



Norman Foundation
Fifteen Year Report

October 2015

Dear Friends,

I am pleased to share this report of fifteen years of Norman Foundation history, beginning with the generational transition in 2000, when the foundation was passed from the third to the fourth generation of family members. Your leadership as the newly formed Grants Committee made the transition successful and moved forward the foundation's long commitment to social change in this country. This report documents some of the highlights.

The foundation hired me in 2000 and together we mapped out a plan for the future. There was a clear commitment to the foundation's social justice legacy. It was also clear that you wanted to build consensus and an inclusive group process. Defining a new direction for the grants program was the priority, but nurturing engagement in the foundation across a new generation of family members was equally important. I think you have been successful in both. You have learned from each other, deliberated and traveled together and engaged the larger family, especially younger members, in the foundation's work.

In 2000, we decided to focus the foundation's grantmaking on community organizing by groups with modest budgets but deep roots in local communities. The issues were diverse but fell within the broad areas of economic and environmental justice and civil rights. Continuing the foundation's commitment to racial justice, priority was given to work in communities of color. You made the decision to give general support grants with no strings attached, trusting that the folks on the ground knew best how to use the funds. You made long-term investments in grantees' work, with dependable, renewal grants over many years. You expected results but understood when they did not come as quickly as hoped. There have been many victories, and many groups credit Norman's support as critical. You have not chased the latest hot issue and have been willing to fund in states and regions where resources are limited and change is hard to come by. It has made the wins that much sweeter when they did come.

From the day you took the reins of the foundation, you have engaged and included the next generation. Members of G-5 attend grants meetings and participate in site visits, learning about the issues and also about philanthropy. Even younger members have been engaged, presented with mini-dockets and a budget for grant decisions. And, after fifteen years, you are again preparing for the future, which will include new family members and new ideas.

I am proud to have traveled this road with you and to have played a part in carrying on the Norman Foundation legacy. I have learned about family and generosity and community from you and have wonderful memories of travel and laughter and unexpected, far-ranging discussions in the middle of meetings, which somehow managed to come back and end in good decisions - on time, every time.

With love and thanks,

June

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The Past Fifteen Years: An Overview

The Economy

Our current era has been compared to the Gilded Age of the late 19th /early 20th century because of the concentration of wealth and corporate power and economic disparity. The world's richest 85 people are worth as much as the poorest 3.5 billion (roughly half the world's population.) Four hundred individuals in the U.S. own more wealth than the bottom 180 million taken together. Wealth in the U.S. increased from \$47 trillion in 2008 to \$72 trillion by-mid 2013, but federal income tax revenue went down over the same period and the tax rate for corporations was cut in half. The minimum wage in our country, when adjusted for inflation, was \$2 higher in 1968 than it is today. One in four full-time workers does not earn enough to support a family, let alone move that family out of poverty. Many of those living in poverty are working adults – food processing workers, young workers, low-wage service and retail workers, home healthcare workers and farmworkers. The number of Americans in deep poverty has been growing for the past 30 years; and since 2000, the numbers have grown faster than those of any other segment of the population. Meanwhile, tax cuts that have primarily benefited the very wealthy and corporate America have meant cuts to an already stingy commitment to anti-poverty programs. Lack of adequate funding for schools, youth services, childcare, jobs development and even veterans' programs all help undermine economic mobility. Add the one million homes in foreclosure as a result of the Great Recession and downward mobility reaches up into the middle class. Income inequality in this country has reached the highest levels since the 1920s even as the safety net has been ripped to shreds, dramatically demonstrated on prime time TV during Hurricane Katrina.

Work in America has changed, fundamentally and forever...Millions of people don't work for the ultimate beneficiary of their labor, but for subcontractors and suppliers. Millions more are temporary, part-time or 'self-employed'. A third of the US workforce is now contingent...US companies now source workers from all over the globe, importing cheap labor for local jobs...On our current path, we all end up as guest workers: trapped in an economy of temporary, intermittent works, subcontracted, migratory, struggling with debt rather than building wealth, sourced into labor supply chains rather than climbing career ladders. We need to create the conditions for winning a new social contract for a new economy." (Norman grantee Saket Soni, New Orleans Workers Center, The Nation Oct. 2012)

Global consolidation, combined with deregulation, lax oversight and weakened labor unions, has led to extraordinary corporate power. This power extends beyond the workplace, sometimes to the point of undermining democratic decision-making in local communities or influencing national economic decisions in developing countries. Corporations have reached a size and level of power that overwhelms the political institutions created to keep them in check. The repercussions are a federal government owned by corporate America; small towns held

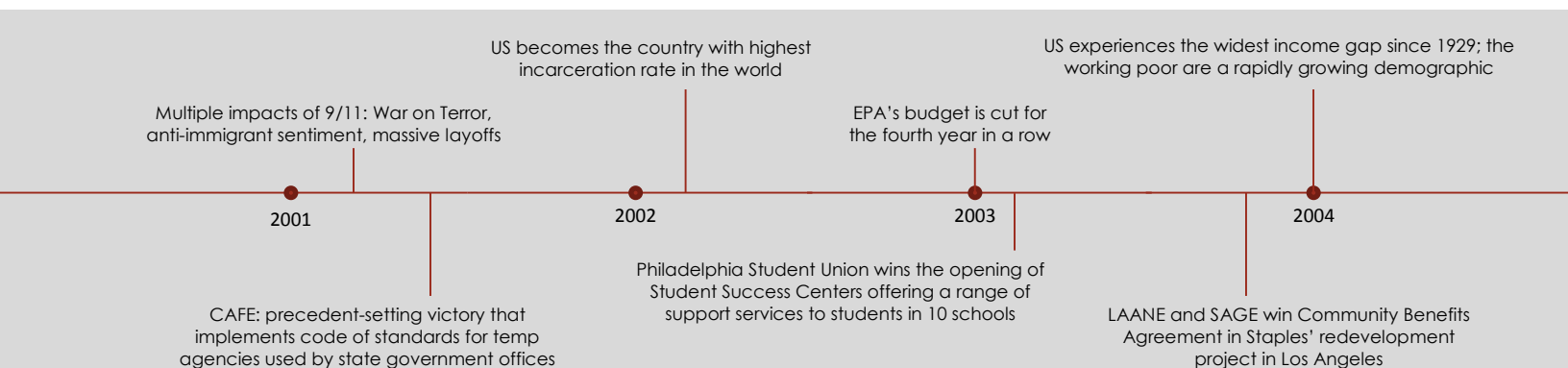
hostage by harmful and unwanted business operations; and subsidized mega-development projects with no benefits for their surrounding communities. Corporate-funded, right wing policy groups have worked hard to cut taxes and block even the most modest, progressive tax reforms in some states. Free trade agreements have allowed transnational corporations to increase their profits by expanding their global reach but has also weakened labor protections and lowered wages of workers everywhere, pitting them against each other in a race to the bottom. Migration of poor, undocumented workers displaced from their home countries by global economic forces has increased dramatically and is now a common reality for much of the world's workforce. They are often criminalized in the countries where they find work and vulnerable to abuse. In the U.S., this abuse has included cases of illegal trafficking and forced labor - from the tomato fields of Florida to the shipyards of the post-Katrina Gulf Coast. Wage theft and anti-immigrant backlash are also part of this reality.

The Great Recession took an enormous toll on low and middle income working people in this country. Many lost their jobs and health benefits. Whole communities were impacted, especially those that for many years relied on a few major employers or a single industry. Many of these communities, especially in rural areas, remain devastated. The impact hit African American and Latino households disproportionately, where the loss of jobs went hand in hand with the loss of homes, most often the result of predatory lending. According to one study, from 2005 to 2009, median wealth fell by 66% among Hispanic households and 53% among black households, compared with 16% among white households. Meanwhile, corporate profit margins are as high as they have been in the last 50 years and quickly rebounded from the recession.

The Environment

This extreme economic inequality is matched by profound environmental crises, often impacting the same communities. Extreme weather shifts due to climate change are wreaking havoc on vulnerable communities – from California family farmers facing a prolonged drought to low-income New Yorkers left homeless after Hurricane Sandy to fishing communities in Louisiana's bayous being displaced by rising sea level and destruction of wetlands by the oil and gas industry. There are increasing threats to drinking water, especially from avoidable accidents or improper waste disposal, often involving industrial operations.

In 2001, a new administration in Washington did not bode well for communities fighting environmental problems. Groups working to ameliorate the harmful effects of unregulated oil and gas exploration faced a cabinet full of oil men or industry backers. The new president, vice president and many cabinet appointees supported drilling for oil in the Arctic National Wildlife Refuge and a weakening of environmental regulations and oversight by government agencies.

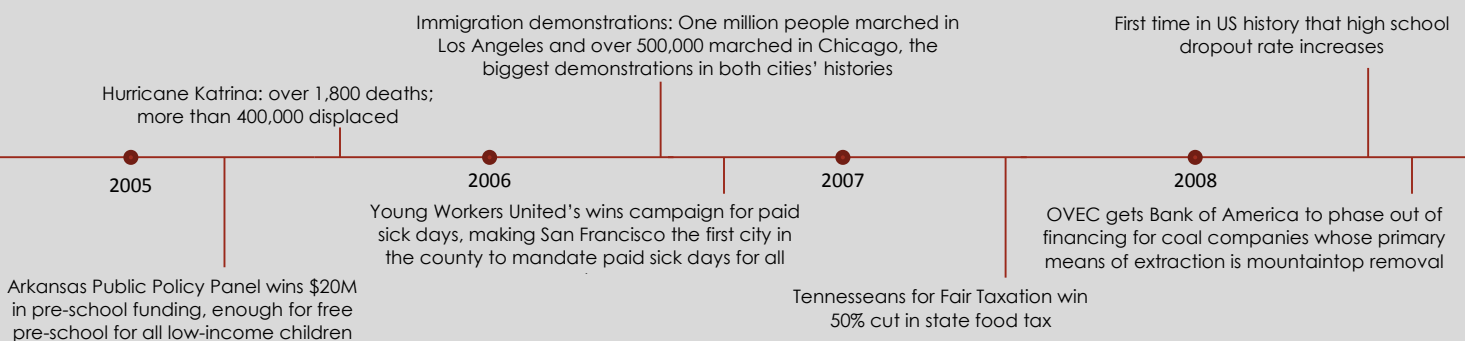


Rapid expansion of oil and gas drilling has led to environmental devastation in previously protected lands and is already negatively impacting the quality of life of communities in whole regions of the country. An increased market for coal, especially for export to Asia, brought the destruction of whole mountaintops in Appalachia, as well as increasing and alarmingly high childhood asthma rates in neighborhoods near coal-fired power plants. The budgets for clean-up of Superfund and other toxic sites has been cut even as a report estimated that industrialized countries are now producing 220 pounds of legally hazardous waste for every man, woman and child on the planet, every year. All of this will end up in the environment and a significant amount will enter the food chain, through soil, water and air pollution, sludge and pesticides.

The harm is borne disproportionately by low-income inner city residents, especially children, and by poor rural residents whose communities are targeted for toxic landfills and polluting industries drawn to areas with lax environmental regulations and little political power. They are more often than not communities of color. According to research by the federal government in 2005, over 70% of African Americans and 50% of Latinos live in areas with the most polluted air, as compared to 34% of whites; 28.4 % of low-income African American children have lead poisoning, as compared to 9.8% of low-income whites; 46% of federally subsidized housing units for the poor are located within one mile of factories with toxic emissions; and more than 600,000 students (predominantly children of color) attend public schools located within a half-mile of federal Superfund or state-identified contaminated sites. Asthma hits poor, inner city residents the hardest; African Americans and Latinos are almost three times more likely than white residents to die from asthma. 60% of African Americans live in communities with controlled toxic waste sites.

"In Southern West Virginia we live in a war zone. Three and one-half million pounds of explosives are being used every day to blow up the mountains. Blasting our communities, blasting our homes, poisoning us, trying to intimidate us. I don't mind being poor. I mind being blasted and poisoned. There ARE no jobs on a dead planet." (Norman grantee Judy Bonds, founder Coal River Mountain Watch, died in 2011)

At the same time, climate scientists around the globe were sounding the alarm about global warming and the need for immediate and radical reversal of greenhouse gases. Extreme weather patterns triggered by climate change are having a disproportionate impact on the poor and communities of color. Low-lying neighborhoods near industrial waterfronts, Native American lands and Alaskan Natives dependent on natural resources are all disproportionately impacted by changing weather patterns, sea-level rises and the toxics that are in some cases released as the result of floods and destruction.



Clearly, there is a moral argument for decreasing environmental harm, but there is also a practical, economic argument. The global, economic burden of environmental refugees, toxic site cleanup, loss of drinking water sources and healthcare for impacted people is seemingly infinite. Some of the statistics that do exist are alarming enough. It is estimated that India and China lose between 8-12% of GDP from environmental degradation; environmental factors, primarily pollution of water, soil and air, contribute to 40% of deaths worldwide; Americans of all ages carry over 100 foreign chemicals in their bodies, from DDT banned over 30 years ago to lead and mercury from coal-fired power plants. This pollution leads to birth defects, lowered academic performance in children, chronic illnesses and lowered life expectancy.

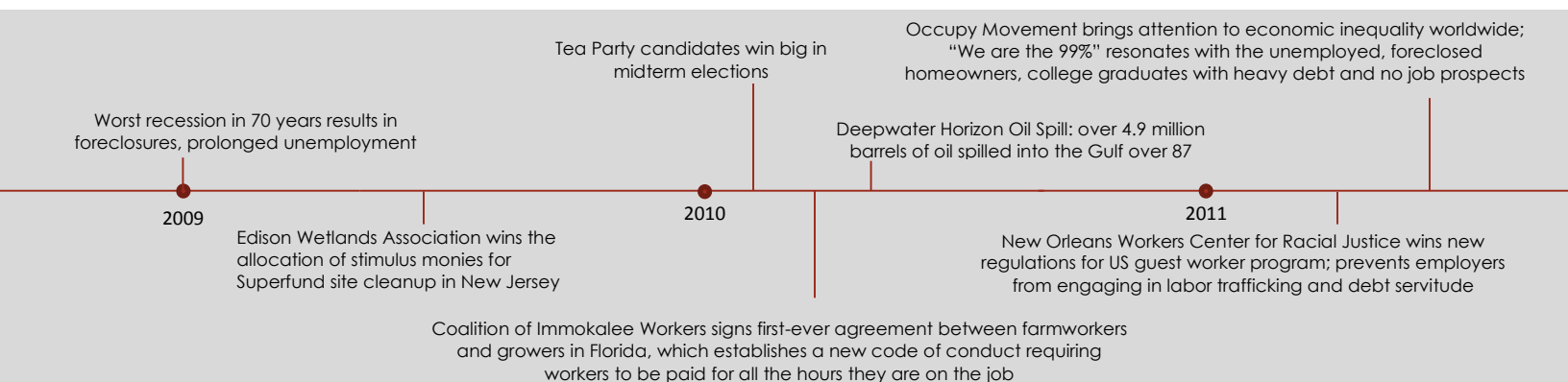
Civil Rights

After the civil rights movement in the late 1960s, there had not been an organized, community-based, national movement for education equity in this country. There have been important and consistent efforts to reform education but driven almost exclusively by educators, including academics from universities and teachers' colleges. New, more progressive and culturally



sensitive teaching methods, curricula and even school structures were developed and implemented in many school districts, including in major urban areas. There are school districts and even a few states that have managed to significantly lower the achievement gap. There are models of very successful public schools serving low income students and students of color, where all students succeed in meeting high standards and leave school prepared for college. However, in some states, education has never been adequately funded; in others, education budgets were dramatically reduced to resolve state budget crises. Lack of equity - equal access for all children in this country to high quality public education - remains the central issue at the core of school reform-related struggles in this country today.

What used to trigger a call from the principal or maybe a one-day suspension now triggers a call to the local police station. In many states, harsh zero tolerance discipline policies combined with local school discretion have resulted in glaring racial disparities in discipline outcomes.



Many more students, particularly poor students and students of color, are suspended than ever before. As a result, students miss school, and too many drop out before they finish, often finding themselves on the schoolhouse-to-jailhouse track.

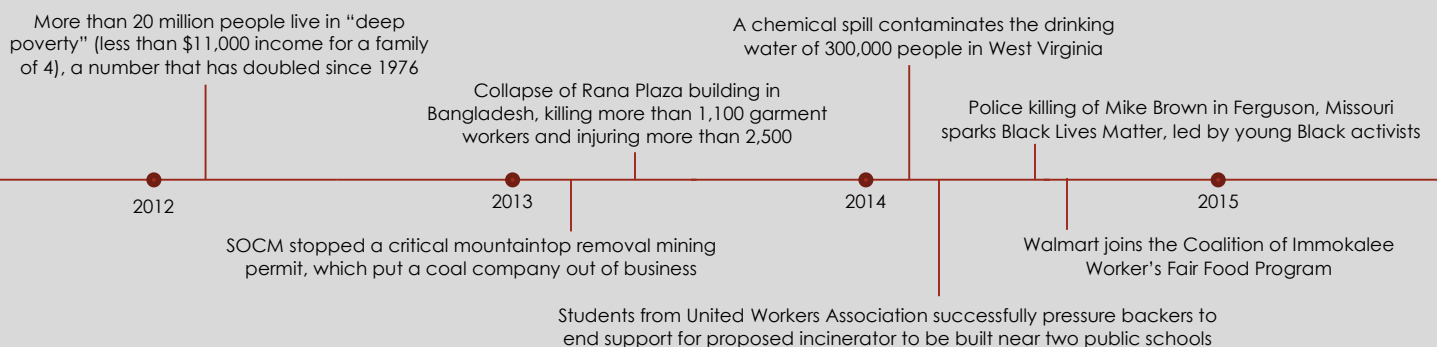
Meanwhile, the prison population skyrocketed in recent decades, with the majority having been sentenced for relatively minor, non-violent crimes. Cuts in education funding were often mirrored by large increases in state funding for new prisons. From 1980-2000 corrections' share of all state and local spending grew by over 100%, while higher education's share of all state and local spending dropped by 21%. A black man has a one in three chance of going to prison in his lifetime; in 1999, 52% of African American male high school dropouts had prison records by the time they reached 30. Women are the fastest growing segment of the national prison population rising from 10,000 incarcerated women in 1980 to more than 150,000 twenty years later; 75% are mothers of young children. The economic losers are the communities from which this increasing prison population comes: mostly poor, urban neighborhoods, which suffer loss of breadwinners, community members and parents.

The recent, tragic killings of unarmed African Americans by police has given new urgency and brought a new generation of activists to the issues of police brutality and use of excessive force in the Black community. The Black Lives Matter banner, created and led by young Black activists, is bringing together a broad spectrum of the Black community and will hopefully give rise to meaningful dialogue on institutionalized racism and lead to policy change in this country.

The Future

Americans are deeply worried about the economy, and many are fearful and angry about their future. The country is deeply divided. One divide relates to the 'individual' versus the 'community': individual prosperity versus shared prosperity; individual responsibility versus civic responsibility; individual freedom versus the common good. The divide plays out on many levels and many issues, from gun control to environmental regulations to the very role of government. There is also a deep, underlying divide about whose country it is and even what being American means. A fierce desire to rollback changes, to take back the country, to claim ownership and to exclude those who get defined as not true Americans (read immigrants, Blacks, LGBTQ) creates a very unholy alliance on the Right.

New alliances of conservative wealth, corporate interests and cultural and religious fundamentalism have led to Tea Party control of many state governments in the Midwest and South and put the US Congress into seemingly permanent paralysis. Corporate-funded, rightwing



zealots are determined to dismantle government as we know it, through destructive budget cuts, frontal attacks on workers' rights, elimination of environmental protections and voting rights. The strategy is to divide communities, distract from real-life issues and dismantle any gains made over the past few decades. This includes shredding the safety net constructed over generations, increasing the already enormous political power of large corporations, undermining public education and rendering meaningless the civil rights gains won over the past 50 years with support from this foundation. Economic opportunity for poor people of color seems to be a primary target of the Right.

While the Right organizes around fear and builds unity around a purposely vague and coded "good old days" vision, progressives have the chance to promote an entirely new vision for a different future. Based on communal well-being rather than individual benefit, and on values like equity, cooperation and sustainability on a global scale and created by those who have been excluded from power, this vision provides a big tent under which diverse single issue organizations can come together. The project is moving forward regardless of the opposition - with new structures, new economic ventures and new relationships and a new generation of community activists.



Norman Funding Strategy 2001-2015

How best to make a difference is an ongoing question, especially for a foundation of Norman's size. Others that the foundation has grappled with include: how long should the foundation commit to fund an organization? Should there be a time limit to allow for consideration of new groups? Does a mix of local, regional and national groups make sense? Should we find one level and try to make a difference? Why fund grassroots organizing?

In 2000, the foundation's new board decided to narrow its funding to support grassroots organizing in its three broad program areas: economic justice, environmental justice and civil rights. We believed that Norman grants would have a greater impact on small, local groups that struggle to access funding from larger foundations. We also believed that small, local organizations are the source of new strategies and bring a valuable and unique knowledge to important issues of the day. We decided to give general support grants and to offer long-term, stable support for this important and underfunded work.

A typical Norman grantee over the past 15 years had a small staff and budget with an empowered, active membership and ambitious, replicable campaigns. While the

groups the foundation supported were local in their work, that work was informed by a national and global analysis and long-term vision for fundamental change. Theirs are not isolated struggles. What further strengthens these small, local efforts - from West Virginia to the Navajo Nation to low-income neighborhoods in Detroit and Chicago - is the collaborations they form with other groups, cross-pollinating ideas and strategies that make each stronger. Norman grantees recognize the importance of bringing their ideas and campaigns to scale, building national coalitions and attracting strategic allies that bring added value to their grassroots organizing. Lasting policy change comes from building on small victories that set precedents, create greater public awareness and build an ever-expanding base of support that can overcome even the most powerful opposition. The policy changes that occur, in a majority of cases, have "trickled up" to higher levels of government from the local level. In some cases, these local struggles not only impact policy change, but make good stories, are covered by mainstream media and sometimes popular culture, educating millions and impacting general public opinion.

The groups that the foundation has supported over the past 15 years believe in the right of grassroots people to participate in decision-making, and they trust them to make good

Thomas Jefferson observed that "the ground of liberty is won by inches." The Norman Foundation seeks to help win some of those precious inches. We support efforts that strengthen the ability of communities to determine their own economic, environmental and social well-being, and that help people control those forces that affect their lives. (From Norman Foundation funding guidelines)

decisions, understand complex issues and see what is best for themselves and the broader community. The groups see their role as facilitating this involvement, through the sharing of technical information and an understanding of government agencies and power. Community control of decisions that affect peoples' lives is the very definition of democracy, and strategic campaigns by local groups reinvigorate it. They are not simply fighting problems, no matter how critical or immediate or time-consuming, but they are analyzing, studying and developing alternative visions of how the environment and health can be protected, how corporations should function in society, and what their own communities should look like in the longer term.

A moral movement is a form of dissent that always rises up when things are bad and dares to say there is a better way...that we're all connected, that there is a moral way. And we must remind those who make decisions regarding public policy that there are some moral values that can guide us and can capture the imagination of people all over this nation. Do not forget, this is a movement, not a moment.
(Norman grantee, Reverend William Barber, NAACP North Carolina Chapter)

Norman grantees have in common a commitment to movement building. They do not define their campaigns solely on a winnable goal or a problem in need of remedy. Strategies are developed with an eye toward reaching new constituencies who perhaps have never been engaged in community activities before or who might have seen themselves as powerless in the face of whatever problems they face in their communities. Each group is using its programs to bring new people into an ever-broadening social justice movement. As a result, each group has a broader base of support and its success, while surprising given the modest size of the organization, is perhaps not so surprising. These groups mobilize, in significant numbers, the very people who are directly affected by a problem and who are the most effective speakers at public hearings or press conferences. Once

aware of how to make change, of who has the power and how to speak to this power, and once mobilized and fortified by each other's support, they are a formidable and effective force to counter the powerful corporate interests that block so much progress in this country.

Norman grantees are committed to developing a new generation of leaders. Youth are actively recruited, trained and mentored by older leaders. Intergenerational leadership means new energy and new ideas for what will be long-term struggles. Youth leaders are more willing to think outside the box, define their work in broader terms and find allies in other work. This is particularly true in the environmental justice movement, where grassroots groups are connecting their work to an emerging and quickly growing global movement for climate justice. There is a healthy tension in progressive work these days between protesting, i.e. defensive battles; and work to develop actual alternative models that represent what a better world might look like. Youth leaders have been in the forefront of pushing bold, alternative visions, not just in this country but globally.

While the foundation has supported direct organizing on local community issues in three broad program areas over the past 15 years – as described in the following sections, the bigger issues these local groups were grappling with are some of the hardest questions facing our nation and

the world in the 21st century. In an increasingly global, corporate-dominated world, how do we ensure the health of all people and the environment in which they live? Is pollution a necessary evil? Do we sacrifice the well-being of some people for the progress and benefit of others? Do communities have the right to determine that environmental health trumps economic development? Can huge, multinational corporations be held accountable and can they be reformed? How does systemic change happen in a global, internet age? What is the role of government, local as well as national, in preserving the commons (air, water, green space?)

Current Norman Foundation Guidelines

We support efforts that:

- Promote economic justice and development through community organizing, coalition building and policy reform efforts;
- Work to prevent the disposal of toxics in communities, and to link environmental issues with economic and social justice;
- Link community-based economic and environmental justice organizing to national and international reform efforts.

We will consider the following in evaluating grant proposals:

- Does the project arise from the hope and efforts of those whose survival, well-being and liberation are directly at stake?
- Does it further ethnic, gender and other forms of equity?
- Is it rooted in organized, practical undertakings?
- Is it likely to achieve systemic change?

In pursuing systemic change, we hope that:

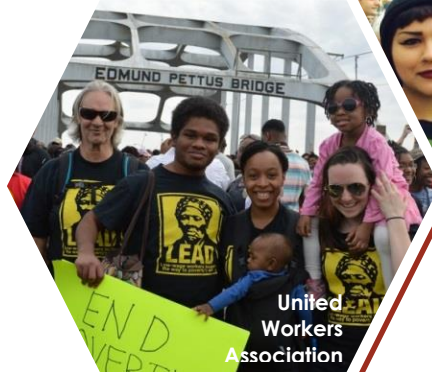
- The proposed action may serve as a replicable model;
- The spread of the model may create institutions that can survive on their own;
- Their establishment and success may generate beneficial adaptations by other political, social and economic institutions and structures.

What our Grantees Do



North Carolina NAACP

Moral Mondays



United Workers Association



Southwest Workers Union

Development of Young Leaders

Training and supporting the next generation of activists

Moral Resistance

Centering campaigns around values of fairness and dignity



New Orleans Workers Center



Iowa CCI



Californians for Justice

Corporate Campaigns

Targeting the powerful forces that stand in the way of social change



Coalition of Immokalee Workers



Warehouse Workers for Justice



Owe Aku

Cross-Cultural Organizing

Finding common ground and creating space to understand and support each other's issues



Alaska Community Action on Toxics



Korean Immigrant Workers Advocates

Participatory Research/Technology

Engaging community to collect and analyze data, and use media and technology, to support organizing



Louisiana Bucket Brigade



Data Center



National Family Farm Coalition

Local/Global Connections

Understanding the global context for community issues and creating links between activists across national boundaries



Grassroots Global Justice



TIGRA

Movement Building

Education Equity

When the Norman Foundation began supporting education groups in 2001, we observed how our grantees approached school reform from a variety of fronts and in what seemed to be isolated and random activities, usually limited to local campaigns in specific schools or districts. While our grantees' campaigns varied considerably and the grassroots education reform movement was barely a sum of its parts, over time we observed signs of a growing capacity among many of its members and a commitment to grow the movement for the long haul.

The Alliance for Educational Justice (AEJ) was formally established in 2008 after nearly a decade of discussions among 18 education reform groups who held common values and commitment to education equity for all students. These groups represented organizations nationwide that were organizing to close the persistent achievement gap caused by low expectations and inadequate resources in schools serving predominantly low income students of color. Among the initial 18 groups, 5 of them were Norman Foundation grantees – **Californians for Justice, Padres y Jovenes Unidos** (Denver, CO), **Philadelphia Student Union, Youth United for Change** (Philadelphia, PA), and **Youth Education Alliance** (Washington, DC.) Today, AEJ's membership has grown to 30 education organizing groups, which includes over 1,000 high school-aged youth leaders in its training programs.

The creation and structure of AEJ clearly demonstrates the signature characteristics of movement building. AEJ members are united by shared values, issues and strategies. They build on local victories to achieve policy change at the state level, with hopes to transform education policy at the federal level. Highlights in AEJ's history include: creating a National Students' Bill of Rights, a collective vision from youth across the country for racial and social justice in education; testifying at the first Congressional hearing on the school-to-prison pipeline; and shaping state level policies related to supportive school discipline and equitable school funding.

Climate Justice Movement

The Climate Justice Alliance (CJA) emerged out of a multi-year engagement of grassroots groups from the racial, environmental and economic justice movements and movement support organizations to create a shared vision and strategy for a US-based movement for global climate justice. The effort was initiated and continues to be led by numerous longtime Norman grantees, both past and present. CJA developed a unified campaign – the Our Power Campaign – to engage grassroots communities in efforts to transition their local

economies, reduce greenhouse emissions at the source, restore equity and put decision-making in the hands of communities. The campaign was launched in three “hot spots” – Black Mesa, Arizona; Detroit, Michigan; and Richmond, California – all of which are home to key groups that are challenging the fossil fuel economy and are current or former Norman grantees.



CJA members are rooted in diverse communities of color and working-class white communities across the U.S. Because these communities have suffered disproportionately from pollution, many have given rise to grassroots organizations with extensive experience in the environmental arena and have formed the base of the environmental justice movement. Participating organizations saw the need for the people most severely impacted by both the economic and environmental crises to lead efforts to confront and transform them. They are already providing crucial new leadership to the climate and environmental movements. Former and current Norman grantees that are CJA members include: ACE in Boston, Asian Pacific Environmental Network, **Black Mesa Water Coalition**, **CEED** in Minnesota, Communities for a Better Environment in L.A. and Richmond, **EMEAC** in Detroit, Grassroots Global Justice, Indigenous Environmental Network, Labor Community Strategy Center in L.A., Kentuckians for the Commonwealth, Southwest Workers Union in San Antonio and Southwest Organizing Project in New Mexico.

Food Justice Movement

The food system is the largest employer in the country and is built by and large on exploited labor, most of whom are people of color and immigrants. In the U.S., the racial and gender wage gap is tremendous and nowhere is it more evident than in the food system. Formed in 2009, the mission of the **Food Chain Workers Alliance** (FCWA) is to improve wages and working conditions for all workers along the food chain and to build a more sustainable food system, in which everyone has access to healthy and affordable food. The founding eight members, which included Norman grantees **Coalition of Immokalee Workers**, **International Labor Rights Forum** and **Northwest Arkansas Workers' Justice Center**, convened in 2008 to share information



and discuss collaboration, ultimately deciding that with their shared vision for fairness and dignity in the food industry and collective experience in high-stakes campaigns, coming together strategically at a time of new public consciousness about food issues could help to build real power for all workers along the food chain. Each of FCWA's now 25 member organizations (including additional Norman grantees) deals with a distinct geographic population and sector of the food chain, from farmworkers and food processors to retail, warehouse and restaurant workers and together represent over 300,000 primarily low wage workers. FCWA has produced reports and videos highlighting food worker issues, including a widely distributed report "The Hands That Feed Us," which drew broad, national media coverage. The report showed that 86% of surveyed food

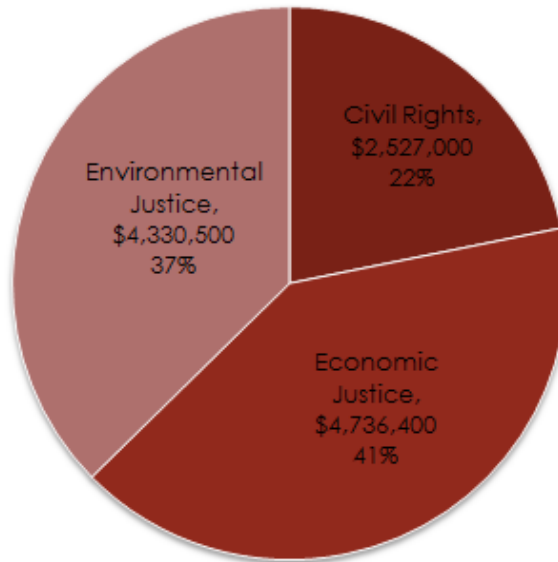
workers earned subminimum, poverty or low wages; essentially, food workers cannot afford the food that they themselves harvest, process, transport, prepare or serve.

Last June, FCWA released a report on the environmental and labor impacts of Walmart's food supply chain, sharing workers' stories of labor violations and exposing the company's disregard for its own supplier code of conduct. To expand the movement for food justice, they helped launch the HEAL (Health, Environment, Agriculture, and Labor) Food Alliance, which brings together various sectors of food and agriculture – from farmers to food service workers - with agricultural policy experts and community activists to seek effective policy change in our food system, based on a "Real Food Platform" with worker issues at the core. (Funded 2010 – present)

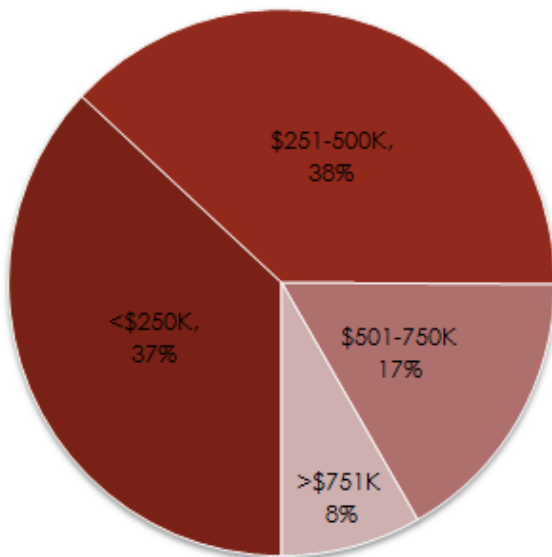
Norman Foundation Grants 2001-2015

Total Grants: \$11,593,900
Total Number of Grants Awarded: 595
Total Number of Grantees: 133
Number of States Receiving Grants: 34

Program Area

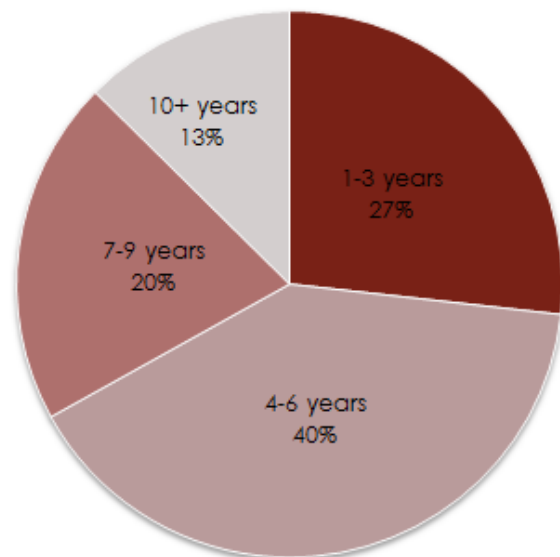


Organizational Budget



- Average budget of grantees: \$383,963
- Two-thirds of grantees have budgets under \$500,000

Grant Duration



- Average grant duration: 5.5 years
- More than half of grantees (54%) received at least 5 years of funding

Economic Justice

Effective economic justice organizing in the 21st century, no matter how local the issue, must make the connection to state, national and global policies. To create long term movements for social change, local people need to understand the factors that play out in their communities, many of which appear to be beyond local control. More often than not, the economic factors that cause dislocation, disinvestment and development are no longer simply local business or policy decisions but are the local manifestation of international trade policies or multinational corporate decisions. International trade and other policies lead to the wholesale shutdown of manufacturing plants in one region and dramatic migration patterns for low wage workers in another. These manifestations are no longer even internal to one country but span the globe. Rather than pit workers against workers, Norman grantees and allied groups strive to link workers' efforts across borders and raise living and working standards for all. They have sought and continue to seek policy change that will bring greater corporate accountability, greater local control of economic decisions and basic worker rights, such as the right to organize, the right to a safe and healthy workplace and a decent, living wage. A broad economic justice movement starts with the re-building of the labor movement to reflect the changing nature of jobs and workplaces. At the heart of this new movement is a rejection of austerity and poverty wages and demands for good job creation and economic development that truly benefits the communities where such development is located. It must be a more inclusive movement, including day laborers, domestic workers, farmworkers and low-wage service workers.

Norman Foundation grantees work on all levels. Some are engaged in very local, worker rights campaigns, supporting the most vulnerable, primarily immigrant workers in their region but also linking their efforts to national campaigns to end wage theft. Others are working to bring together local efforts for mutual support and to impact national policy change. Others are connecting community efforts in the U.S. to similar efforts beyond our borders and helping to build a global movement.

The strategies are diverse: grassroots pressure for better enforcement of workers' rights; living wage campaigns; corporate campaigns to pressure companies directly for improved working conditions and/or higher wages; or the creation of workers' centers to provide needed services, as well as support for workplace organizing. The work takes a variety of forms, from winning local ordinances and codes of conduct to education and support services on workplace health and safety and immigration

“The working poor are kept poor by low wages, lack of availability of good jobs, and now, outright wage theft. For many years, labor unions ignored these workers, considering their workplaces too hard to organize - because the workers were recent immigrants or the jobs were transitory or because there was so much fear. However, it turns out that these workers are leading a resurgence of the labor movement; where they are organized, even in conservative, right-to-work states, anti-wage theft laws are being won, and important allies are joining the workers’ struggles.” (Excerpt from 2012 Overview)

issues. As the low wage workforce grows and demographics change in this country, some of the most exciting and important economic justice work involve bringing low wage workers and their communities together across racial and cultural divides that are often exploited by business and political interests.

Strategies also include using a human rights lens to demand that businesses take responsibility for their impact on individual workers, whole communities and the environment. Fairness is an important American value, and many Norman grantees and others are using it to define their campaigns. These value-driven campaigns also call for greater accountability by government, democratic participation at the local level, equity, non-discrimination and leadership of those most adversely impacted by the current reality. Government's role is to develop policies that ensure better corporate practice, guarantee universal human, economic and social rights and most importantly, assure universal economic security.

Over the past 15 years, many social justice groups recognized the need to impact tax policy on the state level in order to ensure adequate funding for the programs their constituents were fighting for, whether environmental protection, healthcare or economic development. Progressive community and policy groups developed engaging ways to discuss the role of government and taxes with the general public, and the need for tax reform if crucial public services that are enjoyed by all residents are to be maintained. They worked to both ensure adequate funding for critical and often hard-won state programs and policies and to reform tax systems that are inadequate and unfair. Three of these groups, working in Colorado, Tennessee and Virginia, were supported for several years and represented key leaders in a growing national effort.

Community Environment Legal Defense Fund

Funded 2003-2012

Community Environment Legal Defense Fund (CELDF) grew out of the spreading outrage among small rural townships in Central Pennsylvania facing unwanted corporate development projects, such as incinerators and quarries. CELDF began to provide free and affordable legal services to local municipalities challenged by these and other issues, including corporate livestock farming and sewage sludge, and has worked with activists and local elected officials to develop citizen-driven initiatives to gain community control over corporations. CELDF's main strategy is to transition from regulating corporate harms to stopping them altogether, by helping communities draft legally binding laws that assert their right to self-govern. With CELDF's help, more than 80 communities in Pennsylvania have banned corporations from engaging in the land application of sewage sludge; 11 municipalities across the state of Pennsylvania adopted anti-corporate farming ordinances; and CELDF helped them build broad, organized support to successfully withstand corporate retaliation. With Norman support, CELDF expanded their efforts across the country and continue to have

significant success. They have taught nearly 250 Democracy Schools, their primary training tool for grassroots organizing, across the country, and nearly 200 communities have adopted CELDF-drafted Community Bills of Rights laws. More recently, CELDF assisted the first communities in the country to ban gas drilling and fracking. After the City Council of Pittsburgh unanimously adopted CELDF's ordinance (the first city to do so) in 2011, CELDF expanded its work across the Marcellus Shale gas region and across the country.



New Orleans Workers Center for Racial Justice **Funded 2007-2014**

Founded shortly after Hurricane Katrina, the New Orleans Workers Center for Racial Justice organizes low-wage workers across race and ethnic lines in the city and the Gulf Coast region. In its early years, the Center brought together new immigrant workers - brought in to clean up after the hurricane - with Black workers, who had lost their jobs and faced enormous barriers to returning home and regaining their livelihood. While Black workers were locked out of the city's reconstruction, almost 100,000 guest workers from Mexico and India were locked in, having come to the Gulf Coast by a different economic dislocation and desperation, lured by the false promises of steady work and good pay and trapped in debt to their recruiters. With reductions in federal funding for the enforcement of safe and fair labor standards, contractors were essentially encouraged to pit Black and immigrant workers against each other in a race to the bottom in terms of wages, rights and conditions.



The Center documented evidence of the injustices workers faced: hazardous conditions with sub-minimum wages and no benefits; deplorable living conditions; wage theft and threats of deportation. Organizers developed several programs, including STAND, which works to build the power of low-income Black residents who are experiencing homelessness, displacement and unemployment; the Congress of Day Laborers, which has recovered stolen wages for day laborers and won an end to immigration enforcement in Orleans Parish Prison; and a program focused on abuse of guest workers in the region. In 2007, the Center organized a national campaign to support Indian guest workers who had been trafficked to Mississippi and held in forced labor camps with the collusion of immigration officials. After escaping, 300 workers marched to Washington, DC, where they conducted a 28-day hunger strike near the White House to raise awareness about the abuse of guest workers. Drawing broad support, including 18 members of Congress, as well as widespread national media attention, the workers won a major victory that included a \$20 million settlement and new federal regulations and protections for guest workers. The Center was called on in other guest worker cases across the country and the work grew quickly; it has now spun off as its own organization, the National Guestworker Alliance.

United Workers Association **Funded 2010 – present**

Once an important steel-producing city, Baltimore lost 100,000 manufacturing jobs and a third of its population over the past 30 years. White flight followed by middle class Black flight left the city with a population that is overwhelmingly poor. Founded in a homeless shelter in 2002, United Workers Association (UW) won its first campaign – a living wage for the homeless, temp workers hired to clean Camden Yards stadium. The leaders from that campaign formed the base of what would become a 3,000 –member strong organization. UW has expanded its organizing to other low-wage sectors, including at the Inner Harbor with its shopping mall, entertainment district and waterfront condos just blocks from soup lines and rows of vacant houses. The area was developed with generous tax subsidies from the city, yet it never fulfilled the promise of good jobs for poor, inner city residents. Instead, the jobs are part-time and pay poverty wages, and the tax subsidies have led to divestment in community programs. Through its Fair Development Campaign, UW promotes an alternative vision for development in Baltimore – stable, living wage jobs, freedom from workplace harassment and community benefits. Since its launch in 2008, the campaign has won significant victories: a class action lawsuit against ESPN Zone for shutting down its Inner Harbor restaurant without giving workers notice, garnering close to \$500,000 in compensation; and a labor peace agreement that will create over 1,000 living wage jobs, guarantees of full-time work, and local hiring for a new casino project.



Worker Centers

Low-wage and temp workers generally come from the most vulnerable sectors in our society – poor communities of color, immigrant communities, women and young people. Their ranks also include people who have lost good manufacturing or service jobs as a result of global economic changes beyond their control. The fastest growing sector of employment in this country is low-wage work, accounting for 44% of employment growth since employment hit bottom in 2010. These workers are least likely to be represented by a union, receive inadequate or no benefits, are harassed and often cheated out of earned wages and all too often work under dangerous conditions. Furthermore, contingent labor – temporary, part-time, seasonal, and often low-wage – has been on the rise, accounting for 26% of the workforce with 80% of large corporations planning to substantially increase their use of a flexible workforce in coming years.

In response to both the rapid increase and vulnerability of low-wage, primarily immigrant workers, the worker center emerged over the past 20 years as a new model of community-based labor organization, expanding from just 5 worker centers in 1992 to over 200 in 32 states by 2013. They serve several roles: organizing for improved wages and working conditions; providing direct services related to immigration, legal representation and education; and serving as a vehicle for low wage workers to raise a unified voice in the social and political arena. The Norman Foundation was an important supporter of the first worker centers, which served as models for the centers we continue to support today.



The Workplace Project - One of the first worker centers in the country, the Workplace Project was founded on Long Island to assist immigrant workers, mostly Salvadoran refugees who came to the region in the 1980s during a period of repression and civil war in their country, and Mexican workers, victims of economic restructuring policies in their country that forced them to seek work in the U.S. In addition to assisting immigrant workers in understanding their rights, recouping back wages, taking legal action against abusive employers and winning two hiring sites for day laborers, the Workplace Project developed cooperative businesses to generate income for members, including a housecleaning service and Long Island's first worker-owned landscaping cooperative. (Funded 1994-2003)

Merrimack Valley Project (MVP) – MVP was established in one of the country's oldest industrial regions that served as a textile manufacturing center for over 125 years. Manufacturing jobs have been replaced by low-paying, temporary warehouse and construction jobs, filled mostly by poor immigrant workers. MVP launched an organizing initiative in response to evidence of widespread exploitation of these workers. A two-year campaign to improve working conditions and wages for day laborers won an agreement from Gillette to commit \$500,000 to a worker education and job training program, which MVP then convinced a second major employer, New Balance, to join. (Funded 2004-2008)

Workers Defense Project (WDP) - With offices in Austin and Dallas, Workers Defense Project (WDP) organizes around immigrant workers' issues in the booming Texas construction industry, one of the most dangerous in the country. They have won numerous victories to date, including mandated rest breaks, a state wage theft law and the recovery of nearly \$1 million in back wages owed to 1,000 workers. They use legal and direct action, build alliances with organized labor and responsible businesses, and help launch worker-owned cooperatives. (Funded 2011-2014)



Northwest Arkansas Workers' Justice Center (NWA)

–Located in what has been dubbed the “Chicken Capital of the World”, NWA works to improve the working conditions for immigrant workers from Central America, the Marshall Islands, and Southeast Asia, working in the poultry industry. The rising demand for chicken worldwide has resulted in increasingly dangerous conditions, including increased speed on the production line, putting workers at greater risk for injuries. Workers lack protections and often tolerate abuses out of fear of losing their jobs and/or being deported. NWA works on wage theft and workplace injury, as well as sexual harassment of women workers. (Funded 2004-present)

Workers Interfaith Network (WIN) –Religious and labor leaders founded WIN in 2002, and with Norman's support, launched the Memphis Workers' Center in 2008 to build mutual support between Black and Latino workers. Tennessee has seen a dramatic increase in immigrant workers with Memphis having the largest concentration. Perceived competition for low-wage jobs created tensions between Black and Latino workers at many job sites, which employers often exploit to prevent organizing. WIN has won a living wage ordinance in Memphis, significant pay raises for low-wage University of Memphis employees and recovery of tens of thousands of dollars in stolen wages. (Funded 2008-present)

Warehouse Workers for Justice (WWJ) – WWJ organizes to win living wage jobs and improve working conditions in Chicago's warehouse and distribution industry. They develop worker leaders, mount site-based campaigns, conduct research on the industry, mobilize community support for workers' campaigns and work for policy reform. Since 2009, WWJ has recovered over a million dollars in stolen wages, won over \$5 million in wage increases for warehouse workers and the re-instatement of fired worker organizers, and improved working conditions in a number of the regional warehouses. (Funded 2012-present)

Workers Center for Racial Justice (WCRJ) –Since their founding in 2012, WCRJ has used the worker center model developed for immigrant workers to organize Black workers – including temp and formerly incarcerated workers – to fight the systemic racial discrimination behind the high unemployment rates in Chicago's Black communities. In its short history, WCRJ has shut down a construction site in the middle of a Black community that refused to hire any Black or union workers and ran an ambitious and successful statewide Ban the Box campaign, eliminating the criminal record question on job applications in Illinois. (Funded 2013-present)

Economic Justice Grants

Grantee Name	Grant Duration	Total Amount	Highlights
Black Organizing for Leadership & Dignity (BOLD) North Miami, FL	2015	\$25,000	building a network of Black movement leaders through leadership development and training
Coalition of Immokalee Workers Immokalee, FL	2008-2015	\$170,000	successful national campaign to improve wages and conditions for farmworkers in Florida's tomato fields
Carolina Alliance for Fair Employment* Hartville, SC	1992-2004	\$95,000	creation of an early model for African American and immigrant low-wage worker organizing
Center for Economic Justice Albuquerque, NM	2001-2005	\$75,000	educational work on globalization and the World Bank
Center for Participatory Change Asheville, NC	2010-2013	\$95,000	support for collaboration and capacity-building of grassroots organizations working for economic and racial justice
Center for Third World Organizing Oakland, CA	2015	\$25,000	training for young activists working on economic justice, education equity and immigrant rights
Chicago Coalition for the Homeless Chicago, IL	2002-2004	\$60,000	successful efforts to reform temp agencies and strengthen protections for day laborers
Chinese Staff & Workers' Association New York, NY	1992-2006	\$122,000	joint campaign with National Mobilization Against Sweatshops to reform New York's Workers' Compensation system
Colorado Progressive Coalition Denver, CO	2005-2008	\$90,000	successful effort to roll back rightwing TABOR 'tax reform' in Colorado
Community Environmental Legal Defense Fund (CELDF) Mercersburg, PA	2003-2012	\$205,000	building movement of communities asserting local, democratic control over corporations that directly impact them
Direct Action Welfare Group (DAWG) Charleston, WV	2009-2013	\$100,000	statewide poor people's movement to hold public agencies accountable and work for state level policy reform
El Puente Community Development Corp El Paso, TX	2001-2004	\$90,000	building sustainable social enterprises to support displaced women garment workers on the US – Mexico border
Enlace Portland, OR	2005-2014	\$235,000	strategic network of immigrant and low-wage worker organizations leading a national anti-private prison movement
Farm Labor Research Project Toledo, OH	2001-2005	\$100,000	won an historic labor agreement for thousands of migrant farm workers in NC
Fifth Avenue Committee Brooklyn, NY	2001-2002	\$40,000	successful campaign to impact construction jobs in low-income housing projects
Food Chain Workers Alliance Los Angeles, CA	2010-2014	\$125,000	connecting low-wage workers across the country and along the food chain to improve working conditions and wages
Grassroots Global Justice San Pedro, CA	2005-2008	\$80,000	linking U.S. grassroots groups with the global justice movement



Grantee Name	Grant Duration	Total Amount	Highlights
Interfaith Worker Justice* Chicago, IL	1999-2001	\$20,000	creation of a Worker Justice Fund to support development of local worker centers
International Labor Rights Forum Washington, DC	2010-2015	\$135,000	SweatFree Communities' campaign to end public purchasing from domestic and overseas sweatshops
Institute for Local Self Reliance Washington, DC	2002-2003	\$40,000	successful Waste to Wealth Program helped communities fight proposed garbage incinerators
Iowa Citizens for Community Improvement Des Moines, IA	2006-2012	\$135,000	recovered stolen wages and improved conditions for low-wage immigrant workers through the Latino Organizing Project
Korean Immigrant Workers Advocates* Los Angeles, CA	1998-2002	\$40,000	successful worker organizing in Koreatown restaurants and among low-wage Latino and Korean immigrant workers
Los Angeles Alliance for a New Economy (LAANE)* Los Angeles, CA	1996-2002	\$40,000	won living wage in Santa Monica and community benefits agreements on major construction projects in LA
Massachusetts Jobs With Justice Boston, MA	2001	\$20,000	regional collaborative to confront the negative consequences of corporate globalization in New England
Merrimack Valley Project Lawrence, MA	2004-2008	\$100,000	won job training programs and statewide policy changes affecting day laborers
Mississippi Workers' Center for Human Rights Greenville, MS	2004-2006	\$60,000	building organizing and strategy opportunities for low wage, primarily African American workers
National Family Farm Coalition Washington, DC	2007-2014	\$190,000	linking family farmers in the U.S. with the global movement for food sovereignty
New Orleans Workers' Center for Racial Justice New Orleans, LA	2007-2014	\$185,000	wins for immigrant and unemployed African American workers in New Orleans, as well as guest workers across the country
New York Jobs with Justice New York, NY	2003-2004	\$40,000	development of a statewide movement to impact legislation governing economic development tax subsidies
North Carolina Occupational Safety and Health Project Durham, NC	2002-2003	\$40,000	coalition-building between African American workers and immigrant worker associations
North Carolina State Conference of the NAACP Durham, NC	2014	\$25,000	creation of an inclusive, pro-democracy coalition in North Carolina through the Forward Together Moral Movement
NW Arkansas Workers' Justice Center Springdale, AR	2004-2015	\$235,000	Won over \$640,000 in back wages, safety and health, and discrimination claims; leading state anti-wage theft campaign
Project South Atlanta, GA	2011-2015	\$130,000	developing youth leaders and building a grassroots, multi-issue, regional movement across the South
Southeast Regional Economic Justice Network Durham, NC	2002-2005	\$80,000	educational work to create a regional understanding of how globalization impact the South's communities and economy



Grantee Name	Grant Duration	Total Amount	Highlights
STITCH Washington, DC	2008-2011	\$70,000	development of training program around wage theft, discrimination and harassment for women poultry workers
Strategic Actions for a Just Economy (SAJE)* Los Angeles, CA	1998-2002	\$40,000	successful effort to win community benefits agreements for Figueroa Corridor development in Los Angeles
Strategic Concepts in Organizing & Policy Education* Los Angeles, CA	1998-2001	\$20,000	creation of an entertainment industry training fund targeted at poor communities, supported by \$5 million from Dreamworks
Sunflower Community Action Wichita, KS	2014-2015	\$50,000	organizing for living wage jobs in Wichita's communities of color
Tennesseans for Fair Taxation Knoxville, TN	2003-2008	\$120,000	won a 5% reduction of the state food tax, the nation's highest at the time
Tennessee Industrial Renewal Network Knoxville, TN	1993-2003	\$60,000	won a Nashville living wage campaign and built links between labor movement and new immigrant workers
Transnational Institute for Grassroots Research and Action (TIGRA) Oakland, CA	2006-2014	\$214,400	created a code of conduct for the remittance industry and financial products to harness the economic power of immigrants
United for a Fair Economy Boston, MA	2001	\$20,000	mobilized business leaders, investors and wealthy individuals to challenge economic policies through its Responsible Wealth
United Workers Association Baltimore, MD	2010-2014	\$135,000	won over 1,000 jobs, local hiring and benefits for construction and service workers through the Fair Development campaign
Virginia Organizing Project Charlottesville, VA	2004-2006	\$60,000	victories on living wage, voting rights, anti-racism, environmental and tax reform issues
Warehouse Workers for Justice Chicago, IL	2012-2015	\$95,000	successful campaign targeting Walmart subcontractors that led to improvements in hours, overtime, wages and safety
Wisconsin Jobs Now Milwaukee, WI	2015	\$25,000	organizing worker-led, broad campaigns to raise the state minimum wage and win local living wage ordinances
Workers Center for Racial Justice Chicago, IL	2013-2015	\$70,000	coordinated an ambitious statewide campaign that resulted in Ban the Box legislation
Workers Defense Project Austin, TX	2011-2014	\$100,000	numerous victories impacting immigrant construction workers, including mandated rest breaks and a state wage theft law
Workers Interfaith Network Memphis, TN	2008-2015	\$170,000	won a significant victory for University of Memphis low-wage workers, who received their first raise in 4 years
The Workplace Project* Hempstead, NY	1994-2003	\$60,000	the first worker center in the country and a leading organization for Long Island immigrant workers
Young Workers United San Francisco, CA	2003-2011	\$180,000	major victories include raising the minimum wage in San Francisco and winning paid sick days for all workers

Total Grants to Economic Justice \$4,736,400

*Grants awarded prior to 2001 are not included in calculation of total grants to Economic Justice



Environmental Justice

Norman grantees are working with communities that suffer the greatest health and quality of life threats from toxic pollution. The communities are poor and low income; their residents are African American, Latino and Asian immigrants, Native Americans, small farmers, and white Appalachians. These communities, threatened with job loss, have been forced to compromise their health for industries and facilities that promised jobs, any jobs. In many cases, the immediate neighborhoods did not even get to participate in the decision to place the industry or mine or dump in their community, and the harm has outweighed any benefits. The environmental justice groups working in these communities and supported by Norman are demanding greater community oversight and accountability to protect their community's environment and health. In some cases, they are developing new economic development projects, recognizing that solutions to resolve the economic crisis in their communities must also be environmentally sustainable and make their communities more resilient to the negative impacts of climate change.

Protection of drinking water is a priority for the environmental justice groups. Military pollution, oil refinery accidents, dirty energy and decades-old contamination are being confronted; and if successful, the campaigns will literally change the way communities look in the next decade.

The groups that Norman Foundation supports are deeply rooted and accountable to their constituency base. Each of them is directly connected to neighborhoods, networks of neighborhood groups, networks of advocates, academic and legal experts, and in some cases, sympathetic local and state government officials. Norman grantees and the environmental justice movement in general are also linking issues: environmental health with sustainable economic development, with workers' rights, with immigrants' rights and with globalization. All of the groups supported by Norman look for and form new alliances, recognizing the need to broaden their reach in order to build political power. And, as many of these groups have matured, they are looking beyond simply fighting for cleanup, or better corporate practice, or more regulation; they are bringing communities together to talk about a new vision for the future, about sustainable, diversified economies, and locally-driven economic development; and looking at community needs and environmental health and posing economic alternatives that meet both. Whether it is wind power in coal country, green businesses in the midst of oil refineries, or environmental remediation to create jobs in blighted, contaminated neighborhoods, these groups are promoting sustainable alternatives to business as usual and working actively to create demonstration projects in their communities that promote a hopeful, healthy vision for the future.

Economic justice and environmental justice are inextricably linked for Norman grantees and for poor communities in the 21st century. Too many communities have had their environment and health seriously harmed by what they were told would be good economic development – a new factory, mining operation or a recycling facility – only to live with the negative impacts that followed.
(Excerpt from 2012 Overview)

Black Mesa Water Coalition **Funded 2011-present**

For Navajo and Hopi communities in northern Arizona, fossil fuel development is the primary source of income, with economic dependence on the industry having been established decades ago. Despite promises that uranium, oil, gas and coal leases on their lands would generate millions of dollars in royalties and thousands of jobs, Native communities have seen very little benefit. Unemployment hovers at 54%; land, air and water have been heavily polluted; and the culture and social fabric of the traditional communities have been negatively impacted.



Black Mesa Water Coalition (BMW) was formed by a group of Native young people who wanted to protect their homelands and promote sustainable alternatives to the fossil fuel economy. They took on Peabody Energy, the largest private coal producer in the world, which was pumping 4.3 million gallons of pristine ground water from the Navajo aquifer every day, and won an incredible victory when they shut down the coal mine in 2004. Since then, BMW organized for and won green economy legislation from the Navajo tribal government - the first of its kind passed by any tribal government in the country; and created a Wool Buy, an alternative marketplace

for selling wool, which shifted control in the producer-buyer relationship and set a fair value for the product. BMW recently secured land for their first solar project and helped create the Climate Justice Alliance, a national movement-building effort focused on both environmental and economic justice.

Community In-Power and Development Association **Funded 2006-2012**

Community In-Power and Development Association (CIDA) works to clean up oil refinery operations in Port Arthur, TX where asthma and cancer rates are among the highest in the state and community income levels are among the lowest. Hilton Kelley is CIDA's charismatic founder and leader, who was born and raised in the area; after a successful career in Hollywood, he returned to Port Arthur and has been relentless in his efforts to force community accountability of the refinery industry, engaging longtime residents in the to fight for better living conditions. Serving as one of the strongest David and Goliath examples among Norman grantees, CIDA won significant battles against some of the largest and most powerful corporations in the world, including: winning a landmark Good Neighbor Agreement with Shell for a community health clinic; stopping the cross-border shipment of PCBs from Mexico to an incinerator in Port Arthur; and having Port Arthur chosen by the EPA as a "showcase community," bringing funding from federal agencies for environmental and health initiatives.

Hilton Kelley's success and personal story have helped him become a leading figure in the battle for environmental justice on the Gulf Coast. In 2009, he was appointed to the EPA's national environmental justice advisory council, and in 2011 was awarded the prestigious Goldman Prize, often called the Nobel Prize for environmentalism. Today, Kelley continues to advocate for stricter environmental regulations to protect communities living in the shadow of polluting industries, where accidents are all too common occurrences.



Military Toxics

The US military is the number one polluter in this country, producing more than 27,000 toxic hot spots on 8,500 military properties with toxic dumping, testing and use of munitions, and hazardous waste generation. The negative impacts experienced by communities neighboring military operations – most often indigenous, communities of color, and low-income communities – include elevated cancer rates, contaminated subsistence food and water, and destruction of sacred land. Because many of these problems stem from military exemptions and lax enforcement by regulatory agencies, several Norman Foundation grantees have dedicated themselves to reclaiming local political structures, challenging the most powerful military establishment in the world, and demanding thorough cleanup of military toxics.

Citizens for Safe Water Around Badger (CSWAB) was organized in 1990 in rural Wisconsin, when residents living close to the Badger Army Munitions Plant learned that their drinking water had been polluted, knowingly, by the US Army. For decades, the plant made rocket fuel and ammunition, used large amounts of asbestos, and generated chemical wastes that were dumped or burned, resulting in contamination of soil and groundwater. By engaging residents to put public pressure on the military for cleanup and restoration of the prairie where the plant is located, CSWAB has effectively reformed the military's practices. After a five year battle, the community, organized and led by CSWAB, stopped the open burning of PCB-laden buildings at Badger; two years later more than 800 toxic-laden buildings at the plant were safely dismantled without releasing toxins into the environment. This victory, essentially a reversal of the Pentagon's usual practices, set a precedent for non-thermal treatment of contaminated military buildings at 28 other decommissioned military sites across the U.S. (Funded 2002-2014)

Southwest Workers Union's (SWU) military-related work focused on Kelly Air Force Base in San Antonio, TX, which was decommissioned in 2001, leaving 16,000 workers without jobs and the adjacent communities with contamination resulting from years of jet fuel leaks and toxic dumping. High incidence of Lou Gehrig's disease and childhood leukemia motivated residents not only to fight for thorough cleanup of the site – which was being proposed to become an aircraft maintenance and repair center – but to be involved in decision-making for any long-term development projects on the base. SWU led residents through a lengthy process of roundtable discussions to identify community priorities, which were incorporated into their Plan de Pueblo (People's Plan.) The plan, which called for new housing, economic development and transportation, was adopted by the City Council, and though the city was slow to implement its components, SWU's community-driven process has served as a model for other communities facing base closures. (Funded 2003-2010)

Alaska Community Action on Toxics (ACAT) was founded to assist Native communities living in a state that is home to over 2,000 known toxic sites, including 700 former military facilities. ACAT has been working with Yup'ik Eskimo communities on St. Lawrence Island, a remote island in the Bering Sea, where an army post and air force base were abandoned in the 1970s without proper cleanup of the 200,000 gallons of spilled fuel and asbestos. These toxics have been absorbed into wildlife and plants, which make up about 80% of Native Alaskan diets. After years of research conducted by residents, including youth, ACAT has been able to provide irrefutable evidence on the connection between toxics found in soil and water and high rates of birth defects and cancer. In 2012, after three years of being dissatisfied with the level of cleanup on St. Lawrence, ACAT and community leaders pushed for and finally won a joint evaluation by the EPA, the Centers for Disease Control, and the Army Corps of Engineers on the remediation. (Funded 2008-present)



Environmental Justice Grants

Grantee Name	Grant Duration	Total Amount	Highlights
Alaska Community Action on Toxics Anchorage, AK	2008-2015	\$205,000	active for many years at UN convenings and helped to win an international treaty banning 12 deadly chemicals worldwide
Alternatives for Community and Environment Roxbury, MA	2001-2003	\$50,000	city-wide wins, including cleaner fuel-run city buses, cleanup of brownfields and sustainable community development
Asian Pacific Environmental Network* Oakland, CA	1999-2003	\$65,000	won a community warning system at Chevron refinery through an organizing project led primarily by young Laotian women
Black Mesa Water Coalition Flagstaff, AZ	2011-2014	\$100,000	won green economy legislation from Navajo tribal government, the first passed by any tribal government in U.S.
Center for Earth, Energy and Democracy Minneapolis, MN	2012-2014	\$65,000	won insertion of an environmental justice perspective in the Minneapolis Climate Action Plan
Citizens Coal Council* Washington, PA	1994-2004	\$80,000	successful protection of the sacred Zuni Salt Lake and adjacent public lands in New Mexico from a proposed strip mine
Citizens for Safe Water Around Badger Merrimac, WI	2002-2014	\$225,000	Leader in effort to clean up legacy of military toxics; successful 15-year battle to clean up Badger Army Munitions Plant
Clean Water for North Carolina Asheville, NC	2001-2004	\$60,000	leadership in delaying fracking in North Carolina
Coal River Mountain Watch Naoma, WV	2007-2015	\$175,860	won new elementary school to replace a school situated next to a coal treatment plant and sludge dam
Coastal Communities Collaborative Gray, LA	2010-2014	\$111,000	Connecting five bayou communities to address complex issues around flooding, land erosion and relocation
Colonias Development Council Las Cruces, NM	2003-2007	\$100,000	stopped proposed toxic landfill in a colonia near El Paso and created social enterprise to produce low-cost adobe housing
Communities for a Better Environment* Oakland, CA	1995-2001	\$25,000	victories in campaign to clean up and redevelop Hunters Point Naval Shipyard and against Chevron for air pollution
Community In-Power and Development Association (CIDA) Port Arthur, TX	2006-2012	\$155,000	won commitment from a major Shell refinery to install state-of-the-art air pollution control technology
Dakota Resource Council Dickinson, ND	2007	\$20,000	partnership with tribal activists on the Fort Berthold Reservation to stop a proposed oil refinery



Grantee Name	Grant Duration	Total Amount	Highlights
Data Center Oakland, CA	2010-2015	\$130,000	advancing organizing campaigns of Southwest groups by engaging indigenous communities in participatory research
East Michigan Environmental Action Council (EMEAC) Detroit, MI	2010-2015	\$150,000	successful campaign to move petroleum coke piles stored in the open air on the banks of the Detroit River
Edison Wetlands Association Edison, NJ	2008-2015	\$200,570	won re-opening of Ringwood Superfund site, with Ford held accountable for the cleanup
Environmental Community Action* Atlanta, GA	1993-2004	\$85,000	highly successful 'train the trainer' program that developed community activists across Georgia and the South
Glynn Environmental Coalition Brunswick, GA	2001-2008	\$120,000	exposure of EPA negligence on Superfund site cleanup led to renewed efforts and greater community accountability
Indigenous Environmental Network Bemidji, MN	2001-2004	\$80,000	development of Native youth environmental leaders
Kentuckians For The Commonwealth* London, KY	1993-2002	\$40,000	numerous victories against strip mining and dangerous sludge ponds created by mountaintop removal mining
Kentucky Environmental Foundation* Berea, KY	1994-2004	\$80,000	won the use of non-incineration technology and community oversight for chemical weapons disposal
Labor/Community Strategy Center* Los Angeles, CA	1991-2005	\$80,000	won \$1 billion for improved and expanded mass transit in Los Angeles and formed Bus Riders Union
Legal Environmental Assistance Foundation* Tallahassee, FL	1997-2001	\$20,000	various legal victories to protect drinking water wells and for community accountability at Superfund sites in the South
Louisiana Bucket Brigade New Orleans, LA	2004-2013	\$220,000	forced Exxon, Shell, Valero and Calumet to reduce pollution by installing pollution controls and air monitoring systems
Missouri Rural Crisis Center* Columbia, MO	1995-2001	\$40,000	consistent victories in fight to protect family farms, rural residents and property rights from factory farms
Multicultural Alliance for a Safe Environment Albuquerque, NM	2008-2015	\$190,570	organizing among white landowners, Native pueblos and former workers for remediation of uranium contamination
National Institute for Healthy Human Spaces Camden, NJ	2010-2013	\$95,000	regional approach to environmental justice that grew out of the South Jersey Environmental Justice Alliance
Native Movement Flagstaff, AZ	2006-2008	\$50,000	program to develop Native youth organizers and leaders in the Southwest and Alaska



Grantee Name	Grant Duration	Total Amount	Highlights
Newtown Florist Club Gainesville, GA	2005-2009	\$100,000	development of youth leaders through a bucket brigade and summer training programs
Ohio Valley Environmental Coalition Huntington, WV	2008-2015	\$175,000	won millions of dollars for medical monitoring for residents and a municipal water service in a coalfield community
Oil and Gas Accountability Project Washington, DC	2004-2011	\$146,500	won reform policies in Colorado and New Mexico; expanded work on fracking in Texas and the Marcellus Shale Region
Owe Aku International Justice Project Manderson, SD	2013-2015	\$71,000	intergenerational and primarily women-led organizing to protect sacred land by stopping the Keystone XL pipeline
Powder River Basin Resource Council Sheridan, WY	2010-2014	\$125,000	successful campaign to pressure coal industry to disclose chemicals used for coalbed methane development
REDOIL (Resisting Environmental Destruction on Indigenous Land) Anchorage, AK	2015	\$25,000	challenging the fossil fuel and mining industries' negative impact on indigenous communities in Alaska
SAGE Council* Albuquerque, NM	1999-2002	\$30,000	Native youth mobilization to stop a proposed highway through the Petroglyphs Monument, a Native American sacred area
San Juan Citizens Alliance* Durango, CO	1998-2003	\$45,000	local leader in national movement for stronger federal regulations on the disposal of drilling and fracking waste
South Jersey Environmental Justice Alliance Camden, NJ	2005-2009	\$100,000	various victories on cleanup of Camden Superfund and other contaminated sites
Southern Organizing Committee for Economic & Social Justice Atlanta, GA	2003	\$20,000	regional partner for community struggles and organizer of the African American Environmental Justice Network
Southwest Organizing Project* Albuquerque, NM	1993-2005	\$100,000	won monitoring of Intel's air pollution and protection of drinking water in unincorporated areas of Albuquerque
Southwest Workers' Union San Antonio, TX	2003-2010	\$160,000	won community input in the cleanup and redevelopment of the decommissioned Kelly Air Force Base
Statewide Organizing for Community eMpowerment (SOCM) Knoxville, TN	2011-2014	\$95,000	defeated plan to allow fracking and oil exploration on public lands
Western Colorado Congress* Montrose, CO	1995-2005	\$100,000	stopped a subsidiary of Union Carbide in its attempt to turn its Superfund site into a commercial radioactive waste dump
Total Grants to Environmental Justice			\$4,330,500

**Grants awarded prior to 2001 are not included in calculation of total grants to Environmental Justice*



Civil Rights (2001-2009)

Norman Foundation was an early and steady supporter of the Civil Rights movement in the 1960s. Since then, racial justice has been fundamental to the foundation's grant decisions across all program areas. In 2001, the Norman board decided on a new direction for its Civil Rights grantmaking, reflecting a process of discussion and search for common interests among the members of the new grants committee. Given the disproportionate, negative impact that poor schools and the astounding growth of prison population have on communities of color, the board determined that education equity and criminal justice reform were the current, most important civil rights issues in the country. Both areas had long been arenas for justice-related work, but until recently had not received widespread attention in the media or been the focus of many multi-issue, social change organizations. The foundation began funding community-based organizing efforts on public school reform and prisons with a special emphasis on work that involved young people directly in its activities.

Schools are local, school budgets are local and school problems are local, impacting communities, families and children in very real, measurable ways. High dropout rates affect local economies; harsh discipline policies criminalize children who have names and next-door neighbors; and budget cuts mean no after-school programs to help struggling students and working parents. While important research and reports provide us with the alarming statistics on dropout rates and appalling disparities between African American and white students, it is on the local level that people will actually be moved to do something. School boards make policy and their meetings are open to the public and public comment. Organized parents have more power than they know, and organized students can actually drive school re-design plans. Teachers and parents are often adversaries, but when they are united, they can impact even large district bureaucracies. In fact, given the increasing centralization of decision-making, it is more essential than ever to have an effective, organized, and politically independent counter balance to ensure accountability and public input. Advocates, even the most well-respected, can be dismissed, but a group of well-prepared, organized parents cannot be ignored.

Since the real power to affect school reform remains local, the foundation focused its grantmaking on grassroots organizing efforts. We supported local and state campaigns for equitable distribution of resources, child-centered discipline policies, college preparatory programs and a greater commitment to ending the achievement gap. We supported multi-issue, community-based groups that were engaged in housing and other economic issues and had also begun to focus on neighborhood school issues, organizing parents among their constituents and demanding more accountability from the school system. What was especially

Equal access to a decent public education was central to the Southern civil rights movement of the 1960s. The battle against legal segregation was won, but the battle for equality in education is far from over. In fact, schools for poor children of color in this country are still separate, and still unequal. Lack of equity remains a central issue at the core of most school reform-related struggles in this country today.

new was the involvement of students in efforts to improve the schools they attend. The movement was not yet national in scope but growing rapidly. Student activists linked with adults, both parents and teachers, to fight for citywide and district wide issues, especially around funding. Students see the problems and inadequacies firsthand and when given the chance, come up with creative solutions; they are powerful public spokespeople for educational equity. Through strategic campaigns, many of the groups supported by the foundation won significant victories. To assure lasting change, they worked to build political power for parents and students to hold elected and school officials' feet to the fire. They pushed their own school reform agendas, no longer willing to wait on the sidelines and respond to the latest plan from education professionals.

Padres y Jovenes Unidos **Funded 2002-2007**

The Norman Foundation began funding Padres Unidos in 2002, when it was a small group of committed parents and organizers who had just won an important victory – the formation of a new, dual language elementary school in their primarily immigrant Denver neighborhood. Eventually, they would come to be known as Padres y Jovenes Unidos (PJU), or Parents and Youth United, as parents organized alongside their sons and daughters to address racial, class, and immigration status disparities in Denver's public schools. Over the course of Norman support, PJU developed model, intergenerational organizing campaigns focused on education, criminal justice and immigration.



In 2004, youth organizers released a groundbreaking report showing that while 93% of students at North High School wanted to go to college, few were prepared to do so. This report was the result of youth-led investigation of poor academic achievement and dismal graduation rates of Latino students. PJU's student activists used their findings to propose reforms that included recommendations for bilingual guidance counselors, more college preparatory classes and a restorative justice approach to school discipline, which were endorsed by over 100 organizations and local leaders, and served as the basis for a 5-year strategic plan to turn North High School around. In 2007, several years into their College Prep for All campaign to address the widening achievement gap between Latino

students and their white counterparts, PJU won new graduation requirements for Denver Public Schools. The victory required better preparation of students for higher education with a rigorous college prep curriculum and graduation requirements aligned with college requirements.

PJU's success attracted funding from major foundations, allowing them to triple their budget and become a national model for education organizing. PJU has continued to make great strides, especially in dismantling the school-to-prison pipeline: new district-wide discipline policies that ended zero tolerance and focused on keeping students in school; passage of a statewide policy to address racial disparities in discipline and put an end to unnecessary and unjust criminalization of students of color; and winning an agreement to limit the role of police in schools and protect students from unnecessary referrals to law enforcement.

The same was true for the criminal justice movement. While the progressive movement in general had not taken on the appallingly high incarceration rates in this country and the disproportionate impact on African American communities, Norman grantees were some of the critical groups organizing for sentencing reform, focused on building a base of support for reform among those most impacted by the criminal justice system. They brought thousands of family members, former prisoners, and communities impacted by the loss of so many members into the debate about criminal justice reform. These are the strongest voices giving testimony about a criminal justice system that does not work for anyone. Norman grantees worked to stop the expansion of private prisons and for alternatives to incarceration. Although their numbers and resources were limited, their work had an impact. The movement drew youth activists, who built strong campus-based efforts and networks across rural and urban lines, across race and class and gender. They defeated individual prison construction projects, gained media and artist attention and built regional networks to create more collaboration. They continue to work for and win change in the state sentencing policies that led to the prison-building boom. Many of them joined together in a national divestment campaign focused on the corporations and financial institutions that benefit from over-incarceration in this country.

Enlace

Funded 2005-2014

The Norman Foundation initially funded Enlace, a strategic alliance of low-wage worker centers, unions and community groups in the U.S. and Mexico, for its international corporate campaigns. Later, they began a national campaign focused on private prison corporations, as Enlace members identified detention and deportation as the greatest obstacles to organizing low-wage workers. When Enlace followed the money, they concluded that the private prison industry - particularly Corrections Corporation of America (CCA) and the Geo Group - was an important behind-the-scenes force, lobbying for harsher immigrant incarceration policies that would create a huge potential "market" for them. Enlace launched the **Private Prison**

Divestment Campaign in 2011 to expose the industry and target the corporations lobbying for anti-immigrant legislation. The campaign grew rapidly, operating in over 30 states and engaging over 150 organizations (up from 30 in the campaign's first year.) With Norman support and through coordinated efforts that included several Norman grantees, Enlace built momentum that successfully pressured Pershing Square Capital Management to divest over 7 million shares in CCA; pushed Wells Fargo to divest more than 80% of its Geo stock; produced a divestment guide for the University of California, which has the largest endowment fund in the U.S., leading to full divestment in 2014. The campaign continues to grow and have significant wins.



In 2007, a new funder collaborative to support education organizing emerged, including several large national foundations, distributing \$34 million over eight years. A number of Norman grantees received funding through this collaborative, which helped them expand their work. Several of them then played a lead role in creating a new national alliance to impact federal education policy. By nurturing many of these groups, Norman helped lay the groundwork for what had become a movement. In 2009, the board decided to focus its grantmaking in two broad areas and discontinued grantmaking around education and criminal justice organizing.

Civil Rights Grants

Grantee Name	Grant Duration	Total Amount	Highlights
1199 Child Care Corporation New York, NY	2001	\$20,000	engagement of NYC hospital workers' union members in campaigns to improve schools attended by their children
ACLU of Michigan Detroit, MI	2002	\$15,000	educational outreach to Michigan's Arab communities around racial profiling, post 9/11
The Algebra Project Cambridge, MA	2003	\$7,000	support for program expansion in the South
Arkansas Public Policy Panel Little Rock, AR	2001-2008	\$160,000	creation of new grassroots movement linking Delta and Ozark communities in a fight for educational equity
Border Action Network Tucson, AZ	2001-2005	\$100,000	development of an organized, mobilized base of border community residents working against militarization
Boston Parent Organizing Network Boston, MA	2001-2002	\$40,000	city-wide effort to create a common education justice agenda among 30 community-based member groups
Californians for Justice Oakland, CA	2001-2003	\$60,000	student campaign for the right to participate in their school districts' funding and accountability planning
Citizens for a Better Greenville Greenville, MS	2006-2009	\$80,000	won school restructuring plan and created a statewide parent presence to impact policy and budget decisions
Coalition for Educational Justice Los Angeles, CA	2006-2009	\$75,000	citywide school reform effort that led to wins in several schools and progressive takeover of L.A.'s teachers' union
Colorado Criminal Justice Reform Denver, CO	2004-2005	\$40,000	developed a broad statewide coalition and local campaigns against prison expansion
Communities United for Action, Power, & Justice Atlanta, GA	2004-2005	\$10,000	built broad coalition to push for sentencing reform, leading to Ban the Box and other criminal justice policy change
CADRE Los Angeles, CA	2003-2009	\$140,000	won the adoption of one of the most progressive and comprehensive school discipline policies in the nation
Concerned Citizens for a Better Tunica County Tunica, MS	2007-2009	\$60,000	successful intergenerational organizing for reform and greater resources for local schools
Critical Resistance Oakland, CA	2001	\$20,000	stopped the construction of a new maximum security prison in Delano and built a national, anti-prison organization
Families Against Mandatory Minimums Foundation Washington, DC	2002	\$20,000	media work emphasizing the human impact of harsh drug sentencing policies, which led to changes in mandatory sentencing laws across the country
Frederick Douglass Community Coalition New Orleans, LA	2006-2007	\$40,000	rebuilding of a progressive community/school collaboration after Hurricane Katrina
Grassroots Leadership Charlotte, NC	2001	\$20,000	built a coalition of unions, students and activists to stop private prison construction projects in the South
JusticeWorks Community Brooklyn, NY	2002-2005	\$80,000	successful efforts to win alternatives to incarceration for mothers
Maryland Justice Coalition Baltimore, MD	2004-2005	\$40,000	successful campaign to reduce mass incarceration of non-violent drug offenders



Grantee Name	Grant Duration	Total Amount	Highlights
National Coalition of Education Activists Philadelphia, PA	2001-2004	\$80,000	national effort to support local activists working for progressive school reforms
Nollie Jenkins Family Center Lexington, MS	2007-2009	\$60,000	youth leadership development and organizing for education and school discipline reform
Ohio Fair Schools Campaign Athens, OH	2003-2008	\$115,000	broad coalition advocating for high-quality public education for every Ohio child
Together One Community Omaha, NE	2006-2009	\$80,000	built a broad coalition to seize an organizing opportunity when the state restructured school funding
Padres y Jovenes Unidos Denver, CO	2002-2007	\$125,000	a strong, intergenerational organizing effort that has led to citywide reform of school discipline policies
People Acting for Community Together (PACT) Miami, FL	2001-2005	\$100,000	trained and mobilized over 100 parent leaders to win policy change that has dramatically reduced school suspensions
Philadelphia Student Union Philadelphia, PA	2002-2009	\$140,000	the major youth voice in a historic campaign that resulted in a new education funding formula for the state
Power U Center for Social Change Miami, FL	2004-2009	\$125,000	introduced restorative justice trainings in 26 schools to counter school-to-prison pipeline
Prison Moratorium Project Brooklyn, NY	2001-2003	\$60,000	stopped \$64.6 million from being spent on new youth jails in New York City
Progressive Leadership Alliance of Nevada* Reno, NV	1996-2003	\$15,000	developed project to help young people develop skills to address issues in their schools and communities
Project HIP-HOP Boston, MA	2001-2004	\$80,000	linked a new generation of youth activists to the history of the Civil Rights Movement
The Sentencing Project Washington, DC	2003-2005	\$60,000	support of criminal justice reform work in southwestern Georgia
Southern Echo* Jackson, MS	1992-2001	\$20,000	passed policies to increase parent and community participation in evaluating local school district performance
Tenants and Workers United Alexandria, VA	2001-2003	\$60,000	youth-led campaign that led to culturally sensitive, academically rigorous courses for all students in Alexandria
WeCount Florida City, FL	2006-2009	\$80,000	developed a core group of students organizing for school reform in southern Dade County
Western Prison Project Portland, OR	2001-2005	\$80,000	successful organizing and advocacy around sentencing reform in the Northwest
Youth Education Alliance Washington, DC	2005-2009	\$100,000	won increased funding for modernizing DC school buildings and increase in guidance counselors
Youth United for Change Philadelphia, PA	2006-2009	\$80,000	citywide, student-led campaigns focused on school funding and teacher quality
YouthAction* Albuquerque, NM	1994-2003	\$60,000	youth organizer training for grassroots groups in the Southwest

Total Grants to Civil Rights \$2,527,000

*Grants awarded prior to 2001 are not included in calculation of total grants to Civil Rights



Site Visits

Southwest Border 2002

Twelve family members and staff, three states, two countries, four days!

We travelled to learn more about issues related to immigration, undocumented workers and NAFTA and their impact on communities on both sides of the border. We visited several Norman grantees: Colonias Development Council in Chaparral, New Mexico; Mujeres Obreras and their economic development initiative, El Puente CDC in El Paso – who also took us to Ciudad Juarez; and Border Action Network in Tucson – with a trip to Nogales, on both sides of the border.



South Florida 2004

Family members and staff traveled to Miami to visit with grantees of the foundation and learn more about the city's politics, economy and communities. We met with People Acting for Community Together, a coalition of congregations and public school parent groups working to improve Miami's public schools, and with Power U, based in the historic Black community of Overton and focused on environmental justice and education issues. We also drove two hours west to meet with and begin a long relationship with the Coalition of Immokalee Workers.



Denver 2006

Norman Foundation members and staff spent three days visiting foundation grantees – Padres/Jovenes Unidos, Colorado Progressive Coalition, Colorado Criminal Justice Reform Coalition, and Oil and Gas Accountability Project - in Denver, learning about school-related and juvenile justice issues, tax reform work and efforts to reduce the negative impact of rapidly expanding oil and gas drilling in the state.



New Orleans 2011

Foundation members and staff travelled to Louisiana for three days of site visits with current grantees - Coastal Communities Collaborative, Louisiana Bucket Brigade and New Orleans Worker Center for Racial Justice - to gain a better understanding of the post-Katrina reality for immigrant workers and displaced longtime residents, the impact of the BP oil spill and the health and safety issues in neighborhoods affected by oil refinery pollution.



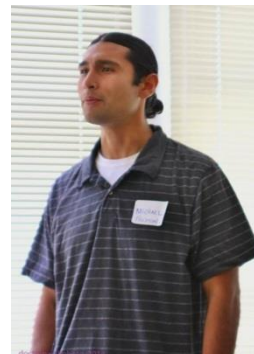
Detroit 2012

Hosted by Norman grantee East Michigan Environmental Action Council (EMEAC), we biked to the Heidelberg Project, met with members of the Detroit Food Justice Task Force at Earthworks Community Garden and had lunch with Restaurant Opportunities Center Michigan at Colors, their downtown restaurant and training center. EMEAC's director led us on a toxic tour of Detroit and EMEAC's youth leaders engaged us in an interactive workshop. We met with the rap artist Invincible (Ilana Weaver), who works with youth through hip-hop and media training campaigns.



Oakland 2014

Sixteen family members and staff spent three days in the Bay Area, visiting current and former grantees of the foundation. We met with the Data Center, were given a toxic tour of Richmond by Communities for a Better Environment and visited Transnational Institute for Grassroots Research and Action (TIGRA) to learn more about their efforts to leverage the economic power of immigrant families.



Grants Committee

(as of June 2015)

Melissa Bunnan
Alice Franklin
Andy Franklin
Honor Lassalle
Abigail Norman
Margaret Norman
Belinda Reusch
Amanda Weil
Debbie Weil

Non-voting members: Alison Bunnan, Elizabeth Bunnan, Phil Bunnan
Sam Franklin, Aaron Hawk, Eliza Myers, Melanie Reusch, Colin Turner

Foundation Officers

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Amanda Weil, Vice President
Alice Franklin, Vice President
Margaret Norman, Secretary
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Lorraine Marasigan, Grants Associate