

2008

Rhode Island Latino Policy Institute

Business Plan 2008-2010

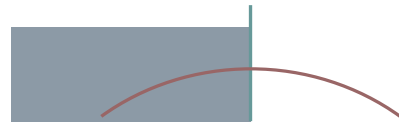
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Rhode Island Latino Policy Institute

Business Plan 2008-2010

August 2008



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1.0 Mission

The Latino Policy Institute (LPI) is committed to generating and communicating non-partisan data of Latinos in Rhode Island. The LPI will stimulate public policy discourse and enhance the public's understanding of the Rhode Island Latino experience. With this information, Latinos' social, economic and civic contributions to the state can be better documented and understood.

1.1 Vision

The Latino Policy Institute envisions a Rhode Island where:

- Latinos are socially and economically integrated and civically engaged
- Rhode Islanders have an understanding of the contributions of Latinos to the state
- Decision-makers have ready access to reliable and empirically-grounded data on Latinos in Rhode Island
- The LPI is the primary source of research on Latinos in Rhode Island

2.0 Accomplishments

Encouraged by the dramatic growth of Rhode Island's Latino population over the last two decades, a group of Rhode Island residents decided to embark on a community-based process that would lead to the creation of a Latino Policy Institute. This *Core Group* met with key community figures and stakeholders over several months to discuss ways of making the institute a reality.

In 2006, the Core Group commissioned a Feasibility Study in which data was collected to determine the viability of an institute. Upon a full analysis of the information, there was clear consensus among the participants that such an institute is needed. The results of the Feasibility Study were released in April 2007 at a reception held at the Rhode Island Foundation and attended by over 100 people representing a broad range of civic leaders.



Core Group members are joined with supporters at the Rhode Island Foundation, April 25, 2007.

Since 2006, the Core Group has had considerable success in raising the necessary funds to sustain its initiatives, receiving \$285,350 to support the establishment of the Institute. Contributors to this effort are: the Rhode Island Foundation, The United Way of Rhode Island, Hispanics in Philanthropy, The Annie E. Casey Foundation, The Law Offices of Motley Rice, and Corley Taveras, LLP.

Relationships have been strengthened with a number of universities, such as Brown University, Roger Williams University, University of Rhode Island, Community College of Rhode Island, Bryant University, and Providence College. In addition, several community-based organizations have extended their expressions of support and interest in working with the Latino Policy Institute, i.e. RI Latino Political Action Committee, Progreso Latino, International Institute of Rhode Island, and Casey Family Services.

In June 2007, the Core Group launched a strategic planning process to formulate the Institute's mission, vision, programmatic infrastructure, and sustainability plan.

In 2008, the Core Group put together a group of talented professionals and community leaders to serve as the Advisory Council of the Institute and assist in the formulation of the Rhode Island Latino Policy Institute Business Plan 2008-2010.

3.0 Work Products

To gain perspective on the potential support and impact of a Latino Policy Institute in Rhode Island, a Feasibility Study was carried out in 2006. In-depth telephone interviews were conducted with community leaders, academics, politicians and funders. Secondary research on the status of Rhode Island Latinos was also collected. An assessment of policy research models using a community-driven approach was incorporated along with an analysis of factors that influence the development and sustainability of a Latino Policy Institute.

The stakeholder interviews revealed important points of consensus on three aspects: 1) the need for a Latino Policy Institute, 2) what such an institute could accomplish, and 3) what it would take to make the institute a reality.

There was unanimous agreement that a Latino Policy Institute is needed, given projections that the Latino population will double in numbers between 2000 and 2020 (from 90,820 to 181,640), in addition to the lack of reliable information available on Latinos.

The Institute should provide empirically grounded public policy research with a statewide and local focus. The research would contribute to fundamental advances in the quality of life of Latinos by defining key policy issues and providing solutions to problems that the community faces. The Institute should be non-partisan, with broad community support and input. However, it was felt that constituency building and community mobilization should be left to community-based organizations. Public/private partnerships should be sought with universities, governmental entities and business firms.

The four priority issues consistently raised by respondents were: *education reform, workforce development/economic security, immigration reform and health*. Stakeholders agreed that in the first few years the Institute should concentrate on two or three areas that have the potential for success.

Finally, respondents believed that funding of no less than \$500,000 for the first year, and a staff of 3 to 4 individuals would be adequate to launch the Institute.

4.0 Trends Analysis

Population

Mirroring similar trends throughout New England, Rhode Island's racial and ethnic populations are becoming increasingly diverse. Although Rhode Island's total population decreased from 2000 to 2005, the state's Latinos increased by 24% making it the largest minority population in the state (Table 1). There are 112,722 Latinos living in Rhode Island representing an increase from 2000 of 21,902.¹

Table 1

Rhode Island – Growth by Ethnicity

Ethnicity	Population			Growth / (Loss)	
	2000	2005*	% Total	Number	Percent
White alone	891,191	856,314	74.8%	(34,877)	-3.9%
Hispanic or Latino	90,820	112,722	9.8%	21,902	24.1%
Some other race alone	52,616	71,685	6.3%	19,069	36.2%
Black or African American alone	46,908	51,843	4.5%	4,935	10.5%
Asian alone	23,665	26,803	2.3%	3,138	13.3%
Two or more races	28,251	19,836	1.7%	(8,415)	-29.8%
American Indian and Alaska Native alone	5,121	5,389	0.5%	268	5.2%
Native Hawaiian and Other Pacific Islander alone	567	792	0.1%	225	39.7%
Total	1,139,139	1,145,384	100.0%	6,245	0.55%

Source: U.S. Census Bureau

*Estimate, 2005 American Community Survey

Dominicans are now estimated to be the largest Latino sub-group in Rhode Island, numbering 30,888, followed by Puerto Ricans, 24,506, and Central Americans, 22,552. (Table 2) According to the U.S. census, 37% of Rhode Island's immigrant population comes from Latin America with most coming from the Dominican Republic, Guatemala and Colombia.² The majority of Rhode Island's Latino immigrants arrived between 1990 and 2000 and most came from Mexico and Guatemala. However, a cohort of long-standing immigrant residents, namely Colombians and Dominicans, arrived in the United States before 1980 and account for almost twenty percent of newcomers.³ For this recently arrived population, issues of adaptation (i.e., language, settlement, access to jobs and services) will dominate; more so for the undocumented immigrant.

Table 2**Rhode Island – National Origin of Latinos**

National Origin	Population		Growth / (Loss)	
	2000	2005*	Number	Percent
Dominican Republic	17,894	30,888	12,994	72.6%
Puerto Rican	25,422	24,506	(916)	-3.6%
Central American	11,320	22,552	11,232	99.2%
South American	8,666	18,742	10,076	116.3%
Mexican	5,881	7,813	1,932	32.9%
Other Hispanic or Latino	20,509	5,961	(14,548)	-70.9%
Cuban	1,128	2,260	1,132	100.0%
Total Hispanic or Latino	90,820	112,722	21,902	24.1%

Sources: U.S. Census Bureau: 2000 and 2005 American Community Survey.

*Estimate

In 2000, nearly ninety-eight percent of Latinos in Rhode Island were concentrated in urban areas with the largest numbers residing in Providence (52,146), Pawtucket (10,141), Central Falls (9,041) and Woonsocket (4,030).⁴ Homeownership among Latinos is the lowest of all ethnicities and races in the state, 25%.⁵

Education

Latinos in Rhode Island have significantly lower levels of educational attainment. This adversely affects their economic prospects because a higher level of educational achievement is associated with improved job opportunities and incomes. For 2003-2004, the percentage of Latinos between the ages of 18-64 with less than a high school education was 46%.⁶ From 1994 to 2006, the gap in percentage between whites and non-whites that have a bachelor's degree has widened.⁷ For Latino adults over age 25, the percentage with a bachelor's degree or higher is lowest among all ethnic groups, 9%. (Table 3)

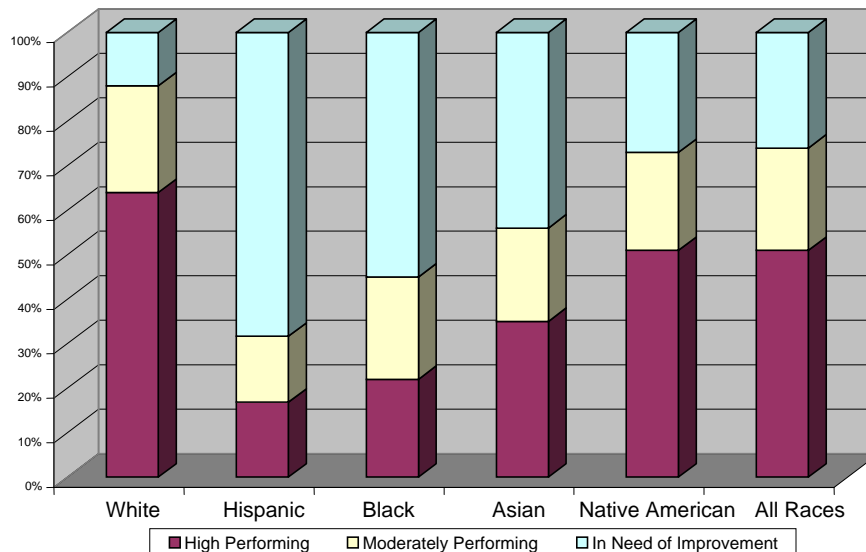
Table 3**Rhode Island – Education Outcomes by Race and Ethnicity 2004-2005 School Year**

Description	White	Latino	Black	Asian	Native American	All Races
4th Grade Children Meeting the Standard for Reading:						
• Basic Understanding	81%	50%	57%	68%	51%	73%
• Analysis & Interpretation	71%	37%	44%	52%	50%	62%
High School and College:						
High School Graduation Rate	88%	74%	79%	81%	72%	85%
% Adults with College Degree	30%	9%	17%	50%	N/A	28%

SOURCE: Racial and Ethnic Disparities. 2006 Rhode Island KIDS COUNT Factbook/Family and Community

Latino children in Rhode Island attend schools in need of improvement at rates more than five times greater than White children. (Figure 1) Latino children also have the lowest percentage of high school students attending moderately and high performing schools. Standard reading scores for 4th grade children in basic understanding and analysis and interpretation were lowest for Latino children in Rhode Island. (Table 3) Graduation rates are an indicator of how well future generations will fare; Latino children have the lowest graduation rate of all ethnic and racial groups in the state for the 2005-2006 school year, 76%.⁸

Figure 1 Quality of School Attended (By Ethnicity)



Labor Force

Since 1984 the Latino share of Rhode Island’s labor force increased six-fold. Yet the restructuring of the Rhode Island economy over the past decades from a manufacturing to service economy appears to have kept Latino workers at a great disadvantage. Most Latinos remain concentrated in declining manufacturing sectors and lower wage service industries. Latinos in Rhode Island experienced higher unemployment and underemployment rates of 7.7%, and 13.9% respectively in 2004. Income inequality in Rhode Island has grown over the past two decades so that the state now has the second highest gap between rich and poor in the nation (topped by Connecticut and followed by Massachusetts.) The wealthiest 20 percent of the state’s families have average incomes 7.5 times as large as the poorest 20 percent of families.⁹

The Department of Labor and Training foresees that the trend toward greater inequality in wages in Rhode Island is likely to continue since low-skilled jobs paying lower wages increase faster than skilled, highly-paid jobs. For example, waiters and waitresses (earning \$6.91 an hour in 2000) and cashiers (earning \$7.58 an hour in 2000) are both in high growth occupations but their earnings place them among the lowest wage earners.¹⁰

As previously noted, a higher level of education increases employment and income opportunities. A recent study shows that if all racial/ethnic minorities had the same levels of education as Whites by 2020, Rhode Island’s total personal income would increase by half a billion dollars.¹¹ An increase in the state’s personal income per capita can have a positive impact on the tax base and can enhance the state’s ability to provide public services.

Limited English proficiency is another factor associated with unemployment and low earnings. Approximately 40% of Latinos in Rhode Island lack adequate English skills. Yet, according to a Nellie Mae Education Foundation study, only 7.6% of Rhode

Islanders in need of adult basic education or ESOL assistance actually receive it.¹² This occurs at a time when numerous ESOL providers encounter long waiting lists due to the large number of individuals whom they do not have the capacity to serve.

Poverty

Rhode Island has the second highest rate of poverty in New England after Maine.¹³ Rhode Island's Latinos of all ages face the highest rates of poverty. With no single dominant characteristic to explain Latino poverty, researchers point to a number of underlying issues, such as "industrial restructuring, ethnic and racial discrimination, inadequate schooling, and low educational attainment, compounded by the social adaptation and the problems in language proficiency that are the consequences of immigration."¹⁴

Childhood poverty in Rhode Island is significantly higher than in all other New England states. Children living in single-parent households are also much more likely to be poor. In 2005, 62% of Latino children in Rhode Island lived in single-parent households. Compared to all ethnicities and races in Rhode Island, the percentage of Latino children living in poverty in 2004 was the highest, 52%. Similarly, the median household income for Latino households with children under 18 years of age in 2004 was also the lowest of all ethnicities and races in the state at \$25,000.¹⁵

For immigrant families, the situation worsens even though they are more likely to include two parents that are working. Immigrants are 50% more likely than U.S. natives to earn less than the minimum wage. Consequently, forty three percent of children in immigrant families in Rhode Island live below 200% of the federal poverty threshold.¹⁶

Latinos represent the youngest and fastest growing racial/ethnic group in Rhode Island with a median age of 23.6 reported in 2000. The youthfulness of this population creates both public policy challenges and opportunities. A young population can produce greater crime and teenage pregnancies but it also presents an opportunity for the development of a better equipped work force that can stimulate economic growth.

Health

When lack of health insurance combines with language barriers, low-income and non-residency status for immigrants, there is commonly an underutilization of health care services, thus contributing to poorer health outcomes. While most families get health insurance as part of their employment benefits, Latino workers in Rhode Island are considerably less likely to have jobs where health coverage is offered. In 2003, only 27% of Latino workers received health coverage through private employers or a union.¹⁷

Underutilization of health care results in higher rates of premature death and preventable disease. From 2000-2004, cancer and heart disease were the two leading causes of death for Latinos and the overall Rhode Island population. Unintentional injuries and homicide were the third and fourth leading causes of death for Latinos during

this same period, however neither of these ranked among the top five for the overall state population. Also, the rates of infectious diseases among Latinos and African Americans in Rhode Island are significantly higher than the overall state population. (Table 4)

Table 4

Rhode Island – Incidence Rates of Infectious Diseases: Cases per 100,000 Population

Description	State	White (Non-Latino)	Hispanic/Latino	African American	Asian & Pacific Islander	Native American
Chlamydia ¹	311.8	133.5	1,216.7	2,103.9	471.9	+
Gonorrhea ¹	41.8	21.3	80.4	379.3	+	+
HIV ⁴	17.2	6.1	30.0	64.0	+	+
Tuberculosis ²	4.5	2.0	17.6	11.9	38.4	0.0

SOURCES: RI Dept. of Health, Office of Communicable Diseases

¹Sexually Transmitted Diseases (STD) Surveillance Data 2005.

²Tuberculosis Database 2005.

³Asian only.

⁴HIV/AIDS Surveillance Data 2005.

+Sample too small for meaningful analysis.

Birth to teens is significantly higher for minority women in Rhode Island. Research has demonstrated the relationship between residence in low-income neighborhoods and increased teen pregnancy. Rhode Island has the largest percentage of Latino children (79%) in the country living in neighborhoods where more than 18% of persons are in poverty. The birth rate in Rhode Island to Latinas aged 15-19 is more than three times higher (94.5 per 1,000) than the rate for their non-Latino White peers (30.0 per 1,000).¹⁸

Immigration

The highly charged debate over immigration has yet to be resolved at the national level. However, states and municipalities have passed hundreds of new enforcement bills, regulations and procedures. These measures have authorized accelerated deportations, increases in workplace raids, and restrictions on access to driver's licenses and other government services. Rhode Island drew attention to the controversy with the recent signing of an executive order by the state governor linking the presence of undocumented immigrants to state and local financial hardships.

A recent Kaiser Family Foundation briefing reports that the majority of immigrants (69%) are in the U.S. legally and the primary reason many come to the U.S. is for job opportunities. The majority (83%) are in working families and are just as likely as citizens to have at least one full-time worker in the family. Changes in immigration levels are closely tied to the changes in the U.S. economy, with employers' need to solve labor scarcity being a principal factor.¹⁹

It is estimated that there are between 20,000 to 35,000 undocumented immigrants living in Rhode Island comprising between 2 to 4 percent of the total state population. There is no data available to assess the cost that they represent to the state nor the contribution they make to the economy.

Competitive Market

The need for empirically grounded public policy research that addresses areas of concern to Latinos at a state and local level has been recognized by many decision makers.

No significant, direct competitor for a Latino Policy Institute was identified by funders, community leaders and policy experts. A review of the Latino nonprofit sector in Rhode Island suggests the primary focus of that sector will continue to be social service delivery and advocacy, not research and policy analysis. While other policy groupings in the state have expertise in areas of concern to Latino communities, none focus strictly on Latinos.

Policy makers, business and public officials will attend to the needs of Rhode Island's Latino community when they recognize the wide-ranging contributions that Latinos can make. The Latino Policy Institute's target audience will be elected and appointed officials, business leaders, organizations and community leaders at the state level and in key localities.

Opportunities

Between 1997 and 2002 Latino-owned businesses grew in Rhode Island by fifty-six percent. Only in New York was the growth more robust (57%). Incorporating the growing number of Latino businesses into state economic development planning will further contribute to future economic growth.²⁰

There are 43,000 eligible Latino voters in Rhode Island, 37% of whom are between the ages of 18 to 29.²¹ The success in electing Latinos to public office (1 State Senator and 3 Representatives) demonstrates a significant gain in political leverage. Continued efforts toward increasing civic participation - including voting and advancement in public office - can further lead the Latino community to social and economic progress.

Policy makers, business and public officials will attend to the needs of Rhode Island's Latino community when they recognize the wide-ranging contributions that Latinos can make.

5.0 Strategy and Implementation Plan

This Business Plan aims to establish the Latino Policy Institute (LPI) as an independent, non-partisan institute that provides empirically grounded public policy research with a statewide and local focus. The research will help advance the social and economic conditions of Latinos in Rhode Island by defining key policy issues and providing solutions to problems that the community faces. The Institute will enlist broad community support and input, and facilitate public/private partnerships with universities, community organizations, government and businesses.

The steps to achieving a sustainable Latino Policy Institute include:

1. Identifying a University host for the LPI office
2. Developing a Fundraising Strategy
3. Hiring an Executive Director
4. Consolidating the Leadership Structure
5. Determining the Scope of Work

5.1 Establish Office Space

Timeline: June 2008 - September 2008

The establishment of an independent research institute that is located within a university creates the optimum conditions to: a) advance the mission of the Latino Policy Institute, b) attract resources, and c) establish partnerships among a wide range of academic and non-academic institutions.

The Institute will require up to 800 square feet (as outlined below) of usable space to accommodate 3-4 staff, a reception area, a small meeting room, a room for copier/fax, supplies and files.

<u>Staff</u>	<u>Square Feet</u>
Executive Director	120
Senior Policy Analyst	80
Administrative Assistant	80
Consultant/ Other	60
Reception	40
Meeting room	187
Copy/ Fax/ Supplies Room	60
<hr/>	
<i>Subtotal (Square Feet)</i>	627
+ Estimated Circulation (25%)	157
Total usable Square Feet:	784

Advisory Council members and key university faculty will be incorporated into the process of identifying a university that has the interest and space to accommodate the Institute. The most favorable arrangement will be to secure space for no less than three years.

Goal #1: Establish the office of the RI Latino Policy Institute

Rationale: The establishment of an independent research institute that is located within a university creates the optimum conditions to: a) advance the mission of the Latino Policy Institute, b) attract resources and, c) establish partnerships among a wide range of academic and non-academic institutions.

Objective 1: Identify a University host for the LPI office

Tasks	Strategies & Resource Implications	Person(s) Responsible	Due Date
1. Define the criteria for the selection of an appropriate university site. a. Willingness to provide space for an independent Latino Policy Institute. b. Willingness to host the LPI for at least 3 years.	<ul style="list-style-type: none"> Focus on 3 top universities that fit the Core Group's criteria. Identify key university faculty that endorse the establishment of RILPI. 	Core Group	July 2008
2. Identify university faculty that will support and advance the proposal among the university administration/ officers.	<ul style="list-style-type: none"> Incorporate Advisory Council members and others that have supported the establishment of the RILPI. 	Core Group	July - Aug 2008
3. Schedule meetings with university administrators (e.g., President, Provost, or Chancellor) that have the capacity to authorize space acquisition.	<ul style="list-style-type: none"> Identify Advisory Council members that will facilitate these meetings as well as accompany Core Group representatives. Prepare information packets that include; feasibility report, financial report, core group and advisory council members (including professional affiliation), list of community supporters, strategic plan, newsletter, media coverage, etc. Discuss access to in-kind resources; office space (sq. footage needs), convening space, operational equipment (telephone, computers, copier, furniture), access to libraries, technology. 	Jorge, Domingo, Melba, Advisory Council member (some combination of above)	Aug - Sept 2008
4. Finalize contract for RILPI office space.	<ul style="list-style-type: none"> Finalize budget based on in-kind or leasing agreement. 	Domingo	October 2008

5.2 Fundraising Strategy

Timeline: July 2008 - May 2010

Pursuing an aggressive fundraising strategy will enable the LPI to sustain its operations beyond the first year. Having successfully obtained \$285,350 since 2006, the development of a fundraising plan to support the first year of operation of the LPI office will require an additional \$300,000 by December 2008. By May 2010 the LPI will have secured \$700,000 to maintain overhead and project costs.

Acquiring in-kind contributions for such things as furniture, technology (computers, software), and communication/marketing needs will lower overhead costs.

5.2.1 Funding Forecast

Timeline: January 2009 - May 2010

Foundations	\$580,000
Corporate contributions	50,000
Public	20,000
Individual contributions	3,000
Local business contributions	5,000
Universities	42,000
	<hr/>
	\$700,000

Goal #2: Develop a fundraising plan to support the LPI

Objective 2.1: Raise \$300,000 by December 2009 for first year operation costs.

Tasks	Strategies & Resource Implications	Person(s) Responsible	Due Date
<p>1. Secure an additional \$300,000 for the first year of RILPI operation.</p> <p>a. Hire half-time grant writer/ prospect research consultant. (September 2008)</p> <p>b. Prospect research to determine potential foundation, public and corporate grants.</p> <p>c. Cultivate donor database (individuals, businesses.)</p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Foundations: \$250,000 • Corporate donors: \$10,000 • Private Support (individual contributions): \$5,000 • Local businesses (Latino owned, banks, healthcare, CBO's, etc.): \$10,000 • Universities: \$25,000 <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Half-time grant writer • Reproduction of business plan • Solicitations by Core Group and Advisory Council members 	<p>Core Group/Board of Directors, Advisory Council</p>	<p>July 2008 to December 2008</p>
<p>2. Secure in-kind contributions to lower overhead costs.</p>	<p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Furniture • Technology (computers, software, etc.) • Communication/ marketing (website) 	<p>Board of Directors, Advisory Council (prior to hiring of ED)</p> <p>Executive Director, Admin. Assistant</p>	<p>September 2008</p>
<p>Objective 2.2: Maintain \$700,000 for continuing operation beyond year one.</p>			
<p>3. Continue prospect research to determine potential foundation, public and corporate grants.</p> <p>a. Continue cultivating donor database</p> <p>b. Develop fee for service guidelines</p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Foundations: \$580,000 • Corporate Contributions: \$50,000 • Public: \$20,000 • Private Support (individual contributions): \$3,000 • Local businesses (Latino owned, banks, healthcare, CBO's, etc.): \$5,000 • Universities: \$42,000 	<p>Executive Director</p> <p>Advisory Council</p>	<p>May 2010</p>

5.3 Hire an Executive Director

Timeline: July 2008 - December 2008

To date, the effort to create a Latino Policy Institute has rested on the steadfastness of volunteers. Once the office space is secured, the hiring of an Executive Director is essential to launching the Institute and moving its policy agenda forward. The LPI will require an entrepreneurial leader with proven legislative and policy analysis experience. The Executive Director will be responsible for overseeing all aspects of the Latino Policy Institute in addition to:

- 1) developing the Latino Policy Agenda and policy products,
- 2) developing a work plan,
- 3) coordinating public policy efforts,
- 4) fundraising,
- 5) providing leadership to staff,
- 6) establishing a relationship with the Board of Directors based on mutual support and cooperation, and
- 7) bolstering relationships with community based organizations, business leaders, appointed and elected officials.

Goal #3: Hire the Latino Policy Institute Executive Director

Objective 3.1: Design and complete the recruitment and hiring process

Tasks	Strategies & Resource Implications	Person(s) Responsible	Due Date
1. Determine who will be responsible for the recruitment process a. Core Group b. Core Group and Advisory Council c. Contracted Consultant	<u>Strategies</u> <ul style="list-style-type: none"> • Recruitment and hiring process can take between 4-6 months • Determine scope of search; networking strategies (national, regional, local candidates) • If Core Group does the search identify key point-person/ coordinator 	Board of Directors OR Consultant	Sept 2008
2. Develop job description & initiate search a. Criteria for selection b. Outcomes (benchmarks) 3. Initiate interview process a. develop interview instrument & rating system b. Reference checking of finalists 4. Selection, offer, contract negotiation and hiring a. Determine contract terms (years, benchmarks, salary & benefits)	<u>Strategies</u> <ul style="list-style-type: none"> • Adapt from other policy institutes 	Board of Directors, Advisory Council (with consultant if hired)	Sept - Nov 2008
5. Public announcement & introduction of LPI Executive Director a. Open House & presentation of ED	<u>Resource Implications</u> <ul style="list-style-type: none"> • Press release announcing hiring of ED • Open House & ED introduction at LPI office • Reception (food etc.) 	Board of Directors, Advisory Council	December 2008
<u>Objective 3.2: Complete staff hiring</u>			
6. Hire staff for LPI start up a. Administrative Assistant (1.0 FTE) b. Senior Policy Analyst (1.0 FTE)	<u>Resource Implications</u> <ul style="list-style-type: none"> • Organize Office Space: Furniture (desks, chairs, file cabinets, shelving, etc.), telephones, Computers, Copier 	Executive Director	February 2009

5.4 Consolidate Leadership Structure

Timeline: August - November 2008

Members of the Core Group will undergo an evaluation and selection process for a newly formed Board of Directors that ensures a continuity of the leadership that has made the LPI a reality. The development of bylaws will delineate the board's role and responsibilities, and the formation of sub-committees as needed. The primary responsibility of the Board of Directors will be to ensure that the mission, vision and policy agenda of the Institute are upheld.

After the first year of operation the LPI will determine if incorporation as a 501c3 is beneficial.

Goal #4: Consolidate Leadership Structure

Objective 1: Year One Work Plan 2009 - 2010 is developed

Tasks	Strategies & Resource Implications	Person(s) Responsible	Due Date
1. Evaluate the Core Group a. Select members to be integrated into the newly formed Board of Directors b. By-laws c. Role and Responsibilities (job descriptions) d. Composition e. Meeting schedule	<u>Strategies</u> <ul style="list-style-type: none"> • Develop selection criteria based on the mission and vision of LPI • Schedule Board orientation and ongoing leadership development • Incorporate community representatives 	Core Group	Sep 2008
2. Reconstitute the Advisory Council a. Composition b. Roles and Responsibilities c. Meeting Schedule		Core Group	Oct 2008
3. Evaluate pros and cons to incorporating as a 501c3	<u>Strategies</u> <ul style="list-style-type: none"> • Effect on funding/ fundraising opportunities • Benefits of having a Board of Directors vs. Advisory Council <u>Resource Implications</u> <ul style="list-style-type: none"> • Incorporation fees 	Executive Director, Board of Directors	After December 2009

5.5 Determine Scope of Work

Timeline: January 2009 - June 2009

The Latino Policy Institute will pursue a broad range of partnerships and interdisciplinary collaborations - a consortium model - that can lead to joint policy projects and the shaping of policy agendas. The LPI can play a leadership role by promoting policy recommendations that are submitted to governmental agencies, elected officials, businesses and social institutions. Some of the major activities of the Institute will include:

Implementing a Research Program

Implicit in the mission and goals of the Latino Policy Institute is a research agenda. The specifics of that agenda have been provisionally determined (See below under “Conducting Issue Oriented Policy Forums”), and will also depend upon any number of factors: 1) expertise of the in-house staff (i.e., areas of specialization and research topics), 2) financial resources based on the start up budget and the possibility of external funding (e.g., foundations, public and private sector, fee for service, etc.) These activities will address both primary and secondary research.

Strategic Partnerships

Efforts to effect systemic change are most successful when a common vision is forged and broad-based support is cultivated through strategic partnerships. By formalizing partnerships with a range of public and private institutions, e.g., other research institutes, academic institutions and faculty, business firms, government and nonprofit organizations, the LPI can offer evidence based solutions to address Latinos’ needs.

Conducting Issue Oriented Policy Forums

Initial steps to increase “buy-in” includes building broad-based consensus around the top research and public policy priorities that most effectively address the needs of Latinos. Based on the Feasibility Study findings and stakeholder responses, the LPI will consider focusing on two or three of the following areas:

- Education Reform
- Workforce Development/Economic Security
- Immigration Reform
- Health

To achieve this objective, a statewide Latino Summit will be held in the Spring of 2009 that brings together diverse sectors of the Latino community. Working cooperatively, the Summit’s goal will be to establish a preliminary agenda for action with measurable outcomes.

Other methods that the Institute will employ to build and sustain a broad based consensus include: a) organizing round table discussions and focus groups and b) conducting legislative, press and community briefings.

Legislative and Regulatory Monitoring

An essential function of the Latino Policy Institute is to regularly brief legislators and public officials on issues relevant to Latinos. Tracking legislation and educating stakeholders on the merits of legislative initiatives will be one of the Institute's duties. The LPI will also develop the analysis and recommendations that inform funding, policy and programming decisions undertaken by governmental agencies that impact Latino communities. The ways in which these tasks can be achieved will include: a) providing testimony at legislative and budget hearings, b) preparing and disseminating policy briefs and report cards, and c) helping to draft model legislation.

Public Education and Strategic Communications

The Latino Policy Institute will carry out public education and strategic media campaigns capable of educating policy makers and the general public on the state of Latinos in Rhode Island.

Advances in electronic media make communication far easier through software and support services. The LPI will make use of real-time public education campaigns, release action alerts, disseminate e-newsletters, conduct legislative targeting, and transmit customized education messages via email, fax or print.

Conducting periodic assessments of these messaging strategies will determine if the public's understanding of the issues has improved and, whether the messaging has generated stronger levels of support among policy makers for issues affecting the Latino community.

Goal #5: Determine Scope of Work

Objective 1: Year One Work Plan 2009 - 2010 is developed

Tasks	Strategies & Resource Implications	Person(s) Responsible	Due Date
<p>1. Develop policy agenda</p> <p>a. Determine primary activities for first 2-3 years by organizing a Latino Summit.</p> <p>b. Identify issue area(s): e.g., education, workforce development, immigration, health</p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Narrow focus for first two years selecting current issues most affecting RI Latinos • Determine primary and secondary target audiences • Community forums/ focus groups; Latino Summit, to determine a preliminary agenda for action with measurable outcomes 	<p>Executive Director, Board of Directors Advisory Council</p>	<p>January 2009 to April 2010</p>
<p>2. Develop partnerships and interdisciplinary collaborations (<i>consortium model</i>) that results in joint policy projects and the shaping of policy agendas.</p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Collaborations with university faculty, other research institutes for funding of research projects • Join interdisciplinary research organizations <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Grant writing • Membership fees 	<p>Executive Director</p>	<p>January 2009 and ongoing</p>

6.0 Financial Plan – Three Year Projections

The following pages detail the LPI operating budget over the next three years. Securing in-kind contributions for costs such as rent, equipment/furniture, graphics and website can reduce the OTPS budget significantly and allow for a more reasonable start-up phase to be pursued.

Year One Budget, FYE June 30, 2009

		<u>FTEs</u>		<u>2008-09</u>
Salaries and Fringe				
Executive Director	\$70,000	1.000	\$70,000	
Program Director	\$55,000	1.000	\$55,000	
Administrative Assistant	\$35,000	1.000	\$35,000	
	Subtotal, Salaries		\$160,000	
Fringe	31%		\$49,600	
	<u>Total, Salaries and Fringe</u>			<u>\$209,600</u>
Other than Personnel Services				
Rent (solicit in-kind from University host)	\$20,000		\$20,000	
				<u>\$20,000</u>
Conferences and Meetings				
Lodging & travel	\$3,000	per yr	\$3,000	
Conferences, workshops, etc.	\$500	4	\$2,000	
Mileage	\$0.505	1500	\$758	
				<u>\$5,758</u>
Telephone and Fax				
Phone, fax, telecommunications, Internet	\$4,500		\$4,500	
				<u>\$4,500</u>
Printing				
Printing	\$5,000		\$5,000	
				<u>\$5,000</u>
Postage and delivery				
Postage and delivery	\$1,200		\$1,200	
				<u>\$1,200</u>
Office supplies				
All supplies	\$4,800		\$4,800	
				<u>\$4,800</u>
Other Direct Costs				
Hospitality (for meetings, events)	\$5,000		\$5,000	
Website Design	\$5,000		\$5,000	
Graphic Design Consultant	\$5,000		\$5,000	
Bookkeeping and Accounting Services	\$12,000		\$12,000	
				<u>\$27,000</u>
Indirect Costs				
Equipment and Furniture	\$12,000		\$12,000	
Equipment Leasing (e.g. copier)	\$5,000		\$5,000	
Indirect Administrative Costs	5%		\$13,890	
				<u>\$30,890</u>
<u>Total Costs</u>				<u>\$308,748</u>
<u>Sources of Funding</u>				
Hispanics in Philanthropy (Secured)				\$50,000
Foundations				\$200,000
Universities				\$50,000
Private Contributions				\$5,000
Corporate Donations				\$10,000
<u>Total Revenues</u>				<u>\$315,000</u>

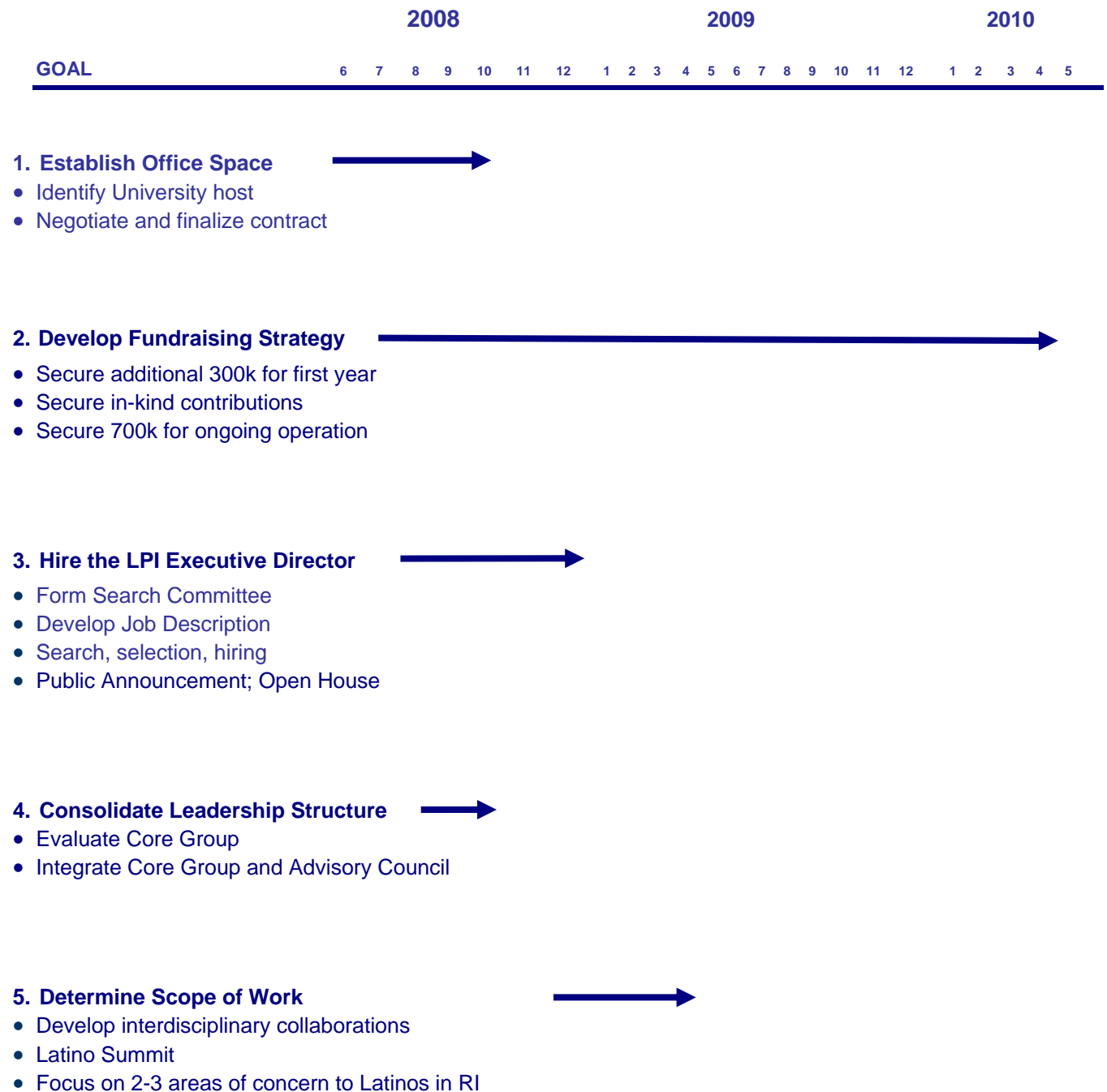
Year Two Budget, FYE June 30, 2010

		<u>FTEs</u>		<u>2009-10</u>
Salaries and Fringe				
Executive Director	\$71,400	1.000	\$71,400	
Program Director	\$56,100	1.000	\$56,100	
Administrative Assistant	\$35,700	1.000	\$35,700	
	Subtotal, Salaries		\$163,200	
Fringe	31%		\$50,592	
	Total, Salaries and Fringe			<u>\$213,792</u>
Other than Personnel Services				
Rent (in-kind: University host)	\$20,000		\$20,000	\$20,000
Conferences and Meetings				
Latino Summit	\$8,000		\$8,000	
Lodging and Travel	\$3,000	per yr	\$3,000	
Conferences, workshops, etc.	\$500	4	\$2,000	
Mileage	\$0.505	1500	\$758	
				<u>\$13,758</u>
Telephone and Fax				
Phone, fax, telecommunications, Internet	\$4,500		\$4,500	
				<u>\$4,500</u>
Printing				
Printing	\$8,000		\$8,000	
				<u>\$8,000</u>
Postage and delivery				
Postage and delivery	\$1,500		\$1,500	
				<u>\$1,500</u>
Office supplies				
All supplies	\$3,500		\$3,500	
				<u>\$3,500</u>
Other Direct Costs				
Hospitality (for meetings, events)	\$5,000		\$5,000	
Bookkeeping and Accounting Services	\$12,000		\$12,000	
				<u>\$17,000</u>
Indirect Costs				
Computers, other equipment	\$1,500		\$1,500	
Equipment leasing	\$5,000		\$5,000	
Indirect Administrative Costs	5%		\$13,702	
				<u>\$20,202</u>
Total Costs				<u>\$294,252</u>
Sources of Funding				<u>2007-2008</u>
Hispanics in Philanthropy (Secured)				\$50,000
Foundations				\$200,000
Universities				\$25,000
Private Contributions				\$5,000
Corporate Donations				\$20,000
Total Revenues				<u>\$300,000</u>

Year Three Budget, FYE June 30, 2011

		<u>FTEs</u>		<u>2010-2011</u>
Salaries and Fringe				
Executive Director	\$72,828	1.000	\$72,828	
Program Director	\$57,222	1.000	\$57,222	
Administrative Assistant	\$36,414	1.000	\$36,414	
	Subtotal, Salaries		\$166,464	
Fringe	31%		\$51,604	
	<u>Total, Salaries and Fringe</u>			<u>\$218,068</u>
Other than Personnel Services				
Rent	\$20,000		\$20,000	
				<u>\$20,000</u>
Conference and Meetings				
Lodging and Travel	\$3,000	per yr	\$3,000	
Conferences , workshops, etc.	\$500	4	\$2,000	
Mileage	\$0.505	1500	\$758	
				<u>\$5,758</u>
Telephone and Fax				
Phone, fax, telecommunications, Internet	\$4,000		\$4,000	
				<u>\$4,000</u>
Printing				
Printing	\$10,000		\$10,000	
				<u>\$10,000</u>
Postage and delivery				
Postage and delivery	\$2,000		\$2,000	
				<u>\$2,000</u>
Office supplies				
All supplies	\$3,500		\$3,500	
				<u>\$3,500</u>
Other Direct Costs				
Hospitality (for meetings, events)	\$5,000		\$5,000	
Bookeeping and Accounting	\$12,000		\$12,000	
				<u>\$17,000</u>
Indirect Costs				
Equipment leasing	\$5,000		\$5,000	
Indirect Administrative Costs	5%		\$14,016	
				<u>\$19,016</u>
<u>Total Costs</u>				<u>\$299,342</u>
<u>Sources of Funding</u>				<u>2008-2009</u>
Hispanics in Philanthropy (Secured)				\$45,000
Foundations				\$200,000
Universities				\$25,000
Private Contributions				\$5,000
Corporate Contributions				\$20,000
<u>Total Revenues</u>				<u>\$300,000</u>

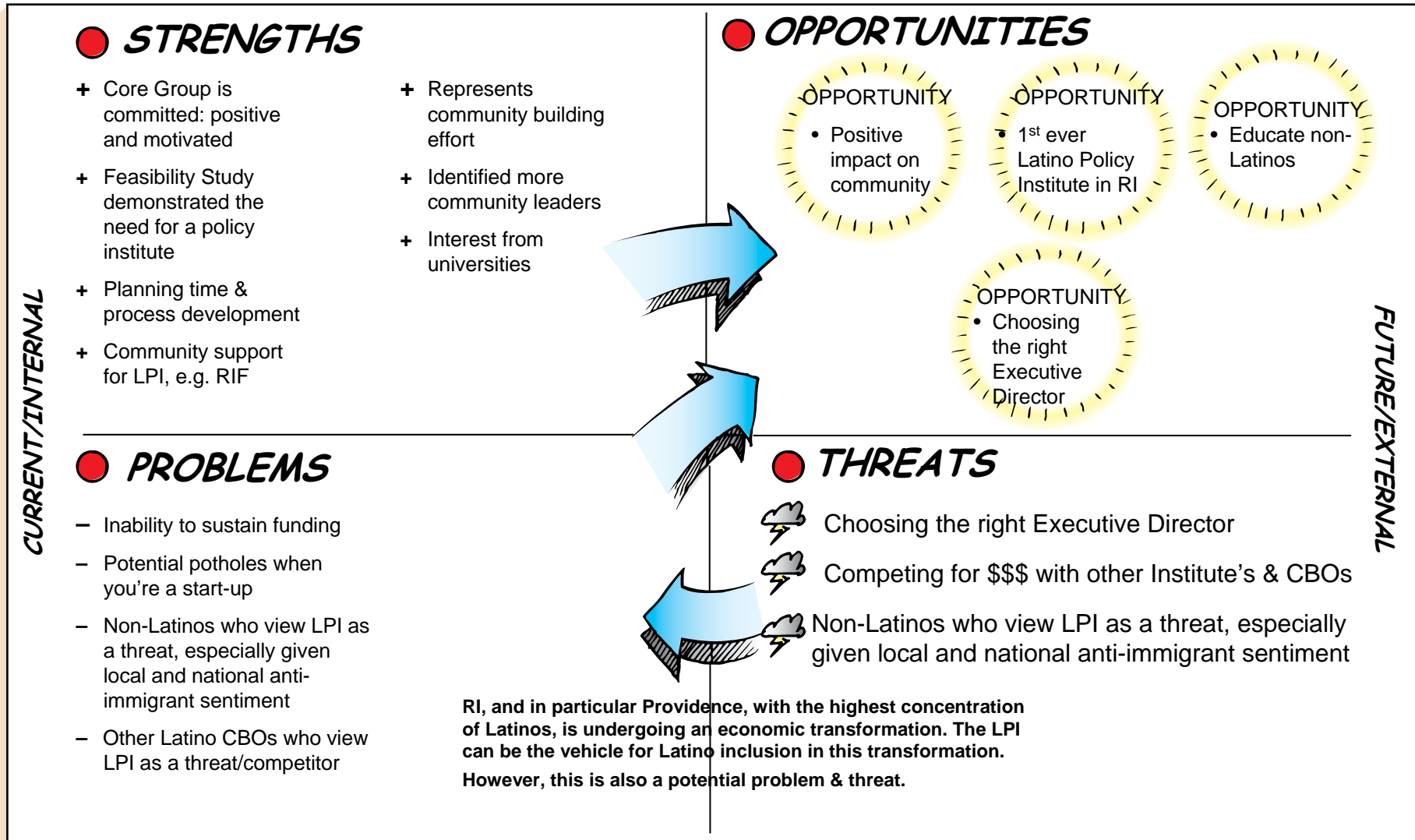
Rhode Island Latino Policy Institute Strategic Planning Goals 2008-2010 Timeline



Endnotes

- ¹ The 2005 estimates reflect a recalculation of the counts by the U.S. Census Bureau and researchers after it was found that many Latinos misunderstood the wording on the census forms. Many Latinos identified themselves as “Other Hispanic/Latino” making this the second largest population group after Puerto Ricans. The recalculation resulted in a much smaller count for the “Other” category and much higher counts for Dominicans, Central and South Americans. The Lewis Mumford Center for Comparative Urban and Regional Research reported that the wording of the Census’s “Hispanic Origin” question led to “a highly inflated number of uncategorized ‘other Hispanics.’” <http://mumford.albany.edu/census/BlackLatinoReport/BlackLatino01.htm> (accessed November 13, 2006). For another accounting of the “Other” population, Roberto Suro, “Counting the ‘Other Hispanics’: How Many Colombians, Dominicans, Ecuadorians, Guatemalans and Salvadorans Are There in the United States?” (Washington, DC: Pew Hispanic Center, May 2002).
- ² Randy Capps, Jeffrey S. Passes, Daniel Perez-Lopez, Michael Fix, *The New Neighbors: A Users’ Guide to Data on Immigrants in U.S. Communities*. The Urban Institute. Washington, DC. 2003. Page 48. www.urban.org/UploadedPDF/310844_the_new_neighbors.pdf (accessed January 3, 2006).
- ³ Miren Uriarte, “Growing Into Power in Rhode Island,” in *Latinos in New England*, ed. Andrés Torres (Philadelphia, PA: Temple University Press, 2006). Pages 130-131.
- ⁴ *Minority Health Facts in Rhode Island*. 2004 Minority Health Fact Sheets prepared by: The Office of Minority Health, Rhode Island Department of Health. Retrieved November 9, 2006 from <http://www.health.ri.gov/chic/minority/resources.php>
- ⁵ 2006 Rhode Island KIDS COUNT Factbook. Page 19.
- ⁶ Ellen Frank, Ph.D., *State of Working Rhode Island: Workers Fall Behind as Economy Moves Ahead*. The Poverty Institute at the Rhode Island College of School of Social Work. September 2005. Page 29.
- ⁷ *Measuring Up 2006 The State Report Card on Higher Education: Rhode Island*. The National Center for Public Policy and Higher Education. <http://www.highereducation.org> (accessed December 9, 2006). Page 4.
- ⁸ *Improving High School Graduation Rates in Rhode Island*. Rhode Island KIDS COUNT Issue Brief. November 2006. Page 5.
- ⁹ Center on Budget and Policy Priorities and Economic Policy Institute, *Pulling Apart: A State By State Analysis of Income Trends*. April 9, 2008. <http://www.cbpp.org/4-9-08sfp.htm> (accessed April 10, 2008)
- ¹⁰ Sources for: a) increase in Latino labor force participation: Frank, Page 5; b) unemployment and underemployment rates: Frank, Pages 13-14; c) trends in wages, Frank, Page 18, 20.
- ¹¹ *As America Becomes More Diverse: The Impact of State Higher Education Inequality-Rhode Island State Profile*. National Center for Higher Education Management Systems. http://www.higheredinfo.org/raceethnicity/Rhode_Island_State_Profile.pdf (accessed December 9, 2006) Page 6.
- ¹² Frank, Page 29.
- ¹³ Ibid., Page 26.
- ¹⁴ Uriarte, Page 135.
- ¹⁵ Sources: Frank, Page 26 and Racial and Ethnic Disparities. KIDS COUNT Factbook. Page 19.
- ¹⁶ KIDS COUNT Factbook. Pages 19, 21.
- ¹⁷ Frank, Page 31.
- ¹⁸ KIDS COUNT Factbook. Page 18, 19 and RI Department of Health, division of Family Health, Maternal and Child Health Database, 2001-2005.
- ¹⁹ The Kaiser Commission on Medicaid and the Uninsured. March 2008. www.kff.org (accessed April 24, 2008).
- ²⁰ *Hispanic-Owned Firms: 2002 Survey of Business Owners*, U.S. Census Bureau, Issued August 2006. <http://www.census.gov/csd/sbo/hispanic2002.htmw> (accessed May 5, 2008).
- ²¹ *Hispanics in the 2008 Election: Rhode Island*, (Washington, DC: Pew Hispanic Center, February 20, 2008)

RI LATINO POLICY INSTITUTE



June 9, 2007: Strategic Planning Launch

RI LATINO POLICY INSTITUTE

EXTERNAL TRENDS

- Politically engaged Latino community
- Fertility rates (high among Latinas)

- Youthfulness of Latino community
- Rising cost of housing

- Immigration: anti-immigrant sentiment, divisions within Latino community, continuing pattern of immigrant population growth

- Ethnic/racial segregation
- Violence in RI: drugs, poverty, domestic violence

- University enrollment increasing among Latinos & other people of color/minorities

POLITICAL CLIMATE

- Lack of understanding of Latinos

ECONOMIC CLIMATE

- Creation of jobs requiring higher education/skills
- Pockets of poverty: absentee landlords
- Help for small business: information & guidance

TRENDS

- Health care issues: lack of access
- High rate of unemployment

- Unskilled workforce
- Low performance schools

- Business marketing directed to Latinos: consumer power
- Insularity: Latino businesses only serve Latinos

- Move from suburban to urban living: general migration patterns

CUSTOMER NEEDS

- Effective branding
- More data & analysis
- Guidance & leadership development
- Setting broader Latino Agenda
- Difficulty of groups to sustain dialogue around creation of Latino Policy Agenda

UNCERTAINTIES

- Immigration Reform
- Relationship with Latino CBOs

TECHNOLOGY FACTORS

- Effective database
- Digitally divided: low access to technology

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
Latino Policy Centers					
Latino Issues Forum www.lif.org	Latino Issues Forum 160 Pine Street, Suite 700 San Francisco, CA 94111 Email: lifcentral@lif.org	Latino Issues Forum (LIF) is a non-profit public policy and advocacy institute dedicated to advancing new and innovative public policy solutions for a better, more equitable and prosperous society. Established in 1987, LIF's primary focus is on the broader issues of access to higher education, economic development, health care, citizenship, regional development, telecommunications issues and regulatory issues. LIF also serves as a clearinghouse to assist and provide the news media with accurate information and sources in Latino community for fair and effective coverage of issues. LIF addresses public policy issues from the perspective of how they will affect the social and economic future of the Latino community	Advocacy Collaboratives, Policy Briefs, white papers, issues briefs, Community education	Civic Participation Health Consumer Protections Sustainable Development Telecommunications and Technology	Mostly California Foundations The Ms. Foundation Hispanics In Philanthropy Hewlett Packard Foundation
Mauricio Gastón Institute www.gaston.umb.edu/index.html	The Mauricio Gastón Institute for Latino Community Development and Public Policy University of Massachusetts Boston 100 Morrissey Boulevard, Boston, MA 02125-3393 Phone: (617) 287-5790 Fax: (617) 287-5788 E-mail: Gaston.Institute@umb.edu	The Mauricio Gastón Institute for Latino Community Development and Public Policy was established at the University of Massachusetts Boston through the initiative of Latino community activists and academicians in response to a need for improved understanding of Latino experiences and living conditions in Massachusetts. The task of the institute is to inform policy makers about issues vital to the Commonwealth's growing Latino community and to provide this community with information and analysis necessary for effective participation in public policy development.	Statewide Policy Conference; Fact Sheets; Working Papers; seminars	Health & social service delivery Demographic trends Education Economic issues Political Participation Poverty Immigration Health	<ul style="list-style-type: none"> • Rhode Island Foundation (one-time research study) • Verizon • Robert Hildreth Stewart Charitable Fund endowment (75k) • State earmark -Budget: 300k -Staff: Director, Associate, Outreach Coord., 2 FT support, faculty (in transition)
Centro de Estudios Puertorriqueños www.centropr.org	Center for Puerto Rican Studies Hunter College 695 Park Avenue, Rm. E1429 New York, NY 10021 Voice Mail: Centro: (212) 772-5688 Library: (212) 772-4197 Archives: (212) 772-5151 Faxes: Centro Main Office (212) 650-3673 Library & Archives (212) 650-3628	The Centro de Estudios Puertorriqueños/Center for Puerto Rican Studies is a university-based research institute whose mission consists of two components. One is to collect, preserve and provide access to archival and library resources documenting the history and culture of Puerto Ricans. The other is to produce, facilitate, and disseminate interdisciplinary research about the diasporic experiences of Puerto Ricans and to link this scholarly inquiry to social action and policy debates.	The Centro is a research center dedicated to the study and interpretation of the Puerto Rican experience in the United States. We are committed to making this research available and useful to those	History and political economy Migration Race, class, gender and sexuality Education Community development Political and human rights Public policy and political participation Cultural and literary	Budget: \$2.2m State earmark (\$1.2m – part of Hunter College budget) City Council earmark (500k) 500k from foundation grants: Ford Foundation Rockefeller Philanthropies National Endowment for Humanities and others

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
	CUNY/UPR & CUNY/Caribbean Academic Exchange Programs: (212) 650-3903		in community organizations, public policy, and academia. The Centro is also the world's only repository of archival and library materials dedicated exclusively to the Puerto Rican diaspora.	studies	
Tomas Rivera Policy Institute www.trpi.org	The Tomás Rivera Policy Institute University of Southern California School of Policy, Planning, and Development Ralph and Goldie Lewis Hall 650 Childs Way, Suite 102 Los Angeles, CA 90089-0626 E-mail: Info@trpi.org Phone: (213) 821-5615 Fax: (213) 821-1976 The Tomás Rivera Policy Institute Columbia University 420 W. 118th Street Mail Code 3320 New York, NY 10027-7213 Phone: (212) 854-3646 Fax: (212) 222-0598	The Tomás Rivera Policy Institute conducts and disseminates objective, policy-relevant research and its implications to decision makers on key issues affecting Latino communities. TRPI has built its reputation as one of the premier policy institutes on Latino issues through its capacity to conduct sound primary and secondary research. One of TRPI's critical strengths is survey research. From questionnaire and sample frame development to survey interviewing, the Institute provides a reliable, objective source of information on attitudes held by the Latino community in the United States.	Commissioned Surveys, Studies and independent Research; Policy briefs, white papers, etc.	Education Healthcare Information Technology Media Social/ Political	<ul style="list-style-type: none"> • Bank of America • Western Union • Kaiser • Merrill Lynch • Sempra Energy • USA Funds • Washington Mutual • Northrop Gruman • AstraZeneca • Southwest • Coke • Ford • Allstate
Julian Samora Research Institute http://www.jsri.msu.edu/	Julian Samora Research Institute 301 Nisbet Building 1407 S. Harrison East Lansing, MI 48823-5286 Phone (517) 432-1317 Facsimile (517) 432-2221 E-mail info@jsri.msu.edu	The JSRI is committed to the generation, transmission, and application of knowledge to serve the needs of Latino communities in the Midwest. To this end, it has organized a number of publication initiatives to facilitate the timely dissemination of current research and information relevant to Latinos.	Research reports Statistical Reports White Papers Outreach	Varies depending on annual public opinion survey	unclear
UC Latino Policy Institute	UC Latino Policy Institute California Policy Research Center c/o Pamela Lloyd UC Latino Policy Institute California Policy Research Center 1950 Addison St. #203	The UC Latino Policy Institute (LPI), formerly the Latino Policy Research Program, has served as a clearinghouse and sponsor of UC-based policy research on leading issues related to California's Latino population since 1990. Housed at the	Fellowships Research Grants Technical Assistance to Policymakers	Higher educational Health Immigration	University

	Contact Info	Mission Statement	Primary Activities	Focus Area	Notable Funders
	Berkeley, CA 94720-7410 Phone: (510) 643-6082 Fax: (510) 642-8793 E-mail: cprc@ucop.edu	university's California Policy Research Center, LPI also provides technical assistance to state policymakers.	Public Education		
The William C. Velásquez Institute (WCVI) http://www.wcvi.org/	National Office Kelly USA, Building 1670 206 Lombard Street, 1st Floor San Antonio, TX 78226 Phone: (210) 922-3118 Fax: (210) 922-7095	The purpose of WCVI is to conduct research aimed at improving the level of political and economic participation in Latino and other underrepresented communities; To provide information to Latino leaders relevant to the needs of their constituents; To inform the Latino leadership and public about the impact of public policies on Latinos; To inform the Latino leadership and public about political opinions and behavior of Latinos. It is the policy arm of the the Southwest Voter Registration Education Project.			
Institute for Latino Studies (Notre Dame) http://www.nd.edu/~iuplr/	Institute for Latino Studies of Notre Dame Metropolitan Chicago Initiative 3322 S. Oak Park Ave Berwyn, IL 60402 Telephone: 708-788-6109 Fax: 708-788-6106	The Institute for Latino Studies, in keeping with the distinctive mission, values, and traditions of the University of Notre Dame, promotes understanding and appreciation of the social, cultural, and religious life of U.S. Latinos through advancing research, expanding knowledge, and strengthening community.			<ul style="list-style-type: none"> • University • MacNeal Health Care (community hospital) • Aetna Foundation • Annie Casey • Chicago Community Trust

Policy Institutes					
Latino Policy Coalition	Latino Policy Coalition 1121 L St, Suite 908 Sacramento, CA 95814 Tel. (916) 449-6190 Fax. (916) 449-6199 Email ipcinfo@latinopolicycoalition.org	The Latino Policy Coalition is a national non-partisan non-profit consortium of the country's leading Latino research organizations and scholars. It includes The Tomás Rivera Policy Institute, Latino Issues Forum, William C. Velasquez Institute, National Association of Latino Elected Officials, National Institute for Latino Policy, Leavey Center for the Study of Los Angeles, University of Washington Institute for the Study of Ethnicity, Race, and Sexuality, Program in the Policy of Immigration, Ethnicity and Race, and Diversity Focus/National Community for Latino Leadership . The LPC analyzes, through nationwide public opinion surveys, policy issues affecting the Latino community. LPC seeks to highlight Latino community views on key national issues; and thus stimulate public policy debate among local, state and national elected officials.			
Inter-University Program for Latino Research http://www.nd.edu/~iuplr/	Inter-University Program for Latino Research 230 McKenna Hall :: Notre Dame, IN 46556 :: (574) 631-3481	IUPLR is a national consortium of university-based centers dedicated to the advancement of the Latino intellectual presence in the United States. IUPLR works to expand the pool of Latino scholars and leaders and increase the availability of policy-relevant Latino-focused research.	Latino National Survey Research Studies Scholarly papers on Latinos	Civic Engagement Higher Education	<ul style="list-style-type: none"> National Science Foundation Annie E Casey
National Latino Policy and Advocacy Organizations					
National Council of La Raza (NCLR)	www.nclr.org	Is a nonprofit, nonpartisan organization established in 1968 to reduce poverty and discrimination and improve opportunities for Hispanic Americans.	National Conference Lobbying Technical Assistance Grants Publications	Policy Advocacy Economics Healthcare Education Leadership Community Development	See below
League of United Latin American Citizens (LULAC)	http://www.lulac.org	The League of United Latin American Citizens - is the largest and oldest Hispanic Organization in the United States with more than 600 membership councils throughout the United States and Puerto Rico.		Higher Education Equity	

Non-Latino Policy Institutes					
The Woodstock Institute	http://www.woodstockinst.org/	Woodstock Institute's goals are to promote community reinvestment, economic development, and access to capital and credit in lower-income and minority communities in ways that help develop and support local leadership. Our specific tools are applied research and policy development, technical assistance, public education, and coalition-building.			
The Greenlining Institute www.greenlining.org	1918 University Avenue 2nd Floor Berkeley, CA 94704 Phone: 510.926.4000 Fax 510.926.4010	The Greenlining's mission is to empower communities of color and other disadvantaged groups through multi-ethnic, economic and leadership developments, civil rights and anti-redlining activities.			
Resources					
National Latino Research Center	Cal State San Marcos Kellogg Library 4410 333 S. Twin Oaks Valley Road San Marcos, CA 92096-0001 Tel: 760.750.3500 Fax: 760.750.3510 E-mail: nlrc@csusm.edu	Clearinghouse of information, data, stats, etc.			
Moving Ideas: The Electronic policy network	http://www.movingideas.org/	Site for progressive public policy information			
The Center for Lobbying in the Public Interest	http://www.clpi.org/Links.aspx	great list of public policy tools and resources			
The Harvard Journal of Hispanic Policy		Serves as a resource to policy analysts and advocates in public, private, and nonprofit organizations. It provides a forum on issues related to the U.S. Hispanic community's political, social and economic development.			
Foundations and Corporate Sponsors					
The Russell Sage Foundation	http://www.russellsage.org/	For research awards to university affiliated scholars dedicated to progressive research			
Pew center for Hispanic studies	http://pewhispanic.org/about/	They sponsor timely research on Latinos, including work here in Providence.			

Policy Centers, Coalitions, Foundation/Corporate Sponsors: 2007

The Wilma and Flora Hewitt Foundation	http://www.hewlett.org/Default.htm				
The Ms. Foundation for Women	http://www.ms.foundation.org				
Hispanics in Philanthropy	http://www.hiponline.org/home/				
The energy Foundation	http://www.ef.org/app_guidelines.cfm				
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