



## 2022 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 EITC, CTC, and other tax credits. 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 three 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.

As of the end of 2022, the EITC Pooled Fund has awarded \$7,838,000, to 34 state networks and 8 national networks.

### This Report

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This report is designed to provide an overview of results of the 2022 Pooled Fund awards. It includes the following sections:

- Overview
- Outcomes Chart
- Lessons Learned

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## 2022 EITC Pooled Fund Awards — Overview

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In 2022, The Fund identified opportunities and challenges it could work to address and awarded \$185,000 in State EITC Rapid Response Funds to five states (HA, DC, CO, GA, MI), \$650,000 in State EITC Campaign Funds to six states (MD, ME, MS, NC, PR, WA), \$370,000 in State EITC Policy Development Funds to three states (FL, ID, PA) and \$430,000 in Federal EITC Campaign Funds to eight national groups SKDK, 1235 Strategies, Center for Rural Strategies, Hispanic Federation of Puerto Rico, Humanity Forward, NETWORK Advocates for Catholic Social Justice, Parents Together, and Results.

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 2022 awards. It should be noted that for the State EITC Campaign Funds, because the State EITC Campaign Fund awards are two-year, we have chosen to include feedback from the interim (year-one) reports here.

### **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.

#### **Contracts to State Groups**

In 2022, the State EITC Rapid Response Fund awarded \$185,000 to organizations in five states to help create, defend, expand, or modernize state EITCs during the upcoming legislative season.

- Hawaii: [Hawaii Appleseed Center for Law & Economic Justice](#)
- Washington DC: [DC Fiscal Policy Institute](#)
- Colorado: [Colorado Fiscal Institute](#)
- Georgia: [Georgia Budget and Policy Institute](#)
- Michigan: [Michigan League for Public Policy](#)

### **State EITC Campaign Fund**

The State EITC Campaign Fund (CF) was established in 2017 and focuses on supporting efforts 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 annually. Because the State EITC Campaign Fund awards are two-year, we have chosen to include feedback from the interim (year-one) reports here.

#### **Contracts to State Groups**

In 2022, the State EITC Campaign Fund interim reports represent year-one funding of \$650,000 (two-year is \$1.3 million) to organizations in six states to help create, defend, expand, or modernize state EITCs during the upcoming legislative season.

- Maryland: [CASH Campaign of Maryland](#)
- Maine: [Maine Center for Economic Policy](#)

- Mississippi: [One Voice](#)
- North Carolina: [North Carolina Budget & Tax Center](#)
- Puerto Rico: [Espacios Abiertos](#)
- Washington: [Washington State Budget & Policy Center](#)

### **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 2022, the State EITC Policy Development Fund awarded \$370,000 to organizations in three states working to build public support for a state EITC.

- Florida: [Florida Policy Institute](#)
- Idaho: [Idaho Center for Fiscal Policy](#) and [PODER of Idaho](#)
- 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 2022, the Federal EITC Campaign Fund made eight awards totaling \$430,000. Results from three 2021 awardees are included in the chart below: NETWORK Advocates for Catholic Social Justice, Parents Together, and Results.

- [SKDK](#)
- [1235 Strategies](#)
- [Hispanic Federation of Puerto Rico](#)
- [Center for Rural Strategies](#)
- [Humanity Forward](#)

2022 EITC Pooled Fund Awards — Outcomes Chart

State EITC Rapid Response Fund Awards:

State	Organization	Amount	Contract Period	Strategy	Outcomes/Scope of Work
HI	Hawaii Appleseed Center for Law & Economic Justice	\$50,000	December 1, 2021 - November 30, 2022	Defend; Make refundable	Successfully advocated to prevent Hawaii’s EITC from sunseting at the end of 2022 and to make it refundable. <a href="#">2020 data from the Hawaii Budget &amp; Policy Center, reports that 90,000 households received almost \$203 million in benefits from the state EITC.</a> According to an ITEP analysis, as a result of making the EITC refundable in Hawaii, 18% of Pacific Islander, 12% of Native Hawaiian, 8% of Filipino, and 9% of white taxpayers are now better off.
DC	DC Fiscal Policy Institute	\$35,000	January 1 – December 31, 2022	Expand eligibility; Implement	Successfully advocated to extend eligibility for DC’s EITC to workers filing taxes with an individual taxpayer identification number (ITIN) and grow take-up of the DC EITC. According to the <a href="#">Center on Budget and Policy Priorities, the change will benefit up to 5,100 households and 5,800 children.</a>
CO	Colorado Fiscal Institute	\$35,000	February 1 – June 30, 2022	Increase the rate; Defend	Successfully advocated for the restructuring of TABOR rebates. Nearly \$3.5B was returned in the form of advanced checks of identical amounts to all eligible taxpayers. This new refund mechanism added more than \$200 per check to Coloradans making less than \$44,000 while cutting TABOR rebate checks by almost half to Coloradans making more than \$250,000. <a href="#">Over 3 million Coloradans received a “Colorado Dividend,” a special tax refund mandated by the Colorado Taxpayer Bill of Rights (TABOR).</a>

State	Organization	Amount	Contract Period	Strategy	Outcomes/Scope of Work
GA	Georgia Budget and Policy Institute	\$35,000	February 1 – December 31, 2022	Create	Georgia worked to build public support for the creation of a state EITC (locally known as the Georgia Work Credit). Increased support among Georgia Senators led to the first full affirmative vote on a 10% state EITC. While no final legislative movement was made this year, the effort continued to expand coalition partners.
MI	Michigan League for Public Policy	\$30,000	April 1, 2022- June 30, 2022	Increase the rate	Among the many tax proposals being considered, an increase in the EITC is the only one that has been supported by all leadership. The League provided leadership to a coalition of over 230 organizations. This is the first time the EITC has had such widespread support across parties in decades. While political impasse did not allow the issue to advance this spring, there is hope it will be taken up again later in the year.

**State EITC Campaign Awards: (Interim, please note the contract period):**

State	Organization	Amount	Contract Period	Strategy	Outcomes/Scope of Work
MD	CASH Campaign of Maryland	\$200,000	December 1, 2021 – November 30, 2023	Expand eligibility; Increase the rate	Supporting efforts to make expansions permanent to include immigrant workers and increase the rate for workers with and without children. While legislative leadership did not want to take up making the EITC expansion permanent in 2022 because it was an election year, and they had a packed legislative agenda, they have repeatedly signaled their commitment to passing legislation in 2023 and not allowing the expansions to expire.
ME	Maine Center for Economic Policy	\$200,000	January 1, 2022 – December 31, 2023	Increase the rate; Make refundable , Expand eligibility	Maine had a significant EITC win in 2022 with a permanent increase to 25 percent of the federal credit for filers with dependent children and 50 percent of the federal credit for filers without dependent children. This increased the program by \$26 million per year, bringing the state’s EITC to just over \$50 million in income supports each year to benefit 100,000 Maine households. This major win also includes making the EITC available to Mainers who are immigrants.
MS	One Voice	\$250,000	October 1, 2021 – September 30, 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. No legislative progress on EITC, though they were part of a broader effort to fight income tax elimination which provided opportunities to raise awareness of tax credits for low-income taxpayers.

State	Organization	Amount	Contract Period	Strategy	Outcomes/Scope of Work
NC	North Carolina Budget & Tax Center	\$200,000	January 1, 2022 – December 31, 2023	Create; Implement	Built a base of support for public funding for volunteer tax sites to seed local power behind establishment of an inclusive, refundable state EITC and grew support for a state child tax credit and housing tax credit.
PR	Espacios Abiertos	\$250,000	September 1, 2021 - August 31, 2023	Implement	Supporting efforts to ensure that families, particularly female headed households, that are eligible for the newly expanded EITC in Puerto Rico, actually get it. The effort increased awareness of the local EITC program in Puerto Rico, its eligibility, and its benefits to the individual and collective economy. This includes an increase in tax filers requesting the credit in Puerto Rico, especially female led households; an increase in filers who were part of the informal economy (people working off the books and not filing taxes) and now benefit from the credit; and an increase in the total number of people benefiting from the credit.
WA	Washington State Budget & Policy Center	\$200,000	January 1, 2022 – December 31, 2023	Implement	Successfully advocated passing both technical fix legislation bills as well as securing a \$10 million investment in community outreach and navigation support for the WFTC launch. Both advocacy wins were critical in laying a strong foundation for the credit's launch in 2023. The WFTC will move \$238 million in cash to 420,000 eligible low-income households in Washington.

**State EITC Policy Development Fund Awards:**

State	Organization	Amount	Contract Period	Strategy	Outcomes/Scope of Work
FL	Florida Policy Institute	\$250,000	September 1, 2020 - August 31, 2022	Build support for new state EITC	Florida Policy Institute built capacity through creating deep partnerships with Common Ground Project and Catalyst Miami, encouraged other key local partners to adopt the Working Floridians Tax Credit as a central pillar of their advocacy, and educated lawmakers on the need for a Working Floridians Tax Credit which came to fruition in the introduction of a bill.
ID	Idaho Center for Fiscal Policy and PODER of Idaho	\$250,000	November 2, 2020 - October 31, 2022	Build support for new state EITC	Idaho Center for Fiscal Policy (ICFP) built capacity through the creation of a new coalition space, Elevate Idaho Families dedicated to this issue of EITC and other policies that affect low-income Idahoans. The effort has enabled the creation of a deep connection between ICFP and their grassroots organizing partner, PODER. Together these partners and their larger coalition have started to implement communications and policy influencer outreach efforts.
PA	Pennsylvania Budget and Policy Center	\$240,000	September 1, 2020 - August 31, 2022	Build support for new state EITC	Pennsylvania Budget and Policy Center built capacity through expanding support for their <i>We The People</i> agenda which includes EITC, educating lawmakers about the importance of tax credits, and informing the development and passage of a new permanent state Child Tax Credit. <a href="#"><u>At least 221,000 families are expected to benefit from the program.</u></a>



**Federal EITC Campaign Fund Awards:**

<b>Organization</b>	<b>Amount</b>	<b>Contract Period</b>	<b>Outcomes/Scope of Work</b>
SKDK	\$12,500	April 1 – 30, 2022	Supported efforts to create a centralized communications hub focused on the expanded Child Tax Credit to promote the benefits of the policy, create and distribute a daily rapid response digest, and create new resources and additional communications capacity for advocates.
1235 Strategies	\$75,000	February 14 - May 6, 2022	Engaged 9 social media influencers whose work resulted in 2.7 million views and more than 370,000 engagements. This work led to at least \$600,000 in tax refunds for low-income young adults.
Hispanic Federation of Puerto Rico	\$50,000	March 1 – July 31, 2022	Supported efforts to work with a larger coalition of organizations on the island to raise awareness of the federally supported, newly established EITC in Puerto Rico.
Center for Rural Strategies	\$100,000	May 1, 2022 - April 30, 2023	Continued efforts to advance and improve policy and uptake of the federal EITC and CTC
Humanity Forward	\$192,500	September 1, 2022 - December 31, 2022	Supported efforts to educate stakeholders and build public support for the federal CTC through earned media, briefings, an ad-hoc coalition, and nonpartisan polling and research.
*NETWORK Advocates for Catholic Social Justice	\$75,000	July 1, 2021- June 30, 2022	Educated policymakers, advocates, and other stakeholders on EITC and CTC. Leveraged faith-based groups and NETWORK members to conduct policymaker outreach and education. Built presence in key states through traditional and digital engagement strategies. Expanded racial justice messaging.
*Parents Together	\$160,000	July 1, 2021- June 30, 2022	Continued efforts to educate a wide national audience of parents about the expanded federal 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	Built support for federal EITC and federal CTC across the political spectrum to continue the expansions. Grew number of and mobilized constituent and coalition advocates. Created a new group of young adult research fellows.

*\*Results now available from 2021 awardees.*

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## 2022 EITC Pooled Fund Awards (State and Federal)—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 from the pooled funds (both state and federal).

It includes examples from the reports of awardees of the State EITC Rapid Response Fund, the State EITC Campaign Fund (interim reports), the State EITC Policy Development Fund, and the Federal EITC Campaign Fund.

### **Awardee Lessons**

**Recognize change as a constant.** The context within which the funded organizations are working is complex and shifting. Many grantees reported that their plans needed to pivot during the grant period due to changes outside of their control. At the federal level some of the pivots were a result of disappointed expectations, especially after Congress did not make permanent its pandemic-driven expansions to the federal CTC. There were also state level shifts that needed to be accommodated. For example, the North Carolina Budget & Tax Center shared a change in their policy environment—although the Governor had championed a state refundable policy and signaled he would continue to do so, he did not include it in his budget or as a key point on his agenda for 2022. In another example, the Center for Rural Strategies shared a completely different type of pivot necessitated in their work, “Early on, we found ourselves pivoting from organizing an advocacy coalition to building an audience for EITC with messages that resonate and speak to the lived experience of rural people.” These shifts illustrate how being nimble and adjusting to a shifting political environment is an essential skill and capacity to be cultivated.

**Build broad support.** The organizations funded view ending poverty as a nonpartisan aspiration. While building bi-partisan support takes many shapes and forms, there were several successes included in the reports. In this area the Pennsylvania Budget and Policy Center shared that for the first time, a few Republican candidates endorsed the agenda before the primary election and two members of the Green Party embraced it before the general election. Similarly, the Idaho Center for Fiscal Policy and PODER of Idaho saw increased bi-partisan coalition membership, “For the first time, our EITC coalition includes Republican allies such as the Chamber of Commerce, Small Business Association, Restaurant and Lodging Association, Manufacturers Association and others.” The Michigan League for Public Policy also noted, “Among the many tax proposals being considered, an increase in the EITC is the only one that has been supported by all leadership. This is the first time the EITC has had such widespread support among both parties in decades.” Interestingly, these insights resonate with national polling data shared by Humanity Forward. Through pooled funding, Humanity Forward worked with Public Opinion Strategies (POS), a well-respected firm among conservative policy making circles. By working with POS, they hoped to ensure that the evidence which came from their poll would be viewed as credible by Republican advocates and lawmakers.

**Leverage partnerships.** Building and deepening relationships with partner organizations can help raise awareness, propel action, and bring new audiences to tax credit work, and it is worth calling out that although partnerships, networking, and collaboration are an established value in the work, their importance is still called out and organizations are at very different places in the journey of establishing these vital relationships. For some of the organizations, this work now focuses on increasing network size and scope of influence; others are doing the work of forging coalitions. In this category, the Idaho Center for Fiscal Policy noted, “Our primary capacity achievement from PDF has been the creation of the Elevate Idaho Families coalition space. The membership of this group is very dedicated to this issue of EITC and other policies that affect low-income Idahoans and are consistently prioritizing our work.”

Finally, it should be noted that although this work is not always easy, aligning efforts and messaging is critical. This point was elevated by Espacios Abiertos (Puerto Rico). They noted that initially Espacios Abiertos was working on the EITC while the Youth Development Institute (IDJ, for its acronym in Spanish), was working on the Child Tax Credit (CTC), and each organization was developing its own messaging for the very same audience. The *Alianza para la Seguridad Económica* (Alliance for Economic Security) was formed between EA, IDJ and the Hispanic Federation and joined forces and resources, allowing them to develop one coordinated message. This shift in communications and messaging, to incorporate CTC and establish the Alliance for Economic Security, boosted efforts to get more people to apply for and get the EITC.

**Navigate competing legislative priorities.** With many urgent priorities being heard before the legislature, it continues to be challenging to get tax credits to resonate with the same urgency as other topics that impact people’s lives. As noted by One Voice (Mississippi), “As more policy issues arise in Mississippi, such as health policy in the aftermath of *Roe v. Wade*, the cancellation of federal rental assistance funds, and a growing welfare scandal, our greatest challenge has been making the state EITC a top policy priority in the state.”

**Build a compelling case:** Awardees noted the import of messages that resonate as especially critical in complex and shifting political environments. The tax code can be technical, so it is important to pay attention to the clarity and compellingness of communications. What is being learnt in this arena:

- **Elevate lived experience.** It is not only the message but also the messenger that influences opinion leaders. Policymakers want to hear from people directly affected by policies and many of the organizations funded see elevating the voices of people of color and those with lived experiences as cornerstones of their advocacy efforts. For example, the Maine Center for Economic Policy shared that, “Bringing people to the table with lived experience, from impacted communities, and advocates representing an expanded array of interests, has helped to significantly shift the tax conversation in Maine, elevating the need to raise taxes on those who can most afford it.” Directly centering campaigns on those people impacted by policies and elevating them to the forefront of campaigns remains critical.
- **Share compelling data.** The role of research—both in-house and through partners like the CBPP—continues to underpin the efforts. It is critical for both building internal organizational knowledge and for the work of educating stakeholders at all levels, and all the organizations funded produced multiple and varied reports in different modalities and formats including, Op-Eds, digital data strategies, and factsheets that help shape the political context, educate those in political and community contexts, and mold political innovations and bills. Here, there were many examples offered in the reports, for example, in partnership with the Hawai’i Children’s Action Network, Hawai’i Appleseed and the Hawai’i Budget & Policy Center released [Refunding Hawai’i](#), a report that conveys the impact of a refundable and permanent state EITC for working families, specifically for Native Hawaiian, Pacific Islander, and Filipino households. This report was shared with legislators, business leaders, local funders, and the nonprofit community to generate support of legislative action. The Colorado Fiscal Institute generated research and education products on TABOR noting, “Because TABOR rebates are the one area of tax policy where legislators have authority, CFI spent considerable time creating presentations and one-pagers/explainers for legislators as well as partners to provide education on TABOR rebates, how they work, and how they can be changed so that money being returned went to the hands of working families who need it most.”
- **Shift the narrative.** This work, closely related to the bullet above, was elevated by a number of grantee partners including the PA Budget and Policy Center. In 2018, they launched the *We The People*—PA (WTP—PA) campaign with a goal of changing the narrative from one of competition for scarce resources to one of using state resources to support working people and create abundance for

all. Similarly the Florida Policy Institute, has worked to challenge and shift the reputation of Florida as a “low-tax” state, addressing the misconception that because they do not have a personal income tax, they are by default a low-tax state.

**Strengthen grassroots connections and leadership.** Many of the organizations funded continue to intentionally strengthen and build relationships and leadership within grassroots organizations and harder to reach communities. For example, Pennsylvania Budget and Policy Center shared, “We will ... continue to recruit new grassroots groups to our leadership team that represent people of color to ensure that they can bring their perspective to our policy agenda. We know that without considering race and gender in our policy work, we are simply not addressing the nature of our social problems, and therefore the solutions we achieve will simply not work.”

This work requires strengthening relationships with community and grassroots organizations, and the stakes here, of bridging gaps and reaching those who have been traditionally excluded from tax refunds, is high. This is illustrated by the DC Fiscal Policy Institute. Their biggest success resulting from the funds was the expansion of the DC EITC to workers who are undocumented and using ITINs, starting in Fiscal Year 2024. This will benefit up to 5,100 households and 5,800 children. Despite this success, serving ITIN filers remains a significant challenge, both in terms of connecting individuals and communities with tax refunds and in terms of the challenges within the tax code itself. As noted by Washington State Budget & Policy Center, “... the WFTC Coalition was successful in reducing several potential barriers to the WFTC application, including successfully removing the requirement for a photo ID, as well as the need for applicants to list out each address lived in for the year. However, there remain outstanding barriers and necessary statutory improvements that will create challenges for applicants to the WFTC, especially those filing with an Individual Taxpayer Identification Number (ITIN).”

**New ways of getting the message out.** Almost all the organizations funded noted how they integrate language around equity, and the relationship between tax credits and economic justice, into their communications. These messages that resonate are delivered in multiple languages by many vehicles, and along with letter writing campaigns, flyers, webinars, toolkits, social media campaigns, website, maps, there were innovations in the areas of leveraging influencers.

In this new frontier of communications, at the federal level, Parents Together produced both content (with over 36 videos that had more than 3.3 million views) and a pilot influencer project, engaging family-oriented social media influencers to create videos talking up the new CTC. They first tried this approach in 2021, and given their initial success, they scaled up with a focus on raising expectations around the idea that Child Checks ought to continue. In all, their influencer work between July-December 2021 resulted in 89 creator-made Child Tax Credit videos that were viewed more than 5.2 million times.

This potential of leveraging social influencer generated content and distribution was also tested by 1235 Strategies. Their primary goal was to drive low-income, young workers from black and brown communities, nationwide, to [GetYourRefund.org](https://www.getyourrefund.org)! They shared their top-level results: in 5 weeks, they generated over 141k GYR.org homepage views. They also generated a series of take-aways. At the highest level, what they learnt is: if we make it about them—and not about us—we can start reaching “hard to reach” audiences; campaigns work best when you take what works and leave the rest; when funders shoulder innovations that go beyond capacity-building, it increases impact; there are lots of opportunities to innovate ongoing narrative and awareness efforts to support EITC and other anti-poverty solutions.

**Start the work early.** A number of funded organizations, including the Michigan League for Public Policy, the Colorado Fiscal Institute, and the Hispanic Federation reflected that the work needs to begin earlier with funding spread over a longer period of time. This could allow a longer period to build public knowledge and support, keep the fair tax and working families message fresh during the summer as checks go out, and finally, as noted by the Hispanic Federation, it could lead to earlier connections around free tax-preparation services; in their words, "... we found out that people had already started to pay for tax preparation services by the time the program was launched. This meant that many individuals could not take advantage of the free tax filing service which was part of the plan. It also meant that some were the victim of unscrupulous tax preparers charging a payment scale of \$250 per child."

### **Administrative Lessons**

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

- **Increase grant awards and create longer grant periods.** As has been asked for by grantees and has proven essential in policy change work, the EITC Pooled Fund is trying, when possible, to shift to larger grant sizes and multi-year awards.
- **Respond to shifting fiscal landscapes.** By partnering with national groups (CBPP and the Hatcher Group) with a close ear to the ground who are in regular contact with state policy and advocacy groups and releasing a Letter of Intent request to the field, The EITC Pooled Fund hopes to stay informed of changing conditions as well emerging opportunities and threats.
- **Support organizational capacity.** The EITC Pooled Fund recognizes the importance of organizational capacity and has identified internal staffing capacity as a key factor in its solicitation and review process (specific questions have been added to the RFP and selection criteria cheat sheet).
- **Leverage relationships and trust.** The trust built with this core group of funders was key in helping to coordinate the field on federal CTC outreach and implementation. It will be important to continue to build relationships and trust among The EITC Pooled Fund's donors and with other philanthropic partners moving forward.
- **Budget adequate resources for staffing.** The work to develop the RFPs, manage the fund, field inquiries, and staff the decision making process is time intensive. 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.