; enhance their information technology and communications capacity; engage vulnerable constituencies that currently are unrepresented; and increase staff salaries for organizers to reduce turnover.

If foundations truly want to maximize their impact and effectiveness, NCRP recommends providing general operating support and multiyear funding to organizations that engage disadvantaged residents in advocacy and organizing to strengthen their communities. These organizations need flexible funds to enable them to grow their capacity in whatever ways they determine will advance their work best. Whenever an organization is working at less than full capacity because of funding constraints, it is forced to make difficult choices among competing priorities. The risk of *not* investing in advocacy and organizing is that a community will be unable to complete a campaign, follow through on implementation of a win, or take advantage of a window of opportunity to pursue a new policy. General operating support, capacity-building funding, and multiyear commitments from foundations can enhance the already impressive work of these organizations, and of the many other effective advocacy and organizing groups making sustainable improvements in New Mexico’s communities.



# Notes

1. Gary D. Bass, David F. Arons, Kay Guinane, Matthew F. Carter. *Seen but Not Heard: Strengthening Nonprofit Advocacy*, (Washington, D.C.: The Aspen Institute, 2007), executive summary. See Alliance for Justice's *Investing in Change* for a detailed overview of the legal guidelines and restrictions related to lobbying.
2. U.S. Department of Transportation, [www.fhwa.dot.gov/hep/tribaltrans/newmex.htm](http://www.fhwa.dot.gov/hep/tribaltrans/newmex.htm).
3. "More in state without insurance: U.S. Census: New Mexico rate of poverty and median household income unchanged," *Las Cruces Bulletin*, Sept. 5, 2008, <http://www.nmvoices.org/articles/Census-LCB-9.5.08.pdf>.
4. Sean Olson, "24% of N.M. Kids in Poverty," *Albuquerque Journal*, August 27, 2008, [http://www.nmvoices.org/articles/article\\_Census\\_AJ\\_8.27.08.html](http://www.nmvoices.org/articles/article_Census_AJ_8.27.08.html).
5. See 2008 KIDS COUNT state profile prepared by the Annie E. Casey Foundation, <http://www.kidscount.org>.
6. <http://www.thinknewmexico.org/smallschools.html>.
7. National Coalition Against Domestic Violence Fact Sheet, <http://www.ncadv.org/files/NewMexico.pdf>.
8. M. Carlota Baca and Teresa J. Odendahl, "Nonprofits and Philanthropy in the Land of Enchantment, New Mexico," *Responsive Philanthropy* (Washington, D.C.: National Committee for Responsive Philanthropy, Fall 2004).
9. "Fiscal Data of Grantmaking Foundations by Region and State, 2006," The Foundation Center, [http://foundationcenter.org/findfunders/statistics/pdf/01\\_found\\_fin\\_data/2006/01\\_06.pdf](http://foundationcenter.org/findfunders/statistics/pdf/01_found_fin_data/2006/01_06.pdf).
10. Foundation Center.
11. New Mexico Association of Grantmakers, *Philanthropy in New Mexico: 2008*.
12. Big Sky Institute for the Advancement of Nonprofits, *The Philanthropic Divide 2007: Assets and Per Capita Granting Update*, 2008.
13. 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.
14. 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.
15. For example, one full time employee or two half-time employees would count.
16. El Centro is an independent project of Enlace Comunitario that will become a nonprofit organization in 2009. They were treated as one organization for the data collection.
17. The organization's legal nonprofit name is Southwest Cultural Preservation Project.
18. For example, advocates secured the passage of a State Affordable Housing Trust Fund. Through the NM Mortgage Finance Authority NCRP verified the role of advocacy groups in the campaign, the amount of the win, which was \$15 million in direct state appropriations and a projected \$168 million in other leveraged resources, expected to benefit more than 2,000 households.
19. *Colonias* are rural settlements, usually located along the United States–Mexico border, whose population consists of recent immigrants and which typically lack safe housing, potable water, wastewater treatment, drainage, electricity, and paved roads.
20. *Acequias* are historic communal irrigation systems that have sustained customs and traditions of water sharing for hundreds of years and support the culture and livelihood of thousands of families in New Mexico today.
21. This figure is the aggregate of the amount each organization reported having allocated for advocacy and organizing out of its operating budget for the years 2003 to 2007.
22. Note that the estimated \$5 billion value of water rights managed by acequias was excluded from this calculation.
23. Thomas Munro, "Albuquerque bucks mortgage trend," *New Mexico Business Weekly*, April 28, 2008.
24. For example, see Federal Home Loan Bank of Atlanta, EITC Boosts Local Economies Partners in Community Economic Development, Vol. 16, No. 3, 2006, [http://www.frbatlanta.org/invoke.cfm?objectid=97636FAC-5056-9F12-128E4F3C0244A481&method=display\\_body](http://www.frbatlanta.org/invoke.cfm?objectid=97636FAC-5056-9F12-128E4F3C0244A481&method=display_body), and Texas Perspectives, Inc, Update: Increased Participation in the EITC in San Antonio, November 23, 2004. <http://www.sanantonio.gov/cominit/pdf/112604%20EITC.pdf>.
25. Liana Fox, *Minimum wage trends: Understanding past and contemporary research*, EPI Briefing Paper No. 178, November 8, 2006.
26. New Mexico Fiscal Policy Project, *Unemployment Insurance Benefits Everyone*, New Mexico Voices for Children, May 2007.

27. For an in-depth discussion of structural racism and a systems approach, see NCRP's fall 2008 quarterly publication, *Responsive Philanthropy*, which includes a discussion with Prof. John A. Powell, an authority on these issues.
28. For more information, visit the Annie E. Casey Foundation web site at <http://www.aecf.org/KnowledgeCenter/PublicationsSeries/RaceMatters.aspx>.
29. This figure is based on an estimated value of \$10,000 per acre foot of water, with approximately 500,000 acre feet of water under management by acequias. State officials confirmed that this was an appropriate valuation of the water rights.
30. For a complete analysis, see *The Colonia And The Landfill: Colonias Development Council V. Rhino Environmental Services, Inc.*, unpublished paper by Kristina G. Fisher.
31. For an analysis of the rulemaking process, see Sofía Martínez, "Color-Blind, Color-Mute, and Color-Deaf: Race and Expertise in Environmental Justice Rulemaking," *Environmental Justice*, 1:2.
32. This 2005 federal law imposes certain standards for security, authentication and issuance procedures for state driver's licenses and state ID cards, in order for them to be accepted by the federal government for "official purposes" such as boarding airplanes. The deadline for state compliance has been extended to December 31, 2009.
33. See Families USA Medicaid calculator, [http://www.familiesusa.org/issues/medicaid/other/medicaid-calculator/medicaid-calculator.html?state=New\\_Mexico](http://www.familiesusa.org/issues/medicaid/other/medicaid-calculator/medicaid-calculator.html?state=New_Mexico).
34. New Mexico's Three-Tiered Teacher Licensure System 1, *A Joint Evaluation: OEA, LESC & LFC*. November 14, 2007.
35. "Study says state's pre-k program shows success," *New Mexico Business Weekly*, June 4, 2008, <http://www.bizjournals.com/albuquerque/stories/2008/06/02/daily23.html>.
36. Megan Kamerick, "Garcia: Pre-k education key to workforce development," *New Mexico Business Weekly*, February 29, 2008.
37. See Robert Putnam, *Bowling Alone*, Simon & Schuster, 2000, and David Halpern, *Social Capital*, Polity Press, 2005.
38. Paul W. Speer, *Evaluation Report—People Making Public Policy in California: The PICO California Project*. Human and Organizational Development, Peabody College, Vanderbilt University, May 2002, and Heidi J. Swarts, *Organizing Urban America: Secular and Faith-Based Progressive Movements*, University of Minnesota Press, 2008.
39. Barbara Ferry, "Out of The Shadows: Immigrant Women Shed Fears to Lead Push for Rights in Santa Fe," *The Santa Fe New Mexican*, June 12, 2006.
40. The five groups were Albuquerque Interfaith, NM ACORN, NM Coalition to End Homelessness, SAGE Council, and SWOP.
41. Quote and profile from National ACORN 2006 Annual Report.
42. "Immigrant Tuition Break: Heartfelt Logic," editorial, *Albuquerque Journal*, February 19, 2005.
43. From SWOP website's youth organizing page, [www.swop.net](http://www.swop.net).
44. Rick Cohen, *A Call to Action: Organizing to Increase the Effectiveness and Impact of Foundation Grantmaking*, (Washington, D.C.: National Committee for Responsive Philanthropy, 2007) p. 11.
45. Uriah King, Leslie Parrish and Ozlem Tanik, *Financial Quicksand: Payday lending sinks borrowers in debt with \$4.2 billion in predatory fees every year*, Center for Responsible Lending, November 30, 2006.
46. Quote from El Centro newsletter, Spring 2007.
47. Stephanie Strom, "Foundations Find Benefits in Facing Up to Failures," *New York Times*, July 26, 2007.
48. Bureau of Labor Statistics, *Regional and State Employment and Unemployment Summary*, Economic News Release, September 19, 2008. Available online at: <http://www.bls.gov/news.release/laus.nr0.htm>.
49. Barry Massey, "State's pay gap among largest," *The Associated Press*, April 9, 2008.

## APPENDIX A

# Organizational Profiles

Organization/Contact Information	Description
<p>Albuquerque Interfaith</p> <p>Genevieve Jamarillo-Padilla Lead Organizer 6001 Marble Avenue, NE Albuquerque, NM 87110 505.268.3991</p>	<p>Founded in 1993, Albuquerque Interfaith is a membership organization affiliated with the Industrial Areas Foundation, a national network of broad-based, multi-ethnic, multi-issue interfaith organizations. Albuquerque Interfaith organizes in congregations, unions, schools and neighborhoods. The organization develops leaders who, through building relationships that lead to action, reweave the social fabric of community life. Albuquerque Interfaith's long-term goal is to design a <i>Human Development Strategy</i> for New Mexico that invests in people, build a stronger public education system, and develop a better-trained workforce to attract jobs that pay a living wage.</p>
<p>Community Action New Mexico (CANM)</p> <p>Ona Porter, Executive Director 400 Central Avenue SE #101 Albuquerque, NM 87102 505.217.2747 <a href="http://www.communityactionnewmexico.org">www.communityactionnewmexico.org</a></p>	<p>Since 1999, Community Action New Mexico has been dedicated to strengthening the statewide network of community action agencies and working together to end poverty in the state. CANM seeks to strengthen the economy and build the workforce by developing the assets of New Mexico's children, families and communities. CANM provides capacity building tools, technical assistance and training for its member agencies, and engages communities in strategic advocacy to develop high-impact strategies to eliminate the causes of poverty.</p>
<p>Colonias Development Council (CDC)</p> <p>Diana Bustamante Executive Director 1050 Monte Vista Las Cruces, NM 88001 575.647.2744 <a href="http://www.colonias.org">www.colonias.org</a></p>	<p>For twenty years, the Colonias Development Council has been providing community organizing support to colonia residents in southern New Mexico. Colonias are unincorporated settlements along the U.S.-Mexican border that lack basic infrastructure such as potable water, housing, waste water systems, and paved roads. CDC's main areas of work include community development, environmental health and justice, farm worker issues, education, economic development, and civil rights. CDC uses community organizing and leadership development to help colonia residents find solutions to their concerns. The organization has worked in more than 22 colonias and has a long-term commitment to social change.</p>
<p>El Centro de Igualdad y Derechos</p> <p>Rachel LaZar, Organizer 1701 Broadway SE Albuquerque, NM 87102 505.246.1627 <a href="http://www.elcentro-nm.org">www.elcentro-nm.org</a></p>	<p>El Centro de Igualdad y Derechos' mission is to work with Latino immigrants and allies to strengthen the community and advance immigrants' rights. A project of Enlace Comunitario, El Centro has a membership base and will become an independent non-profit organization in 2009. El Centro envisions a city, state and nation where immigrants can become a collective, conscious, free and powerful force dedicated to the promotion of social justice and equality for all.</p>



Organization/Contact Information	Description
<p>Enlace Comunitario</p> <p>Claudia Medina, Executive Director PO Box 8919 Albuquerque, NM 87198 505.246.8972 www.enlacenm.org/</p>	<p>Since 2000, Enlace Comunitario has worked to eliminate domestic violence and advance immigrant rights. In addition to direct service provision for Spanish-speaking families dealing with domestic violence, Enlace Comunitario advocates for the rights of Latino immigrants and their children. Services and advocacy activities include counseling, legal services, community education, leadership development and organizing to bring about system change. Enlace Comunitario envisions a society where immigrants become a collective, transforming force to eradicate domestic violence and eliminate borders.</p>
<p>New Mexico Voices for Children</p> <p>Eric Griego, Executive Director 2340 Alamo Ave. SE, Suite 120 Albuquerque, NM 87106-3523 505.244.9505 www.nmvoices.org</p>	<p>New Mexico Voices for Children is a progressive, nonpartisan advocacy organization founded in 1987. Its mission is to eliminate child poverty and improve the health and well-being of New Mexico's children, families and communities. The organization's New Mexico Children's Charter outlines policy priorities and specific goals that are guided by four core values: Human Rights (equality and human dignity); Healthy Communities (affordable health care, quality education, and safe neighborhoods); Economic Justice (economic opportunity and fair taxes); and Civic Participation (collective and individual voices).</p>
<p>New Mexico Acequia Association (NMAA)</p> <p>Paula Garcia, Executive Director 805 Early Street, Building B, Suite #204 Santa Fe, NM 87505 505.995.9644 www.lasacequias.org</p>	<p>Founded in 1990, the New Mexico Acequia Association advocates for the interests of acequia communities in New Mexico. Acequias are the historic communal irrigation systems that support the culture and livelihood of thousands of families in New Mexico. NMAA's mission is to sustain the acequia way of life by protecting water as a community resource and strengthening the farming and ranching traditions of acequia families and communities. NMAA provides leadership and capacity-building training for acequia members and organizes at the local and state level for policy issues related to water rights in acequia communities.</p>
<p>New Mexico Association of Community Organizations for Reform Now (NM ACORN)</p> <p>Matthew Henderson Lead Organizer 411 Bellamah NW Albuquerque, NM 87102 505.242.7411 www.acorn.org</p>	<p>Founded in 1980, New Mexico ACORN is a membership organization comprised of lower-income residents, with offices in Albuquerque and Las Cruces. NM ACORN is part of the Association of Community Organizations for Reform Now, a national community organization of low- and moderate-income families working together for social justice and stronger communities. ACORN members participate in local meetings, actively work on campaigns, and elect leadership from the neighborhood level up. NM ACORN members organize on social justice issues such as living wages and housing, and also educate and mobilize voters.</p>

Organization/Contact Information	Description
<p>New Mexico Coalition to End Homelessness</p> <p>Hank Hughes, Executive Director 802 Early Street PO Box 865 Santa Fe, NM 87504 <a href="http://www.nmceh.org">www.nmceh.org</a></p>	<p>The New Mexico Coalition to End Homelessness was founded in 2000 and organizes stakeholders to advocate for housing for all New Mexicans. Its membership includes nonprofit homeless service agencies, homeless people, and government agencies. The Coalition's work includes developing new housing, providing technical assistance to service providers and lobbying elected officials for increased funding for additional housing and support services for the homeless.</p>
<p>New Mexico Environmental Law Center</p> <p>Douglas Meiklejohn Executive Director 1405 Luisa Street, Suite 5 Santa Fe, NM 87505 505.989.9022 <a href="http://www.nmenvirolaw.org">www.nmenvirolaw.org</a></p>	<p>Since 1987, New Mexico Environmental Law Center has operated as a public interest law firm that provides free and low-cost legal services on environmental matters throughout New Mexico. The Law Center works with clients, including individuals, neighborhood associations, environmental organizations, Tribes and Pueblos, that seek to protect the environment. Its mission is to protect New Mexico's natural environment and communities through legal and policy advocacy, and public education. The Law Center's constituency consists primarily of lower-income communities, communities of color, and others fighting environmental degradation.</p>
<p>Santa Fe Living Wage Network (SFLWN)</p> <p>Tomás Rivera, Organizer P.O. Box 23764 Santa Fe, NM 87502 505.983.9563 <a href="http://www.santafelivingwage.org">www.santafelivingwage.org</a></p>	<p>Santa Fe Living Wage Network was founded in 2002 with the goal of passing and sustaining a living wage ordinance in Santa Fe. A membership-based organization, the Network's constituents are lower-income workers and their families. Following passage of the living wage ordinance in 2003, SFLWN has worked to maintain, enforce and strengthen the ordinance. In addition, the Network is working on affordable housing, broadening its network of organizations, developing new, creative responses to the ongoing need for worker organizing in Santa Fe, and expanding its youth worker committee.</p>
<p>Somos un Pueblo Unido</p> <p>Marcela Diaz, Director 1205 Parkway Dr, Suite B Santa Fe, NM 87507 505.424.7832 <a href="http://somosunpueblounido.org">somosunpueblounido.org</a></p>	<p>Somos un Pueblo Unido was founded in 1995 to protect and expand immigrants' rights in New Mexico. Somos works to build a community that does not discriminate against people based on their national origin, that institutes humane immigration policies, and that protects the human rights of everyone irrespective of where they were born or what documents they carry. Somos has a membership base of over 1500 people and acts as a community-based and immigrant-led organization preparing immigrant leaders to create institutional change.</p>

Organization/Contact Information	Description
<p>SAGE Council (Southwest Cultural Preservation Project)</p> <p>Sonny Weahkee, Director 510 3rd Street SW Albuquerque, NM 87102 505.260.4696 www.sagecouncil.org</p>	<p>SAGE Council is an Indigenous and people of color-led organization using community organizing to build power through action, education, leadership development and political participation. The organization's commitment to social change and self-determination is based in spirituality that honors Mother Earth and all peoples. SAGE Council was founded in 1996 to protect the Petroglyph National Monument and has become immersed in transportation, planning and tax issues, as well as civic engagement through the Native American Voters Alliance. SAGE Council seeks meaningful participation of native Americans, low-income families, and other people of color in efforts to implement a sustainable and equitable quality of life.</p>
<p>SouthWest Organizing Project (SWOP)</p> <p>Robby Rodriguez, Director 211 10th Street SW Albuquerque, NM 87102-2919 505.247.8832 www.swop.net</p>	<p>SouthWest Organizing Project is a statewide, multi-racial, multi-issue, community-based membership organization. Since 1980, SWOP has worked to make it possible for thousands of New Mexicans to have a place and voice in social, economic and environmental decisions that affect their lives. SWOP's mission is "working to empower our communities to realize racial and gender equality and social and economic justice." Voter engagement has been a central aspect of SWOP's work throughout its history.</p>
<p>Tewa Women United (TWU)</p> <p>Kathy Sanchez, Executive Director P.O. Box 397 Santa Cruz, NM 87567 505.747.3259 tewawomenunited.org</p>	<p>Tewa Women United was founded in 1989 as a support group for women concerned with various issues including alcoholism, suicide and domestic and sexual violence. In 2001, TWU transitioned from an informal, all-volunteer group to a formal nonprofit organization that offers a variety of programs and services. TWU serves as a collective intertribal women's voice in the Tewa homelands of Northern New Mexico. The mission of TWU is to provide safe spaces for Indigenous women to uncover the power, strength and skills they possess to become positive forces for social change in their families and communities.</p>

## APPENDIX B

## Quantitative Impacts and Return on

Issue	Duration of Campaign	Year Achieved	Dollar Value	No. of Direct Beneficiaries
Economic Security	5 years	2003 - 2007	\$ 96,720,000	13,000 low-wage workers
Economic Security	2 years	2006	\$ 160,860,000	58,000 low-wage workers
Economic Security	2 years	2007	\$ 250,740,000	161,000 low-wage workers
Economic Security	2 years	2006, 2007	\$ 43,380,000	200,000 tax filers

# Investment

Organizations*	Description of Impact**
Santa Fe Living Wage Network, Somos Un Pueblo Unido	Santa Fe City Council enacted living wage ordinance setting minimum wage of \$8.50/hour effective in 2004. Small businesses (25 employees or less) were exempted. State legislation to pre-empt City action was defeated prior to enactment and again in 2005. Court challenge to law in 2003-04 was unsuccessful. Proposed exemption for home health care companies and postponement of second-phase increase to \$9.50 defeated in city council in 2005. Finally in 2007, small business exemption was eliminated and annual indexing was added, using base of \$9.50/hour. Estimated new wages cover four years for minimum wage workers and those just above minimum.
Albuquerque Living Wage Campaign included ACORN, AFSCME Council 18, Aunt Babe's Kitchen, Big John's, Brightening Best Cleaning, CAD Drafting & Design, Central NM Central Labor Council, Chiropractic Care Center, David B. Starr Land Development, NM Conference of Churches, NM Federation of Education Employees, NM Martin Luther King State Commission, NM Voices for Children, Operating Engineers Local 953, United Food and Commercial Workers	Albuquerque City Council increased minimum wage to \$7.50 hour, to be phased in over three years (2007 - 2009); comparable legislation was also passed by the County of Bernalillo. Wage estimates are projected for three years for minimum wage workers and those just above minimum.
New Mexicans for a Fair Wage, including ACORN, ARC of NM, Community Action NM, Democracy for New Mexico, Enlace Comunitario, Health Action NM, Lutheran Advocacy Ministry, NM Catholic Conference, NM Center on Law and Poverty, NM Conference of Churches, Human Needs Coordinating Council, NM Voices for Children, Santa Fe Living Wage Network, Somos Un Pueblo Unido, Southwest Organizing Project, other community organizations, and numerous labor unions.	State enacted minimum wage increase to \$7.50/hour, to be phased in over two years, from 2008 to 2009. Wage estimates are projected for two years for minimum wage workers and those just above minimum.
NM Voices for Children	Enacted Working Families Tax Credit, a refundable state credit available to workers claiming the federal Earned Income Credit on their tax form, at eight percent of the federal EIC (increased to 10% in 2008). Based on how many taxpayers claim the federal EITC, estimate is \$32.5 million in credits annually. Also increased the Personal Income Tax exemption for low-income families, estimated at \$10.9 million in tax savings. These estimates were only projected for one year of tax filings.



Issue	Duration of Campaign	Year Achieved	Dollar Value	No. of Direct Beneficiaries
Economic Security		2003	\$ 65,500,000	44,000 workers
Economic Security	1 year	2003	\$ 130,812,570	43,202 loans
Economic Security	1 year	2005	\$ 183,000,000	2,042 new units of housing
Economic Security	7 years	2003-2008	\$ 14,500,000	22,000 children
Economic Security	1 year	2003	\$ 2,250,000	20,000 homeless individuals
Economic Security	1 year	2007	\$ 1,500,000	at least 150 individuals
Economic Security	3 years	2003	\$ 13,100,000	518,000 residents of Albuquerque

Organizations*	Description of Impact**
Unemployment Insurance Reform Coalition, including New Mexico Voices for Children, Human Needs Coordinating Council, NM Federation of Labor, Lutheran Advocacy Ministry, NM Coalition Against Domestic Violence, and over 100 other groups.	Unemployment Insurance reform enacted at the state level, expanding eligibility to claim UI benefits and increasing the weekly benefit workers receive, including a new dependent child allowance. In 2007, these changes were made permanent. Estimated increased benefits of at least \$15 million for workers, at least \$25 million in rate cuts for employers, and an economic ripple effect of \$1.70 for every dollar of new benefits.
ACORN, AARP, United South Broadway Corporation, NM PIRG	State passed Home Loan Protection Act to curb predatory lending practices and protect consumers in the home loan market. Center for Responsible Lending estimated a savings in points and fees for borrowers of more than \$130 million.
Housing Trust Fund Coalition, convened by Human Needs Coordinating Council, with NM Coalition to End Homelessness, Community Action Agency of Southern NM, Lutheran Advocacy Ministry-NM, NM Conference of Churches, Bernalillo County Housing Authority, Enterprise Foundation, Homewise, Jubilee Housing, NM Mortgage Finance Authority, NM Voices for Children and others.	Secured passage of State Affordable Housing Trust Fund and garnered several appropriations for the fund, totaling \$15 million through 2008, which has leveraged an estimated \$168 million in additional resources for affordable housing.
NM Voices for Children	In 2001, the state lowered the eligibility levels for child care subsidies from 200 percent to 100 percent of the Federal Poverty Level (FPL). Since then, eligibility rose from 100 percent to 165 percent of FPL, and in 2008 it was fully restored to 200 percent of FPL. Child care assistance rose by \$13.5 million between 2003 and 2008. The state has allocated \$1 million for a pilot home visiting program for first-born children.
NM Coalition to End Homelessness	More than doubled annual State appropriation for homeless services from \$300,000 to \$750,000, for a total of \$2.25 million over five years
NM Coalition to End Homelessness	Secured new annual state appropriation of \$750,000 for permanent supportive housing for individuals with serious mental illness, totaling \$1.5 million over two years.
SouthWest Organizing Project (SWOP)	City of Albuquerque inserted “clawback” provisions in its Industrial Revenue Bond (IRB) agreement with Phillips Semiconductor, which compelled the company to repay the city foregone tax revenue for failing to adhere to the provisions of the bond agreement. In 2003, Phillips closed its plant earlier than agreed and paid back \$13.1 million. Those funds are being reinvested in municipal economic development strategies.

Issue	Duration of Campaign	Year Achieved	Dollar Value	No. of Direct Beneficiaries
Economic Security	1 year	2007	\$ 11,000,000	all residents of Martineztown
Economic Security	5 years	2003-2007	\$ 1,500,000	63,000 households
Economic Security	2 years	2006 - 2007	\$ 19,150,000	414 families to date
Economic Security	1 year	2007	\$ 2,532,000	All 490,000 PNM customers benefit from reduced interest rates
Environmental Justice	5 years	2003, 2006	\$ 386,000,000	30,000 residents
Environmental Justice	1 year for each	2003 - 2007	\$ 16,400,000	25,000 members of acequias

Organizations*	Description of Impact**
Albuquerque Interfaith	Secured \$11 million of infrastructure funding to remedy long-standing sewer and flooding issue in Martineztown section of Albuquerque.
Community Action New Mexico, NM Voices for Children	Secured increases to the Low Income Home Energy Assistance Program (LIHEAP) and the Weatherization Program totaling \$1.5 million over five years.
Community Action New Mexico (lead); NM Project for Financial Literacy, Tax HELP, NM Voices for Children	Establishment of state Individual Development Account (IDA) program to help lower-income residents save money toward education, a small business, or other goals. Secured one-time state allocation of \$1.5 million and annual appropriations of \$250,000 that was increased to \$500,000 in 2008. In addition, 414 IDAs estimated to generate \$15.8 million in home loan financing, increase earnings potential from education by \$1.1 million, and create 232 new jobs in small businesses.
Community Action New Mexico	Got PNM gas and electric utility to commit more than \$1.5 million per year in energy efficiency services to lower-income customers and intervened in PNM gas rate case to slash interest on late payments from 18% to 8%, with a prohibition of late fees for all lower-income customers. Further, PNM was prohibited from implementing a new rate structure that would force customers to pay extra to make up for lost revenues from energy efficiency measures. PNM has provided \$782,000 in gas weatherization services and \$484,000 in electric weatherization services for lower income customers to date. This combined amount was doubled to reflect ongoing commitment to provide these services. This conservative estimate does not include savings from interest rate reductions and prohibition of late fees for lower-income customers.
NM Environmental Law Center, on behalf of Gila Resources Information Project; Kuipers and Associates	In 2003, helped defeat an effort by Phelps Dodge mining company to pass state legislation exempting the company's open pit copper mines from reclamation requirements. In 2006, secured posting of a \$386 million bond for reclamation of the company's Tyrone open pit copper mine.
NM Acequia Association	In 2003, acequias granted authority over water rights valued at as much as \$5 billion (this figure not included in ROI). In 2005-07, state provided a total of \$400,000 for training to help acequias understand and exercise their authority over water rights. State legislature passed \$16 million in capital funding package for acequias in 2007.

Issue	Duration of Campaign	Year Achieved	Dollar Value		No. of Direct Beneficiaries
Environmental Justice	1 year	2005	\$	202,500	1,000 residents
Civil and Human Rights	5 years	2003	\$	900,000	50,000 drivers benefit. State benefits from new revenue.
Civil and Human Rights	1.5 years	2007	\$	37,000,000	All drivers benefit. State saves monetary costs.
Civil and Human Rights	5 years	2005	\$	5,000,000	500 students per year
Health	5 years	2003-2007	\$	800,000,000	25,000 children and adults
Health	1 year	2005	\$	380,000	40,000 urban native Americans
Health	1 year	2007	\$	180,000	40,000 urban native Americans
Health	1 year	2007	\$	2,050,000	all New Mexico youth



Organizations*	Description of Impact**
NM Environmental Law Center, on behalf of Mesquite Community Action Committee	Negotiated a settlement with Helena Chemical Company, whose fertilizer plant was polluting the Mesquite community for more than a decade.
Alliance for a Safer New Mexico -- Somos Un Pueblo Unido convened and Enlace Comunitario co-led; included Archdiocese of NM, NM Conference of Churches, ACORN, NM Coalition Against Domestic Violence, NM Federation of Labor and others	Secured state law granting driver's licenses to drivers regardless of their immigration status. Defeated attempts to repeal the law in 2005-2006 and defeated the governor's proposal to fingerprint undocumented driver's license applicants in 2006. The Motor Vehicle Department estimates up to 50,000 drivers have obtained licenses, generating at least \$900,000 in revenue for the state.
Somos Un Pueblo Unido, El Centro de Igualdad y Derechos, ACLU. Other supporters included NM ACORN, NM Coalition to End Homelessness, NM Voices for Children	Defeated state legislation that would have implemented federal REAL ID Act requirements. Legislators estimated that it would cost the state at least \$37 million to comply with the federal law.
Somos Un Pueblo Unido	Secured state legislation allowing undocumented immigrant students to pay in-state tuition and obtain state financial aid. Defeated legislative attempts to repeal this act in 2006. Conservative estimates are that 500 students are benefiting from an average of \$5,000 per year for tuition for at least a two-year period.
NM Voices for Children	Secured funding for expansion of the State Children's Health Insurance (SCHIP) eligibility to 300 percent of federal poverty level, premium assistance for children 0-5, expanded Medicaid prenatal care eligibility to 235 percent FPL, and increased Medicaid provider rate. Between 2003 and 2007, increased state and federal investments in Medicaid by \$800 million.
SAGE Council, SWOP, National Indian Youth Council, Center for Civic Participation	Secured one-time budget allocation of \$380,000 from City of Albuquerque for First Nations Community Health Source clinic to serve urban native Americans who were no longer able to be served by Indian Health Hospital.
SAGE Council, National Indian Youth Council, Bernalillo County Commission	State established an Off-Reservation Native American Health Care Commission and allocated \$60,000 per year for three years to assess the health care needs of urban native Americans.
NM Voices for Children	Youth successfully advocated for \$1.9 million increase in youth smoking prevention funds from the state, and they secured passage of Dee Johnson Clean Indoor Air Act. A new native American youth suicide prevention program received \$50,000, and \$100,000 was appropriated to study racial disparities in health of NM youth.

Issue	Duration of Campaign	Year Achieved	Dollar Value	No. of Direct Beneficiaries
Health	1 year	2005	\$ 3,000,000	middle and high school students
Education	.5 years	2003	\$ 144,000,000	90,000 public school students
Education	.3 year	2003	\$ 130,000,000	20,000 youth
Education	0.25 year	2003	\$ 84,448,600	18,400 teachers
Education	5 years	2003 - 2005	\$ 10,000,000	12,000
TOTAL QUANTIFIED BENEFITS			\$ 2,616,105,670	
Total funding for advocacy and organizing among organizations			\$ 16,645,835	
Return on Investment (ROI)			\$ 157	

Organizations*	Description of Impact**
NM Voices for Children; New Mexico Assembly for School-Based Health Care	Expanded state funding for school-based health centers to an average of \$3 million per year.
Albuquerque Interfaith, Albuquerque Public Schools	Passed an Albuquerque school bond for \$144 million, which had previously failed, through intensive voter education and get-out-the-vote efforts.
Albuquerque Interfaith, Albuquerque police and fire unions, bill sponsors	Albuquerque City Council passed one-quarter cent tax, generating \$26 million per year for public safety, youth and after school programs.
Albuquerque Interfaith, teachers' unions	Secured passage of a state amendment that allowed for funds to develop tiered salary structure that greatly increased teachers' salaries, totaling more than \$84 million to date.
Albuquerque Interfaith, social services agencies	Increased funding in Albuquerque municipal budget for city employee salaries, youth programs, drug rehab programs, etc.

\* The organization column is not intended to provide a complete list of every organization that worked on a given campaign; additional organizations or individuals also may have participated.

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

## APPENDIX C

## Qualitative Impacts and Beneficiaries

Issue	Duration of Campaign	Year Achieved	Category and/or No. of People Directly Benefitting
Economic Security	1 year	2005	200,000 households
Economic Security	1 year	2007	mobile home owners
Economic Security	.5 year	2007	homeowners at risk of foreclosure
Environmental Justice	1 year	2005	lower-income communities of color
Environmental Justice	1 year	2005	6,000 residents of Chaparral and all lower-income residents at risk of landfills
Environmental Justice	8 years	2006 - 2007	70,000 South Valley residents
Environmental Justice	3 years	2004, 2006	15,000 residents of Crownpoint, Church Rock, and Mt. Taylor
Environmental Justice	3 years	2005	15,000 residents of Crownpoint, Church Rock, and Mt. Taylor

Organizations*	Description of Impact
Community Action New Mexico	State legislature passed winter utility disconnect moratorium; CANM twice fought efforts to curtail the moratorium and has monitored implementation to ensure compliance by utilities, leading to investigations by the state regulator (PRC).
Albuquerque Interfaith	Fought off attempts by mobile home park owner to convert property and cause residents to lose their homes. Property has yet to be redeveloped and developer has agreed to develop as mixed-income property.
Community Action New Mexico	Led effort to bring New Mexico's Attorney General's office and housing and legal aid groups together to develop a foreclosure prevention strategy in response to crisis. Strategy included public service announcements, radio shows, foreclosure prevention days, etc.
NM Environmental Law Center, Southwest Network for Environmental and Economic Justice (SNEEJ), NM Environment Department Environmental Justice Advisory Committee	Governor Richardson signed Environmental Justice Executive Order.
NM Environmental Law Center, Colonias Development Council; South Valley Coalition of Neighborhood Associations; private attorney	State Supreme Court ruled that New Mexico Environment Department must take into account community concerns and impacts on residents' quality of life when making a decision about whether to issue a permit for a landfill.
SWOP, NM Environmental Law Center, South Valley Coalition of Neighborhood Associations, Environmental Justice Working Group, Environmental Justice Advisory Committee	The NM Environmental Improvement Board amended its regulations to provide significant protections for low-income communities and communities of color from the impacts of new solid waste facilities, such as landfills and incinerators.
NM Environmental Law Center, Southwest Research and Information Center (SRIC), Eastern Navajo Dine' Against Uranium Mining (ENDAUM), NM Environment Department	In 2004, persuaded the state water quality division (WQCC) to lower its standard for the amount of allowable uranium in ground water from 5,000 milligrams per liter to 30 milligrams per liter. This standard was upheld by the State Court of Appeals in 2006.
NM Environmental Law Center, Southwest Research and Information Center (SRIC), ENDAUM	Navajo leadership passed the Diné Natural Resources Protection Act, which bans uranium mining in Navajo Indian Country.



Issue	Duration of Campaign	Year Achieved	Category and/or No. of People Directly Benefitting
Environmental Justice	2 years	2006	communities adjacent to Los Alamos
Environmental Justice	6 years	2005	300 Picuris Pueblo members
Environmental Justice	4-8 years	2004, 2008	1,200 residents
Environmental Justice	1 year	2004	1,000 residents of Counselor Chapter
Environmental Justice	2 years	2004	all residents of Wells Park
Environmental Justice	4 years	2007	communities adjacent to Los Alamos
Environmental Justice	3 years	2007	landowners who do not own mineral rights
Environmental Justice	2 years	2007	33,000 residents of Clovis NM
Environmental Justice	2 years	2007	users of federal public lands

Organizations*	Description of Impact
NM Environmental Law Center, Tewa Women United, Concerned Citizens for Nuclear Safety, and Embudo Valley Environmental Monitoring Group	Forced cancellation of two air quality permits issued by state agency for open burning and open detonation of depleted uranium and other substances by the Los Alamos National Laboratory (LANL)
NM Environmental Law Center, on behalf of Picuris Pueblo; private attorneys	Regained Picuris Pueblo indigenous lands that are historical source of clay for their pottery, after having been occupied for decades by several mining companies operating the largest mica mine west of the Mississippi River
SouthWest Organizing Project (SWOP)	Helped the Pajarita Mesa community of 250 families, which paid its taxes but got no services in return, to organize to obtain infrastructure and basic services from Bernalillo County. After an eight-year campaign, Mesa families finally won a special use permit to construct a water transfer station.
NM Environmental Law Center, for Counselor Chapter of Navajo Nation	Prevented the U. S. Bureau of Land Management from leasing lands sacred to Counselor Chapter members of Navajo Nation for proposed oil and gas drilling
NM Environmental Law Center, on behalf of Wells Park Neighborhood association, SWOP	Negotiated a settlement with Stericycle, concerning operation of medical waste treatment facility in Wells Park neighborhood of Albuquerque
Tewa Women United, Concerned Citizens for Nuclear Safety	Got state to enforce water standards with LANL; lawsuit pending to hold LANL accountable
NM Environmental Law Center, NM Cattle-growers Association; Oil and Gas Accountability Project	State enacted the strongest Surface Owner Protection Act in the country, protecting landowners who own the surface of their land but not the mineral rights.
NM Environmental Law Center, on behalf of Concerned Citizens for Clean Water of Clovis	State Court of Appeals upheld state action delinking state definition of surface waters to be protected by state standards from federal definition of 'waters of the United States.' This allows water quality regulators to protect 40 percent of the state's surface waters.
NM Environmental Law Center, National Wildlife Federation, NM Wildlife Federation, NM Trout Unlimited	Persuaded New Mexico Supreme Court that ranchers do not have forage rights associated with their water rights. Therefore ranchers cannot use water rights as a basis to graze their cattle on federal public lands.

Issue	Duration of Campaign	Year Achieved	Category and/or No. of People Directly Benefitting
Civil and Human Rights	1 year	2005	75,000 immigrants
Civil and Human Rights	1 year	2004	50,000 immigrants
Civil and Human Rights	2 years	2007	50,000 immigrants
Civil and Human Rights	1 year	2004	TANF-eligible immigrants who experienced domestic violence
Civil and Human Rights	5 years	2005-2007	105,200 individuals
Civil and Human Rights	2 years	2007	Clients of Department of Children Youth & Families
Civil and Human Rights	2 years	2003 - 2005	native women
Civil and Human Rights	4 years	2006	native women

Organizations*	Description of Impact
Somos Un Pueblo Unido, ACLU, Enlace Comunitario (leads), Santa Fe police chief Beverly Lennen	Secured state executive order that prohibits state and local law enforcement from questioning crime victims, witnesses, and other non-criminal immigrants about their immigration status.
Enlace Comunitario, with support from ACORN, NM Conference of Churches, Archdiocese of NM, NM Coalition Against Domestic Violence, ACLU, NM Federation of Labor, SWOP	Secured municipal resolution in Albuquerque City Council stating that municipal funds cannot be used to enforce federal immigration laws. Therefore the local police cannot do the job of ICE and detain individuals solely for immigration-related issues.
El Centro de Igualdad y Derechos; MALDEF, ACLU, City Council, CHP, NM Coalition Against Domestic Violence, NM Conference of Churches, NM Center on Law and Poverty	Worked with the Albuquerque Police Department to revise its standard operating procedure to reflect the municipal resolution regarding enforcement of federal immigration laws. This ensures that new police recruits are properly trained to follow the law.
Enlace Comunitario, NM Legal Aid, Catholic Charities, NM Center on Law and Poverty	Decreased barriers at Department of Human Services for immigrant victims of domestic violence who were wrongly denied TANF (welfare) benefits.
Community Coalition for Healthcare Access, including Enlace Comunitario, El Centro de Igualdad y Derechos, NM Center on Law and Poverty, NM Voices for Children.	Improved interpretation and translation services and removed financial barriers for un/under-insured clients at University of New Mexico Hospital. Secured pilot training program for medical interpreters at UNMH.
Enlace Comunitario, NM Center on Law and Poverty	Improved language access at Department of Children Youth & Families (child welfare agency) by creating a task force and working with the agency to provide interpreters at each office, provide forms in Spanish, post signs in other languages offering interpreter services, and otherwise making the offices more accessible and welcoming to limited-English speakers, including Spanish, Vietnamese, and Navajo speakers.
Tewa Women United	In Santa Fe and then Espanola, worked with a multidisciplinary team of county agencies, tribes, service providers, law enforcement, and other stakeholders to develop consistent protocols, IT systems, and training to better support native women who are victims of violence. Also worked at the state level to improve policies and procedures related to victims' services.
Tewa Women United, NM Midwives Association, NM Chapter of the American College of Nurse Midwives and SALUD! Managed Care Organizations (MCOs).	State implemented Medicaid Birthing Options Program, which allows women who receive Medicaid to give birth at home and in the care of a midwife.

Issue	Duration of Campaign	Year Achieved	Category and/or No. of People Directly Benefitting
Civil and Human Rights	2 years	2005	All residents of Albuquerque
Civil and Human Rights	1 - 3 years	2005, 2007	17,000 immigrants
Civil and Human Rights	2 years	2005, 2007	all NM teens; all Albuquerque HS students
Civil and Human Rights	3 months	2006	17,000 workers
Health	1 year	2005	native youth
Education	1 year	2007	hundreds of middle school students



Organizations*	Description of Impact
SWOP, SAGE Council, National Indian Youth Council, Common Cause	A referendum passed in Albuquerque amending the City Charter to allow public financing of municipal elections. Candidates for citywide office who collect \$5 donations from at least 1 percent of registered voters in their district can access public funds to run for office.
Somos Un Pueblo Unido	In Santa Fe, organized efforts to standardize local jail policies regarding federal Bureau of Immigration and Customs Enforcement (ICE) holds; rewrote policies and trained police regarding non-discrimination policy and ICE holds
SWOP	In 2005, youth helped defeat a proposed statewide youth curfew and, in 2007, youth succeeded in gaining "Equal Access" to the greater Albuquerque high schools, to provide students with information about alternatives to military recruitment.
Somos Un Pueblo Unido, unions	In response to firing of school district workers, passed Santa Fe city council resolutions regarding Social Security Administration no-match letters, affirming that the City will not illegally fire its employees simply due to receipt of a Social Security no-match letter.
New Mexico Voices for Children	The Laguna/Acoma school based health care student group successfully advocated for additional support for behavioral/mental health services in the school-based health center (SBHC) clinics, and Navajo youth in Tohajiilee secured state funding for a new building for their SBHC.
Community Action New Mexico	Negotiated with Creative Educational Institute and Elev8 New Mexico initiative to provide learning lab programming for challenged learners to 20 or more middle schools, with program materials provided at one-quarter market cost.

\* The organization column is not intended to provide a complete list of every organization that worked on a given campaign; additional organizations or individuals also may have participated.

### NCRP STAFF

Meredith Brodbeck	COMMUNICATIONS ASSISTANT
Julia Craig	RESEARCH ASSISTANT
Aaron Dorfman	EXECUTIVE DIRECTOR
Kevin Faria	DEVELOPMENT DIRECTOR
Niki Jagpal	RESEARCH DIRECTOR
Melissa Johnson	FIELD DIRECTOR
Anna Kristina ("Yna") C. Moore	COMMUNICATIONS DIRECTOR
Lisa Ranghelli	SENIOR RESEARCH ASSOCIATE
Beverley Samuda-Wylder	SENIOR ADMINISTRATIVE ASSOCIATE

### BOARD OF DIRECTORS

#### OFFICERS

David R. Jones	(CHAIR) COMMUNITY SERVICE SOCIETY OF NEW YORK
Diane Feeney	(VICE CHAIR) FRENCH AMERICAN CHARITABLE TRUST
Dave Beckwith	(SECRETARY) NEEDMOR FUND
Rhoda Karpatkin	(TREASURER) CONSUMERS UNION

#### DIRECTORS

Marilyn Aguirre-Molina	LEHMAN COLLEGE, CITY UNIVERSITY OF NEW YORK
Christine Ahn	KOREA POLICY INSTITUTE
Andrea Alexander	CHINOOK WIND ENTERPRISES
Robert Edgar	COMMON CAUSE
Pablo Eisenberg	PUBLIC POLICY INSTITUTE, GEORGETOWN UNIVERSITY
Marjorie Fine	LINCHPIN CAMPAIGN, CENTER FOR COMMUNITY CHANGE
Cynthia Guyer	SAN FRANCISCO SCHOOLS ALLIANCE
Judy Hatcher	ENVIRONMENTAL SUPPORT CENTER
Priscilla Hung	GRASSROOTS INSTITUTE FOR FUNDRAISING TRAINING
Gara LaMarche	THE ATLANTIC PHILANTHROPIES
Pete Manzo	THE ADVANCEMENT PROJECT
Russell Roybal	NATIONAL GAY AND LESBIAN TASK FORCE
William Schulz	CENTER FOR AMERICAN PROGRESS
Gary Snyder	NONPROFIT IMPERATIVE
Helen Vinton	SOUTHERN MUTUAL HELP ASSOCIATION
Sherece Y. West	WINTHROP ROCKEFELLER FOUNDATION

#### PAST BOARD CHAIRS

Paul Castro	JEWISH FAMILY SERVICE OF LOS ANGELES
John Echohawk	NATIVE AMERICAN RIGHTS FUND
Pablo Eisenberg	PUBLIC POLICY INSTITUTE, GEORGETOWN UNIVERSITY
Terry Odendahl	NEW MEXICO ASSOCIATION OF GRANTMAKERS

*\* Organization affiliation for identification purposes only.*

Additional resources are available online at [www.ncrp.org](http://www.ncrp.org)

## STRENGTHENING DEMOCRACY, INCREASING OPPORTUNITIES Impacts of Advocacy, Organizing and Civic Engagement in New Mexico

© December 2008, National Committee for Responsive Philanthropy

*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. Although many grantmakers invest in these strategies as a way to advance their mission and strengthen communities, a sizable number of those have not considered seriously investing in this work, in part because they do not fully understand it and/or have difficulty measuring its impact. 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.

Through GCIP, NCRP will document the outcomes of advocacy, organizing and civic engagement and will demonstrate how these strategies result in community-wide benefits. NCRP will engage grantmakers, community groups and the media in a broad discussion about how this work can help funders and grantees achieve their missions and maximize their impact. Focusing on one city, region or state at a time, NCRP will collaborate with funders and community organizations in multiple sites to gather information and disseminate research results through local forums. NCRP is especially interested in engaging funders that currently provide little or no funding for advocacy and organizing but would like to initiate or increase support for this work. NCRP also will work strategically with philanthropic and community allies to identify resource persons and organizations that can provide ongoing support to current and prospective funders of advocacy and organizing. The project will provide useful tools for funders and help to increase philanthropic support for this work nationwide. Additional information, including a list of major funders, is available online at [www.ncrp.org](http://www.ncrp.org).

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

For information or copies of this report, or to join NCRP, please contact us at:  
2001 S Street NW, Suite 620 • Washington D.C. 20009  
Phone 202.387.9177 • Fax 202.332.5084 • E-mail: [info@ncrp.org](mailto:info@ncrp.org) • Web: [www.ncrp.org](http://www.ncrp.org)