

# 2013 - 2014 BI-ANNUAL REPORT

CLASP

policy solutions that work for low-income people

<b>1</b>	Overview of CLASP
<b>2</b>	A Word from our Executive Director
<b>4</b>	Child Care & Early Education
<b>4</b>	Job Quality
<b>5</b>	Postsecondary and Economic Success
<b>6</b>	Income and Work Supports
<b>7</b>	Youth
<b>9</b>	Key Legislative Wins
<b>11</b>	CLASP in the News
<b>12</b>	Staff
<b>13</b>	2013-2014 Donors
<b>17</b>	Financials

# WHO WE ARE

The Center for Law and Social Policy (CLASP) is a national, nonpartisan, anti-poverty organization advancing policy solutions that work for low-income people. We offer trusted expertise, a deeply knowledgeable staff, and a commitment to practical yet visionary approaches to opportunity for all. We lift up the voices of poor and low-income children, families, and individuals, equip advocates with strategies that work, and help public officials put good ideas into practice. Our solutions directly address the barriers that individuals and families face because of race, ethnicity, and immigration status, in addition to low income. We know there is no silver bullet, so we put good ideas together for maximum impact—such as “two-generational” approaches that help both children and parents escape poverty.

## Mission

CLASP advocates for public policies and programs at the federal, state, and local levels that reduce poverty, improve the lives of poor people, and create ladders to economic security for all. We identify and seek to tear down barriers that hold people back due to their race, ethnicity, immigrant status, or geography, as well as low income. We look for large-scale opportunities to improve federal and state policy, funding, and service systems, and we work back and forth between levels of government to achieve maximum impact, bringing state and local innovations to the federal level and translating federal legislation and regulation into ambitious game plans for state and local change.

## A TRIBUTE TO ALAN HOUSEMAN



One of Alan Houseman's greatest legacies over 32 years as executive director was setting CLASP on its course as a leading anti-poverty advocate—fighting for improved child support systems, stronger public income and work support programs, expanded child care and early education, and comprehensive job training and education. While the political climate in Washington, D.C., grew more contentious over time, Alan established CLASP's reputation as a no-nonsense, nonpartisan voice with only one bias: what's best for low-income people. As Nancy Pelosi, the Democratic Leader of the U.S. House of Representatives said on the occasion of his retirement, “under [Alan's] three decades of leadership, CLASP has grown to a highly regarded organization with a laser-like focus on finding policy solutions for poverty in America. CLASP's success and trajectory toward continued progress is a legacy of [his] unfailing guidance and vision.”

## A Word from our Executive Director: 2013-2014 Accomplishments and Vision for the Future



CLASP advocates for public policies at the federal, state, and local levels that reduce poverty, improve the lives of poor people, and promote economic security. In this report, we highlight some of the organization's key successes in 2013 and 2014. 2013 was a year of transition with Alan Houseman, CLASP's Executive Director for 32 years and the leader responsible for shaping our anti-poverty focus, retiring as Executive Director in August. I was asked by the Board of Trustees to build on his considerable legacy. We were pleased to honor that legacy at a reception for Alan attended by some 100 leading advocates, funders, legal services professionals, policymakers, and other admirers of his leadership in the anti-poverty world.

CLASP's solutions directly address the barriers that individuals and families face because of race, ethnicity, and immigration status, in addition to low income. We deliberately use a racial equity lens in approaching our work to ensure we highlight the systemic barriers faced by people of color, who are disproportionately affected by poverty.

Your support over these two years allowed us to continue the important efforts to advance policy solutions that work for low-income people—and prevent the rolling back of core programs and budget investments. On the positive side, our work in this period coincided with an important moment for two significant federal reforms with the potential to improve the lives of low-income people—the reauthorizations of the major federal program to help low-income people afford child care, the Child Care and Development Block Grant (CCDBG), and the major federal program to provide workforce training and career development, the Workforce Innovation and Opportunity Act (WIOA). Both reauthorizations were enacted on a bipartisan basis by Congress and signed by President Obama. CLASP played a critical role in shaping

the reauthorization of both bills to include stronger and more positive provisions for low-income people. We have been integrally involved since in helping—and holding accountable—the federal, state, and local policymakers who are putting these provisions into practice and in putting tools into the hands of advocates across the country so they can promote the best possible implementation in their states.

CLASP has always taken the view that policy reforms have to work on the ground, as well as in the legislative language. So during this period, we were also deeply involved in creating successful on-the-ground approaches to policy and system reform and putting those good ideas directly into the hands of public officials and local leaders. We have done so on such issues as career pathways, through our leadership of the Alliance for Quality Career Pathways; streamlined and integrated delivery of public supports for working families, through the CLASP-led Work Support Strategies Initiative; and making community college more affordable for nontraditional students, through the Benefits Access for College Completion project.

And CLASP's mission has always combined practical next steps with a bold vision, grounded in a deep understanding of families' lives. Just one example in 2013 and 2014 was CLASP's leadership in taking the job quality agenda—paid family leave, paid sick days, and fair scheduling—to the forefront of the public policy debate. Ideas that had seemed impossible just a few short years before were suddenly at the center of the political debate and beginning to be enacted in jurisdictions all over the country—and CLASP was at the core of the work.

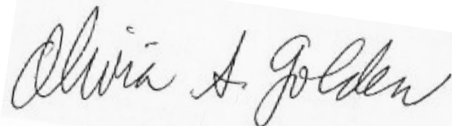
Of course, given the highly divided and contentious political and budgetary environment in 2013 and 2014, CLASP also played defense, working with coalition partners nationally and in the states to provide the powerful information and evidence to shape the debate. We advanced our mission by working hard to ensure that bad things didn't happen to low-income people with our efforts against the expansion of TANF-like work requirements to other programs, burdensome and stigmatizing paperwork requirements for safety net programs, and misguided federal budget proposals that were counterproductive to economic security.

And during this period, we intensified our efforts to inform the public debate and call attention to poverty and the policy solutions aimed at addressing it—through activities such as testifying to Congressional committees, hosting public forums, and serving as a resource to journalists as they developed stories about key poverty issues.

Finally, I came to CLASP in part because when I was a public official, I constantly relied on the depth, quality, and integrity of CLASP's work and its extraordinary staff. I am now delighted to have the chance to work closely with the outstanding staff leading our robust portfolio of policy work. They bring expertise, passion, and strategic solutions to our work. I also have the pleasure of working closely with our engaged, insightful, and dedicated Board, comprising some of the great thinkers—and doers—in the antipoverty field.

I'm pleased to share with you a window into our work.

Thanks very much for your interest in CLASP.



**Olivia Golden**  
Executive Director

In 2014, CLASP launched a new online commentary—[\*\*\*What's Next? The Agenda for Reducing Poverty and Increasing Opportunity\*\*\*](#)—which provides long-form analysis and insight into poverty and opportunity from our Executive Director. In just the first several months of this new forum, we addressed such topics as the proposed budgets from President Obama and Congressional leaders, how the Affordable Care Act is helping young adults who were in the foster care system, and reflections on the 60th anniversary of Brown vs. Board of Education.

# OUR WORK WITH...

## Child Care & Early Education

To ensure low-income children and their families have access to the resources designed to help them succeed in life, CLASP advocates for and advances policies that support child development, child care and early education, and the needs of working parents.

At the federal level, CLASP contributed to the advancement of a number of critical programs essential for low-income families, including:

- **Reauthorization of the Child Care and Development Block Grant (CCDBG)**, which passed with overwhelming bipartisan support in November 2014, based in part on recommendations CLASP made to improve stability and continuity for children and parents. (See page 9 for more details on this achievement.)
- **Inclusion of Early Head Start-Child Care Partnerships** in the 2014 spending bill.
- **Continued funding for the Maternal, Infant and Early Childhood Home Visiting (MIECHV) program**—designed to provide new parents with in-home resources that equip them with skills necessary to promote their new child's healthy development—due to expire in 2014 without action.

In 2013, CLASP released *[Better for Babies: A Study of State Infant and Toddler Child Care Policies](#)*, a report to guide state investments and decision making for quality infant and toddler child care.

## Job Quality

At the core of expanding opportunity for those in poverty is work and job quality, which includes critical elements like paid leave, stable schedules, and fair workplace practices. High-quality jobs with these elements can make the difference between a family's success and its decline.

Building on efforts by CLASP and other national partners working with a range of coalitions at the state and city level to get paid leave legislation passed, the **FAMILY ACT was introduced in 2013 at the federal level**. Its introduction dramatically raised the visibility of paid family leave nationally.

CLASP published several briefs in 2014 on paid leave and the importance of job scheduling for low-income families, including:

- **Access to Paid Leave: An Overlooked Aspect of Economic & Social Inequality**
- **The FAMILY Act: An FAQ for Business**
- **Tackling Unstable and Unpredictable Work Schedules** (co-authored by Women Employed, and the Retail Action Project)

On March 25th, 2014, Olivia Golden was invited to provide testimony to U.S. House Subcommittee on Early Childhood, Elementary, and Secondary Education. In her testimony, entitled, **"Why CCDBG Matters to Low-Income Working Parents and Their Children,"** she advocated for the reauthorization of CCDBG and spoke out supporting family-friendly provisions of the Senate reauthorization that complements strategies promoted through our Work Support Strategies (WSS) initiative.





## **IMPROVING JOB QUALITY— Paid Leave and Stable Job Scheduling**

CLASP's Deputy Director Jodie Levin-Epstein keynoted the Working Families Forum in Atlanta in April 2014 at The King Center, which was one in a series of meetings held in key cities across the country by the U.S. Department of Labor to discuss the issues faced by working families.



## **Postsecondary and Economic Success**

Education and training enable opportunity and economic mobility. That's why CLASP's Center for Postsecondary and Economic Success (C-PES) promotes policies to increase the number of low-income adults and out-of-school youth earning the postsecondary credentials they need to get good jobs and secure financial and personal stability. We work to strengthen federal and state policies to break down the barriers to workforce success faced by too many hard-working, low-income Americans, and to offer both businesses and workers the tools they need to compete.

Throughout 2013 and 2014, CLASP helped make it easier to navigate complex systems and gain access to life-changing programs, through activities including:

- The development and release of the **Alliance for Quality Career Pathways (AQCP) beta framework**. This framework, compiled in collaboration with 10 partner states, provides metrics and criteria for communities to use in helping youth and adults access high-quality career pathway systems and programs. Strong career pathways help recipients build skills, earn credentials of value, and access jobs and careers that support themselves and their families.
- An updated version of a popular toolkit, the **Funding Career Pathways and Career Pathway Bridges: A Federal Funding Toolkit for States**, designed to help interagency state teams identify and braid federal resources for adults and out-of-school youth looking to access career pathways.

- Development of a white paper for the **Reimagining Aid Design and Delivery Project (RADD)** on key student aid issues and an in-depth focus on specific options for reforming tax aid and using performance metrics to increase access and completion. CLASP reinforced key points throughout the year with a series of blog postings, presentations, written comments, and memos to the U.S. House of Representatives Ways and Means Committee, the Senate Finance Committee, and the Obama Administration.
- Following the enactment of the **Workforce Innovation and Opportunity Act (WIOA)** in July 2014, we focused our technical assistance on state and local opportunities for action to make the new law live up to its promise, under the umbrella of CLASP's WIOA Game Plan for Low-Income People. This ongoing series of resources and events by CLASP is guiding the implementation of the new law. One of the Game Plan's key elements is an **often-cited paper** for state and local stakeholders that highlights key provisions of the law for improving outcomes for low-income people. (See page 9 for more on WIOA.)

## Income and Work Supports

Supports—ranging from refundable tax credits to health insurance, child care subsidies, and nutrition assistance—all help individuals and families stabilize their lives and move from poverty to economic security. CLASP advocates for improvements in individual programs and the overall service delivery system to ensure low-income families have what they need to meet their basic needs, find and keep jobs, and provide for their families.

Throughout 2013 and 2014, CLASP was one of a small number of national groups participating in bipartisan discussions aimed at reforming family tax benefits to better match the needs of low-income families (some of which succeeded with recommended improvements being made in 2015). This work included:

- Submitting invited testimony and participating in briefings for the Education and Family Working Group of the U.S. House Ways and Means committee about the Earned Income Tax Credit (EITC), the Child Tax Credit, and tax-based student aid for postsecondary education.
- Submitting written comments on these issues to both House and Senate tax-writing committees.
- Working with Representatives Diane Black (R-TN) and Danny Davis (D-IL) to develop a bipartisan bill to reform education tax credits.

With the Farm Bill's passage in February 2014, \$200 million was invested in the creation and evaluation of pilot projects in up to 10 states for three years to test Supplemental Nutrition Assistance Program's (SNAP) Employment and Training (E&T) strategies designed to help SNAP recipients

get into the workforce, increase their earnings, and ultimately reduce their participation in the program. CLASP played an active role in making recommendations to the federal government on implementing the pilots and helping publicize the opportunity to explore new ways of supporting SNAP recipients.

In conjunction with these efforts, CLASP published a **series of resource materials**—including an “explainer” and fact sheet—that simplify and help program leaders, policymakers, and advocates make sense of this new way of using SNAP to help promote work.

An important part of our work in this area was playing defense—at both the federal and state levels—to ensure income and work support programs were maintained or strengthened to be as helpful as possible to the hard-working people they are designed to assist. This defense included bringing a voice of reason to misguided attempts at the federal and state levels that would have restricted access to the vital programs and benefits that support the ability of people to attain economic security through employment.

Elizabeth Lower-Basch, CLASP's Director, Income and Work Supports & Policy Coordinator, also authored a paper addressing the opportunities and challenges of a new funding tactic being considered by several states, **Social Impact Bonds (SIBs)**, for programs serving low-income and disadvantaged populations. This paper is a great example of how CLASP is valued for the clarity and even-handedness we bring to key policy issues. It has generated significant demand from officials as they assess whether SIBs are an appropriate fit for a particular situation.



## Youth

Millions of youth in America are not connected to school or employment. CLASP advocates for federal policies and effective community investments that provide opportunity for youth living in neighborhoods of high distress.

In 2013, CLASP took an in-depth look at the role gun violence played in cities and released **Taking Aim at Gun Violence: Rebuilding Community Education and Employment Pathways.**

CLASP was also asked to play an integral role in the White House Initiative on Educational Excellence for African Americans. CLASP's Rhonda Bryant worked on site with the Initiative, and CLASP, in partnership with education and civil rights leaders from the field, developed a comprehensive memo **Improving Education Outcomes for African American Youth: Issues for Consideration and Discussion** to inform the President's Advisory Commission on Educational Excellence for African Americans.

CLASP also worked to inform the Federal Interagency Workgroup on Disconnected Youth. CLASP continues to lead the **Communities Collaborating to Reconnect Youth (CCRY) Network** by hosting semi-annual meetings bringing together local leaders from across the country to identify effective strategies for low-income and out-of-school youth and strengthen connections among workforce, secondary and postsecondary education, justice, health, and foster care systems in each community.

A critical part of the **Workforce Innovation and Opportunity Act** (see more on page 9), which was approved on a significant bipartisan basis, was its clear and explicit focus on providing youth, especially out-of-school youth, with the services and supports they need to prepare for and thrive in the workforce. CLASP's Youth Policy team actively advocated for this focus and is playing a key role in helping shape WIOA's implementation to ensure it fulfills its goal of supporting youth.

**June 2014: CLASP hosted a highly successful public forum, Investing in Boys and Young Men of Color** in Washington, D.C, keynoted by Joshua Dubois, the former Director of the White House Office of Faith-Based and Neighborhood Initiatives and that featured panel discussions among boys and young men of color. CLASP subsequently released a set of papers highlighting the issues facing boys and young men of color.



## Two-Generational Approaches: Economic Security for Children and Their Parents

Because of CLASP's longstanding expertise in early education, child care, and youth policy, coupled with knowledge of the policies that promote adult economic security and work supports, we are uniquely able to provide in-depth advice and support on two-generational initiatives for promoting economic stability of children and their parents.

In 2014, we drew on this expertise for several well-received papers and events:

- **Helping Children Thrive While Parents Move Ahead: A Forum on Two-Generation Education Policy Solutions to Reduce Poverty.** On July 9, 2014, CLASP held a forum focused on helping parents improve their education and career options while also strengthening their children's early development. Speakers included Washington, D.C. Mayor Vincent C. Gray; USA Today's Marisol Bello; Gail Mellow, President, LaGuardia Community College; Juan Salgado, President and CEO, Instituto Del Progreso Latino; Donald Hernandez, Professor of Sociology at Hunter College; and Olivia Golden. A **CLASP brief** released at the event shows that the well-being of parents is a crucial ingredient in children's social-emotional, physical, and economic security and offered policy ideas to advance the well-being of children and parents together.



- **Maternal Depression: Why It Matters to an Anti-Poverty Agenda for Parents and Children** offers specific two-generational strategies, including mental health treatment, for problems like maternal depression that affect parents' work and children's development. This brief marked the start of other work by CLASP to leverage opportunities in the Affordable Care Act to address depression among low-income mothers.
- CLASP's Deputy Director Jodie Levin-Epstein, Senior Policy Analyst Liz Ben-Ishai, and Director of Child Care and Early Education Hannah Matthews teamed up to address the pressing issue of **Scrambling for Stability: The Challenges of Job Schedule Volatility and Child Care**. The brief was highlighted in a national audio conference for 1,200.

## Supporting Work, Education Through Public Benefits

CLASP has been at the center of a burgeoning effort to connect both working families and low-income, nontraditional students to a host of public benefits they can use as they work toward economic security.

The **Work Support Strategies (WSS) Initiative** is a CLASP-led, foundation-funded effort that is streamlining the delivery of public benefits like Medicaid, child care assistance, and the Supplemental Nutrition Assistance Program (SNAP) to low-income working families. As part of WSS, we published **Confronting the Child Care Eligibility Maze: Simplifying and Aligning with Other Work Supports**, which helps states simplify burdensome subsidy policies and align child policies with other work support benefits, such as SNAP and Medicaid. The report focuses on streamlining processes to connect people to critical services they need to finish school, succeed at work, and provide for their families.

For too many students pursuing postsecondary education, the costs of attendance are out of reach. In addition

to rising tuition, students—particularly those who are of “nontraditional” age, living independently and often supporting their own families—face daunting living expenses. To bridge those gaps CLASP continued work in 2013 and 2014 on the **Benefits Access for College Completion (BACC)** initiative to test innovative approaches to increase the number of students earning postsecondary credentials in seven community and technical colleges across the country. BACC connected students with public benefits—from food assistance to health insurance—to help them afford college. CLASP hosted two BACC convenings to share lessons learned and engage in a larger discussion with colleges, foundations, and other organizations around unmet student financial needs.

Finally, we secured funding in late 2014 to inaugurate a new initiative, **Advancing Strategies to Align Programs (ASAP)**, to help state advocates increase enrollment in work support programs, particularly Medicaid and SNAP, through program alignment and information sharing.

## Key Legislative Wins

A few specific achievements from 2013 and 2014 deserve a closer look.

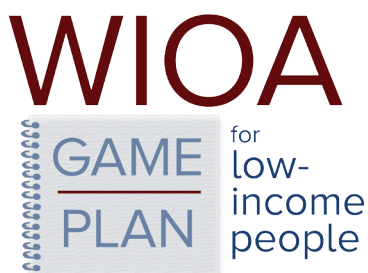
### *The reauthorization of the Child Care and Development Block Grant (CCDBG)*

During the reauthorization of CCDBG—which passed with overwhelming bipartisan support—CLASP provided Congressional leadership, staff, and partner organizations with extensive expertise and input to ensure low-income families would have access to critical child care subsidies. CLASP also helped inform multiple audiences about the importance of the Strong Start for American's Children Act, which would establish new federal-state partnerships to provide access to high-quality pre-kindergarten programs for all low-income children and create Early Head Start-child care partnerships to expand high-quality, comprehensive infant and toddler care.

CLASP also hosted an audio conference on Streamlining Child Care Subsidies: Better for Families and State Agencies, co-sponsored with Child Care Aware of America and the Urban Institute and done as part of the CLASP's Work Support Strategies Initiative.

Finally, CLASP—in partnership with the National Women's Law Center—published in early 2015 a CCDBG implementation guide for policymakers and advocates that summarizes and analyzes key sections of the reauthorization, offering recommendations and areas of caution for states.

### *The passage of the Workforce Innovation and Opportunity Act (WIOA)*



In July 2014, the Workforce Innovation and Opportunity Act (WIOA) was passed by an overwhelming bipartisan majority in Congress and signed into law by President Obama. It contained provisions that CLASP has championed for more than a decade, including effective strategies to improve services for low-income people based on analysis of data and extensive on-the-ground experience.

WIOA is the first update to the nation's core workforce training programs since the Workforce Investment Act in 1998. But a lot has changed since then—and our workforce system hasn't kept up. Low-income, lower-skilled workers face more barriers than ever to securing an education and getting a good job.

CLASP is committed to making WIOA work; that's why we developed the WIOA Game Plan for Low-Income People, an ongoing series of resources and events to guide the implementation of the law. Through the Game Plan, we are breaking down what's needed to implement the law and help low-income families and individuals climb the economic ladder.

## *Celebrating and Learning from the War on Poverty*

In 2014, CLASP's **Spotlight on Poverty and Opportunity** co-hosted a forum on the 50th anniversary of President Johnson's declaration of the War on Poverty. The forum offered diverse perspectives on the effects of anti-poverty policies in the United States in areas such as educational attainment, employment, earnings, living standards, and health over the

past five decades and in the years to come. The event, co-sponsored with the National Poverty Center at the University of Michigan's Gerald R. Ford School of Public Policy and the Russell Sage Foundation, focused on research from the new book, *Legacies of the War on Poverty*. The forum's panel discussion featured the book's editors and commentators from across the political spectrum, addressing policy interventions that grew out of the War on Poverty and taking a fresh look at strategies to fight poverty and promote opportunity.



Safety net programs are work support programs and help millions of parents provide for their families—the overwhelming majority of people served by these programs are in working families.

- **Olivia Golden testimony to House Budget Committee hearing on the War on Poverty**



## **Taking Time to Reflect: The 50<sup>th</sup> Anniversary of the War on Poverty**

March 2014, CLASP's Executive Director Olivia Golden joined the Diane Rehm Show for a panel discussion on the **partisan divide over how to tackle poverty**.



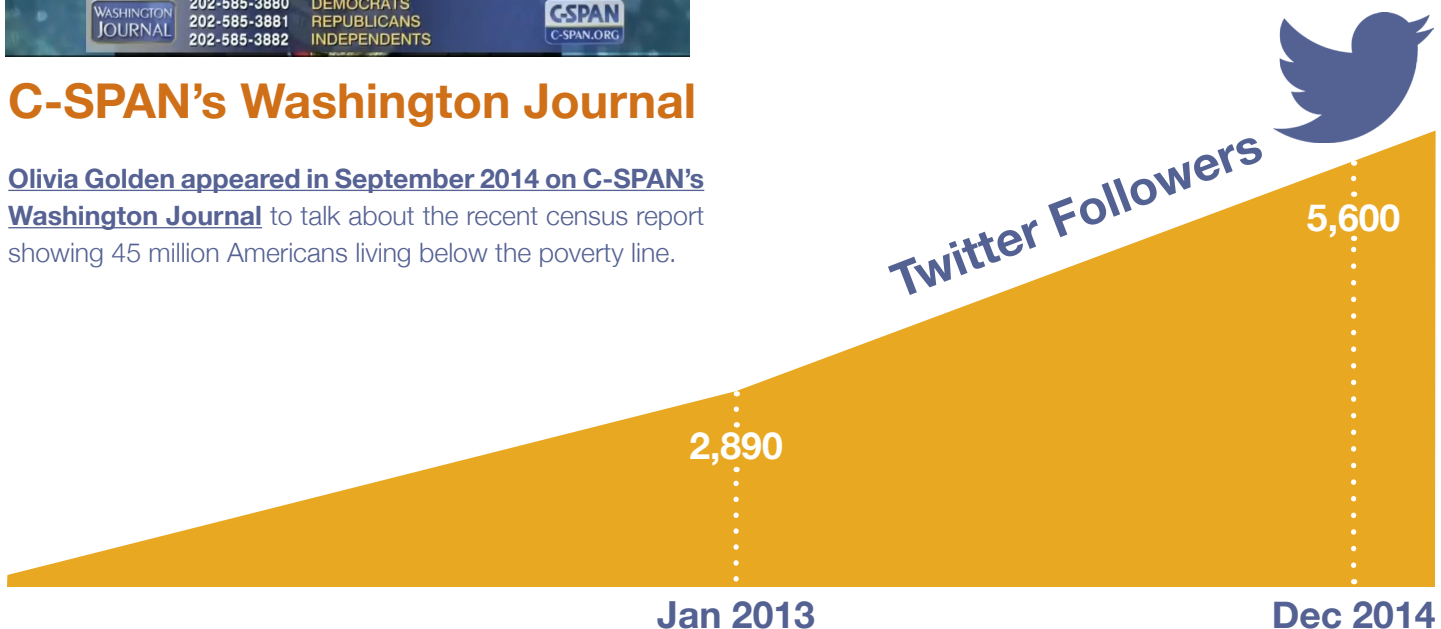
# CLASP in the News

The news media count on CLASP to inform and shape their reporting on poverty and opportunity. Here's a sampling of the media outlets that used our experts and resources in 2013-2014:



## C-SPAN's Washington Journal

Olivia Golden appeared in September 2014 on C-SPAN's Washington Journal to talk about the recent census report showing 45 million Americans living below the poverty line.



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## 2013-2014 Institutional Contributors

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American Federation of State, County, and Municipal Employees

## 2013-2014 Organizational Contracts

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Achieving the Dream	National College Access
Birth to Five Policy Alliance	NELP
CCCAOE	PolicyLink
Center for American Progress	Poverty and Race Research
Corporation for Skilled Workforce	Action Center (PRRAC)
Excelencia in Education	Single Stop
Greater Twin Cities	State of Minnesota
George Washington University	University of Michigan
Institute for Higher Education	University of Washington
Institute for International Education	Urban Institute
Lakeshore Technical College	Workforce Enterprise Services
National Black Child Development Institute	Workforce Learning Strategies

## Assets

	2014	2013
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 3,945,561	\$ 2,093,352
Investments	287,257	270,952
Receivables:		
Grants receivable, current portion	3,525,087	1,480,021
Other	13,322	21,672
Prepaid expenses	70,825	115,051
<b>Total current assets</b>	<b>7,842,052</b>	<b>3,981,048</b>
<b>FURNITURE AND EQUIPMENT</b>		
Equipment	305,055	238,010
Less: Accumulated depreciation	(176,712)	(175,201)
Net furniture and equipment	128,343	62,809
<b>NON-CURRENT ASSETS</b>		
Grants receivable, net of current maturities	108,531	777,008
Deposits	39,160	39,160
Total non-current assets	147,691	816,168
<b>TOTAL ASSETS</b>	<b>\$ 8,118,086</b>	<b>\$ 4,860,025</b>

## Liabilities and Net Assets

	2014	2013
<b>CURRENT LIABILITIES</b>		
Capital lease obligation, current portion	\$ 20,721	\$ 14,687
Accounts payable and accrued liabilities	139,906	68,411
Accrued salaries and related benefits	156,796	201,788
Total current liabilities	317,423	284,886
<b>NON-CURRENT LIABILITIES</b>		
Capital lease obligation, long-term portion	100,174	26,628
Deferred rent abatement	182,235	179,577
Total non-current liabilities	282,409	206,205
Total liabilities	599,832	491,091
<b>NET ASSETS</b>		
Unrestricted	862,582	568,124
Temporarily restricted	6,655,672	3,800,810
Total net assets	7,518,254	4,368,934
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 8,118,086</b>	<b>\$ 4,860,025</b>

## Statement of Activities & Change in Net Assets

	2014	2013
<b>REVENUE</b>		
Foundation grants	\$ 8,896,310	\$ 5,350,458
Contributions	39,178	70,551
Investment income	17,237	(45,337)
Conference	22,625	-
Other revenue	27,076	16,759
<b>Total revenue</b>	<b>\$ 9,002,426</b>	<b>5,392,431</b>
<b>EXPENSES</b>		
Program services	\$ 5,436,072	6,062,870
Supporting Services:		
Management and General	194,980	89,013
Fundraising	219,396	145,129
Total supporting services	414,376	234,142
<b>Total expenses</b>	<b>\$ 5,850,448</b>	<b>6,297,012</b>
<b>Change in net assets before other items</b>	<b>\$ 3,151,978</b>	<b>(904,581)</b>
<b>OTHER</b>		
Provision for deferred rent abatement	(2,658)	(13,116)
Change in net assets	3,149,320	(917,697)
Net assets at beginning of year	4,368,934	5,286,631
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 7,518,254</b>	<b>\$ 4,368,934</b>

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healthy kids, healthy families equal opportunity **work supports** early head start equal opportunity state part  
no more cuts adult education equivalency pell grants career pathways safety-net adult education equivalency  
earned income tax credit universal pre-k college completion **pathways out of poverty** affordable health ca  
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early head start **child care** temporary assistance child welfare paid sick days affordable health care wage g  
pathways out of poverty technical assistance **early education** economic mobility data and accountability v  
affordable health care data and accountability unemployment insurance affordable health care no wrong door e  
creating jobs no wrong door higher education financial aid economic mobility state partnerships healthy kids,  
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