

# Blueprints for Equity. Building for Impact.



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*Greenlining's President and CEO Debra Gore-Mann  
at the Celebrating Ascendance mural dedication*

## PRESIDENT & CEO LETTER

Dear Friends & Allies,

2021 marked the first year in the launch of The Greenlining Institute's new strategic plan. In it, we built on the legacy of our humble but mighty beginnings and further honed in on our purpose in this moment. The intersecting nature of the challenges we face calls for us to stand firmly in our courage. And we are doing just that.

This year tested our resolve in so many ways. We continued to confront the unequal health and economic effects of the pandemic. We experienced the intensifying impacts of climate change and an ever widening racial wealth gap. And we continued to face the entrenched nature of systemic racism and the subsequent backlash to progress. Despite these roadblocks, we remain resolute.

2021 was also a year of unprecedented movement on the issues that we have worked on for nearly three decades. Our steadfast commitment and consistent progress on economic and climate equity prepared us to seize opportunities to make meaningful change for our communities. Last year we successfully worked with our partners to negotiate hundreds of billions of dollars in community

benefit agreements directed to formerly redlined communities in response to an explosion of mergers and acquisitions in the banking sector. Our playbook for advancing equitable climate solutions is finally receiving the attention it deserves as a model for national replication. And, we remain vigilant in identifying and addressing the evolving nature of redlining and the way that technology can either exacerbate these discriminatory biases, or be a critical tool for change.

We also created a new policy team to build community capacity to better connect the dots between community priorities and proposals being debated by lawmakers in Sacramento and across the country. This new team is resourcing a critical part of our change equation, which ensures that the policy solutions and capital investment opportunities that Greenlining advances are responsive and accessible to communities of color. We are already seeing the benefits of this new effort to collectively learn and build power to accelerate equitable transportation electrification policies in Illinois, Colorado, North Carolina and Virginia, as well as transformative climate action in Stockton, Oakland and Los Angeles, California. Our model of community engagement has the potential to transform policymaking to be more equitable, and we're excited to expand on these efforts in the coming years.

All of this work would not be possible without the dedication of an incredibly talented and equity-driven team at Greenlining and the tremendous support of our coalition members and partners. We are truly grateful for your trust and partnership that allows us to continue to work towards a future in which communities of color thrive, and race is no longer a barrier to opportunity.

In solidarity,  
Debra Gore-Mann



*California Green New Deal Coalition members rally Congress at the Dolores Park in San Francisco in support of a robust infrastructure investment package*



Completed Celebrating Ascendance mural on  
The Greenlining Institute building on Webster and 14th St

## The Greenlining Institute Strategic Plan 2021-2023

The Greenlining Institute launched a new three-year strategic plan at the beginning of 2021 outlining our vision for a more just future for communities of color where race is never a barrier to health or wealth. The plan outlines Greenlining's ambition to create a just economy that is cooperative, sustainable, participatory, fair and healthy.

Over that time period, Greenlining will advance the following core priorities:

1. Shape a just and healthy economy and eliminate the root causes of inequities faced by communities of color
2. Increase household wealth in communities of color
3. Build healthy and climate-resilient communities of color
4. Build intersectional leadership and power across issues, sectors and places to advance an equity agenda
5. Cultivate an expanding generation of racial equity leaders
6. Strengthen Greenlining's internal operations that reflect our core values

**The Greenlining Institute works towards a future when communities of color can build wealth, live in healthy places filled with economic opportunity, and are ready to meet the challenges posed by climate change.**



*Mural artist Desi Mundo, dancer Carla Service, and former Greenliners Terry Bautista and Lailan Huen alongside community members at the mural dedication*

To get there, Greenlining will focus on our three main roles:

- **Bridge builders** - bringing together diverse players from the public, private and nonprofit sectors to create powerful solutions for lasting change.
- **Advocates** - leading strategy and policy efforts, raising the visibility of issues that impact communities of color, and building political will for transformative policies to end racial inequity.
- **Incubators** - working with communities to generate and test new policies and programs while training multi-ethnic leaders so they can be the strongest and most resilient advocates for change.

To ensure effectiveness in the implementation of this strategic plan, Greenlining realigned its internal staff structure to more precisely achieve the new plan's priorities through five newly constituted programmatic teams: Economic Equity, Climate Equity, Transformative Communities and the Leadership Academy.

This annual report reflects our Year 1 progress on improving the health and well-being of communities of color while keeping a long-term eye towards building a just economy that eliminates all forms of redlining once and for all.



# IMPACT

*A young dancer of Dance-A-Vision performing at the mural dedication*

## Shaping a Just & Prosperous Economy

The Greenlining Institute is stepping forward into this moment with boldness and precision to address the root causes of widespread racial and economic inequity and to eliminate all forms of redlining once and for all. Here’s how we advanced this work in 2021:

### Confronting Algorithmic Bias & The New Frontiers of Redlining

The laws and protections we have in place against discrimination haven’t kept pace with the speed of technology. In 2021, we released *Algorithmic Bias Explained*, a report to help advocates and policymakers understand the risks of algorithms to amplify systemic racism—and the potential of algorithms to promote greater equity. Companies and public institutions are increasingly relying on algorithms, not humans, to decide who gets access to affordable credit, jobs, education, government resources, health care and investment. While much public concern about algorithms and racial bias has focused on facial recognition and policing, our research finds that algorithms can widen racial wealth gaps at a frightening new speed and scale. Our research found that:

**“The same technology that’s being used to hyper-target global advertising is also being used to charge people different prices for products that are really key to economic well being like mortgage products insurance, as well as not-so-important things like shoes.”**

– Vinhcent Le

*quoted by CNET, February 2021*

- In Detroit, an algorithm justified denying the city’s Blackest and poorest neighborhoods water and sewage services and government aid from neighborhoods deemed by an algorithm to be risky “investments.”
- In Indianapolis, a similar “market value” algorithm denied the city’s most distressed neighborhoods access to small-business support, home repair and rehabilitation, homebuyer assistance and foreclosure-prevention programs because the algorithm encouraged developers to prioritize investments in stronger markets.

Because government agencies are increasingly purchasing algorithms from private software companies, Greenlining sponsored AB 13, The Automated Decision Systems Accountability Act, to demand transparency and safeguards. AB 13 will require California state agencies to assess the impact of any Automated Decision System that poses a significant risk to the legal rights, health and well-being of individuals, or otherwise has the potential to result in inaccurate, unfair, biased or discriminatory decisions.

While AB 13 is a start, we see potential to harness the best parts of technological change to create technological *greenlining*, the affirmative and proactive practice of providing economic opportunities in communities of color. For example, a law that we helped pass does exactly this—SB 535 relies on an algorithmic decision-making tool called CalEnviroScreen to prioritize funds from the state’s cap-and-trade program for communities with the greatest economic and environmental challenges.

## Work in the California Legislature

The Greenlining Institute’s 2021 advocacy pushed California to lead on equity as a model for the nation. In 2021, working with coalition partners, we urged the Governor and the California State Legislature to make historic equity-minded investments with the state’s substantial budget surplus.

### Budget Advocacy

Billions of federal dollars and strong state fiscal projections made 2021’s budget process a once-in-a-generation opportunity. Seizing the moment, Greenlining with The Just Recovery Network, a coalition of over 60 organizations, demanded an equitable climate budget. Thanks to our collective efforts, the Governor and State Legislature passed a budget that included a historic \$3.7 billion in spending for climate resilience programs with targeted equity-oriented investments.

“It’s also about self-determination, and I think that’s what’s been lacking in our climate strategies. I think people that are most impacted feel like things are happening to them, without them, and TCC allows those people to feel like they are part of the solution.”

– Alvaro Sanchez

quoted by *KQED*, May 2021

The approved California state budget commits funds to:

- Cut carbon emissions and create more livable neighborhoods using the community-based/bottom-up stakeholder planning model we developed—the *Transformative Climate Communities program*
- Prepare frontline communities to invest in climate change mitigation and adaptation by launching the *Regional Climate Collaboratives program*
- Help low-income families in multifamily homes save energy and stay safe during extreme weather through the *Low-Income Weatherization Program*
- Incentivize lower-income drivers to replace old polluting cars with clean vehicles through the *Clean Cars 4 All program* and the *Clean Vehicle Assistance Program*
- Reduce carbon emissions and increase shade and cooling in communities that lack tree cover through the *Urban Greening and Urban Forestry program*
- Create new *community resilience hubs* to provide integrated climate-related emergency services through local community institutions like libraries and health clinics

We couldn't have achieved this large budget investment without the collective action and the tireless efforts of countless community advocates.

In 2021, Greenlining also continued to press the California Legislature to make racial equity core to its work. In June 2021 Greenlining organized a virtual Lobby Day and successfully met with the offices of 43 different state legislators to advance Greenlining's budget and legislative priorities. The Lobby Day included participation of Greenlining's full staff and current class of Leadership Academy Fellows and Summer Associates.

## Legislative Progress

In 2021, Greenlining worked closely with Governor Newsom's office, the Legislature and key coalition partners to advance the following legislative priorities to protect the health and well-being of all communities:

- Greenlining successfully supported the passage of HR 39 Equity Impact Analysis of Legislation to prevent unintended negative consequences from proposed legislation and help decision makers prioritize bills with the greatest impacts for vulnerable communities. The bill encourages the California Assembly to explore methods to integrate equity more formally into its daily activities, including the potential adoption of equity impact analysis into the existing committee and floor bill analysis process.

- Greenlining introduced SB 17, which would establish the Office of Racial Equity and the Racial Equity Advisory and Accountability Council while also declaring racism as a public health emergency. Addressing the root causes of structural racism across agencies means placing equity at the core of everything state departments do. Developing a strong, cross-agency equity framework, infrastructure and strategy is essential to put California on a meaningful and effective path for success.
- Greenlining sponsored AB 13 to demand transparency and accountability for government uses of algorithms and to mitigate the potential for bias.

## The California Green New Deal Coalition

We cannot advance a robust climate agenda without a laser-like focus on racial equity, and we cannot build up wealth, resilience and power in our communities without tackling climate change. In 2019, building on the momentum of the national Green New Deal movement and California’s history of climate leadership, Greenlining helped launch The California Green New Deal Coalition. Founded by Greenlining, with APEN, Public Advocates, Sierra Club, and Courage Campaign as an ad hoc steering committee, the Coalition today represents over 60 organizations centering leadership from frontline communities and labor organizations, as well as Black and Indigenous communities and communities of color across California. In 2021 we worked with the steering committee to define our shared vision of a Green New Deal, goals and strategies and the Coalition’s working structure.

This work is interconnected and intentionally brings forward long-term enduring solutions that exist at the intersection of racial, economic and environmental justice. The Coalition’s goals are to win far-reaching climate policies that prioritize racial justice and secure investments in climate-resilient infrastructure that also create good union jobs.

In the years ahead, the Coalition will build on this foundation to develop transformative policy campaigns that advance a California Green New Deal through collaboration with coalition members, intensive research, storytelling, legislative and budget advocacy, and deep community engagement and trust building.



*California Green New Deal coalition members rally Congress at the Dolores Park in San Francisco in support of a robust infrastructure investment package*



# IMPACT

*Volunteers and community members in front of Bandung Bookstore, a participant of The POC Small Business Network*

## Household Wealth Building

Greenlining's strategic plan outlines a path to bringing tangible, meaningful benefits to communities of color through targeted resources and investment opportunities for households and businesses of color to build and protect intergenerational wealth.

## Negotiated \$100 billion in Community Benefits Agreements

Our decades of work to advance economic equity positioned us to seize opportunities to make meaningful change for our communities. Last year Greenlining successfully worked with our partners at the California Reinvestment Coalition and the National Community Reinvestment Coalition to negotiate over \$100 billion in community benefit agreements directed to formerly redlined communities in response to an explosion of mergers and acquisitions in the banking sector. These agreements will target billions of dollars in loans, financial products and community investments to low- and moderate-income communities across California. In 2021 alone:

- PNC Bank committed to a four-year, \$88 billion Community Benefits Plan that will expand economic opportunities for communities of color and low- and moderate-income individuals and communities.
- Silicon Valley Bank announced a major \$11.2 billion community benefits plan negotiated by Greenlining and CRC to invest in low-income communities across California in affordable housing, community development and small business lending.
- Banc of California agreed to a five-year, over \$1.4 billion community benefits package that includes investments in economic development, a \$200 million affordable housing commitment, and a significant increase in the bank’s contributions to low-moderate income-serving organizations, including groups providing homeownership and small business counseling.

Greenlining has a decades-long history of successfully negotiating community benefits agreements with financial institutions who must comply with the Community Reinvestment Act — a 1970s-era federal anti-redlining law that regulators must consider before approving a bank expansion. We continue to engage actively in other bank mergers and acquisitions to maximize investments in formerly redlined communities.

## Holding Nonbank Lenders Accountable

In 2021, Greenlining shined a light on a troubling limit of the Community Reinvestment Act: its failure to include nonbank lenders, also known as fintechs. Although redlining was outlawed, its legacy lives on today in the data and algorithms that make decisions on who receives access to services and resources. For example, nonbank lenders, many of whom invested heavily in technological growth and the ability to offer fast, automated mortgage decisions, are now among the biggest mortgage lenders in both the nation and California.

The rise of nonbank lenders, exempt from the CRA and the regulations that govern traditional banks, can exacerbate inequities in low-income communities and communities of color. In 2021, Greenlining released *A Fair Financial System: Regulating Fintech and Nonbank Lenders*. By analyzing Home Mortgage Disclosure Act data, Greenlining found that nonbank lenders now service nearly two-thirds of Federal Housing Administration loans—most of which are used by low-income, minority and first-time homebuyers—and nearly 66% percent of all new mortgage originations nationally as of 2020.

It’s time our laws caught up with reality in order to protect communities of color and low-income borrowers from discrimination. To that end, Greenlining developed recommendations for state and federal agencies to require nonbank lenders to meet and surpass the standards their traditional banking peers are held to. To start, nonbank lenders should have the same mandate to serve low- and moderate-income communities as traditional banks. That means including

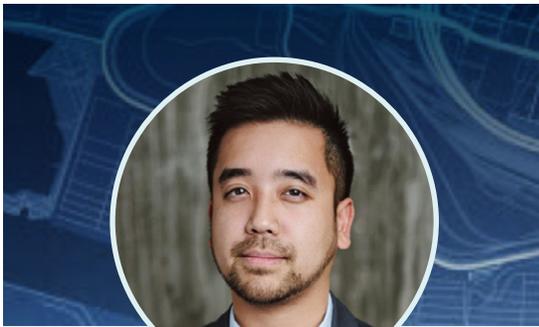
**“We want a level playing field across the financial system. It’s time for financial regulations to catch up to reality.”**

— Rawan Elhalaby

*quoted in San Francisco Business Journal, August 2021*



Elder at an Anti-Asian Hate Violence rally in San Francisco in March 2021



## Vinhcent Le

“What we’re doing here is really new, involving local community organizations that haven’t traditionally been involved in broadband work but who have strong links to the community, and using those community links to target the digital divide.”

these lenders in the federal CRA. In California, we recommend empowering the state’s Department of Financial Protection and Innovation to collect the data from nonbank lenders necessary to evaluate fair lending. Congress should also strengthen the Home Mortgage Disclosure Act, with easier-to-access data that is disaggregated by different racial and ethnic communities.

These expanded protections would result in greater access to safe mortgages, expanded first-time homeownership programs, access to entrepreneurship, affordable housing development and community-driven investments into low-and moderate income communities.

## Town Link Broadband Partnership

Broadband access isn’t a luxury, but necessary to participate in the modern economy and society, something COVID-19 has made clear. Building on Greenlining’s work to close the digital divide and its impact on communities of color, Greenlining launched Town Link, a partnership with the City of Oakland, to increase internet adoption and digital literacy in communities that have lacked internet

access, including communities of color and low-income neighborhoods.

This year-long program has successfully:

- Improved digital inclusion and digital literacy through trainings and educational programs
- Raised awareness about free and affordable broadband plans
- Provided access to computers and tablets to residents lacking devices

Key to Town Link's success are partnerships with diverse community-based organizations who are helping to address the digital divide in various high-needs "priority" communities:

- Ten local Oakland organizations each received \$10,000 grants and technical assistance in order to increase internet adoption and digital literacy in their respective communities.

Greenlining partnered with these 10 local Oakland organizations to educate 1,500 Oaklanders about the Emergency Broadband Benefit and to provide 150 community members with digital literacy education. We specifically focused on identifying organizations able to reach low-income residents; unhoused residents; Black, Indigenous, and Latinx residents; re-entry populations; immigrants and English language learners; and seniors.



### **J.P. Hailer,**

Caretaker of Community Partnerships,  
Homies Empowerment Partnerships

**“Our community has shared the need for computers, education and affordable, reliable internet. We are very grateful that Town Link is giving us the opportunity to meet the needs of our community by providing technology and digital literacy services so that individuals and families are empowered with the skills and resources they need for daily living.”**

# People of Color Small Business Network



In 2021, Greenlining worked closely with The Alliance for Community Development and Uptima Business Collaborative, two women of color-led organizations based in Oakland, to establish the POC Small Business Network to conduct outreach, recruitment and in-depth business coaching for a cohort of 20 small businesses in East Oakland. Greenlining worked through the Alliance to disperse emergency cash grants to participating small businesses in amounts ranging from \$2,500 for new businesses to \$5,000 for legacy businesses.

**“Working with Greenlining has been a wonderful experience, allowing us to pilot our programmatic model in a place-based context. Thanks to Greenlining, we were able to support our POC Small Business Network clients in planning for and implementing use of their microgrants... By providing such hands-on support in the pilot, we were also able to gain insight on creating pipelines to get East Oakland businesses access to other excellent resources and opportunities in the entrepreneurial ecosystem.”**

– Alliance for Community Development



**“Los fondos de la subvención realmente me ayudaron a estabilizar pagos antiguos. También disfrute la responsabilidad de mi relación con la navegadora. Al mismo tiempo, las conversaciones con Alex me ayudaron a no sentirme tan abrumada.”**

*Translation: “The grant funds really helped me stabilize old payments I had not gotten to. I also enjoyed the accountability. The conversations with Alex were helpful in not feeling so overwhelmed.”*

– Guadalupe Garcia,  
La Nieta de Pancho,  
three years in business

Guadalupe Garcia in front of her small business, La Nieta de Pancho



# IMPACT

Community bike rides with the Original Scrapper Bike Team

## Healthy & Climate Resilient Communities

Decades of disinvestment mean that climate change and climate disasters hit communities of color and low-income communities first and worst. We are playing a pivotal role in linking climate action to racial equity, advocating for policies that ensure that communities of color are prepared to respond to the challenges posed by climate change.

### Mobility Equity & Transportation Electrification

In 2021 Greenlining produced new research, tools and policy recommendations to guide California in an equitable transition to clean mobility and serve as a model for the nation. These learnings were documented in *Clean Mobility Equity: A Playbook* which provides a roadmap for equitable mobility strategies.

The transition to an equitable transportation system can and must be designed holistically and with community input to improve mobility, decrease pollution and enhance economic opportunities for low-income communities of color. When we unite elements like jobs, affordable housing and transportation—topics often addressed in isolation—we can magnify their impact to achieve a clean energy future. We built on these concepts further in various follow-up research and reports detailed below:

- Greenlining worked with the Economic Policy Institute to issue a new report: *The stakes for workers in how policymakers manage the coming shift to all-electric vehicles*. The projected massive shift in automotive sales toward EVs presents challenges and opportunities for auto workers. The report details how, with smart policy, the U.S. can take the lead in building the vehicles of the future, combat climate change, and reverse the long downward slide in job quality in the auto industry.

- Greenlining co-authored a primer with the Union of Concerned Scientists: *Low- and Zero-Emissions Zones; Opportunities and Challenges in Designing Equitable Transportation Policies*. Many European cities use low- and zero-emissions zones to improve air quality, reduce congestion, raise revenue and achieve climate goals. Given California’s high levels and racial inequities of vehicular air pollution, ZEZs are a promising tool. The primer details how ZEZs can be designed with equity considerations, with recommendations for fee structures, revenue distribution, enforcement mechanisms, and considering local traffic patterns.
- Greenlining developed *Sustaining Clean Mobility Programs*, which provides recommendations for how to generate and sustain long-term funding for clean mobility projects. While California leads the nation on piloting clean mobility equity projects, many of these promising initiatives are not funded beyond their first year. This report identifies four potential funding mechanisms for these projects and equitable fee structures and revenue distribution.

“We want the focus to be on the frontline, hard-to-reach communities that are most impacted by poverty and pollution.”

– Leslie Aguayo

*quoted in Slate, March 2021*

## Moving from Analysis to Action: Evaluating Climate Equity Policies

Greenlining believes equity is a verb, and true equity must be reflected in the day-to-day practices of individuals and institutions with results achieved for our communities. Greenlining’s work doesn’t end when policy recommendations become law. Instead, we monitor how policies are being implemented and affecting people’s lives on a day-to-day basis to ensure the desired impact is being achieved. Two exciting examples of this follow-up work in 2021 are reflected in two evaluation reports Greenlining published.

The first is *Fighting Redlining and Climate Change with Transformative Climate Communities* that examines an innovative California program that can serve as a national model for equitable climate action.

Greenlining conducted an intensive qualitative evaluation of the Transformative Climate Communities program, a unique approach to fostering community-led solutions to climate adaptation. Since being formalized as a state-funded program, 18 community coalitions have won grants to plan TCC projects and eight community coalitions are implementing projects.

The evaluation identifies exciting early successes. TCC cities across California are cutting CO2 emissions, creating jobs, attracting new investment, and building healthier, more economically resilient neighborhoods—all led by community organizations driving their own agenda. But despite these

“TCC gives [communities] the power to define their own goals and solutions — with the funding to both develop those plans and make them real...This is a program for the people, by the people.”

– Khariyyah Shabazz & Alvaro Sanchez

*quoted in San Jose Mercury News, November 2021*

successes, the report finds key challenges, namely inconsistent and inadequate funding and administrative and financial burdens that disproportionately impede poorer cities and towns. The report concludes with several recommendations to further refine and replicate the TCC model and build on its early successes.

The second is *Clean Mobility Equity: A Playbook* that reviews California’s clean mobility equity programs, noting successes and areas for improvement. California, thanks in part to Greenlining’s work over the years, employs some of the most aggressive equity-oriented transportation policies in the nation. But how do we know if California’s attempts to foster mobility equity are working? We took a closer look and shared our findings in *Clean Mobility Equity: A Playbook*. While there is much that is promising, the report highlights missed opportunities such as increasing funding for programs that enable local communities to decide which transportation modes work best for them, and moving funds away from programs that disproportionately benefit EV purchases by middle and higher-income White residents. Ultimately, the report calls for California to move to policies that reduce congestion, vehicle trips and unsustainable land use patterns while supporting regions and communities that are inherently more car dependent to transition to electric mobility options.

This ongoing accountability helps guide activists, advocates, community members and lawmakers by making modifications and adjustments as “rubber meets the road”—the iterative process of equitable policy development.

## Tackling Utility Debt in California

During the 2021 state legislative cycle, Greenlining, in partnership with the rePower coalition, successfully secured \$2 billion in the California budget to cover energy utility debt and moratoriums for utility shut-offs through the end of 2021. Those with disproportionate utility debt and most at risk of potential shut-offs are low-income, immigrant, non-English speaking, those with disability and/or dependence on medical technology and communities of color, particularly Black and Latinx communities. However, while it is a win that utility debt concerns received attention, the amount of debt far exceeds \$2 billion and continues to grow. We will continue to call on the Governor and the Legislature to continue this necessary relief in 2022 and beyond.

**“We will not be celebrating anything until the risk of disconnection is removed.”**

– Mad Stano

*quoted in CalMatters, July 2021*



*Self-organized mutual aid food distribution program by East Oakland residents*



# IMPACT

*Members of Towards Equitable Electric Mobility Community of Practice gathered virtually for an annual convening.*

## Intersectional Power & Partnerships

We build for the future by empowering communities of color to build lasting change efforts themselves. Through Greenlining’s new Transformative Communities Capacity Building team, we bring together diverse players from the public, private and nonprofit sectors to create powerful solutions that endure, and support organizations led by communities of color to access resources and drive forward community priorities.

### TEEM Community of Practice

Greenlining and Forth launched the Towards Equitable Electric Mobility Community of Practice in 2020. In 2021, Greenlining facilitated TEEM’s first year of collaboration,

**“There’s a distinctly different pace about the formation of this group. There’s space given for education and learning. I appreciate that as opposed to feeling like you have to come in and be ready to move. That is a unique TEEM quality.”**

– Equity Organization member

bringing together 21 organizations from four states—Colorado, Illinois, Virginia, and North Carolina—to advance equitable transportation electrification policies and practices.

Greenlining is committed to approaching equity as a skill, a practice that must be exercised, strengthened and honed over time. Reflecting this, the TEEM Community of Practice brings together larger “mainstream” environmental policy organizations with smaller community-based “equity” focused organizations towards a shared long-term goal of advancing racial equity in electric mobility. This design intentionally confronts a history of tension and mistrust between POC-led community-based organizations and larger, well-funded, often White-led, mainstream environmental policy organizations in the environmental justice movement. Evaluation conducted by The Innovation Network for Social Change of TEEM’s year one work examined the strength of the community being formed.

We are pleased to see that findings included success in TEEM’s model for building a high degree of trust across members and groups in TEEM, with members citing relationship building and the equal contribution of ideas in survey responses. Participants agreed that the organizations who are part of TEEM are not the “usual suspects.” Mainstream organizations valued the perspective of the community-focused organizations, who often are able to challenge their world view.

Mainstream organizations are thinking about equity differently because of their connection to community-based organizations who are part of TEEM. A reflection conversation was dominated by discussion of the benefits of diverse perspectives and how mainstream organizations have grown their understanding of equity and what it means.

A just and equitable transition to clean mobility will require that diverse stakeholders trust each other in working together towards shared goals. TEEM’s year one work has laid a powerful foundation for this as the TEEM network moves into their second year and expands to more locations across the United States.

**“We work for policy-driven organizations where the work is technical. We work in spaces where community involvement comes up, and nobody is great at it and we’re figuring out what to do. Hearing people on the other side of that, who represent organizations we are trying to engage, is so valuable.”**

– Mainstream Organization member



# IMPACT

2021 Fellows at an in-person celebration for fellowship completion

## Leadership for Racial Equity

Since 1996, the Greenlining Leadership Academy has served as a preeminent leadership pipeline program, successful in preparing multi-racial and multi-ethnic college students and early career professionals to become the next generation of racial equity leaders. The Academy addresses gaps in access and training for primarily young leaders of color from low- and moderate-income backgrounds lacking career development opportunities in policy, social activism and cohort-based learning.

In 2021, the Leadership Academy program trained new leaders through three major programs:

### Policy Fellowship

Our flagship program, the Greenlining Policy Fellowship is a year-long personal and professional development experience where Fellows gain hands-on career and skills training in policy advocacy, evaluation and research, and strategic communications. In 2021, Greenlining hosted five Policy Fellows, representing a talented and diverse group of emerging leaders passionate about advancing racial equity and economic justice in

### CLIMATE EQUITY FELLOW SPOTLIGHT



**Amanda Pantoja,**  
Climate Equity  
Summer Associate 2021

“What made the Leadership Academy so impactful to my career trajectory was the opportunity to authentically engage in policy work rooted in equity and community.”

## HEALTH EQUITY FELLOW SPOTLIGHT



**Brianna Wells,**  
Health Equity Fellow 2021

**“The fellowship program at The Greenlining Institute bridges the policy world and personal development. The Leadership Academy helped me grow into my own story as a health advocate, by encouraging me to step into my strengths and vulnerabilities. I learned how to be my full authentic self in spaces that don’t traditionally honor Black experiences or voices.”**

communities of color. Due to the pandemic, the Policy Fellowship was conducted remotely for the entire year. Over 11 months, Fellows honed their policy writing and advocacy skills by conducting research and policy analysis on key equity issues faced by communities of color, participated in a virtual Lobby Day meeting with over 40 elected officials and policy makers, and presented public comments on Greenlining’s legislative priorities.

### Summer Associate Program

Conducted remotely for 10 weeks, the 2021 Summer Associate Program brought together eight aspiring social change agents to gain firsthand advocacy experience as part of Greenlining’s Policy Teams. Throughout the program, Summer Associates participated in a total of 43 policy and leadership development workshops on topics ranging from critical race theory, policy landscape and development, climate resilience, mobility equity, managing teams and coalition building.

### Casa Joaquín Murrieta

Greenlining also operates Casa Joaquín Murrieta, a multi-racial/multi-ethnic residential community offering affordable housing options to primarily first-generation UC Berkeley undergraduates from low-income households. During the 2020-21 academic year, Casa Joaquín Murrieta provided much-needed affordable housing, academic support, skill development and community building for 26 student leaders of color at UC Berkeley during an otherwise difficult year. With Casa rents at only 30% of market rate and with food provided in-house, the vast majority of low-income Casa residents were able to focus on academic success and leadership development. In addition to supporting students through

their transition to UC Berkeley, this year we also adapted to various COVID-19 changes to help students navigate a hybrid learning environment. We put in place new safety standards, hired additional cleaning staff, and instituted various health screening and testing policies to ensure the prioritization of the health and wellbeing of our residential community.

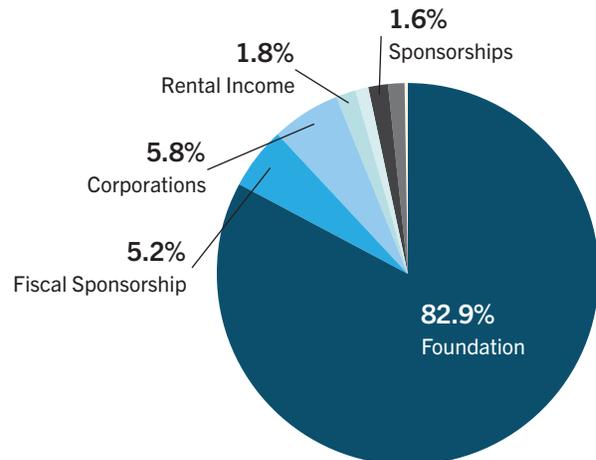
# FINANCIAL OVERVIEW

## The Greenlining Institute Financial Summary 2021

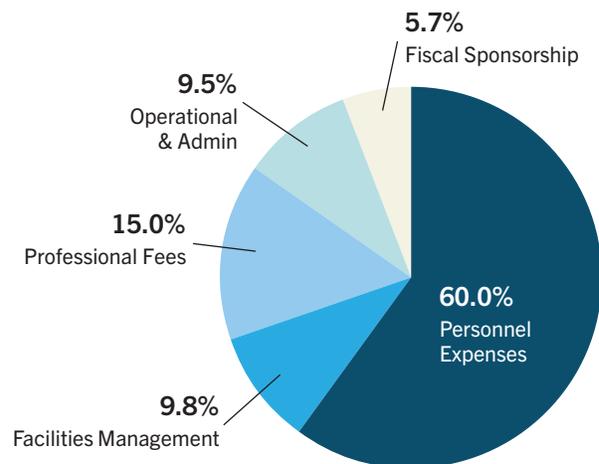
Statement of Financial Position	
December 31, 2021	
<b>Assets</b>	
Current Assets	26,028,869
Other Assets	35,647,652
<b>Total Assets</b>	<b>61,676,521</b>
<b>Liabilities</b>	
Current Liabilities	1,620,850
Other Liabilities	3,981,521
<b>Total Liabilities</b>	<b>5,602,371</b>
<b>Total Net Assets</b>	<b>56,074,150</b>

Statement of Activities	
<b>Revenues</b>	
Foundation	29,167,845
Fiscal Sponsorship	1,836,891
Corporations	2,038,703
Rental Income	640,574
Earned Fees & Other Income	420,951
Sponsorships	552,224
Interest and Dividends	436,207
Individual	89,281
<b>Total Revenues</b>	<b>35,182,676</b>
<b>Expenses</b>	
Personnel Expenses	4,540,660
Facilities Management	739,729
Professional Fees	1,131,908
Operational & Admin	716,587
Fiscal Sponsorship	433,458
<b>Total Expenses</b>	<b>7,562,342</b>

### Revenues



### Expenses



# Fiscal Sponsorship: The Redress Movement



In 2021 Greenlining served as the fiscal sponsor for The Redress Movement as they built capacity and established their status as a stand-alone 501c3 nonprofit. The Redress Movement is a campaign focused on local organizing and citizen activism to redress racial segregation. Its vision is a society where people are no longer divided and separated across space and place by intention, but rather see the possibility of a nation where all its people live in well-resourced neighborhoods, have equal access to homeownership, and where zip code no longer determines the shape of one's life or outcomes.

Initiated by Ted Shaw, director of the University of North Carolina Center for Civil Rights and formerly director-counsel of the NAACP Legal Defense Fund and Richard Rothstein, long-time Greenlining collaborator, activist and author of the *Color of Law*, with a group of national civil rights leaders, its purpose is to strengthen the multi-racial organizing effort to create the political atmosphere where private and public initiatives to redress segregation become imperative.

The Redress Movement's goals are to:

- Improve the resources of low-income segregated neighborhoods
- Resist massive displacement from uncontrolled gentrification
- Create housing opportunities for economically and racially diverse populations in segregated white neighborhoods, and
- Stabilize desegregation in neighborhoods where it exists (control suburban white flight).

*One of The Redress Movement's organizers, Kevin Patterson, doing a presentation in Denver, Colorado*



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Our work would not be possible without your support.**

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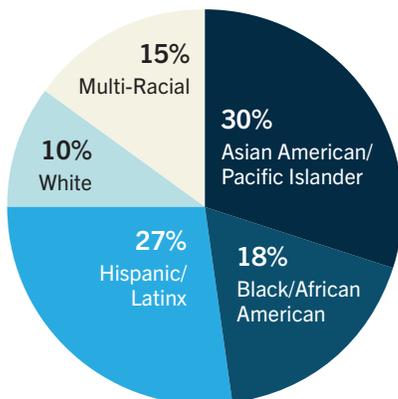
Staff gathering after first in-person organizational retreat in 2021

# BOARD AND STAFF DEMOGRAPHICS

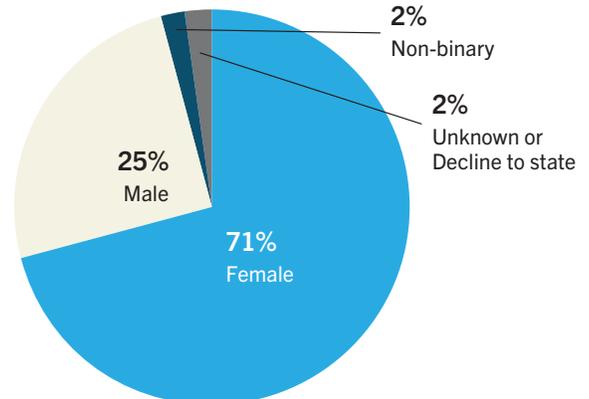
The Greenlining Institute is proud to be run and led by a majority women of color team who are committed to advancing equity-centered solutions. Approximately 90% of Greenlining’s staff identify as people of color and 71% identify as women. This is reflected in all levels of our organization including in Greenlining’s executive leadership. We are also proud to include 15% of staff who identify as LGBTQ+ and 12% that identify as having a learning, physical, or otherwise non-visible disability. We see the diversity of the lived experiences represented in our staff and Board as a source of strength, beauty and creativity.

## Staff Demographic Data

Race/Ethnicity



Gender Identity





Members of The Greenlining Institute's Board of Directors at Celebrating Ascendance mural celebration

# GREENLINING BOARD OF DIRECTORS

As of December 31, 2021

Tunua Thrash-Ntuk, Local Initiatives Support Corporation, *Board Co-Chair*

Ortensia Lopez, El Concilio of San Mateo County, *Board Co-Chair*

Noemi Otilia Osuna Gallardo, California Energy Commission, *Board Secretary*

Tate Hill II, Access Plus Capital, Executive Director, *Board Treasurer*

Debra Gore-Mann, The Greenlining Institute, *CEO & President*

Maria Cecilia Perez, Center on Budget and Policy Priorities, *GAAA Chair*

Carmela Castellano-Garcia, Esq., California Primary Care Association

Darlene Mar, Council of Asian American Business Associations

Jose Antonio Ramirez, City of Livingston

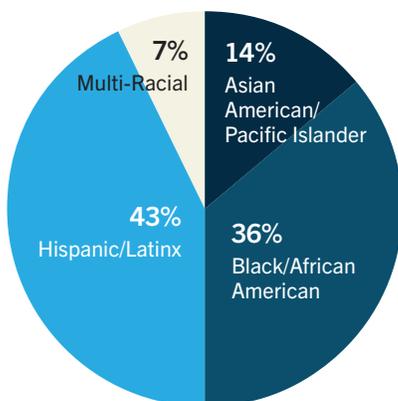
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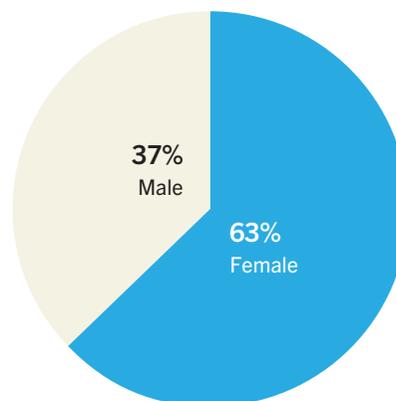
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## Board Demographic Data

Race/Ethnicity



Gender Identity



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Access + Capital  
AnewAmerica  
Asian Business Association  
Asian Business Association of Silicon Valley  
Asian Journal Publications  
Asian Pacific Islander Small Business Program  
Black Business Association  
Black Cultural Zone  
Brightline Defense Project  
California Black Chamber of Commerce  
California Community Builders  
California Journal For Filipino Americans  
CAMEO  
CCEDA  
Chicana Latina Foundation  
City of Livingston  
Community Housing Opportunities Corporation  
Community Veterans Oversight and Engagement Board  
Council of Asian American Business Associations of CA  
East Bay Asian Local Development Corporation  
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