

COMMUNITY
CHANGE





**EQUALS
FREEDOM**

**WE
DEMAND
EQUAL
RIGHTS
NOW!**

**WE
MARCH
FOR
INTEGRATED
SCHOOLS
NOW!**

**WE
DEMAND
DECENT
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**WE
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EFFECTIVE
CIVIL RIGHTS
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**WE
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INTEGRATED
PUBLIC
SCHOOLS
NOW NOW!**

**WE
MARCH
FOR
FIRST CLASS
CITIZENSHIP
NOW!**

**WE
DEMAND
AN END
POLICE
BRUTALITY
NOW!**

**RIGHTS
NOW!**

**HOW MANY
JOBS AND
FREEDOM
FOR
Every American**

FREEDOM



July 2022

Dear partners in the struggle,

Looking back at 2021, even from this vantage point, half a year later, we can see what an immensely consequential time it was. It's no surprise that a year that began with an armed insurrection against our government and the U.S. Capitol — planned and cheered on by the very people sworn to uphold our constitution — remained tumultuous to the end.

For Community Change, Community Change Action, and our partners and allies, 2021 brought us proof that grassroots action works, and that the government can serve the people. In March 2021, President Joe Biden signed the American Rescue Plan, a massive recovery bill that directed billions of dollars to our communities for child care, education, health care, housing, and income supports. Next up was the Build Back Better package, which included many of Community Change's priorities — housing, child care, income supports, and immigration.

Even though Build Back Better was not ultimately passed by Congress, we cannot lose sight of one shining fact: the party in power was prepared to legislate on our issues. These policies gained traction thanks to more than two decades of organizing among Black, brown, immigrant, Indigenous, and low-income communities across the country.

Our issues also made it to the White House and Congress because Community Change Action and other organizations invested in increasingly sophisticated electoral programs in recent election cycles.

Community Change and our progressive allies used people power to set the agenda.

In 2021, we celebrated important policy victories at the federal and state levels, from major investments in child care and housing to laws protecting immigrants.

And we grieved our losses, as COVID and systemic racism continued to claim lives and sow hardship among the most vulnerable communities.

We brought grassroots groups together across the lines of race, gender, and geography, and helped individual activists evolve into leaders. We created space for shared learning, planning, and healing. And throughout it all we elevated the women of color who are the drivers of social change in our communities.

We are inspired by James Baldwin's words: "Not everything is lost. Responsibility cannot be lost, it can only be abdicated. If one refuses abdication, one begins again." The work that you supported in 2021 demonstrates that even in dark times, the power we carry is a light. Together we can create change that allows all communities to thrive.

Onward,

*Lorella Praeli, Co-President
Dorian Warren, Co-President*



***“Together we can create
change that allows all
communities to thrive.”***

- Lorella Praeli and Dorian Warren,
Co-Presidents of Community Change

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Our Mission

To build the power and capacity of low-income people, especially low-income people of color, to change the policies and institutions that impact their lives.

Our Vision

All people and communities thrive as low-income people of color, immigrants, and women wield power to reshape our democracy and our economy to be just, equitable, and inclusive.

Power from the Ground Up



We Begin

We can see it sometimes in people who've known hardship: the pain they carry. It's in the depth of their eyes, the set of their shoulders. But when we bring people together, we see something deeper, beneath the pain: it's the power they carry. The power of united purpose.

At Community Change, our job is not to erase the pain but to ignite the power. Alone we suffer. Together we fight.

While the anguish of poverty and racism may be personal, its causes are political.

We are a wealthy nation, but our public policies and systems are designed to deprive people — particularly Black, brown, Indigenous, and immigrant people — not only of the wealth their labor produces but of the very things that enable humans to thrive: a basic level of income, quality child care, affordable health care, and a place to call home.

These are not lofty desires. Yet they are out of reach for too many in America.

The power we carry can change that.

It is rooted in each of us but flowers only in solidarity. The power to transform policies. To change minds. To organize and inspire. To connect and uplift. In short, the power to shape the future.

In 2021, Community Change worked ceaselessly to help grassroots organizations and people build and wield the power we carry.

POWER TO TRANSFORM POLICIES



To transform public policies means to change people's daily lives in tangible ways. Community Change helps people use collective power to push the government to meet the needs of families and communities. In 2021 we renewed the almost-forgotten understanding that the government has a positive role to play in people's lives.

Federal Policy

Community Change's long-term commitment to community organizing and leadership development paid off during a year of ground-breaking federal investments in families and communities encompassed by the American Rescue Plan (ARP).

Our partners and allies were ready with collective strategies, shared messages, and grassroots leadership to help move our shared priority issues — such as relief for the child care sector, to which federal recovery policies devoted \$50 billion — from the realm of “someday” to the reality of “right now.”

Once President Biden signed ARP into law, grassroots partners across the country organized to have a say in how federal recovery funds would be distributed locally.

In 15 states, partners won ARP allocations that will benefit low-income communities and communities of color that were

devastated by the triple crisis of pandemic, unemployment, and racial reckoning. For example:

- Partners such as Illinois Coalition for Immigrant and Refugee Rights and Iowa Citizens for Community Improvement secured millions of dollars in ARP funds for immigrant workers and families who were excluded from federal relief programs.
- New Jersey Organizing Project won ARP money to help homeowners catch up on overdue mortgage payments.
- In Virginia, Richmonders Involved to Strengthen Our Communities secured \$10 million in ARP allocations for local revenue.

“...the Build Back Better agenda passed the House with all of our priorities included: immigration, child care, renewal of the expanded Child Tax Credit and Earned Income Tax Credit, and historic investments in affordable housing.”

Community Change bolstered our partners' efforts by providing organizing support and conducting multiple Q&A sessions with experts from the IRS and U.S. Treasury Department, so our partners could get accurate information about how to access federal programs.

One of our top priorities in the latter half of 2021 was to fight for a major expansion of federal support for child care via the Build Back Better agenda. Community Change Action and our partners made thousands of calls to Congressional offices, shared hundreds of personal stories in social media, mounted scores of local actions, and mobilized a network of inside relationships to make a powerful case for the measure.

Our campaign was instrumental in securing support for Build Back Better from legislators in states that included Georgia, New Jersey, Virginia, and Oregon. A number of them cited the child care provisions as a motive for their vote.

Despite the ultimate outcome of the bill, it was a triumph that — thanks to our collective policy, advocacy, organizing, and communication efforts — the Build Back Better agenda passed the House with all of our our priorities included: immigration, child care, renewal of the expanded Child Tax Credit and Earned Income Tax Credit, and historic investments in affordable housing.





The power we carry multiplies through collaboration. Last year, we played a vital role in national issue coalitions:

To illuminate a new path forward for immigrant justice, Community Change Action rallied our allies, including National Domestic Workers Alliance, SEIU, UFW, and United We Dream, to create We Are Home, the most robust and coordinated campaign effort that the immigrant rights movement has ever seen.

And we continued to convene the immigrant justice coalitions Fair Immigration Reform Movement (FIRM) and FIRM Action. All of these are described later in this report.

Community Change Action housed and co-led Real Recovery Now!, a cross-issue campaigning hub designed to create public momentum to drive a recovery agenda. With national allies that ranged from advocacy organizations to labor unions, Real Recovery Now! made millions of voter contacts through hundreds of events, phone banks, canvasses, direct actions, community organizing, press events, and public education.

Community Change was a leadership participant in Care Can't Wait, a national coalition determined to win resources and respect for the undervalued workers who provide care across the lifespan, including child care, paid leave, and home-and community-based services.

“Nothing is more fundamental than a place to call home”



We the People
United for
Immigration
Reform
and
World Peace

Across the country, people used the power of grassroots action to push for important state policies. To use child care as an example, the state of Oregon invested \$100 million in new funding to raise reimbursement rates for providers and expand the supply of child care in underserved communities.

Early educators in Washington, D.C., won supplemental payments of up to \$14,000 and a permanent increase in salaries.

Partners in states including California, Colorado, Georgia, Illinois, Maine, Minnesota, New Mexico, Ohio, and Washington won policies that expanded child care slots, reduced costs for parents, and/or improved wages for providers.

On other issues, Make the Road NJ ensured that residents who qualify for jobs such as teacher or nurse can no longer be denied a professional license based on their immigration status.

OneAmerica in Washington helped get \$340 million approved for a COVID-19 fund for

immigrants who were not eligible for federal relief. And in Nevada, PLAN Action bucked the national trend by securing an expansion of voting rights with mail-in ballots.

Nothing is more fundamental than a place to call home. We collaborated with Black, brown, and women-led organizations to win protections for renters, and helped partners in 27 jurisdictions in 20 states advance housing trust funds — ongoing sources of public funding dedicated to affordable housing.

Our partners won nearly \$66 million for affordable housing in 2021; of that amount, \$15.26 million was committed annually for at least the next decade, meaning the campaigns in total secured more than \$202 million.

These victories included the creation of five new housing trust funds and the dedication of ARP funds to seven initiatives, many in locales that historically have not invested in housing, from Winter Haven, Fla., to Nashua, N.H.



POWER TO CHANGE MINDS

“Policy wins are important, but are not as strong as the movement from self-interest to collective interest through political education. Power from learning together, collective action, challenging each other — those are the most exciting wins that make communities and laws stronger.”

- Sara Mathers, Senior Organizer, Economic Justice

Movements change minds, and changing minds transforms what is possible. In 2021, we helped open minds and define the policy agenda on a range of issues grounded in fundamental human values: everyone deserves a basic income and a place to call home; immigrants are home; and child care is a public good.



A national income guarantee - The Child Tax Credit

Community Change played a unique role in delivering the one-year expansion of the Child Tax Credit (CTC) and fighting for its permanency.

We employed our distinctive inside/outside strategy: even as we used our influence with the Biden administration to encourage them to advance a CTC that was substantial and easy to access, we continued to generate outside pressure through grassroots organizing and advocacy.

We mobilized grassroots constituencies to push for the expanded CTC, projected a new public narrative about what the CTC was and why it mattered, elevated the voices of directly impacted families, and spread the word via TikTok and other social media.

Through our Just Recovery initiative, Community Change Action supported a heroic campaign by West Virginia partners that combined lobby visits, phone banking, op-eds, social media, paid advertising, and direct actions to demand support from Sen. Joe Manchin for the CTC — including a floating visit to his Potomac River houseboat.

Working with key allies such as the Economic Security Project and Code for America, we raised public awareness about the CTC and pushed the administration to create a portal that would make the funds easier to access for people who don't earn enough to file income taxes.

In July, we helped spread the word by gathering online with allies for a [Family Matters](#) rally that featured remarks from Vice President Kamala Harris and appearances by former Secretary of State Hillary Clinton, union organizers, champions in Congress, flight attendants, movement leaders, and many others.





By December 2021, the CTC was reducing monthly child poverty by almost one-third and keeping 3.7 million children out of poverty. The success of the CTC — essentially an income floor for families with children — speaks to the enormous narrative and policy shift on the idea of cash assistance that we've seen in the past year.

The popularity of guaranteed income programs like the CTC and Earned Income Tax Credit helps inform our own ongoing work and the field. Today about 90 guaranteed income pilots are underway across the country, and 50 mayors have joined the Mayors for a Guaranteed Income initiative.

CTC Organizing Outcomes

Contacted 1.46 million people to tell them about the CTC and how to get it.

Launched a youth-led influencer experiment on TikTok with content creators to reach impacted people of color.

Collaborated with the Economic Security Project on advocacy campaigns that touched 32 million people and raised public awareness of the CTC from under 50% in April 2021 to over 66% in July.



“The whole concept of fellowship... we are all going towards something. You feel that support, that kinship, that empowerment from other people. It makes a huge difference.”

— Michelle, Residents Organizing for Change, Oregon

Everyone has a right to a home — Housing Justice Playbook and Fellows

In January 2021, Community Change released the [New Deal for Housing Justice](#), a set of bold policy recommendations to help solve the U.S. housing crisis.

Designed in collaboration with the Ford Foundation, former U.S. Dept. of Housing and Urban Development Secretary Julián Castro, people who’ve experienced housing insecurity or homelessness, and other experts in housing policy, the New Deal for Housing Justice reclaimed the long-neglected federal role in housing and asserted a housing agenda focused on racial equity.

Through our Housing Justice Narrative Fellowship, Community Change provided 24 grassroots leaders with the tools and training to shift the narrative about housing in their communities.

Our fellows and their community organizations generated public support to win policy changes that increased affordable housing, protected renters, and secured substantial housing resources in three states (California, Oregon, and Washington) and two cities (Denver and St. Paul).

“The whole concept of fellowship... we are all going towards something. You feel that support, that kinship, that empowerment from other people. It makes a huge difference.”
— Michelle, Residents Organizing for Change, Oregon



Movement Building Training

In the fall of 2021, Community Change conducted six sessions of Movement Building Training with organizers and grassroots leaders who live in affordable housing, providing practical training to help them build their bases and organize with racial and gender equity goals in mind.

The trainings culminated in a powerful town hall program — held in English and Spanish and led by women of color — in which 120 leaders and organizers met with Ohio Senator Sherrod Brown and Jenn Jones, Chief of Staff at the U.S. Department of Housing and Urban Development, to share their solutions for the housing crisis.

This town hall and our organizing led to an even more intense meeting in March 2022 with Housing and Urban Development Secretary Marcia Fudge and more than 50 directly affected residents of affordable housing in six states.

Movement Building Immigrants ARE Home - Immigrant Justice

In 2001, Community Change began to convene immigrant rights organizations as part of a national movement that brought legalization and citizenship into the mainstream political conversation.

[The FIRM network](#) is now the largest coalition of grassroots immigrant rights organizations in the country, composed of 38 state-based organizations and five organizing networks spanning 30 states. FIRM Action, coordinated by Community Change Action, convenes 501(c)(4) organizations.

Together these coalitions work to change public policies as well as narratives and attitudes about immigration, counteracting the poisonous anti-immigrant rhetoric of recent years.

In January 2021, FIRM Action's vision was introduced to Congress by former FIRM leader Rep. Pramila Jayapal (WA-7) and others, in the form of the Roadmap to Freedom Resolution.

Throughout the summer, FIRM and FIRM Action groups held more than 70 public events — direct actions, legislative visits, and social media and digital/online pushes — to demand that immigrant families be included as part of the Build Back Better bill.

Our co-President Lorella Praeli participated in two meetings of immigrant rights leaders at the White House to call for action on citizenship, and a meeting with Vice President Kamala Harris about the Deferred Action for Childhood Arrivals (DACA) program.



WILL TRADE RACISTS
FOR REFUGEES

A week later, President Biden made his first public statement in support of including within Build Back Better a path to citizenship for undocumented youth and others. These meetings inspired Lorella and a leader from the [New York Immigration Coalition to co-write a moving op-ed in The New York Times.](#)

Although DACA and other immigration issues were blocked from being part of the Build Back Better package, FIRM groups continued to raise the public profile of immigrant justice issues.

“...these coalitions work to change public policies as well as narratives and attitudes about immigration, counteracting the poisonous anti-immigrant rhetoric of recent years.”



We Are Home

FIRM, FIRM Action, and more than 250 partner organizations — immigrant, faith, labor, progressive, Asian and Pacific Islander, Arab/Middle Eastern, Black, Latino, LGBTQ+, health care, and education groups as well as policy, communications, and legal allies — [collaborated to advance a broad vision for legalization and citizenship](#) for the 11 million undocumented immigrants who call the United States home.

Together, we conducted scores of street actions and held more than 100 meetings with members of Congress and their staff.

Although our campaign did not see adoption of the specific immigration policies we sought, we did ensure that a path to citizenship became a central concern for the broader progressive movement and among the priorities for President Biden's infrastructure package — something that political wisdom said was impossible at the beginning of 2021.





Child Care is a Public Good

Our national campaign for child care is described in detail above. Whether or not we ultimately win federal legislation, it is clear that our efforts have helped transform the political landscape for child care and catapulted the issue to the top tier of policy priorities for the nation.

One way we achieved this, for child care and other issues, was to influence the national debate by elevating and amplifying the voices of people closest to the pain of injustice.

“...our efforts have helped transform the political landscape for child care and catapulted the issue to the top tier of policy priorities for the nation.”



Shaping the Public Narrative

Throughout 2021, Community Change’s visibility grew as anti-poverty issues soared into the headlines.

We were featured in The Atlantic, CNN, The Hill, Politico, and local outlets, and our co-presidents appeared in media that ranged from MSNBC to The New York Times to The Grio. We earned 6,094 media hits, a 90.7% increase over 2020.

Our 2021 Communications Fellows, who write about economic and racial injustice from personal experience, published 90 pieces in outlets including Newsweek, the Daily Beast, Scary Mommy, and our own [ChangeWire](#).

And former fellow Stephanie Land saw her best-selling book *Maid* turned into a top Netflix series that drew tremendous public attention to [issues of poverty](#).

We experimented by working with young content creators on [TikTok](#) and [Instagram](#) who successfully built a following as they explored our issues in creative ways to reach people new to civic life.



IMAGE COURTESY OF ASHLEY FARR



Twenty-one influencers got more than 3 million views, resulting in over 190,000 engagements with the Community Change or Community Change Action brand, messages, and educational resources.

We also worked to change minds the old-fashioned way. Community Change Action and our partners made 650,000 phone calls to 350,000 voters, mostly people of color. Of those we reached, one in four called their members of Congress or senators to demand action on the Build Back Better policy proposal.

Despite the legislative roadblocks the package faced, we laid the groundwork for some of the most important components to be adopted in future years.

“... 3 million views, resulting in over 190,000 engagements with the Community Change or Community Change Action brand, messages, and educational resources.”

POWER TO ORGANIZE AND INSPIRE



“Often people feel alone, they suffer in silence,” said Tammy Thomas Miles, our Economic Justice Campaign Manager. “Organizing lets people see they’re not alone and their voice matters.

Often our partners meet folks in situations where dysfunction is normalized, and they tell them it’s not normal. This process is therapeutic. It’s collective work, but it’s also investing in individuals and seeing people grow, step up, and take roles.”

Because of the pandemic, some face-to-face organizing techniques had to be put aside during much of 2021. In their place, we pioneered or built on a range of digital organizing approaches that enabled us to engage large numbers of people, including many we might not have reached through traditional means.

“I needed a constructive, effective way to fight back, so I got busy. I found my voice. The work is too important to our present and future democracy and the future of younger generations.”

– Queen Jackson, volunteer, Relational Organizing Program



Relational Organizing

Community Change Action harnessed the power of personal connections through our Relational Organizing program, in which we train volunteers and equip them to engage their own friends and family members.

We pioneered the program to increase electoral organizing, and expanded it in 2021 to build a year-round digital organizing and leadership development space. Using digital tools and outreach, including weekly Zoom calls, we mobilized 650 volunteers who took 280,000 actions with 22,000 people in 2021 in support of the American Rescue Plan and other policies.

We trained 100 volunteers, most of whom had never met an elected official, to hold meetings with Congressional offices in 12 states to share their stories and concerns. We will channel all of these new contacts and activists into our electoral organizing for the 2022 midterms and future elections.



Child Care Changemakers

The national fight over relief and recovery measures attracted new people and new energy. Community Change Action's base of parents and child care providers grew 37% in 2021, to 17,678 people. More than 3,000 of these "Child Care Changemakers" took measurable action with us; about half of them were new to our network.

Changemakers led a Week of Action in September that generated live and virtual events in 18 states, and new leaders spearheaded our engagement with members of Congress in Arizona, California, Georgia, Indiana, New York, Pennsylvania, Texas, and elsewhere.

A Changemaker's Story

One of the Child Care Changemakers who joined us in 2021 is Annette Artis, a child care provider and center owner in Pennsylvania. She is not able to hire enough staff and works 12 to 14 hours a day in classrooms to ensure her center can provide quality care to the children. Determined to pay her staff more than the median wage for providers in her area, Annette has barely been able to take home any money herself since the start of the pandemic.

Yet she cares so much for the children and staff at her center, she can't imagine doing any other kind of work. Annette has enjoyed the community of providers and parents she has met through participating in our national Changemakers activities.

During September's Week of Action, for example, she set up a meeting with Sen. Bob Casey's office to let him know the kinds of challenges she and other child care providers face in Pennsylvania. By the end of 2021, Annette had emerged as a leader.

She recruited two other providers to start a local organizing group to organize actions in her own community with Changemakers.



United Today, Stronger Tomorrow

Community Change housed United Today, Stronger Tomorrow (UTST) to experiment with organizing strategies in “red” and rural communities.

UTST focuses on winning state and local policies that improve people’s lives and can unite people across the political spectrum.

Through this approach, we built organizing infrastructure to monitor and impact how federal dollars were spent in four locales that had little progressive infrastructure: western Colorado, western Iowa, South Dakota, and Utah.

These networks of faith, civic, environmental, immigrant, and civil rights organizations, plus labor unions and individual members, won local victories, such as a mask ordinance in Sioux Falls, S.D., as well as statewide influence.

For instance, in Utah, the state legislature directed approximately \$300 million of its first \$600 million in discretionary ARP funding to projects UTST identified as priorities.

Leadership Development

Power 50

This program brings together women of color staff members from Community Change partner groups for nine months of sisterhood and skills-building in organizing, management, and political analysis.

These are mid-career organizers who are accountable to a grassroots base and committed to cultivating other leaders.

We convene the cohort four times a year for teaching and learning experiences and relationship building, and between gatherings we keep the women connected to each other and to us through coaching and mutual accountability.

The 16 women in our 2021 cohort met virtually.

The wisdom, tools, and insights that emerged from Power 50, the women’s fellowship, and Community Change’s own women of color cohort are distinctive — created by and for women of color.

A small team of our staff and partners gathered these and other educational and training resources into a comprehensive curriculum, Calling In and Up: A Leadership Pedagogy for Women of Color Organizers. They looked beyond organizing’s traditional “leadership ladder” and explored fresh ways to build power and leadership through healing practices and principles of transformative organizing.

Women's Fellowship

Women are the fastest growing segment of the U.S. prison population, and women of color are incarcerated at vastly disproportionate rates.

As part of our commitment to build the power of people of color to shape their own destinies, Community Change conducts the women's fellowship, a nine-month program for women of color who have experienced incarceration or immigrant detention themselves or through a close loved one.

The fellows support one another through peer coaching and monthly support circles. We conduct three annual gatherings for leadership development and political education, helping participants learn to analyze how power is attained and wielded at home, work, and their communities — and how they can create personal and social change.

Our 2021 cohort included 12 women from nine states ranging from New York to Alaska.

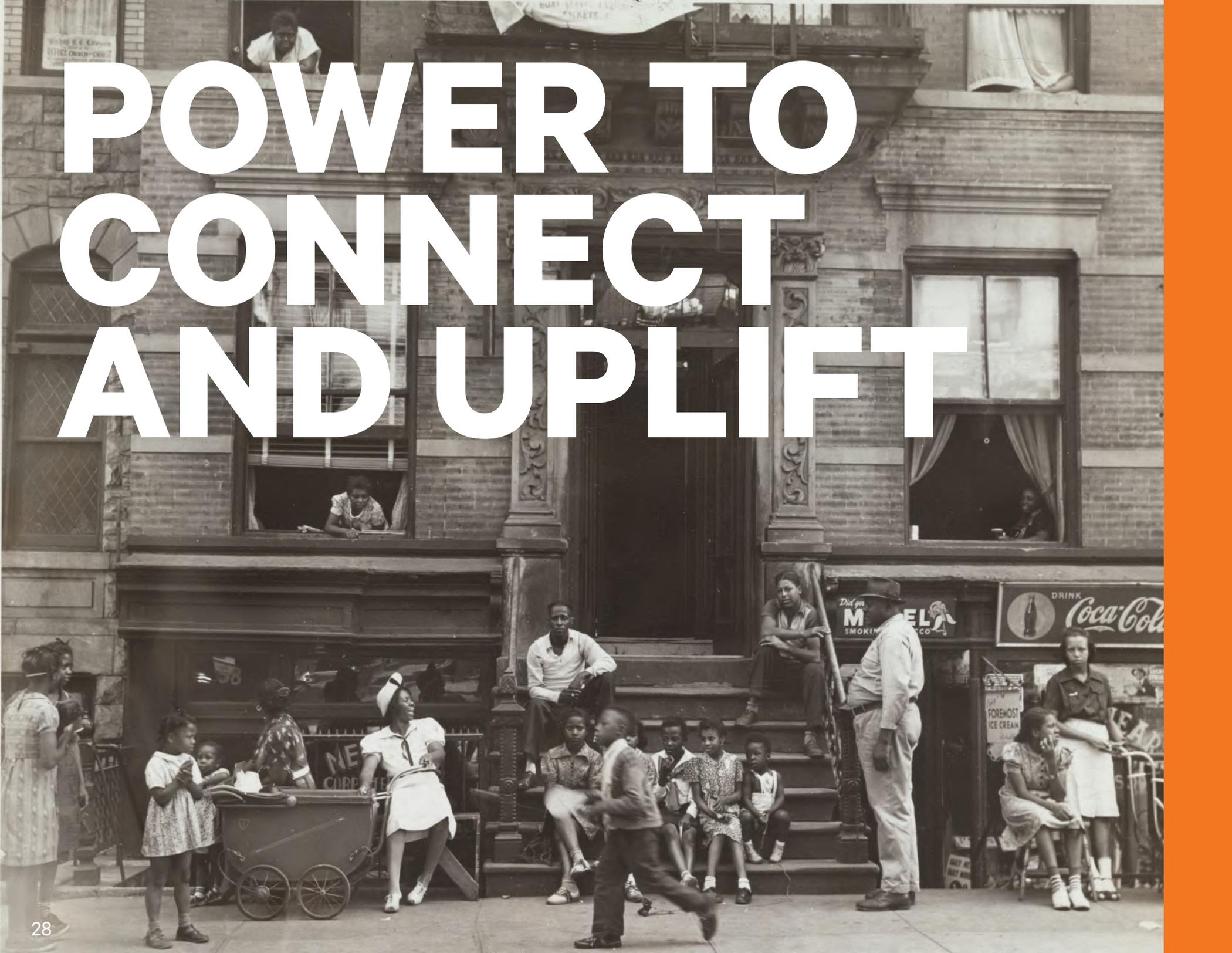
The experience was powerful, as participants told evaluators:

“I felt like I belonged, but more than anything, I felt heard. I felt people were listening to me and that what I had to say was important.”

“They were very real. They had done large stretches of time and the wisdom that you get from that is very different to the wisdom from those that work in the movement.”

“They were all lions and I felt like, well, if I hang around lions, I'll become one.”

POWER TO CONNECT AND UPLIFT



Community organizing can shift attitudes, move progressive policies, and strengthen leaders from Black, brown, and immigrant communities. Community Change builds on those strengths by bringing grassroots organizations together across lines of difference to share skills, strategies, and support.

The FIRM network, described earlier in this report, is a prime example. Here are other ways we work to connect our partners so they can uplift one another and fuel the movement for justice.



Black Freedom Collective

Our [Black Freedom Collective \(BFC\)](#) is a coalition of 29 Black-led community organizing groups from across the country that is forging a path to Black liberation.

In August, the BFC held a two-day [Taking Power Summit](#) that brought together partners, movement and thought leaders, creatives, and allies to take on 2021's theme, Building Black Power: Black Resilience in the Time of the Pandemic.

“Our government is the way we take care of the collective and each other,” said Solana Rice, moderator for one of the panel discussions. “They haven’t been, but they can be.”

During the summit’s Black Night of National Action, we addressed urgent issues including voting rights, public health, community safety/policing, and economic advancement, engaged more than 300 Black leaders across 29 states, and helped launch 20 field campaigns.

At the summit, the BFC unveiled [For Us Learned and Liberated \(F.U.L.L.\)](#), a unique learning community to advance the leadership and improve the wellness of Black organizers and leaders by providing trainings, coaching, and curricula in areas from fundraising to base-building to healing justice.

Some 200 Black organizers and leaders attended the F.U.L.L. Unconference to learn new practices for creating change and staying strong.

Liberation Hub

In 2021, FIRM and the Black Freedom Collective launched the Liberation Hub, a six-month program to help partners develop and strengthen organizing practices and culture between Black and immigrant organizations. We chose five organizations that are part of FIRM or the BFC to participate in the inaugural cohort, which began to gather in January 2022.

Power in Places

As with many professions, community organizers spend much of their day interacting with people — talking, listening, coaching, training, supporting. Yet most lack the chance to gather with other organizers to share common problems and best practices.

Our Power in Places project meets this need by convening a set of field partners drawn from all of our issue areas to help each other grow and strengthen their organizational bases. In 2021, this included 28 community organizing groups in 20 states and the District

of Columbia, the vast majority of which are led by people of color. The project provides groups with multi-year funding and uses peer learning to test and evaluate cutting-edge organizing approaches for building power in Black, brown, and immigrant communities.

Through monthly calls, peer exchanges, and quarterly “deep dive” conversations on priority topics, we help organizers share lessons, develop common standards and metrics, and foster rigorous evaluation.



Electoral Organizing

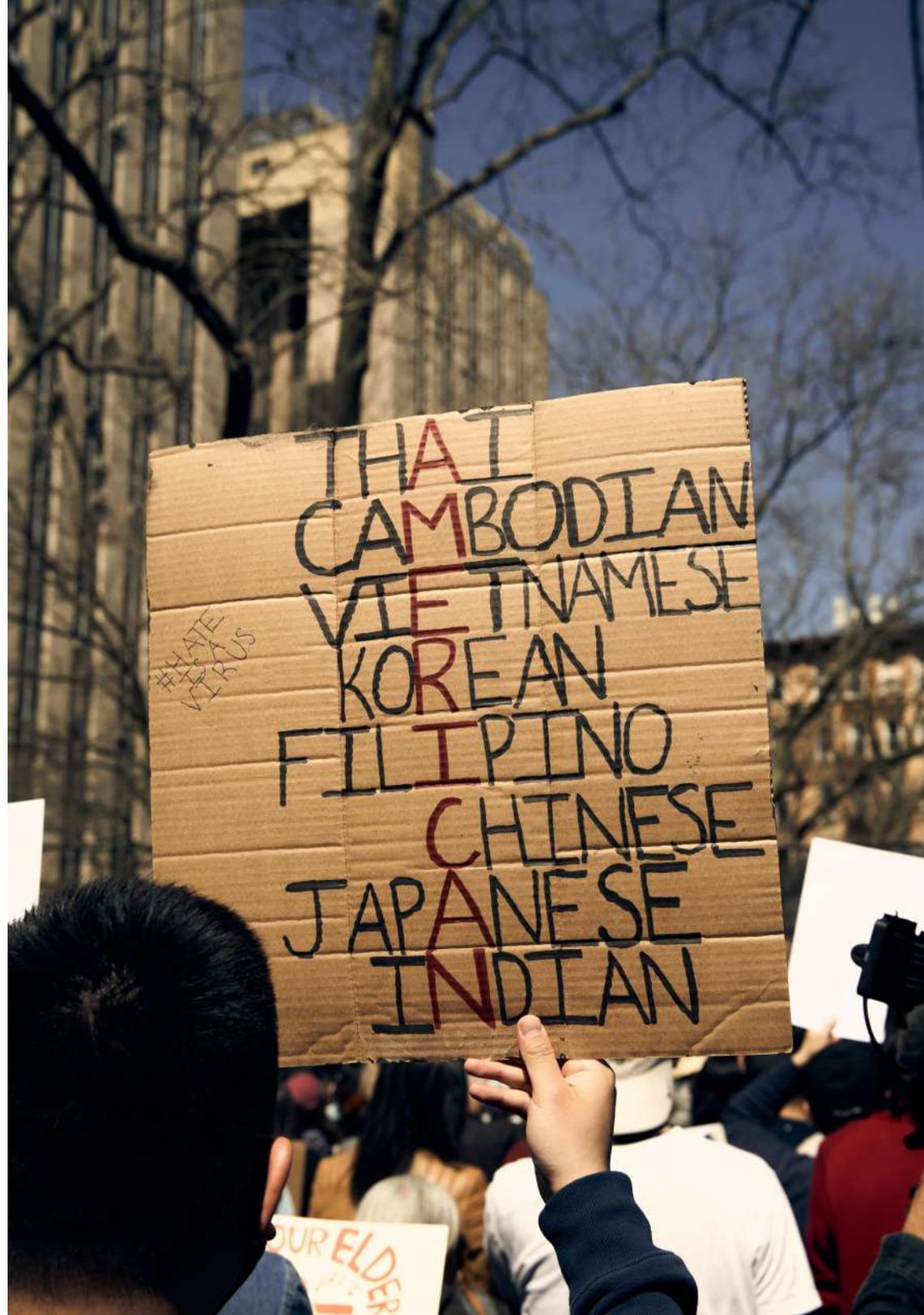
The power we carry shows up dramatically during election seasons. Yet it is year-round organizing that illuminates the direct connection between voting and creating change in people's lives.

For this reason, we focus our electoral organizing support on partner groups that participate in our issue-based cohorts, such as FIRM/FIRM Action, the Black Freedom Collective, and our economic justice cohort.

In 2021, Community Change Action helped partners increase their data and digital capacity by providing training, templates, and digital infrastructure that partner groups can share and adapt for their own programs.

As part of the digital analysis and experiments we conducted, we identified best practices for messaging our constituency on voter and policy issues.

The key, we learned, was not whether people saw online content — the aim of paid advertising — but whether they saw it from someone they trusted, especially a person directly impacted by the issue in question. These experiments helped inform our successful use of online influencers in the Child Tax Credit campaign.





Community Change Action worked to strengthen our partners' electoral engagement programs, providing them with one-on-one coaching on topics ranging from base-building to legal compliance, and helping them sustain the involvement of volunteers they had reached in 2020 through relational organizing.

For instance, we assisted PLAN Action in Nevada to cultivate their relational organizing leaders and turn them into members engaged in the group's lobbying and legislative efforts.

With the help of this new energy and advocacy, in 2021 PLAN Action and allies achieved the goal of a years-long campaign by winning legislation to tax the state's mining industry, which is expected to provide about \$83 million for education in 2022.

“The key, we learned, was not whether people saw online content... but whether they saw it from someone they trusted, especially a person directly impacted by the issue in question.”

THE POWER OF COMMUNITY



In 2021, Community Change worked with 123 grassroots partner organizations across the country. Community Change Action worked with 52 partners, all of them 501(c)(4) organizations; many were sibling organizations to the 501(c)(3) groups that worked with Community Change.

How We Work

Community Change’s role is to strengthen the community organizing field’s capacity for innovation and leadership, and to cultivate a sophisticated understanding of power as it operates in our current world.

We serve as the backbone of the movement for economic, racial, and immigrant justice, investing in people, relationships, and groups by providing:

1

Peer-to-peer learning through partner convenings, peer coaching, and leadership programs.

2

Technical assistance on organizing practices and tools, civic engagement strategies, data and policy analysis, communications and messaging, and more.

3

Direct assistance on state-level campaigns and coaching for organizers and executive directors.

4

Resource development and regranting (channeling funds from major philanthropies to grassroots organizations).

We employ approaches that include coalition building, issue campaigns, civic engagement, and leadership development, and use a combination of inside influence and outside pressure to achieve change on issues related to economic, gender, and racial justice.

Our goal is to build power from the ground up, and our guidance comes from [Path to Power](#), our 15-year year (2018-2033) strategic plan.

Institutional Funders

Achieving America Family Foundation
ActBlue Charities
AFL-CIO
Alliance for Early Success
Amalgamated Charitable Foundation
American Federation of State, County and Municipal Employees

American Postal Workers Union
Ameriprise
Anonymous Funders (14)
Bank of America Charitable Foundation
Barton Family Foundation
Bend the Arc
Benevity

Boston Common Asset Management
Building Skills Partnership
Café Demeter
Carnegie Corporation of New York

Center for American Progress
Center on Budget and Policy Priorities
Clifford Chance US LLP
Community Service Society of New York
Do Big Things
Fidelity Charitable Gift Fund

Ford Foundation
Friedman Family Foundation
Grantmakers Concerned with Immigrants and Refugees
Greater Washington Community Foundation

Grove Foundation
Harmon, Curran, Spielberg & Eisenberg, LLP
Helsing-Simons Foundation
Horizons Foundation

International Brotherhood of Teamsters
Irving Harris Foundation
Jewish Communal Fund
Johnson & Johnson Foundation
Lake Research Partners
Lebowitz-Aberly Family Foundation
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The Schooner Foundation
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The William and Flora Hewlett Foundation
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Unitarian Universalist Veatch Program at Shelter Rock
United Steelworkers
Vanguard Charitable Endowment Program
W. K. Kellogg Foundation
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Individual Donors

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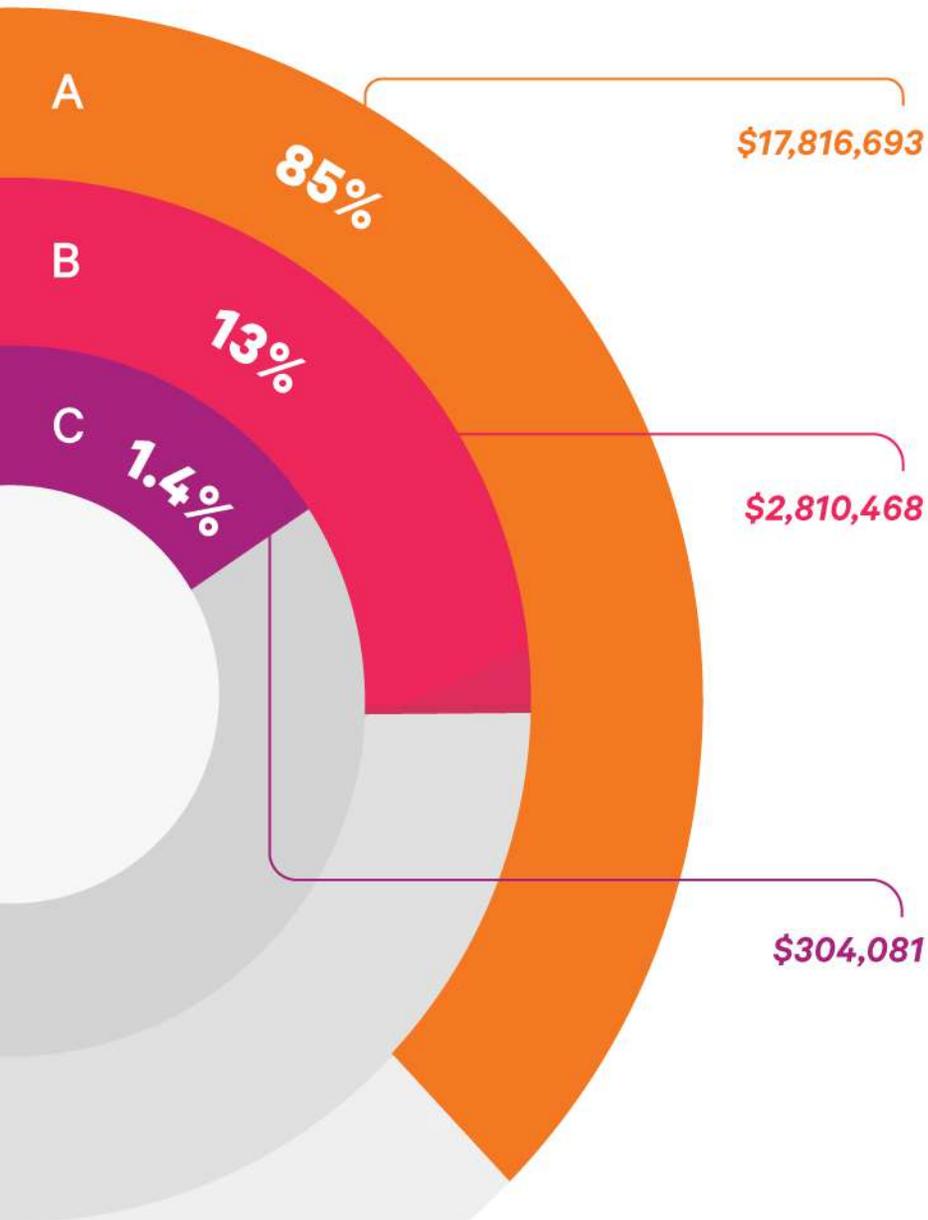
Sherece West-Scantlebury and Joseph Scantlebury
Solomon Rivera
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Zack Greenspon

This list represents our supporters who gave over \$250 in the calendar year 2021 to Community Change 501c3.

Community Change



Statement of activities and changes in net assets for the year ended September 30, 2021.

Support & Revenue

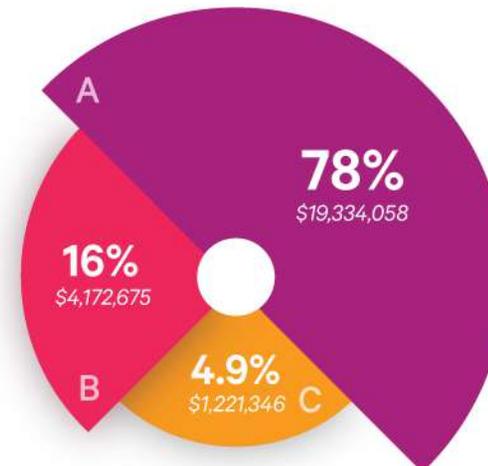
- A** | Grants, Contributions & Other Income
- B** | Investment Income
- C** | Fee for Service Income

Total **\$20,931,242**

Expenses

- A** | Program Services
- B** | Management & General
- C** | Fundraising

Total **\$24,728,079**



Community Change Action

Support & Revenue

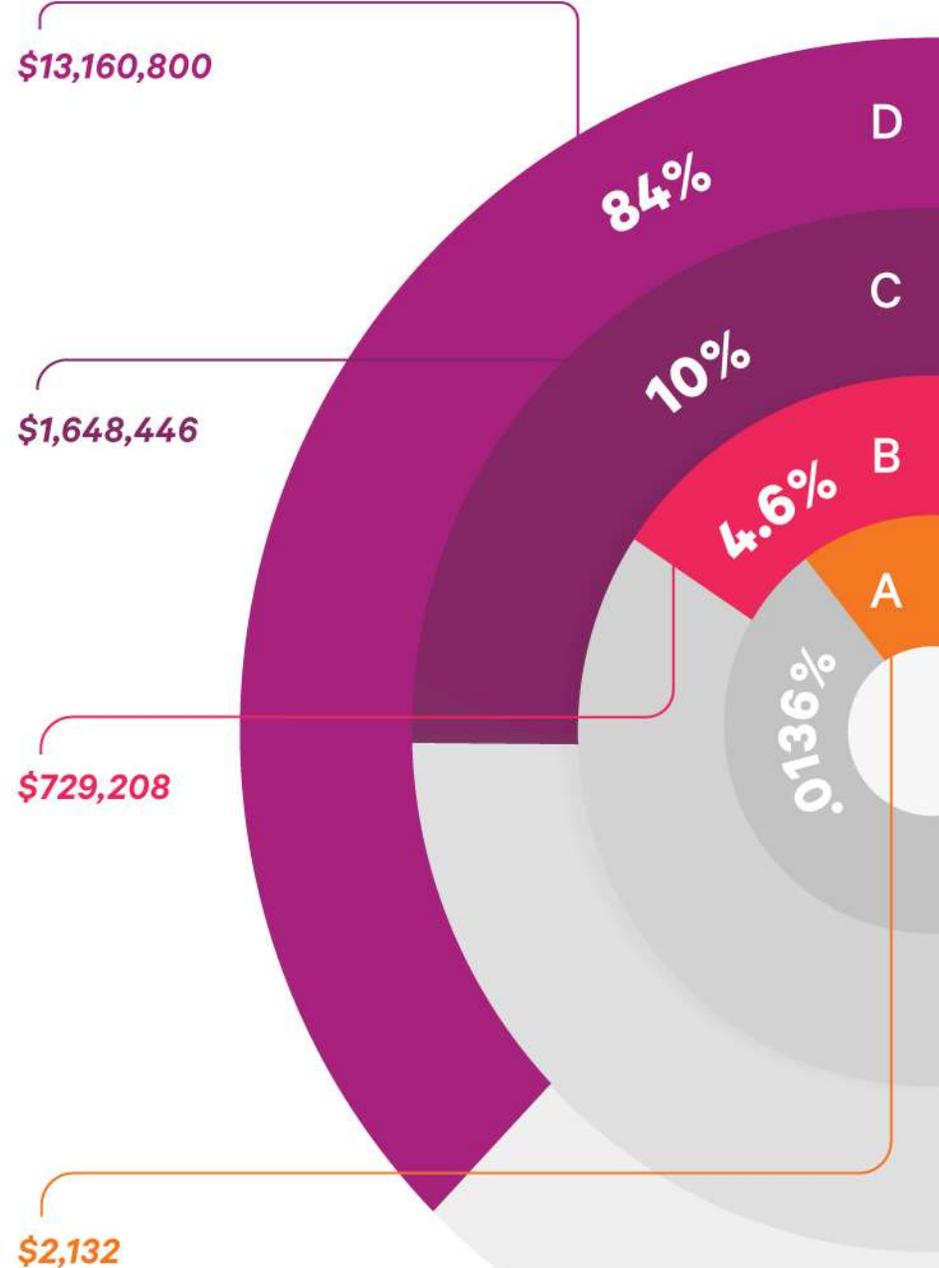
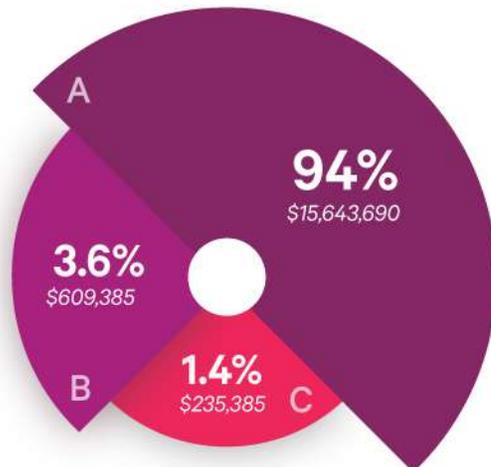
- A** | Interest Income
- B** | Rental Income
- C** | Fee for Service Income
- D** | Grants & Contributions

Total **\$15,643,690**

Expenses

- A** | Program Services
- B** | Management & General
- C** | Fundraising

Total **\$16,488,333**



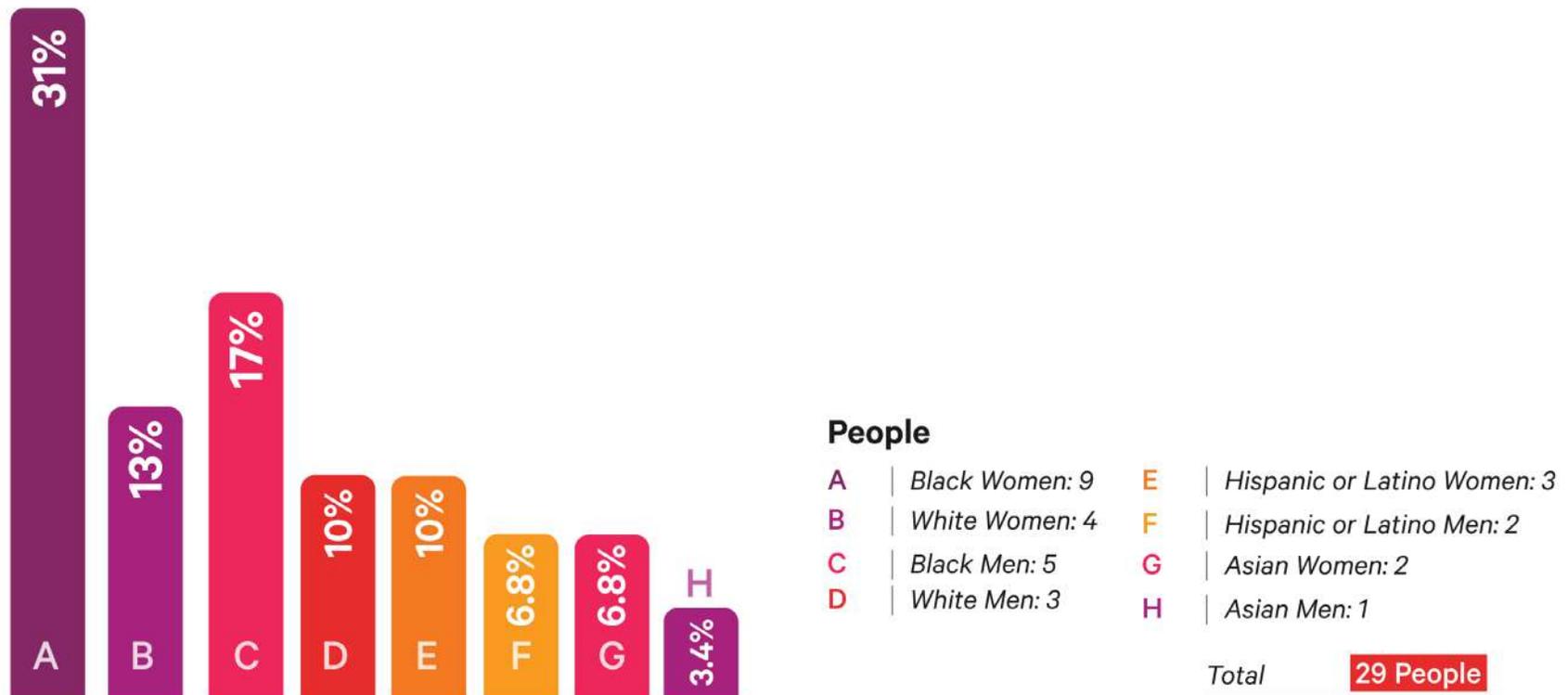
Statement of activities and changes in net assets for the year ended September 30, 2021.

Our Boards

In a country in which 79% of nonprofit board chairs and executive directors are white, Community Change is different.

Our two co-presidents bring a diversity of racial, gender, and regional experiences to their leadership, as well as complementary issue expertise.

Both Community Change and Community Change Action have board chairs who are women of color, and their executive committees are predominantly — or, in the case of Community Change Action, entirely — composed of people of color.



***“No change
happens nicely”***

- Sherece West-Scantlebury



Profile of Community Change Board Member Sherece West-Scantlebury

Sherece West-Scantlebury grew up in public housing, in Brooklyn and Baltimore, and knows the family struggle of making ends meet when jobs pay too little and basic necessities cost too much.

When she joined Community Change's Board of Directors in 2017, she brought years of leadership in philanthropy, a Ph.D. in public policy, and a fire for racial and economic justice.

"What keeps me coming back is that [Community Change] is a place that is soul filling for me," said Sherece, who since 2007 has served as the CEO of the Winthrop Rockefeller Foundation in Little Rock, Ark.

"The work that's being done in

voter engagement, immigrant rights, worker justice and the like is justice work that is near and dear to my heart."

In September 2021, Sherece facilitated a roundtable discussion that Community Change conducted to help position Black leaders to inform and shape philanthropy's response to the nation's call for racial justice.

The session brought together executive directors of partner groups in our Black Freedom Collective from Illinois (Black Roots Alliance), Ohio (Freedom Bloc), and Texas (Pure Justice), along with a representative from the Unitarian Universalist Veatch Program at Shelter Rock.

Sherece was pleased to hear that some of the BFC members had relationships with local foundations in their communities.

But, she observed, “the challenge is that we don’t necessarily have local funders who support advocacy, policy, and organizing, and that has to do with structural racism.” In Arkansas, for instance, her foundation is the only one that funds this work.

Why do so few local philanthropies support Black-led organizing? Start by looking at their boards of directors, Sherece suggested. Many are “still white led and they’re still male led. They are not trying to empower anybody or give voice to communities.

“It feels good to make a charitable, lovely grant to help somebody do something, the arts, backpack programs,” said Sherece. “When you fund [the Black Freedom Collective’s] type of work and you are investing in change and challenging the status quo, that does not give instant feel-good gratification... That’s the crux of it.

Some of my colleagues don’t have the courage to fund disruption of the status quo. They don’t have the appetite to fund it. Really do not have a change agenda... [It’s] this crazy thinking that you’re going to change society nicely. No change of any type happens nicely.”





While some national philanthropies have stepped up to support Black-led organizing, many have responded to this moment of racial reckoning by “spending two, three years mulling over” the definition of equity, Sherece said.

At this point in the COVID epidemic, she believes, “if you don’t understand inequity today, that means you don’t want to understand it.

If you don’t see today — with the absolute solid data that is everywhere — that our essential workers are mainly Black and brown, that the vaccines did not get to our Black and brown communities, that PPP [Paycheck Protection Program] loans went to white business owners and not to business

owners of color. I mean, there is data point after data point after data point that shows that we are still impacted by historical, structural, and institutional racism.”

Foundation funding is an essential source of support for community organizing groups like those in the Black Freedom Collective, but it should not be the only source, Sherece said.

She identified the next challenge facing the field. “For Black-led organizations, we’re often doing the work, which is what we need to be doing, but we also need help with developing business models that help us to be more innovative, creative, and sustainable.”

“For Black-led organizations, we’re often doing the work, which is what we need to be doing, but we also need help with developing business models that help us to be more innovative, creative and sustainable.”

Community Change Board

Muneer Ahmad

Sol Goldman Clinical Professor of Law and
Deputy Dean for Experiential Education,
Yale Law School

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United Steelworkers

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Social Justice Coalition, NBA

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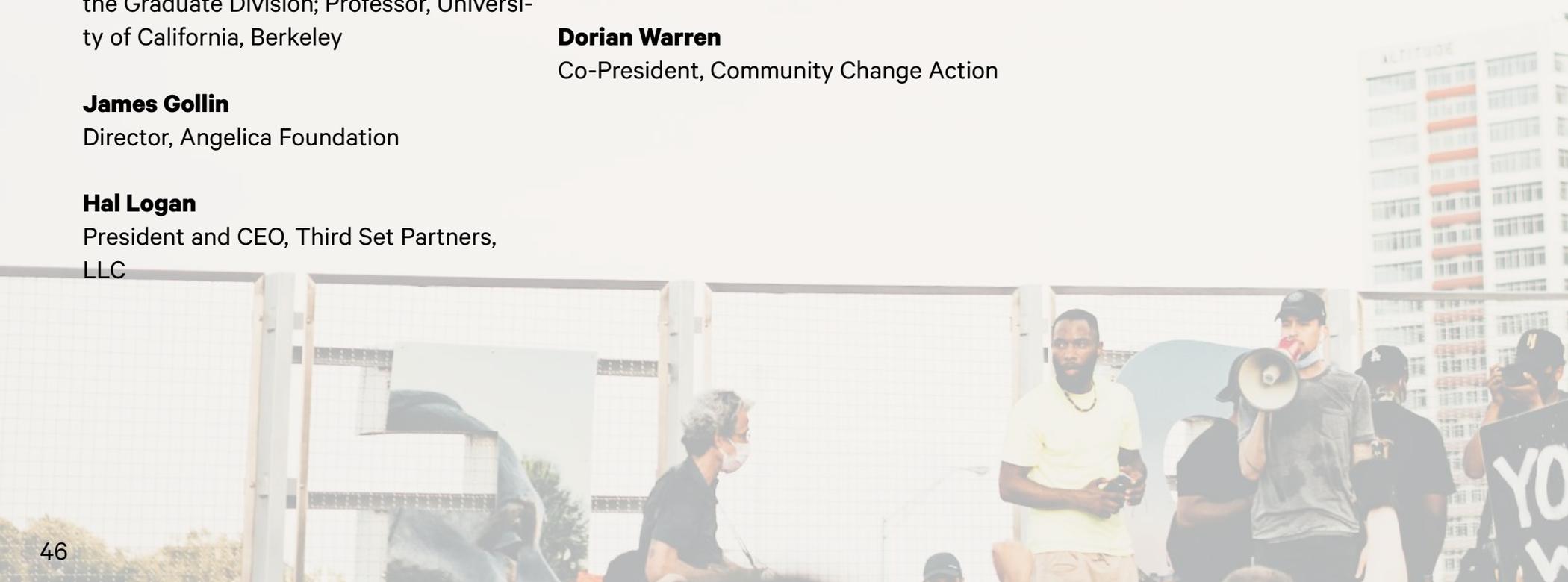
Chief of Staff, L.A. City Councilmember Marqueece Harris-Dawson

Stephanie Valencia

President, Equis Labs

Dorian Warren

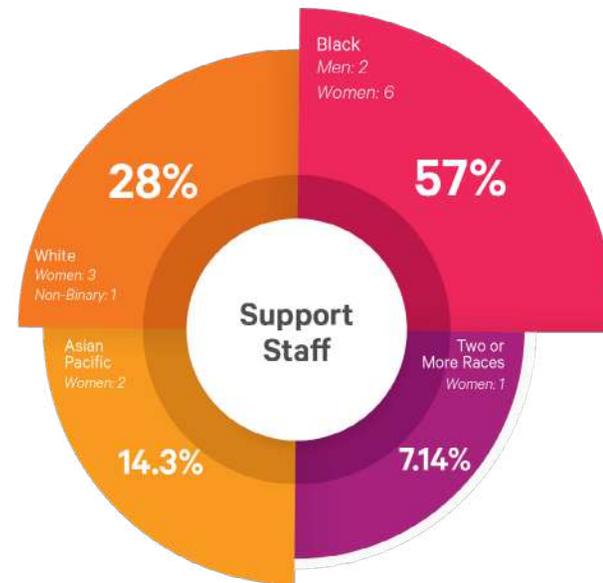
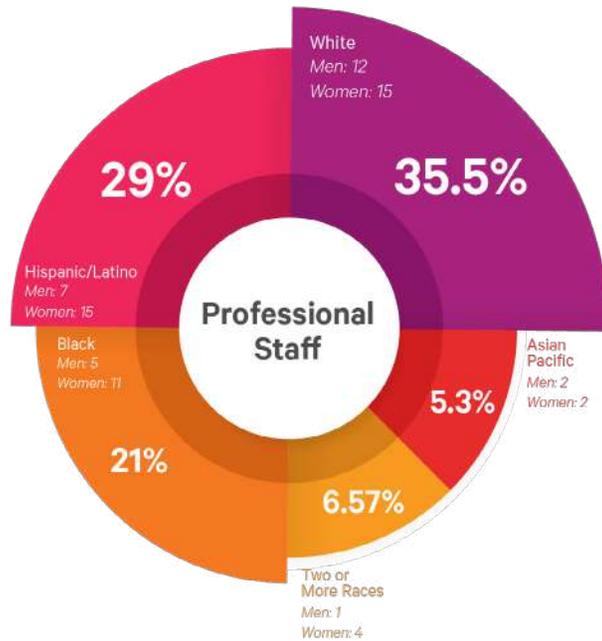
Co-President, Community Change Action



Our Staff

At Community Change, people of color make up the majority of our staff at all levels.

We are proud to say that members of our staff are represented by Nonprofit Professional Employees Union (NPEU) under International Federation of Professional and Technical Engineers, Local 70 (IFPTE-Local 70).



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FOR JOBS & FREEDOM
AND LET THE WORLD KNOW
WE WANT FREEDOM
I WOULD LIKE TO SEE THE
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AND LET THE WORLD KNOW
WE WANT FREEDOM**



This is a joint report of Community Change, a 501(c)(3) organization, and Community Change Action, its affiliated 501(c)(4) advocacy arm. The sibling organizations share a mission and vision, but they operate independently and in compliance with applicable rules and regulations.

**COMMUNITY
CHANGE**