



# The 2025 Just Solutions Annual Report

In a year of disruption, uncertainty, and escalating climate threats, Just Solutions worked alongside partners across the country to defend progress, advance bold ideas, and strengthen the movement for a more just future.



JUST  
SOLUTIONS



## Dear Partners and Supporters,

*There is no way to sugarcoat it: 2025 was horrendous.* The gutting of bedrock climate and environmental laws. Vital social support programs slashed. Reneged funding to environmental justice communities to build much-needed solutions. Attacks on civil rights, racial justice, and spiking political violence. Higher prices. More climate disasters.

*It was hard to find hope.*

Yet, *we knew enough about the potential for political impact to be prepared.* And indeed, right after President Trump's inauguration and the onslaught of Project 2025, Just Solutions, working with the smartest minds and most impactful organizations in the field, released a comprehensive assessment of likely federal actions and what we could do about them.

Even so, the chaos and fear that ensued, and the damage of diminished funding spread everyone thin.

In the face of a rapidly shifting federal landscape, Just Solutions mobilized swiftly to defend climate justice gains and advance bold new solutions. Through proactive contingency planning and deep cross-sector collaboration with state and national partners, we shared information and strategically organized around protective actions.

*Being responsive, innovative, and leveraging our collective intelligence and capacity in service of communities and the planet is what Just Solutions is built for.* Although 2025 pushed and tested us, and we continue to wonder if we have reached the bottom, nonetheless, our collective power is unwavering. We have cultivated relationships, shared values, and hope, which are now more crucial than ever to ensure we have a future to look towards.

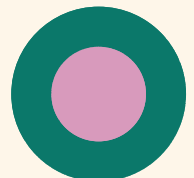
We share this annual report, so you can see highlights of what we did in 2025 to meet this moment.

*We are grateful to you,* our funders, and our partners, especially those working in communities, who continue to believe in and support us, our work, and our role in the movement. *You were our bright spots in 2025.*

Thank you,

**Aiko**

 **Aiko Schaefer** | EXECUTIVE DIRECTOR



# Our Impact in 2025

The climate crisis is accelerating at the same time that democratic institutions, civil rights protections, and environmental safeguards are under coordinated attack. Communities are facing immediate threats to their health, safety, and economic security—rising energy costs, worsening housing conditions, and compounding climate impacts—while many feel disempowered or ignored by decision-makers.

Just Solutions, through our staff, Senior Fellows, and partners, brings together thinkers, researchers, seasoned practitioners, and conveners to drive innovative, people-centered solutions and build movements for change to address the systemic issues causing harm to communities and the planet.

We provide customized research, policy analysis, strategic communications, convening power, technical assistance, and additional staffing capacity. In this annual report, we share a snapshot of our work so you can understand what we do, with whom we do our work, and our reach and impact.

## We foster collaboration and greater impact through convening to drive change

We believe durable, impactful change happens through ground-up movement building led by those most impacted. *In 2025, we doubled down on our work with state climate justice coalitions across the US*, while continuing to work closely with justice-driven national partner organizations.

We provided our partners with strategic guidance on campaigns, communications, and supported coalition-building. Together, we accelerated learning and coordination, shared priorities, and fostered effective replication.

## National convener

Hosted a national virtual convening on energy affordability for state coalitions — a working space for lessons, model policies, and strategy alignment.

## Engaging states

Worked in many states across the US, most closely with nine: WA, CA, OR, NY, MN, MI, CO, IL, and MD — on issues of utility accountability, IRA/IIJA implementation, energy affordability, water infrastructure, and air quality.

### PROGRAM HIGHLIGHT

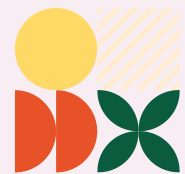
## Michigan Solutions for All digital education campaign

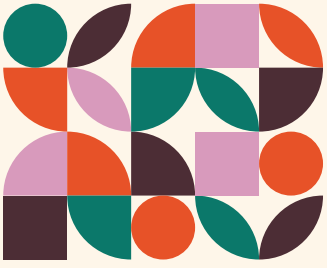
With the Michigan Environmental Justice Coalition, we launched a statewide digital campaign through YouTube, Meta, Instagram, and the Detroit Metro Times to unite

# 367,536

ENGAGED VIEWERS & VISITORS

clean energy supporters across the state. This effort engaged 367,536 viewers and visitors and highlighted the communities and leaders who are bringing the benefits of clean energy investments to residents.





## Responding to Ever-Changing Dynamics

We connect partners to the research, analyses, and the information they need to *respond to ever-changing dynamics*.



### ClimateMax

# 30+

NATIONAL POLICY ORGANIZATIONS

Collaborating across climate policy and intersectional issues, including housing, health, civil, indigenous, and immigrant rights.

ClimateMax brings together over 30 leading national policy organizations, coalitions, and networks to collaborate on federal climate policy and intersectional issues, including housing, health, civil, indigenous, and immigrant rights.

- ✦ **Submitted shared comments** on critical issues, including National Emission Standards for Hazardous Air Pollutants: Coal- and Oil-Fired Electric Utility Steam Generating Units; Repeal of Greenhouse Gas Emissions Standards for Fossil Fuel-Fired Electric Generating Units; Hydrogen Production Tax Credit; and, Reconsideration of 2009 Endangerment Finding and Greenhouse Gas Vehicle Standards. Comments included signers, up to 72 organizations.
- ✦ **Created a crisis communications toolkit** and national media database to respond to threats to environmental groups.
- ✦ **Collaborated on funder engagement** to uplift the shared work, observations, and strategy.

# 280

COMMUNICATIONS PROFESSIONALS

Participated in the Climate Comms Power webinar-based educational series, gaining training, resources, and networking opportunities for messaging campaigns.

## States Lead the Way

We knew that all the actions being taken by the federal government meant states needed to step up to protect and fight back. We launched our *States Lead the Way* campaign to provide additional capacity and support to help them respond to growing threats, including rising energy prices.

- ✦ **Developed a framework for advocates** that outlines the underlying causes of unaffordable energy bills and lays out a framework of policy solutions to help states find a path to an enduring, equitable, and affordable clean energy.
- ✦ **Compiled and published** a highly searchable and accessible *Affordability Policy Library* that includes model policy and regulatory strategies to reduce household electricity and gas costs.
- ✦ **Wrote nearly 25 short-form articles**, and published eight in-depth analyses on energy affordability, and on other topics, including understanding the limits and meaning of Trump's Inaugural Executive Orders, analysis of the federal budget, Carbon Capture, Utilization, and Storage, the opportunities to modernize residential energy codes, community solar, rights during disasters under FEMA & Immigration Enforcement, and FEMA rollback and how it will overwhelm states.



FEATURED SUCCESS

# More people in the US and around the world looked to Just Solutions

Our work bridges research with real-life impacts to tell compelling stories that deepen understanding of climate justice and connect people to practical solutions.



POLICY LIBRARY



Federal, state, and local model policies and regulatory strategies designed to reduce household electricity and gas costs.



PODCAST SHARING



The Just Solutions Podcast ranks in the top 5% of all podcasts on Spotify for episode sharing.



LISTENING DURATION



Over 20,000 people visited our website from across the U.S. and around the world in 2025.



REPORT DOWNLOADS



Our reports in 2025 were downloaded a total of 1,577 times.

Across platforms and formats, our content informed, inspired, and connected people to climate justice solutions.



Growing Audience



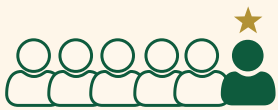
Stronger Engagement



Deeper Global Reach

# Investing in ideas. Building a stronger movement.

2025 required a lot of attention on defense, in courtrooms, in the press, and in public opinion, yet bold and impactful ideas are also needed, especially those that can provide a beacon of hope and movement-building. We collaborated with advocates to advance existing models, generate new ideas, and invest in strategies and spaces that enable us to dream bigger.



6

SENIOR FELLOWS

We added a sixth Senior Fellow to our team. Our fellows are highly seasoned practitioners, researchers, and experts in climate justice and related fields, working to develop and advance new thinking and models for action, so we are better positioned to stay ahead of the curve.



14

WEBINARS



350+

REGISTRANTS

*on average per webinar*



REPRESENTING  
FRONTLINE  
ORGANIZATIONS

Our Policy Institute and educational programming, including webinars, introduced and prepared people to advance solutions. In 2025, we organized 14 webinars, each of which drew upwards of 350 registrants from nonprofits around the U.S., with more than 60 percent representing frontline organizations.



1,400+

NEW EMAIL SUBSCRIBERS

in 2025, with email open rates exceeding the industry standard.



38%

INCREASE

In online following across Instagram and LinkedIn.

PROGRAM HIGHLIGHT

## Getting prepared for the Trump Administration 2.0

ClimateMAX, a new national table convened and staffed by Just Solutions, published “Advancing and Defending Climate Justice,” an assessment of likely changes under the new President, and what states and local communities could do to protect against attacks and rollbacks. Together, we also hosted a webinar that drew over 300 registrants from across the U.S.

WHAT PARTNERS ARE SAYING

# Thought partnership that drives real impact.

We're honored to work alongside partners who inspire, challenge, and advance climate justice solutions every day.

“

Just Solutions is the national thought partner we turn to for smart strategies, comparative research, deep analysis, and a perspective that connects key issues, policies, and people.”

**AURORA MARTIN**

*Executive Director,  
Front & Centered, Washington State*

“

I think Just Solutions is incredible at demystifying complicated federal and state language, which often creates barriers for grassroots organizations to respond in the moment.”

**LATIA LEONARD**

*Program Manager,  
Michigan Environmental Justice Coalition, Michigan*

“

Just Solutions Collective is one of the most essential voices in climate justice policy. They bring the policy chops and the community accountability to do this work with integrity.”

**BYRON RAMOS GUDIEL**

*Executive Director,  
Center for Earth Energy and Democracy*

“

I deeply appreciate Just Solution's work to transform ideas into wonderful webinars and narrative pieces that are reaching critical audiences.”

**MANISHA RATTU**

*Partner,  
Upright Consulting Services*



# Our Community of Support

We extend our deepest gratitude to the funders, donors, board members, and staff who make our work possible. Your partnership, vision, and dedication fuel climate justice solutions.

## FUNDERS AND DONORS

Adam Law  
 Amanda Dwelley  
 Breakthrough Energy Foundation  
 Clif Family Foundation  
 11th Hour Project, a program of the Schmidt Family Foundation  
 Green Advocacy Project  
 Heising-Simons Foundation  
 Invest in our Future  
 J. Bradley Brickman  
 Park Foundation  
 Row Boat Family Foundation  
 Stolte Family Foundation  
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 The Sierra Club Foundation  
 William and Flora Hewlett Foundation  
 William Reeves Dependent Sub Fund

## BOARD

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 Sonia Kikeri  
 Jacqueline Patterson  
 Adetola Shabil  
 Sarah Shanley Hope

## STAFF

Aiko Schaefer, *Executive Director*  
 Angel Bautista, *Senior Digital Strategist*  
 Arjun Makhijani Ph.D., *Senior Fellow*  
 Audrey Roderick, *Senior Director of Finance & Operations*  
 Brandon Dawson, *Director of State Initiatives*  
 Cristina Muñoz De La Torre Ph.D., *Senior Researcher*  
 Crystal Bernard, *States Initiatives Associate*  
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 Khanh Pham, *Senior Fellow*  
 Lew Daly, *Senior Fellow*  
 Rahwa Ghirmatzion, *Senior Fellow*  
 Rich Stolz, *Senior Fellow*  
 Sonia Marroquin, *Operations Manager*  
 Sylvia Chi, *Legal & Advocacy Director*  
 Tayler Ward, *Senior Manager of Communications and Education*  
 Zully Juarez, *Senior Research & Policy Analyst*



## 2025 Budget

Salaries and Benefits	\$3,039,661
Professional Fees	\$430,400
General and Admin	\$393,243
Program	\$150,000
Meetings and Travel	\$131,350
Marketing and Communication	\$100,050
<b>Grand Total</b>	<b>\$4,244,704</b>