



## 2021 EITC Pooled Fund Awards Summary

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### Why the EITC

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The Earned Income Tax Credit (EITC) was established in 1975 as the nation's most significant policy reform to reduce poverty and incentivize work for low-income Americans.

The EITC puts money back into the pockets of working families struggling to make ends meet. It helps provide immediate relief so they can buy groceries, pay utility bills, and buy school supplies. It also helps them begin to break the cycle of poverty for future generations by getting additional education and training, better transportation, and saving for their children's education.

The EITC lifts 5.6 million Americans, including 3 million children, out of poverty each year, making it one of the nation's largest and most successful anti-poverty programs. In addition to the federal EITC, 30 states and the District of Columbia, Guam, and Puerto Rico, and some municipalities now have state or local EITCs.

### EITC Pooled Fund

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Economic Opportunity Funders and the EITC Funders Network administer and oversee four pooled funds to advance tax fairness and economic opportunity for low-income workers and families through the promotion, protection, and expansion of the federal and state EITCs. The four funds, together known as the EITC Pooled Fund (The Fund), comprise of:

- State EITC Rapid Response Fund
- State EITC Campaign Fund
- State EITC Policy Development Fund
- Federal EITC Campaign Fund

The EITC Pooled Fund is guided by an [advisory group](#), supported by five national funders and administered by EOF and the EITC Funders Network in partnership with the Center on Budget and Policy Priorities and The Hatcher Group.

To date, the EITC Pooled Fund has awarded \$6,253,000 to 35 state networks and four national networks: \$1,513,000 in state EITC rapid response funds, \$2,365,000 in state EITC campaign funds, \$1,865,000 in state EITC policy development funds, and \$510,000 in federal EITC campaign funds.

### This Report

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This report is designed to provide an overview of results of the 2021 Pooled Fund awards. It includes the following sections:

- Overview
- Outcomes Chart
- Lessons Learned

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## 2021 EITC Pooled Fund Awards — Overview

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In 2021, The Fund identified opportunities and challenges it could work to address and awarded \$204,500 in State EITC Rapid Response Funds to seven states (GA, LA, MA, NM, OK, OR, WA), \$990,000 in State EITC Campaign Funds to eight states (CO, MS, MT, NC, NM, OK, PR, VA), \$370,000 in State EITC Policy Development Funds to three states (FL, ID, PA) and \$360,000 in Federal EITC Campaign Funds to four national groups (ParentsTogether, the Center for Rural Strategies, RESULTS, and NETWORK Advocates for Catholic Social Justice).

What follows is an overview of the State Rapid Response Fund, the State EITC Campaign Fund, the State EITC Policy Development Fund, the Federal EITC Campaign Fund, and the 2021 awards.

### **State EITC Rapid Response Fund**

The State EITC Rapid Response Fund (RRF) was established in 2012 as an invitation only fund. It focuses on quick infusions of support to help an existing effort overcome a campaign or communications challenge or opportunity. Awards are made on a rolling basis and range from \$15,000-\$50,000.

**New in 2021:** Given the challenges presented to low-income families because of COVID and the economic downturn, this year the State EITC Rapid Response Fund expanded its support. This expansion included efforts focused on elevating state EITCs, CTCs, or other tax credits as part of a larger economic security campaign that includes other emergency cash support policies (such as stimulus, emergency cash for front-line workers or immigrant families, but not Unemployment Insurance).

### **2021 RRF Awardees include:**

In 2021, the State EITC Rapid Response Fund awarded \$204,500 to organizations in five states to help create, defend, expand, or modernize state EITCs during the upcoming legislative season.

- Georgia: [Georgia Budget & Policy Institute](#)
- Louisiana: [Louisiana Budget Project](#)
- Massachusetts: [Budget and Policy Center](#) and [HealthWatch](#)
- New Mexico: [New Mexico Voices for Children](#)
- Oklahoma: [Oklahoma Policy Institute](#)
- Oregon: [Oregon Center for Public Policy](#)
- Washington: [Washington State Budget & Policy Center](#)

## **State EITC Campaign Fund**

The State EITC Campaign Fund (CF) was established in 2017 and focuses on supporting a year-long effort in which a window of opportunity to promote or defend a state EITC seems urgent. Awards are made through an invitation-only RFP process and range from \$30,000-\$125,000.

**New in 2021:** Given the challenges presented to low-income families because of COVID and the economic downturn, the State EITC Campaign Fund expanded its support to include efforts focused on elevating state EITCs, CTCs, or other tax credits as part of a larger economic security campaign that includes other emergency cash support policies (such as stimulus, emergency cash for front-line workers or immigrant families, but not Unemployment Insurance). Awards were also increased to up to \$125,000 where at least \$50,000 would be to support grassroots organizations for community mobilization work. This change recognizes the critical role of community mobilization and the value of partnering with grassroots organizations, often most representative of constituencies of color within states.

### **Contracts to State Groups**

In 2021, the State EITC Campaign Fund awarded \$990,000 to organizations in eleven states to help create, defend, expand, or modernize state EITCs during the upcoming legislative season.

- Colorado: [Colorado Fiscal Institute](#)
- Mississippi: [One Voice](#)
- Montana: [Budget and Policy Center](#)
- New Mexico: [New Mexico Voices for Children](#)
- North Carolina: [North Carolina Budget & Tax Center](#)
- Oklahoma: [Oklahoma Policy Institute](#)
- Puerto Rico: [Espacios Abiertos](#)
- Virginia: [The Commonwealth Institute](#)

## **State EITC Policy Development Fund**

The State EITC Policy Development Fund (EITC PDF) was established in 2015 to provide multi-year support to state-based policy groups laying the groundwork to develop or improve state EITCs. Awards are made through an invitation-only RFP process and range from \$75,000-\$125,000. Awardees may be eligible to apply for additional support at the end of their two-year contracts if funds are available.

### **Contracts to State Groups**

In 2021, the State EITC Policy Development Fund awarded \$370,000 to organizations in three states with working to build public support for a state EITC.

- Florida: [Florida Policy Institute](#)
- Idaho: [Idaho Center for Fiscal Policy](#)
- Pennsylvania: [Pennsylvania Budget and Policy Center](#)

## **Federal EITC Campaign Fund**

The Federal EITC Campaign Fund (FCF) was established in 2020 as an invitation only fund and provides support to national and state-based policy groups to support work on the federal EITC and CTC, including work on tax-based benefits in the context of federal stimulus and relief packages.

In 2021, the Federal EITC Campaign Fund made four awards totaling \$360,000.

- [Center for Rural Strategies](#)
- [NETWORK Advocates for Catholic Social Justice](#)
- [ParentsTogether](#)
- [Results](#)

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## **2021 EITC Pooled Fund Awards — Outcomes Chart**

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### **State EITC Rapid Response Fund Awards**

<b>Awardee</b>	<b>Amount</b>	<b>Contract Period</b>	<b>Strategy</b>	<b>Outcome/Status</b>
Georgia Budget & Policy Institute	\$30,000	February 15, 2021- August 31, 2021	Create	GBPI expanded its capacity to find new legislative and organizational champions. Lawmakers passed a bill to increase the standard deduction, rather than a state EITC, using GBPI’s messaging around targeting support to a tax benefit that directly impacts low-income Georgians.
Louisiana Budget Project	\$30,000	February 16, 2021- December 31, 2021	Create; Defend; Increase the Rate	The Legislature extended the sunset on the existing EITC by five years – from 2025 to 2030. Legislation to create a Child Tax Credit was defeated on the House floor on a mostly party-line vote.
Massachusetts Budget and Policy Center	\$30,000	February 15, 2021- July 31, 2021	Expand eligibility	Informed efforts to increase the state EITC rate to 50% of the federal credit and to have funds from the American Rescue Plan Act (ARPA) allocated towards this effort. Increased funding for VITA sites secured in the FY21 budget (from \$200,000-\$820,000).
New Mexico Voices for Children	\$30,000	February 1, 2021- April 30, 2021	Expand eligibility; Increase the rate	See outcome under Campaign Fund below (received an RRF and CF grant in 2021).

Oklahoma Policy Institute	\$30,000	February 15, 2021- June 30, 2021	Defend; Make refundable	See outcome under Campaign Fund below (received an RRF and CF grant in 2021).
Oregon Center for Public Policy	\$30,000	February 1, 2021- July 31, 2021	Expand eligibility	Renewed and increased the state EITC to 9% and 12% for families with children under age three. Oregon made its credit inclusive of immigrants who file taxes with an ITIN, which is estimated to help over 20,000 families. Oregon is the sixth state to make this change; the others are California, Colorado, Maryland, New Mexico, and Washington State.
Washington State Budget & Policy Center	\$24,500	February 1, 2021- June 30, 2021	Create; Increase the rate; Expand eligibility	Passed legislation to fully fund the Working Families Tax Credit, or Recovery Rebate with strong bipartisan support. The annual cash rebate worth up to \$1,200 will reach 420,000 households across the state and is uniquely equitable for the lowest-income households since there is no phase in period. Washington state also becomes the fifth state in the nation to include eligibility for Individual Tax Identification (ITIN) filers, and the first state to include ITIN filers in the credit from the start. Washington will be the first state without a state income tax to implement a state EITC. This achievement is the culmination of thirteen years of advocacy focused on ensuring people have direct, flexible cash to meet their essential needs.

## State EITC Campaign Fund Awards

Organization	Amount	Contract Period	Strategy	Outcome/Status
The Colorado Fiscal Institute	\$125,000	January 1 – May 15, 2021	Expand eligibility; Increase the rate	The state EITC was increased to 25% of the federal for all taxpayers starting in Tax Year 2022, regardless of age or filing status. The state CTC was funded for all taxpayers with an adjustment to hold the credit at the authorized amount regardless of changes in Federal policy on amounts starting in Tax Year 2021.
*One Voice (Mississippi)	\$125,000	October 1, 2021 - September 31, 2023	Create	Supporting efforts to re-engage lawmakers, non-profit organizations, community and business leaders, media, and the general public to raise awareness of the state EITC and influence the enactment of a state EITC in Mississippi.
Montana Budget and Policy Center	\$115,000	January 1 – December 31, 2021	Defend	MBPC and coalition partners protected Montana’s state EITC from repeal in the 2021 Legislative session and are using the interim to educate the public and legislators.
New Mexico Voices for Children	\$125,000	December 1, 2020 – May 31, 2021	Expand eligibility; Increase the rate	Increased the state EITC from 10% of the federal credit to 17% (and will increase to 25% in 2023). Expanded eligibility for the credit to taxpayers over 18 and who use Individual Taxpayer Identification Numbers (ITINs), as well as DREAMers and young workers (ages 18-24) who do not have children. In total, more than 253,000 tax filers will benefit from these improvements. New Mexico’s Low-Income Comprehensive Tax Rebate (LICTR) was more than tripled and also indexed to rise with inflation. More than \$18 million was appropriated by state and local governments to support (primarily immigrant) communities who were left out of the federal economic impact payments of 2020.

North Carolina Justice Center, Budget & Tax Center	\$125,000	January 1 – December 31, 2021	Create	Raised awareness and support among legislative and coalition partners. The Governor proposed a state refundable EITC in his biennial budget and several bills were introduced.
Oklahoma Policy Institute	\$125,000	January 1 – December 31, 2021	Defend; Increase the rate; Expand eligibility; Make Refundable	Restored the state Earned Income Tax Credit's (EITC) refundability, benefiting more than 200,000 Oklahoma families. However, refundability was decoupled from the federal rate so it will remain at the 2021 rate with no adjustments for future inflation, which will cause the impact to diminish over time.
*Espacios Abiertos (Puerto Rico)	\$125,000	September 2021 – August 2023	Implement	Working to ensure that families, particularly female headed households, that are eligible for the newly expanded EITC in Puerto Rico, actually get it.
The Commonwealth Institute (Virginia)	\$125,000	April 1, 2021- March 31, 2022	Create; Make refundable	Working to establish a refundable and inclusive state child tax credit in Virginia.

\*2021 award amount reflected for two-year award @ \$125,000 a year.

### State EITC Policy Development Fund Awards

State	Organization	2021 Amount	Contract Period	Strategy	Outcome/Status
FL	Florida Policy Institute	\$125,000	September 2020 – August 2022	Build support for new state EITC	Florida Policy Institute, Common Ground Project and Catalyst Miami will develop impactful policy research, improve public and legislator awareness of a state EITC’s potential positive impact, and building the foundation for a plausible path to establish an inclusive state EITC.
ID	Idaho Center for Fiscal Policy and PODER of Idaho	\$125,000	November 2020- October 2022	Build support for new state EITC	Idaho Center for Fiscal Policy and PODER of Idaho received a two-year policy development fund award in November 2020 to work together to establish an inclusive state EITC. Priorities include cultivating legislative champions, building a robust statewide Idaho EITC coalition, developing new research and analysis, and conducting media and messaging campaigns.
PA	Pennsylvania Budget and Policy Center	\$120,000	September 2020 – August 2022	Build support for new state EITC	Pennsylvania Budget and Policy Center and We The People PA will work together to establish a state EITC in Pennsylvania as part of the broader We The People campaign.

## Federal EITC Campaign Awards

Organization	Amount	Contract Period	Strategy	Outcome/Status
Center for Rural Strategies	\$100,000	April 1, 2021 – March 31, 2022	Expand	Supporting efforts to convene, catalyze and amplify diverse rural voices to help build public support for the federal Earned Income Tax Credit (EITC) and make the recent EITC and Child Tax Credit (CTC) expansions in the American Rescue Plan permanent.
NETWORK Advocates for Catholic Social Justice	\$75,000	July 1, 2021 – June 30, 2022	Expand	Supporting efforts to engage activist network and national partner organizations in member and policymaker education to promote implementation of expanded tax-based benefits and make permanent EITC/CTC as one of our government's most effective anti-poverty programs.
ParentsTogether	\$160,000	July 1, 2021 – June 30, 2022	Expand	Supporting efforts to educate a wide national audience of parents about the expanded CTC, make sure low-income parents sign up and catalyze a visible outpouring of parents supporting permanency.
RESULTS	\$25,000	July 1, 2021 – June 30, 2022	Expand	Supporting efforts to grow and mobilize the network of advocates to build political leadership for making the EITC and CTC expansions permanent in order to achieve historic breakthroughs against poverty.

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## 2021 State EITC Pooled Fund Awards — Lessons Learned

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To inform the field, strengthen further tax credit efforts, and gather emerging best practices, the following synthesis collects some of the many shared findings and lessons learnt. *Note: the following reflects reports from awardees with contract periods that have closed. Awardees with open contract periods are not reflected in the synthesis below (FL, ID, MD, ME, OK, MS, PA PR, VA, WA).*

### **Awardee Lessons**

- **Cultivating ambassadors at all levels.** Success cannot be achieved alone, and all the organizations, networks, and coalitions funded directly and indirectly have been building political networks, connections, and relationships at different levels over years. There are many examples of this. In Montana, they have been engaging in outreach to opinion leaders; in Louisiana support was built among members of the Louisiana Legislative Black Caucus; in Georgia funding allowed GBPI to find new legislative and organizational champions; and in Colorado, having the support of the Governor’s office was essential to their success.

These relationships and the trust built within the system benefit all, and it is not static. It requires a continual re-investment as leadership and the political context shifts. In the words of New Mexico Voices for Children, *“Each victory was the result of a campaign that included individual policymaker education, social media savvy, research and analysis, reports, fact sheets, strategic communications in traditional and online media sources, and coordinated coalition work—all of it built on the solid foundation of a strong organizational reputation and years of relationship- and power-building with partners.”*

- **Building a compelling case for change.**
  - **Sharing compelling evidence**—The role that producing and sharing compelling data plays in education and advocacy cannot be overstated. Each of the organizations funded produced multiple and varied reports in different modalities and formats including, Op-Eds, digital data strategies, and factsheets that helped shape the political context, educate those in political and community contexts, and mold political innovations and bills. One example of this is in Massachusetts where the Budget and Policy Center produced their report [Ending the Tax Penalty Against Working Immigrants](#) which helped them to make a strong case for the inclusion of ITIN filers for the EITC. Another example is in Montana where Montana Budget and Policy Center published two reports to educate partners and policy makers about the EITC and refundability. Finally in Montana where the Budget and Policy Center and their partners Montana Women Vote were able to use their funding to invest in building a knowledge base among staff and partners and generating press coverage—continuing to build the public’s knowledge of the EITC and CTC, specifically around refundability.
  - **Hearing from the people closest to the issues**—The reports shared numerous examples of how critical it is for policy and decision-makers to hear directly from the people

closest to the issues. Shifting power and staging robust public testimony are key components of shining the spotlight on the issues of systemic racism and tax inequity. This year the funding allowed the Colorado Fiscal Institute to lean into this strategy even more deeply. Through their partnerships with the Clayton Early Learning Center and the Spring Institute, members of these organizations engaged in the policy process at all levels. Similarly, the North Carolina Budget and Tax Center continued to recruit community leaders and connect people with lived experiences with the policy process and legislators. In New Mexico, Voices for Children and the Economic Relief Working Group were able to help not only shape the issue environment by ensuring impacted essential workers stories were at the forefront of the work, but they also worked with four community-based organizations on a consensus decision-making model that was seen as critical to their efforts.

- **Strengthening grassroots capacity.** Related to the finding above is how the funds have been used and regranted to strengthen the capacity of grassroots organizations. This has been vital for shifting power and elevating community voice and participation in political processes. There were many examples of the impact of this work. These included: in Massachusetts, where support allowed the Brazilian Worker Center to take on outreach and advocacy work targeting access to the EITC for ITIN filers; in Oregon where SRRF funds allowed OCPP's collaboration to nurture and support culturally-specific partners to lead the campaign and build relationships with BIPOC freshmen legislators champions; and finally, in Georgia where the Budget and Policy Institute's newer partners are now feeling equipped to hold their own EITC events.
- **The importance of translation.** All of the groups funded worked to connect with those closest to the issues and in parallel, many of them also worked to translate materials for different language audiences, seeing this as critical to mobilizing those impacted by the issues. There were different abilities to do this, and timing was critical. Some organizations, such as the Massachusetts Budget and Policy Center, recognized that their messaging was mainly resonating with English-speaking media sources and released 1-page report summaries: Portuguese, Mandarin, and Spanish. They also made inroads with non-English media sources and supported partner Children's HealthWatch to develop their own communications capabilities. In New Mexico, their research and analysis included Factsheets on WFTC and LICTR in English and Spanish and social media toolkits in English and Spanish. Again, in Washington, several educational, policy, and advocacy materials and videos were translated into multiple languages to support organizing efforts. Their efforts were supported by the Hatcher Group and enabled the coalition to do a big push in the final weeks of session using a range of communications strategies to reach a wide audience of different language speakers. It was also noted that the partnership with the Hatcher Group helped to build the capacity for the BPC to understand how to navigate paid ad campaigns moving forward.

- **Messaging success.** Generally speaking, communications that centered people at the heart of the issues seem to have worked well, along with messages about the EITC as an economic support helping working families make ends meet, as a tool for offsetting the impacts of COVID, and as having the potential to generate income that gets fed back into local economies. For example, in New Mexico: *“Messages of inclusivity and a just economic recovery that included all New Mexico families worked well. Messages about making investments in communities hard-hit by the pandemic and about improving equity and fairness in the tax system also worked well.”*

In Colorado, where legislation passed legislation to make EITC benefits available to ITIN filers, they offered that for the public, the Coloradans over Corporations message seemed to work best; for nervous legislators, the message on making government work better by closing ineffective tax credits seemed to be the winner; the message of helping workers and families make ends meet was effective with both regular Coloradans and the elected officials.

In Oregon, where OCPP’s biggest success was ending the exclusion of ITIN filers from the benefits of Oregon’s EITC, their messaging adhered to the tenants of: “end the exclusion,” refer to ITIN workers rather than “undocumented workers;” be transparent that undocumented workers are a principal beneficiary of the effort; focus on how children were inadvertently excluded; and set aside confusing developments at the federal level. Interestingly they also put some of their success down to having a memorable campaign name: *Leave No Worker Behind*. They saw this as embodying unity and overcoming exclusion.

- **Getting started early.** All of the organizations supported through the Pooled Funds shared responses to a hindsight question. A clear theme that emerged here was the need to get started with the work early. In Massachusetts, for example, they believe they could have better anticipated the seizing up of state leadership and ought to have primed more media sources (English and non-English). In New Mexico, the ERWG would have begun working on negotiating and setting up translation services before the legislative session began. The same recognition of advance time needed for translation, along with a longer timeline for building partnerships, was seen in Washington. Finally, Washington also shared an additional insight that advance notice of funding could have helped them hit the ground sooner, especially with translation needs.
- **Keeping nimble.** The ability to be agile and able to adapt strategies quickly and effectively is beneficial to the organizations and critical for their success. In the context of larger political shifts, The American Rescue Plan provided a window of opportunity for messaging, mobilization, and policy action. It also created barriers.

Other changes also elevated the need to adapt. In Georgia, for example, halfway through legislative session, GBPI switched from advocating for a traditional tax cut to supporting direct payments modeled after the EITC. This shift in strategy required a lot of re-education of partners, lawmakers, and media. This need to be agile was also seen in Montana where political shifts meant that progressive advocates had to quickly identify potentially persuadable legislators, raise the funds to run field and paid media campaigns, refine messaging, identify

new spokespeople, and do all of this during a pandemic when physical presence inside the capitol was unsafe.

Finally, not all changes that need to be navigated were political. The Oregon campaign dealt with a leadership change at a lead organization responsively and was able to navigate this effectively with another culturally specific organization stepping up.

- **Challenging times**—The continuation of the COVID-19 pandemic has meant that there has been burn-out and fatigue in every sector. Capacity has been stretched thin. This too has brought obstacles. As shared by Montana, *“During the session, simultaneous attacks on every progressive issue stretched capacity within the greater progressive community, making it challenging to execute layered campaigns. It was tough to break through to get people to call their representatives on taxes and revenue, with so many issues consuming the public's attention like attacks on LGBTQ+ rights, Medicaid and CHIP, and public health regulations.”*

And, some organizations found themselves more able to pivot to virtual recruitment and campaigning. For example, in New Mexico, though in-person engagement was nullified by a completely virtual legislative session, Voices and partners’ strong relationships with policymakers and proven reputations meant that their groups still had relatively strong access to policymakers during the session.

## Administrative Lessons

In addition, several lessons were learned in our administration of the EITC Pooled Fund.

- **A flexible structure supports nimbleness and allows for necessary adjustments.** The flexibility of the Fund was critical as 2021 unfolded and the pandemic continued. We were able to work collectively to reorganize the Fund’s budget to reduce expenditures on planned activities that we no longer possible or relevant and increase funding for state and national group efforts.
- **Policy and systems change take time.** Some of the most significant wins in the last year were years in the making. The Fund is trying, when possible, to make multi-year awards.
- **Shifting fiscal landscapes impact policy opportunities.** The general fiscal condition of states impacts the kinds of policy proposals being discussed and may encourage even more volatility in being able to anticipate where best to target funds. It may be difficult to adequately predict and prepare for these changing conditions and circumstances and target investments effectively. This is especially true with the enduring fiscal and human impact of the pandemic still in play. The Fund hopes to mitigate this through its partnership with national experts deeply engaged in federal and state fiscal policy (CBPP) and EITC campaigns (CBPP and the Hatcher Group). By partnering with national groups with a close ear to ground who are in regular contact with state policy and advocacy groups and releasing a Letter of Intent request to the field, The Fund hopes to stay informed of changing conditions as well emerging opportunities and threats.

- **Organizational capacity is critical for campaign readiness and success.** While support from the EITC Pooled Fund may be helpful, if organizations lack sufficient internal capacity to anticipate, plan for and implement strategic policy, research, and communications, the impact of our additional support will be minimized. In addition, many groups are likely to be working on a number of pressing issues and may simply not have the capacity to dedicate staffing to this work, even if the opportunity arises. The Fund recognizes the importance of organizational capacity and has identified internal staffing capacity as key factor in its solicitation and review process (specific questions have been added to the RFP and selection criteria cheat sheet). In addition, we have shifted to larger grant sizes and multi-year grantmaking.
- **Collective decision-making requires trust.** The addition of new donors to the Pooled Fund changes the group decisionmaker dynamics. Building trust and understanding between all the partners -- funders, staff, national intermediaries --is critical and takes time. As the Pooled Fund continues to grow and evolve, additional work can be done to clarify goals, preferred strategies, and intended outcomes to help expedite our collective decision making.
- **Strong relationships create opportunities for new partnerships.** The EITC Pooled Fund is guided by an advisory committee where trust has been built and relationships are strong between all the partners—funders, staff, national intermediaries. In many ways, the coordination amongst a key group of funders in the Pooled Fund was the catalyst for a much larger group coordinated by The Annie E. Casey, W.K. Kellogg Foundation, and The Rockefeller Foundation and leveraged by the White House for CTC outreach and education. The trust built with this core group of funders was key in helping to coordinate the field on CTC outreach and implementation. It will be important to continue to build relationships and trust among The Fund’s donors and with other philanthropic partners moving forward.
- **Adequate staffing is necessary to effectively administer The Fund.** While the vast majority of funding for this effort goes out directly to the field and supports TA, it has been critical to have sufficient resources to staff this effort. A considerable amount of time is required to ensure that Fund partners are engaged and to make sure the award processes are well managed and that contract recipients are supported and have the contract and reporting information in a timely fashion. It is important to build in ample staff time to ensure the process and product are well managed. We will continue to build in ample staff time to ensure the process and product are well managed as the Pooled Fund continues to grow. Additional consultants will be brought in to help support administrative efforts where needed.