

THEORY OF CHANGE

BECAUSE WE BELIEVE...

1. Equity is the path to systemic justice.
2. Lasting change is generated from the ground up, not the top down.
3. The people closest to the issues are closest to the solutions.
4. The status quo isn't working — conditions of injustice uphold inequities in neighborhoods across the country.
5. Resilience isn't just an outcome; it's a discipline we build together.
6. Solidarity and collective liberation is more powerful than competition.
7. Climate change is real and urgent; and it is just one way that humans are driving large-scale abrupt and irreversible environmental changes.
8. Addressing the interrelated environmental and social harms of extraction is essential for systemic justice.

AND WE ASSUME...

1. When organized community groups can collect, access, understand, and analyze data, they are better equipped to shape the decisions that affect their lives.
2. Communities already have the vision and power to create resilient, thriving neighborhoods; they simply need access to timely, responsive tools and resources.
3. Equitable investment and infrastructure strengthen neighborhood resilience, ensuring everyone has the opportunity to thrive.
4. Trustworthy, accessible data build transparency and trust in decision making.
5. Combining quantitative and qualitative data drive better decisions and outcomes.
6. Innovation is necessary to advance systemic justice, requiring courage to learn from failure and care to mitigate harm.
7. Strategic actions at key leverage points can produce transformative change.

WE INVEST IN...

USING OUR LEVERS FOR CHANGE...

WE WILL SEE EVIDENCE OF OUR EFFORTS WHEN...

OUR VISION WILL BE POSSIBLE WHEN WE SEE CHANGE IN...

TRUSTWORTHY, ACCESSIBLE KNOWLEDGE

We gather, distill, and uplift quantitative and qualitative data, lived experience, and powerful stories to make issues and opportunities easy to understand — and impossible to ignore.

COMMUNITY POWER

We amplify the power of organized community groups by equipping them with the data, tools, and resources they need to influence policy decisions, spark solutions, and advance systemic justice.

JUST NEIGHBORHOODS

We work with changemakers across sectors to push for and enable equitable investment and infrastructure to ensure the environmental, economic, and social resilience of vulnerable, disinvested, and gentrifying neighborhoods.

 **GENERATE ACTIONABLE RESEARCH**

 **CREATE ANALYTIC TOOLS**

 **DELIVER TECHNICAL ASSISTANCE**

 **INCUBATE INNOVATIVE IDEAS**

 **STEWARD COMMUNITY COALITIONS**

 **BRIDGE & BUILD TRUST**

 **CONVENE & COACH CHANGEMAKERS**



Trustworthy, accessible, and actionable knowledge on neighborhood issues is more widely available, highlighting inequities and pointing to solutions.



There is increased awareness of the harmful impacts of past and current policy decisions on neighborhoods, among organized community groups and local governments.



Organized community groups are more equipped with data, tools, resources, and processes to engage in decision making and advocate effectively.



Organized community groups' confidence and effectiveness in shaping solutions and influencing policy grows.



Decision-making processes, policies, and resource flows evolve as local governments demonstrate increased commitment to centering community-based knowledge.



Decision-making power is increasingly shifted and shared with organized community groups, as evidenced by their ability to influence decisions that shape their neighborhoods.



Trust and collaboration deepen among changemakers across sectors.

MINDSETS, VALUES, NARRATIVES & CULTURE

Shared understanding of root causes, impacts, and solutions drives momentum for collective action across the ecosystem of changemakers.

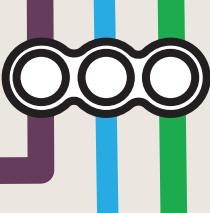
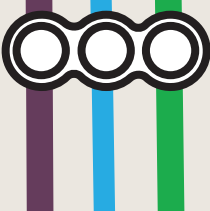
DECISION-MAKING PROCESSES & POWER DYNAMICS

Equitable values and community power influence local government governance, planning, and policy.



WE ENVISION...

Neighborhoods that are just, resilient, sustainable, and thriving for people from all walks of life.



POLICY & RESOURCE FLOWS

Equitable infrastructure and investments are poured into vulnerable, disinvested, and gentrifying neighborhoods, in ways that limit displacement and promote greater resiliency.

NEIGHBORHOOD OUTCOMES

Measurable improvements to neighborhood conditions.