

NEW VOICES FOR A NEW ERA



CAMPAIGN for **COMMUNITY CHANGE**

2009 ANNUAL REPORT

The mission of the Campaign for Community Change is to increase the profile of policy issues that matter to low-income people and people of color, as well as educate and empower low-income people and people of color to act on those issues.

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MESSAGE FROM THE EXECUTIVE DIRECTOR

This is the first annual report produced by the Campaign for Community Change, sister organization to the Center for Community Change. It is fitting that this organization's first report features 2009—a watershed year for this country and for social justice advocates.

This year opened a window for change that had long been closed. And although some people's hopes for 2009 were challenged or delayed, it's still clear that this is a new era for the relationship between low-income people and people of color and the policy makers steering the agenda for our country. Our issues and concerns are on the table, and we've had a welcome chance to move beyond defensive fights against bad policy, and actually work to define the priorities and changes necessary for our communities and our nation.

Just as the era offers a new opportunity for change for low-income people, the Campaign for Community Change can offer our grassroots partners new tools that let them take a more active role in advocating for policy and pushing for change.

This means new techniques for pulling people together and projecting our message to Congress and the White House; working hard to ensure that we will be ready for action on the policy debates we know are coming; and putting low-income people on the front lines to fight for their interests.

These techniques are powerful, and they work: we saw this year that well-organized grassroots groups can out-organize even hyper-wealthy interests with incredible resources and power. The health care victory of March 2010 wouldn't have happened without community organizing—and the Campaign for Community Change helped make that possible.



Deepak Bhargava

A handwritten signature in black ink, appearing to read 'DB' followed by a stylized flourish.

HEALTH CARE VICTORY

The health care reform legislation passed in March 2010 was an extraordinary victory for 35 million low- and middle-income Americans who will now be able to get health insurance. But it was also a victory for community organizing itself, which was a definitive factor in the reform's success.

When we look back on the reform debate in years to come, the distinguishing factor of the battle will not be the legislative maneuvering or a debate by politicians. The story of the health care reform debate of 2009 and 2010 is about how people on both sides were instrumental in shaping the debate. In many ways, opponents of reform were extraordinarily successful at monopolizing the debate, distorting the policy discussion, and creating a climate that was hostile to reform—or even productive discussion. But our grassroots groups were able to overcome the anti-reform narrative and the organized opposition of the insurance industry—a remarkable victory attributable to old-fashioned community organizing.

With our allies, including our longtime partner in health care reform efforts, the Northwest Federation of Community Organizations (NWFCO), CCC and grassroots partners helped put pressure on members of Congress who opposed reform. CCC and our Health Care for America Now (HCAN) partners were responsible for approximately 20 swing votes in the House of Representatives and moved three-fourths of them to support reform, including four representatives whose switch to “yes” for the final March vote were cited as a decisive event in the health care victory.

Grassroots leaders meet at CCC's offices to prepare for the Congressional briefing to share their stories about how they've suffered at the hands of a broken health care system.



But our impact was more than turning specific legislators to support reform: our grassroots groups helped turn the whole narrative about health care, and drew attention back to the human consequences of inaction.

We worked with Health Care for America Now to highlight actual stories of abuse by insurance companies—coverage denied for superficial reasons, permanent disability as a result of delayed care, bankruptcy and deaths that could have been prevented with treatment. The stories were heartbreaking, and survivors showed tremendous courage in sharing their personal stories to ensure that the consequences of the existing system were clear.

One advocate who particularly captivated the press was Marcelas Owens, an 11-year-old member of Washington Community Action Network (an affiliate of our partner NWFCO), whose mother passed away after she lost her health insurance and could not get treatment.

In March, we conducted a Congressional briefing that featured Marcelas and 23 other survivors telling their stories; Congressional staffers told us what a powerful impact this event had on them. In the final push for the bill, the Democratic leadership and the White House picked up on insurance survivors' stories in a big way. Along with the insurance rate hikes in California and elsewhere, the survivors' stories were critical to turning around the public narrative in the final weeks before the vote. The White House recognized this by asking Marcelas Owens to stand next to the president as he signed the historic health care bill.

In the end, our allies and grassroots partners helped win reform by ignoring the conventional wisdom from D.C.—which declared the bill dead numerous times on the almost year-long road to reform—and by continuing their efforts to win support person by person, district by district. The victory—one of the biggest victories for low-income people in decades—would not have happened without community organizing.



Health care reform signs in Washington, D.C. in the final weeks of debate over reform legislation.

The victory—one of the biggest victories for low-income people in decades—would not have happened without community organizing.

THE FIRST 100 DAYS



The first 100 days of any presidential administration are definitive for the term that follows it. Often, the priorities laid out then shape the evolution of policy and the spirit of the years to come.

At the beginning of the Obama administration, myriad interests were jockeying for attention on the agenda, and an array of issues were on the table: the ongoing wars in Iraq and Afghanistan, a host of domestic policy priorities, and the acute crisis still being felt from the economic crash the previous September.

With more possibility for change than had been present in decades, and a host of issues that were critical to low-income people up for debate, CCC set out to ensure that their voices were heard on Capitol Hill—literally. From February through April of 2009, we took grassroots leaders on visits to their policy makers every week.

Often, they discussed specific policy issues—particularly as Congress grappled with the stimulus and budget debate and weighed how to address the ailing economy. At other times, they simply spoke to their members of Congress and their staff about the challenges facing their communities, and how new public policies could dramatically change people’s lives there. It was our largest effort ever to bring leaders to speak to their members of Congress.

We believe that the stories of low-income people are our most effective tools of advocacy: they break through obtuse legal language and debate, and connect policy makers with the human impact of their decisions. People who live with the challenges facing low-income communities are by far the most eloquent and compelling advocates for change.

Through all these visits, our grassroots leaders saw that partners with different backgrounds and interests will stand with them for social change, not just in rhetoric, but in reality—even in an extraordinary setting like the offices of the United States Congress. These opportunities for our partners not only empowered them to see that they can participate directly in the political process; it also helped build the enduring partnerships that are critical to fostering a change movement that crosses barriers of race, gender, geography and background. One leader called the experience “life-changing.” Another described it this way: “It was at times nerve-racking but also empowering. Will our visits make a difference? We hope so. Listening to some of the experienced community leaders, I learned that small as well as large victories can be won against racial discrimination, predatory lending, and unjust housing practices, to name a few. It takes persistence and love for your neighbor.”

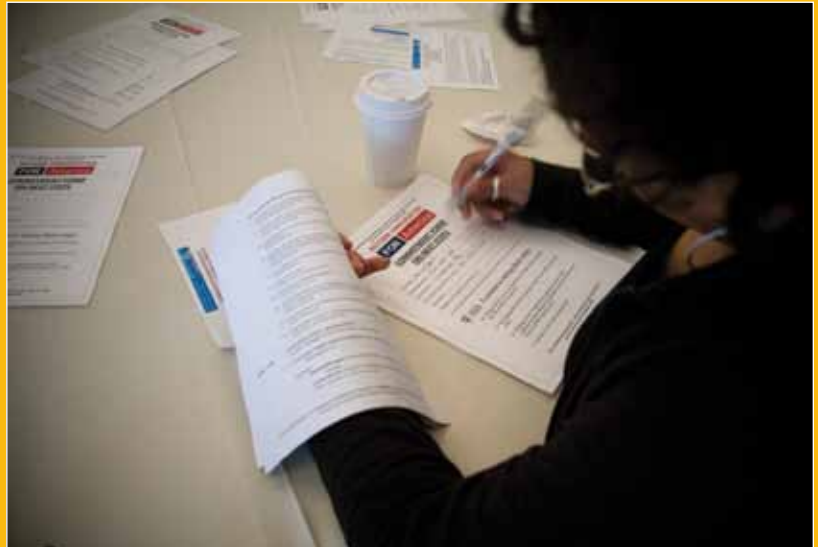
RI4A CAMPAIGN

In June 2009, the Campaign for Community Change and allies launched the Reform Immigration for America (RI4A) campaign at an extraordinary gathering in Washington, D.C. CCC and our grassroots partners in the Fair Immigration Reform Movement (FIRM) are core partners in this campaign, which is led by the National Immigration Forum.

We had hoped to attract 400 participants to the national summit meeting. Instead, the three-day event drew 750 activists from 36 states. FIRM members and other immigration organizers were joined by allies from every part of American life, including the faith, business, labor and civil rights communities. Participation so quickly outgrew our expectations—and our space—that CCC had to rent a gigantic tent in which to hold plenary sessions. Meanwhile, 44 locales in 21 states conducted their own local launches of the Reform Immigration for America campaign.

At the summit meeting in Washington, immigration activists were trained on a new message framework and worked together to develop campaign plans based on expert advice about how to move the immigration reform debate back home in their communities. The unity of the participants was remarkable, as was the diversity of speakers, including members of Congress; representatives of the Obama administration; allies like Benjamin Jealous, president of the NAACP; leaders from all parts of the labor movement and many more. The summit concluded with a National Town Hall Meeting in which members of Congress discussed plans for advancing immigration reform policies.

The most moving testimony of the power of this experience came from the participants themselves. “As an event to inspire, inform and act effectively, I have rarely seen such an amazing success,” wrote one. “I will always remember this,” wrote another participant. “I feel like I took part in history.”



Immigration organizers check in to the RI4A summit, the start of the Campaign's re-launched fight for immigration reform under the Obama administration.

MOVEMENT BUILDING TRAININGS

Between August 2009 and January 2010, the Campaign for Community Change and a small number of ally organizations galvanized the national Reform Immigration for America (RI4A) campaign by training 1,075 people—mainly young immigrants—and putting them into action in local leadership teams in their home states of Arizona, California, Colorado, Florida, Nevada, New York, North Carolina and Ohio.

We did this through “Movement Building Trainings”—multi-day leadership development workshops and exercises that we developed in conjunction with the Center for Community Change, the New Organizing Institute, Reform Immigration for America, the Leading Change Project at Harvard University, and United We Dream. The trainings included the most effective strategies from community organizing, as well as exciting new approaches for building movement that were tested and proven in the 2008 Obama presidential campaign. New leaders trained for a specific role in an organizing team—as an online organizer or recruitment coordinator, for example—so they were ready to take a defined place in their organizing team when they returned to their community.

Graduates of the trainings (called Movement Builders) immediately began to organize within the framework and with the support of the national campaign of Reform Immigration for America. Within the next several months, these grassroots leaders would drive the campaign in their own states, recruit thousands of new volunteers, add tens of thousands of people to RI4A’s cell phone action network, and sign up tens of thousands of immigration reform supporters. Each new person recruited and activated by the Movement Builders represented another voice telling Congress to fix our broken immigration system.

In March 2010, when CCC and RI4A called on people to march on Washington in support of immigration reform, Movement Builders and their teams mobilized more than 8,000 people from across the country to participate in the March for America, and raised more than \$75,000 for buses, food and lodging. They provided scores of volunteers and furnished hundreds of stories to national media.

The Movement Building Trainings provide young immigrants with inspiration, leadership tools, and a way to put their new skills to work immediately in statewide and national efforts to advance a policy change in which they and their families have a deep personal investment. It helps them channel their own passion for the immigration reform movement as they fight for their future in the country they know as home.

Young organizers at a Movement Building Training in Florida (left); an immigration reform demonstration in Washington, D.C. (right).



REACHING NEW IMMIGRATION REFORM SUPPORTERS

By early 2010, CCC and our partners had identified some 200,000 new immigration reform supporters—and the numbers have continued to grow.

In 2009, the Campaign for Community Change began to harness technology in an exciting new way to identify and mobilize immigration reform supporters across the country—even in locations where no immigrant groups were active.

Through polling and innovative data modeling, our sister organization the Center for Community Change had created a data model that identified characteristics that an immigration reform supporter was likely to have. The Campaign for Community Change and the Reform Immigration for America (RI4A) campaign applied that model to the entire national voter database. We ranked everyone based on their likelihood to take action on behalf of immigration reform, as predicted by the model.

More than 12 million people scored the highest ratings of 9 to 10. Thrilling—and yet, the only way to turn potential activists into real activists is to contact them individually and invite their participation. How do you cold call 12 million people?

We enlisted grassroots partner groups in California, Illinois and Maryland to establish phone banks and call people from the list. They asked the potential activists to call their member of Congress and express their support for comprehensive immigration reform. If the person agreed, our partners immediately connected them to their legislator's office.



In this way, matching the massive reach of a national database with the necessary warmth of personal contact, CCC and allies began to identify activists—people who had demonstrated their willingness to take action on behalf of immigration reform. We decided that the main purpose for identifying supporters and reaching them through the phone banks was not to grow advocacy lists for CCC or the Reform Immigration for America campaign, but to send messages in support of immigration reform to members of Congress.

The phone banks began in July 2009. That month our partners called almost 36,000 likely supporters and identified 9,300 definite immigration supporters among them. Of those, an astounding 90% agreed to let us patch them through to their member of Congress. By September 2009, CCC had reached 135,000 people and patched through 34,551 of them to their members of Congress—an astonishing 26.21% overall success rate. In addition, more than 36,000 people signed up to receive email alerts from the Reform Immigration for America campaign, and almost 54,000 signed on to receive text messages from RI4A asking them to take action—make a call, send a fax or attend a rally on behalf of immigration reform.

In the first few weeks of the summer, we averaged 300 to 400 calls to Congress per day. By September, close to 1,000 calls each day went to members of Congress from pro-reform constituents. By early 2010, CCC and our partners had identified some 200,000 new supporters—and the numbers have continued to grow.

We're proud to be breaking new ground in this exciting use of data and technology. Yet it still comes down to the power of human contact: real people calling their members of Congress and urging them to do what's right.



Marchers call for immigration reform that keeps families together.

FIGHTING FOR CHANGE— USING YOUR CELL PHONE

One essential element of a successful social movement is its capacity to move people to call for change, often at only a moment's notice. When immigration reform was under serious consideration in the past five years, there was a groundswell of support from an energized immigrant community, but we weren't always able to make our voices heard over a rabid anti-immigrant movement that was—and still is—exceedingly well-organized.

The cell phone action network connects to immigration reform supporters instantly and mobilizes them to take action to make their voices heard in the ongoing policy debate.

To address this, the Campaign for Community Change set out to build a network of immigration reform supporters that could respond instantly when called to add their voices to debate over immigration policy. In partnership with the Fair Immigration Reform Movement (FIRM) and Reform Immigration for America (RIA), we began building a list of supporters—and their cell phone numbers.

Through the list, we can mobilize immigrant rights supporters whenever something happens that needs their voice—either to say thanks, or to tell policy makers they should take a different path. This covers all kinds of issues: if there's an immigration policy development; if the president or a member of Congress makes a public comment on the issue; or for unexpected situations, like issues facing undocumented immigrants from Haiti after the devastating earthquake there in January 2010.

We send text messages to alert the list if their voices are needed on an issue, and they can reply to the text to call the White House or their member of Congress. As the call goes through, a recording reminds the caller about the issue at hand and how they might want to relay their message.

Mobile phones are a particularly effective tool for reaching out to the Campaign's constituencies. Low-income people are more likely to have a mobile phone than to have regular computer access or a permanent land line, and most users keep their cell phones with them at all times—speeding up the pace with which CCC can connect to our grassroots base.



The text message list started simply: users text the word “Justice” or “Justicia”—for English or Spanish—to the number 69866. And adding to the list is as simple as forwarding messages to friends, publicizing the number at meetings, rallies and events, or promoting the number as the Reform Immigration for America campaign has done through online ads, TV campaigns and billboards.

Purely through these strategies, the cell phone list grew exponentially, from its inception to 150,000 users in just 18 months. Between the text list, our traditional email list and phone banking, we’ve generated more than 1.35 million calls and faxes to Congress and the president.

This is exactly the kind of presence immigration reform supporters need to build to ensure that in this round of immigration debate, the noise created by anti-immigrant groups doesn’t override the majority of Americans who want reasonable, humane solutions to this broken system.

“This time around, we are making sure that everyone who cares about just and humane immigration reform will be ready to make those phone calls and send those faxes to hold Congress accountable,” is how our online campaign director Rachel LaBruyere described it in an article on the Huffington Post. “We are building this list so that the politics of fear is no longer louder than the voices of people working for the American Dream.”

“We are building this list so that the politics of fear is no longer louder than the voices of people working for the American Dream.”

—Rachel LaBruyere,
online campaign director



Adding numbers to the cell phone action list is as simple as forwarding messages to friends or publicizing the number at meetings, rallies and events.

MARCHING FOR AMERICA

*“My life has changed...
Sharing the bus with a
bunch of strangers opened
my eyes about how much
easier it is for me as a
United States citizen.
And I’m now keeping in
mind that if I don’t keep
working for a better
America, who is?”*

— College student
Alma Aquino Aguilar
(to the *Greeley Tribune*)

In January 2010, even as increased deportations were causing despair and fear in immigrant communities, the president devoted only a few words of the State of the Union address to immigration reform. This galvanized the immigration reform movement to push for action in 2010.

In early March, CCC and allies including the Reform Immigration for America (RI4A) campaign and the Fair Immigration Reform Movement (FIRM) conducted a press conference to call on the president to fulfill his promise to overhaul our nation’s immigration system. The event generated excellent press coverage—and a response from the administration.

Within days, the president himself spent more than an hour meeting with a dozen immigration reform advocates, including CCC’s Deepak Bhargava. The discussion focused not only on immigration reform, but also on the pain and anger caused by the administration’s escalating detentions and deportations—each one of which can tear apart a hardworking family.

CCC, FIRM, RI4A and our allies decided to raise the stakes by conducting a national “March for America” in Washington, D.C. on March 21, 2010. We had just 40 days to conduct a tremendous collective effort involving collaborative work from national and grassroots organizations nationwide on planning, logistics, recruitment, speaker preparation and more.

The goal was to bring 100,000 people to the National Mall to demand action on immigration reform. Instead, the March for America drew more



The March 21 event drew more than 200,000 participants to the Mall, more than double our turnout goal.

than double that: more than 200,000 participants, rolling into Washington in 984 buses from 40 states, as well as countless carpools, vans, and packed Metro trains. More than 350 volunteers from scores of organizations helped make the day a huge success.

A 22-year-old student who had spent two days on a bus from Colorado described her experience to *The Greely Tribune*. “My life has changed. I left as one person with certain views and I came back with different views. I didn’t realize how deep the stories can be from every person migrating to the United States. Sharing the bus with a bunch of strangers opened my eyes about how much easier it is for me as a United States citizen. And I’m now keeping in mind that if I don’t keep working for a better America, who is?”

There was a sharp contrast to our rally in D.C. that day: on the other end of the National Mall, a small crowd of tea party extremists gathered to protest against health care reform. The events at these demonstrations were widely reported: protesters spit, shouted and hurled racial and homophobic epithets at members of Congress. In contrast, the hundreds of thousands of immigration reform marchers kept the tone of our march sunny and positive. The distinction was striking, as noted in an op-ed by Lawrence Downes in *The New York Times*, where he wrote: “Here were two rallies: one good, one loathsome. One hopeful, one paranoid. One trying to repair how Washington works for all America, and one looking to break it so the system can go on failing.”



Speakers look out at the crowd on the National Mall from the March for America stage.



FINANCIAL INFORMATION

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Independent Auditor's Report

To the Board of Directors of
Campaign for Community Change

We have audited the accompanying statements of financial position of Campaign for Community Change (a not-for-profit organization) as of September 30, 2009 and 2008, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Campaign's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Campaign's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Campaign for Community Change as of September 30, 2009 and 2008, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

March 3, 2010

CAMPAIGN FOR COMMUNITY CHANGE
STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED SEPTEMBER 30, 2009 AND 2008

	2009			2008		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
REVENUE						
Foundation						
Contributions	\$ 5,192,941	\$ 1,497,815	\$ 6,690,756	\$ 336,415	\$ 596,085	\$ 932,500
Individual						
Contributions	3,201	-	3,201	75,200	-	75,200
Organization						
Contributions	169,481	10,000	179,481	282,292	279,042	561,334
Registration Fees	43	1,885	1,928	-	-	-
Subtotal Revenue	5,365,666	1,509,700	6,875,366	693,907	875,127	1,569,034
NET ASSETS RELEASED FROM RESTRICTION						
Total Revenue	1,880,934	(1,880,934)	-	1,651,645	(1,651,645)	-
Total Revenue	7,246,600	(371,234)	6,875,366	2,345,552	(776,518)	1,569,034
EXPENSES						
Program Services	5,088,835	-	5,088,835	2,034,802	-	2,034,802
General and						
Administrative	250,431	-	250,431	339,459	-	339,459
Fundraising	74,263	-	74,263	44,271	-	44,271
Total Expenses	5,413,529	-	5,413,529	2,418,532	-	2,418,532
Increase in Net Assets	1,833,071	(371,234)	1,461,837	(72,980)	(776,518)	(849,498)
NET ASSETS						
Beginning of Year	561,120	844,646	1,405,766	634,100	1,621,164	2,255,264
End of Year	\$ 2,394,191	\$ 473,412	\$ 2,867,603	\$ 561,120	\$ 844,646	\$ 1,405,766

See auditor's report and accompanying notes to financial statements.

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