FY2019 Annual Report
July 1, 2018 through June 30, 2019
Dear Friend,

By the time you read this, I won’t be the executive director at Headwaters. I’ve taken time to reflect during this transition. I can honestly say that I’m proud of where the Foundation stands today—with community, as a movement organization, and for collective liberation. I can also say that I’m deeply thankful to you for standing with us. You help make so much possible.

It’s no secret: stories fuel relationships.

Their realness invites us to join in and reminds us that we’re not alone as we try to make the world just a little bit better. I saw this firsthand during my time in our first-ever Movement Leadership Project: a yearlong cohort of New Majority Fund grantees. We’ve shared some of the cohort’s stories with you on pages 4 and 5.

Without community, there would be no Headwaters. You help us raise dollars, lead our grantmaking, and move our mission forward. I might not be on staff anymore, but I’m not going anywhere. Look for me in the community, sharing a story. I’ll be listening for yours.

In solidarity,
Headwaters launched the Movement Leadership Project (MLP) in July 2018 to deepen its commitment to and investment in grantees. Leaders, staff, and board members from nine grantee grassroots organizations led by and for Black, Indigenous, and people of color (BIPOC) came together through their New Majority Fund grants—two-year general operating grants directed at BIPOC-led organizations in Minnesota. MLP participants first met during a summer 2018 retreat, traveled to Detroit for the Facing Race Conference in November 2018, and wrapped up their year-long cohort with a retreat in July 2019.

Facilitated by leadership coach and organizational consultant, Joy Persall, MLP gatherings asked participants to reflect on their personal and organizational leadership stories. They workshopped organizational strategies and engaged in conversations around healing and sustainability within movements. Joy and Senior Program Officer Allison Johnson Heist led intentional discussions to identify the cohort’s focus areas.

“"I had a space that was not normal, a space with other organizers, board members, executive directors. This space was an opportunity to test and grow my capabilities. I’ve grown in confidence and I got a perspective of the movement that showed me how we’re all working for human respect and dignity.”

- Carlos Parra Olivera, pictured on the cover, of Centro de Trabajadores en la Lucha

MEET THE 2018 – 2019 MOVEMENT LEADERSHIP COHORT ORGANIZATIONS:

- African Career, Education, and Resource Inc
- Asian American Organizing Project
- Centro de Trabajadores Unidos en la Lucha (CTUL)
- Greater Minnesota Worker Center
- Headwaters Foundation for Justice
- Hnub Tshiab: Hmong Women Achieving Together
- Inquilinx Unidxs por Justicia
- Pueblos de Lucha y Esperanza
- White Earth Land Recovery Project
- Young Muslim Collective

PARTICIPANTS:

- Isabela Alesna
- Ahmed Ali
- Arianna Feldman
- Venessa Fuentes
- Mohamed Goni
- Lacey Gonzalez
- Hamza Hassan
- Ilean Her
- Chee Lor
- Marfa Malcolm
- Iqbal Maxamed
- Ned Moore
- David Nicholson
- Carlos Parra Olivera
- Maggie Rousu
- Filsan Said
- Nelima Sitati Munene
- Chong Vang
Here’s a closer look at two of the inaugural MLP participants:

**ARIANNA FELDMAN**  
**COMMUNICATIONS DIRECTOR, INQUILINXS UNIDXS POR JUSTICIA**

When Arianna began the MLP, she was an organizer for Inquilinxs Unidxs por Justicia—a tenant’s rights organization located in Minneapolis. Throughout the year, she transitioned into her new position as the communications director. When asked about her MLP experience, Arianna said that she gained tangible skills in fundraising, public speaking, and relationship building. She shared that her daily work within a movement rooted in marginalization, isolation, and violence around housing was challenging. The MLP introduced her to a community of fellow organizers who felt the same way, reigniting her radical imagination and bringing her a sense of healing and empowerment. Arianna noted that having ongoing relationships with the organizers in the MLP would support Inquilinxs in its organizational growth.

Reflecting on her personal growth throughout her time with Inquilinxs and throughout the year, Arianna says that she stepped into her power. “I had a really strong commitment to wanting to make a difference, to wanting to fight the system that we’re in to create a different world. I initially thought meant a lot of personal sacrifice.

I think a lot of what I’ve learned in this cohort is to put myself first, to invest in myself and honor the dreams and visions I have. That’s what makes me a whole lot more able and a whole lot more excited, passionate, and capable of doing this work.”

Arianna named her transition from organizer to communications director as an area of growth. During the final MLP retreat, she voiced the internal struggle she faced, saying, “There’s an internalized thinking about how power is organizing people and money, and that communications isn’t really important.” Having worked in spaces where organizing, communications, and narrative work are siloed, Arianna was excited to keep stretching into her new role post-MLP. “I’m seeing how to organize and bring people together—that’s communications.” Through these personal struggles, professional challenges, and constant burn out, Arianna continues to create spaces to grieve and to celebrate.

“I’m building a world that we can believe in—while living in a world that’s so violent. To me, that is healing.”
This imposter-syndrome was not uncommon among MLP participants. Many participants echoed Chee’s sentiment of feeling as though they did not belong in their leadership roles. Chee named her young age and early career experience as insecurities. Being together with fellow MLP organizers connected her to peer support and gave her the space to ask questions about her new leadership role.

Chee’s self-reflection flourished during MLP retreats. She said, “If I don’t grow, Hnub Tshiab can’t grow.”

In a storytelling activity at the final MLP retreat, Chee shared three self-portraits to represent her evolving leadership story. In a position where she must keep the momentum moving and where she looks ahead to the next organizational goal, Chee shared that one of her challenges was to find balance. “I know I’m very relationship focused, and that building those relationships takes time.”

With that in mind, Chee is now excited to continue forming new partnerships that will support Hnub Tshiab. One such partnership spun out of the MLP, deepening connections with fellow organizers Chong Vang and Isabel Alensa from the Asian American Organizing Project. Chee says she feels rejuvenated from their fresh energy and hopes to find more opportunities support other partners in the movement.
Statement of financial activity based on audited financial statements for the year ending June 30, 2019.

### Revenue, Gains, and Other Support

<table>
<thead>
<tr>
<th>Description</th>
<th>without donor restrictions</th>
<th>with donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>$959,983</td>
<td>$418,000</td>
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<td>Contributions - Donor Advised Funds</td>
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<td>$1,106,252</td>
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<td>Program Revenue</td>
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<td>Investment Income</td>
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<td>$137,598</td>
<td>$188,191</td>
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<td>Change in beneficial interests in The MN Foundation Fund</td>
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<td>$58,147</td>
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<td>Special Events</td>
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<td>$32,596</td>
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<td>Black Seed Fellowship</td>
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<td>$340,000</td>
<td>$340,000</td>
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<tr>
<td>Other Operating Revenue</td>
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<td>$103,801</td>
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<tr>
<td>Net Assets Released from Restriction</td>
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<td>($550,000)</td>
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<tr>
<td><strong>Total Revenues, gains, and other support</strong></td>
<td>$2,803,225</td>
<td>$403,745</td>
<td>$3,206,970</td>
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### Expenses

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<td>Program Services</td>
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<td>Management and General</td>
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<td>Fund Development</td>
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<td>Total Supporting Services</td>
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<td>$2,369,936</td>
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<td><strong>Total Expenses</strong></td>
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### Change in net assets

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<tr>
<td>($376,771)</td>
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<td>$403,745</td>
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### Net Assets - Beginning of Year

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### NET - END OF YEAR

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<th>Description</th>
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<td>$5,433,487</td>
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### Revenue by the Numbers

- Individual Donors: 33%
- Donor Advised Funds: 24%
- Institutional Partners: 5%
- Special Events: 6%
- Investment Income: 3%
- Other: 30%

### Expenses by the Numbers

- Grants: 29%
- Donor Advised Funds: 23%
- Other Program Expenses: 15%
- Management & General: 12%
- Fund Development: 21%
ANONYMOUS FUNDS
Body Wisdom
Centro de Trabajadores Unidos en la Lucha
Greater Minnesota Worker Center
Green America
Headwaters Foundation for Justice
Hnub Tshiab: Hmong Women Achieving Together
InquilinXs UnidXs Por Justicia
Jewish Community Action
Isuuroon
Minnesota Host Home Network
Minnesota Host Home Network
OutFront Minnesota Community Services
Tiwahe Foundation
Toxic Taters Coalition
Voices for Racial Justice
Women’s Environmental Institute
Young Dance

AARON DORFMAN AND GENEEN MASSEY FUND
BVM Capacity Building Institute
Capital & Main
Center for Popular Democracy
Community Change
Empower DC
Headwaters Foundation for Justice
Justice for Muslims Collective
Medical Students for Choice
Native American Rights Fund
Northeastern Minnesotans for Wilderness
Race Forward
Rights4Girls
SeaLegacy

EARTH CLOUD FUND
Bayfield Regional Conservancy Inc
Center School Inc
Lower Phalen Creek Project
Metro Quail Forever
Minneapolis Nature Preschool
Red-headed Woodpecker Recovery
The Nature Conservancy

LARRY OLDS POPULAR EDUCATION FUND
Pan-Asian Voices for Equity - Minnesota

BLAZING STAR FUND
African Career and Education Resource, Inc
Awood Center
Black Visions Collective
Black Votes Matter MN
Faith in Minnesota
Headwaters Foundation for Justice
Hispanic Outreach Program of Goodhue
InquilinXs UnidXs Por Justicia
Jewish Community Action
Land Stewardship Action Fund
Mizna
MN350
Reviving the Islamic Sisterhood for Empowerment
Toxic Taters Coalition
WaterLegacy

ELIZABETH SCOTT FUND
Astraea Lesbian Foundation for Justice
Centro de Trabajadores Unidos en la Lucha
Headwaters Foundation for Justice
National LGBTQ Task Force
New Dawn Theatre Company
OutFront Minnesota Community Services
Pan-Asian Voices for Equity- Minnesota
People’s Movement Center
Reviving the Islamic Sisterhood for Empowerment
Tides Foundation

MELISSA SCOTT FUND
Astraea Lesbian Foundation for Justice
Black Visions Collective
Centro de Trabajadores Unidos en la Lucha
Greater Minneapolis Crisis Nursery
InquilinXs UnidXs Por Justicia
Minnesota Transgender Health Coalition
Pan-Asian Voices for Equity- Minnesota
People’s Movement Center
Pregnancy & Postpartum Support Minnesota
Reviving the Islamic Sisterhood for Empowerment

MADDY’S WEALTH REDISTRIBUTION REVOLUTION
Astraea Lesbian Foundation for Justice
Black Visions Collective
Centro de Trabajadores Unidos en la Lucha
Greater Minneapolis Crisis Nursery
InquilinXs UnidXs Por Justicia
Minnesota Transgender Health Coalition
Pan-Asian Voices for Equity- Minnesota
People’s Movement Center
Pregnancy & Postpartum Support Minnesota
Reviving the Islamic Sisterhood for Empowerment
Young Muslim Collective

COURAGEOUS POSSIBILITIES FUND
aMaze
Ananya Dance Theatre
Body Wisdom
Breast Cancer Action
Centro de Trabajadores Unidos en la Lucha
East Side Freedom Library
Grassroots Policy Project
Headwaters Foundation for Justice
In the Heart of the Beast Puppet and Mask Theatre
Indigenous Environmental Network
Indigenous Peoples Task Force
Jewish Community Action
Main Street Project
Micro Grants
OutFront Minnesota Community Services
PFund Foundation
re:power
Social Justice Fund Northwest
TakeAction MN
The Shalom Center
Tiwahe Foundation
Women’s Environmental Institute

YOUNG DONORS CIRCLE FUND
Destiny Arts Center
Headwaters Foundation for Justice
Native Youth Leadership Alliance
North Bay Organizing Project
Rural Organizing Project
Voices for Racial Justice
Reviving the Islamic Sisterhood for Empowerment
Young Muslim Collective
In conversation with Giving Project participant Nneka Onwuzurike:

Headwaters practices community-driven grantmaking—most notably in our Giving Projects. Each year, a group of people volunteer to raise and give out money to organizations that build power for social change in Minnesota.

We talked with Giving Project alum Nneka Onwuzurike about her recent experience. Special thanks to her for sharing her story.

Why did you sign up for the Giving Project? Did anything or anyone encourage you to look into it?

I’d been thinking about fundraising and organizing, seeing folks in the community doing the work, but felt hesitant and even a little scared to get involved myself. I was also in a place where I wanted to examine my class privilege, particularly as someone who was very familiar with her race and ethnicity.

That’s around the time I met with Jo Lum at Headwaters. They taught me about the concept of donor organizing, which sparked something for me. That’s when I decided to apply. I felt ready to be vulnerable and share vulnerability with other like-minded folks. I wanted to learn about different ways of fundraising.

Talk about the most transformative experiences you took away.

Oh! My most transformative experience was when we each gave our own meaningful gifts. Staff asked us to represent our gifts by pouring different amounts of water into a cup. Watching our “gifts” blend together was a very visual way to see what collective giving and collective power looked like. Our gift amounts ranged but we all had equal power in influencing where our money went.

Photo Credit: Fotos for Barcelona
I had hard talks about money and politics going into my asks. The most positive conversations I had with donors were just as rewarding as the most difficult. I grew closer to each person I fundraised, and I think I learned more about the folks who said no. I discovered that I liked sharing stories through relational fundraising—it flipped the script on how I’d been thinking about fundraising and development. The Giving Project really got the bad taste out of my mouth.

Of the 12 organizations your cohort invested in, was there one in particular you were drawn to?

Yes: Hnub Tshiab. I was struck by their fight for women’s empowerment in the Hmong community. It was inspiring to hear them talk about how revolution begins from within. They made me rethink what organizing was, that it didn’t always have to look like marching in the streets. It could look like pushing against gender norms within your own community, family, culture. That spoke straight to my Nigerian roots and was very powerful.

You’ve left the Twin Cities area to pursue your education in Boston. Do you plan to stay connected to folks from your cohort? Do you see yourself getting involved in local movement work?

I love Minneapolis! I want to stay involved, and I’m tight with some of the folks in my cohort. I was resistant to get involved in Minneapolis community when I first moved here, so I know that I want to get involved here in Boston right away. I’m pushing myself to connect and have already met up with folks involved with Resource Generation. The Giving Project gave me the language to better connect with movement work and donor organizing. I know what to look out for in community now.

Someone reading this might be interested in joining a GP but may also be on the fence. What do you say?

I’d say do it! Come in with expectations but be prepared to let them go at the same time. Lean into the fear of being vulnerable and having your privileges being exposed. Be open to change. You’ll see what a group of people can do in six months...it is WILD. For me, the Giving Project was a safe and challenging space, which is exactly the kind of space where real growth can happen.
FOUR CORE VALUES:

One | Advance equity: Our work supports movements and systems change that lead to individual resiliency and community power.

Two | Demand inclusion: People who are most affected by inequity are often left out of decision-making work. We insist on changing that—nationwide, regionally, and locally.

Three | Transform power: We grow power through community-led grantmaking, donor education, and leadership development.

Four | Trust in community: A community knows itself best, and its people need to lead the way to collective liberation. Our job is to listen to and support the solutions that will improve life for all Minnesotans.

AMOUNT GRANTED THROUGH NEW MAJORITY FUND, COMMUNITY INNOVATION GRANTS, FUND OF THE SACRED CIRCLE, AND DONOR ADVISED FUNDS: $1,303,889

TOTAL GRANTEES: 82

TOTAL GRANTS: 95

95 VOLUNTEERS

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HISTORY
Headwaters Foundation for Justice (HFJ) was established in 1984 when a group of thoughtful, progressive donors got together. They believed that the people who were closest to community problems were closest to solving them. That shared belief radically changed their approach to philanthropy and sparked a new grantmaking model—one that shifted power away from funders by placing decision-making in the hands of the people. This was the start of a community-centered, trust-centered model.

MISSION:
To amplify the power of community to advance equity and justice.

AS OF JUNE 30, 2019
STAFF & INTERN LIST
Maria De La Cruz | Associate Executive Director
Venessa Fuentes | Director of Network and Narrative
Cory Georgopoulos | Admin and Program Support Coordinator
Ryan Heckman | Grassroots Gift Officer
Allison Johnson Heist | Senior Program Officer, Learning and Leadership
Sofía Leyva | Program Intern
Jo Lum | Gift Officer
Noelle Martinez | Grants and Program Associate
David Nicholson | Executive Director
Julie Remmelts | Operations Director
Melissa Rudnick | Program Manager, Strategic Initiatives

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Chad Allen Ambroday
Eartha Bell
Elizabeth Coco
Camille Cyprian
Truong Chinh Duong
Alyssa Hawkins
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Mala Thao
Pa Chua Vang
Avi Viswanathan
Janiece Watts