# 2025-2026

**ANNUAL IMPACT REPORT**

# Putting **People** First

## THE NORTH CAROLINA WE CAN BUILD

NORTH CAROLINA
JUSTICE CENTER

30 YEARS
CELEBRATING

Thirty years of standing together for equality and justice



# Table of **Contents**

Public policy should work for people, not special interests.




03 Message to Supporters

Behind every policy is a person. Behind every court case is a family. And behind every fight for workers' rights, housing, health care, education, immigration, fair chance justice, and economic opportunity are North Carolinians working to build a good life and a better future.

04 About the Organization

Our Mission, Vision, and Impact

08 A Look Back

Exploring 30 Years of Putting People First.

10 Standing with immigrants in our communities

Through legal representation, community education, and advocacy, the team works to ensure immigrants can navigate an increasingly hostile system and access the rights and benefits available to them.

12 Supporting grassroots power

We support advocates across the state, working to ensure eligible North Carolinians can keep their health coverage and access the resources and financial assistance they need.

14 The fight for education justice continues

For more than 30 years, *Leandro* was at the center of the fight to uphold every North Carolina child's constitutional right to a sound, basic education. And students' needs have only grown since then, from teacher shortages, the pandemic, and mental health needs to ongoing budget austerity.

16 When a driver's license stands between a family and stability

A driver's license suspension can profoundly impact almost every aspect of a person's life, limiting job opportunities in rural areas, contributing to housing instability, and increasing the difficulty of accessing necessities.

18 Making sure people have a voice when essential costs rise

For many North Carolinians, keeping the lights on depends on more than holding down rate increases—it also means protecting and expanding customer assistance that helps families afford their monthly bills.

20 Helping workers recover the wages they earned

Every worker deserves to be paid for the work they do. But for someone who is already living with uncertainty about their immigration status, speaking up when an employer withholds wages can carry enormous risk.

22 Get Involved

North Carolina needs bold, sustained advocacy. Your gift powers impact litigation, policy change, and community organizing. Join us and help build a more just North Carolina!

# Message to **Supporters**




**Dear Friends,**

Earlier this year, I left service in the North Carolina General Assembly to join the North Carolina Justice Center as its executive director. While there is nothing quite like the ability to cast a vote in the State House and Senate, I feel more powerful with the tools and resources of the NC Justice Center, and with the people who make this work possible.



For 30 years, the NC Justice Center has connected people to power to policy, working alongside communities and partners to change the laws and systems that stand in the way of opportunity, economic security, and fairness.

An anniversary gives us a chance to look back and look forward. And as I reflect on 30 years of this organization, one belief continues to guide us: put people first.

Behind every policy is a person. Behind every court case is a family. And behind every fight for workers' rights, housing, health care, education, immigration, fair chance justice, and economic opportunity are North Carolinians working to build a good life and a better future.

The NC Justice Center has never done this work alone. We are at our best when we come alongside partners, listening, building coalitions, advocating, litigating, and helping communities build the power to shape their own futures.

Now, as we look toward the next 30 years, we need you with us. Stay connected. Bring your voice, your experience, and your community to this work. Together, we can build a North Carolina where people, not wealth or privilege, are at the center of our democracy and economy.

Thank you for being part of what comes next.

Forward together,

**Graig Meyer**
Executive Director



# **About** the Organization




**To make justice and prosperity for all a reality, we work toward:**

- Jobs that are safe, pay a living wage, and provide benefits
- Access to quality and affordable health care
- Quality public education for every child
- Consumer protections from abusive practices
- Safe and affordable housing
- Public investments that expand opportunities for economic security
- A fair and stable revenue system that adequately funds public investments while fairly distributing tax responsibility
- A more fair criminal justice system, from arrest to reentry
- Fair treatment for everyone in North Carolina – regardless of race, ethnicity, country of origin, religion, disability, sex, gender identity, or sexual orientation

# Our Mission

**Our mission is to create lasting, equitable change for people with low incomes and those harmed by systemic oppression across our state. We partner with impacted communities and those we represent to pursue justice and prosperity for all through policy advocacy, strategic litigation, research, coalition-building, and support for grassroots action.**






# Our Vision

**We work toward a North Carolina where the inherent dignity of all people is respected, and everyone benefits from fairness and economic security.**









# Our Impact

**Our staff has improved the lives of hundreds of thousands of people in North Carolina. The NC Justice Center's effectiveness in advocating for policies that improve the lives of people in communities throughout North Carolina stems from our unique five-strategy approach, which enables us to attack problems with the most effective tools.**

## Our Strategic Pillars

### Public policy advocacy

Our skilled advocates work with government officials and allies to secure laws and policies that protect and expand economic security. We're not just responding to crises, we're reshaping the systems that cause them.

### Litigation

Our experienced attorneys take on high-impact cases that protect and expand the rights of workers, consumers, immigrants, and families with low incomes.

### Community engagement

Our advocates come alongside community groups and leaders to create movements for change. We meet people where they are, bringing vital resources to the communities in efforts to build people power.

### Research

Our expert analysts assess the social and economic challenges confronting families and communities with low incomes and develop policy recommendations that promote shared prosperity.

### Communications

Our writers and media specialists share stories, build narratives, and provide facts and perspectives that inform the public dialogue and influence state policy.

# 30 Years of Putting People First

**1996** — NC Justice Center launches with a mission to fight poverty and expand opportunity for North Carolinians through litigation, policy advocacy, research, communications, and community engagement.

**2000** — We lead efforts to establish, expand, and improve NC Health Choice, helping provide health insurance to 100,000 uninsured children of working families.

**2004** — We establish, through litigation, the right of H-2A farmworkers and H-2B non-agricultural workers in Eastern North Carolina to reimbursement for travel and visa-related expenses, leading to changes in employer practices.

**2007** — We work with advocates and partners to strengthen the Migrant Housing Act, requiring mattresses in migrant housing and creating a process to declare unsafe housing uninhabitable for farmworkers.

**2010** — Our attorneys help secure $43.75 million in landmark settlements for more than 364,000 North Carolinians harmed by illegal payday lending.

**2011** — We advocate for stronger protections against misclassifying employees as independent contractors, helping to lead to a study commission and the establishment of a state system to investigate misclassification.

**2011** — We challenge barriers to language access in NC courts and government services through a federal Title VI complaint, culminating in a settlement that strengthened access to interpreters and other language services.

**2012** — DACA launches in 2012, and in the years that follow, we help more than 2,000 young immigrants apply, providing a pathway to work authorization and greater stability.

**2017** — We begin an ongoing effort, with the help of pro bono attorneys, interpreter volunteers, and community partners, to complete Powers of Attorney for immigrants—reaching approximately 1,650 immigrants to date and helping families make plans for their children and finances in case of immigration enforcement.

**2018** — We engage over 300 people in communities across NC to develop a policy and funding agenda for equitable public education, then help elevate the findings of the court-ordered WestEd report as a roadmap for fulfilling the state's *Leandro* obligations.

**2018** — We develop local programs in Durham to address debt-based driver's license suspensions. The model is replicated in nearly 20 North Carolina counties, becomes nationally recognized, and helps waive millions in criminal justice debt.

**2020** — We create Southerners for Medicaid Expansion, bringing together advocates from eight non-expansion Southern states to fight for health coverage for millions of people across the region.

**2020** — We help launch Every Child NC, a statewide coalition of families, students, educators, and advocates fighting for equitable public-school funding and every child's constitutional right to a sound, basic education.

**2020** — We help secure the bipartisan Second Chance Act, expanding access to expunctions and opening doors to jobs, housing, education, and other opportunities for North Carolinians with criminal records.

**2022** — We challenge discriminatory DMV practices through a formal petition, resulting in new policies protecting eligible immigrants' access to driver's licenses.

**2023** — After 13 years of NC Justice Center advocacy, organizing, research, and coalition-building, North Carolina expands Medicaid, opening health coverage to hundreds of thousands of people who had been left out.

**2024** — Our litigation against debt buyer Portfolio Recovery Associates results in nearly $10 million recovered for more than 40,000 people and approximately $35 million in debt judgments canceled.

**2024** — When automatic expunctions are threatened, we help lead the effort to save the program. More than 400,000 charges had already been expunged through the automated process, helping people move forward without the burden of old charges.

**2024** — We help advance a statewide medical-debt relief program that brings billions of dollars in relief to North Carolinians struggling with medical debt.

**2026** — For three decades, we have helped North Carolinians get health care, keep their homes, earn fair wages, access a quality education, clear old criminal records, protect their rights, and hold powerful institutions accountable. The work continues.

# Standing with immigrants in our communities

## IMMIGRANT AND REFUGEE RIGHTS

**As ICE enforcement and detention have intensified, the Immigrant & Refugee Rights team has remained rooted in a people-first approach: standing alongside immigrant neighbors seeking safety, stability, and the ability to build their lives in North Carolina.**

Through legal representation, community education, and advocacy, the team works to ensure immigrants can navigate an increasingly hostile system and access the rights and benefits available to them.

For families who have built their lives here, the stakes are deeply personal. AB's story is proof of that.

AB spent decades as a journalist and activist opposing the Chavez and Maduro regimes in Venezuela. A strong believer in democracy, he participated in protests against the government. After being attacked and harassed at a 2017 protest, he and his family fled Venezuela and sought asylum in the United States.

They made North Carolina home for nearly a decade while waiting for immigration authorities to decide their case. Their children grew up here, including attending ECU, and AB and his wife established deep roots in their community and became homeowners. Throughout the years-long wait, they followed every requirement of the immigration system.

But as immigration enforcement intensified after the 2024 election, so did their fear of detention and separation. Underfunding of the immigration system and enormous backlogs also create constant uncertainty about if or a when an asylum case will ever be decided. All of these circumstances took a toll on the family, particularly AB's children. Earlier this year, they made the extraordinarily difficult decision




to return to Venezuela, leaving behind the home and community they had spent nearly a decade building.

AB's story is a powerful reminder of why our work matters: behind every immigration case is a person, a family, and a life that deserves to be treated with dignity and respect.

### Our people-first priorities for the year ahead:

**Expand our capacity to advocate for immigrant rights and protection from deportation and detention.**

**Defend immigrant access to benefits.**





# This year, the Immigrant & Refugee Rights team:

- Represented clients from more than 15 countries, including victims of crimes and human trafficking, survivors of gender-based and sexual violence, people facing labor exploitation, people fleeing persecution, and vulnerable children and youth.

- Worked with immigrant-led and Latine groups throughout the state to help immigrant families prepare for widespread targeting by federal immigration agents.

- Reached more than 1,200 people through public events and trainings on emerging immigration issues, public benefits, knowing your rights, and data privacy.

- Held 19 power of attorney clinics, along with mobile rapid-response appointments, providing legal representation to 258 individuals and families.

- Educated immigrant communities about changes to Medicaid and public benefits and how they may affect eligibility and access.

# Supporting **grassroots power**

## HEALTH CARE ADVOCACY



**"Hello, this is Jane from Friends in Action in Greensboro, and we'd like to help protect Medicaid."**

This timely phone call came just after the NC General Assembly pushed through House Bill 696,

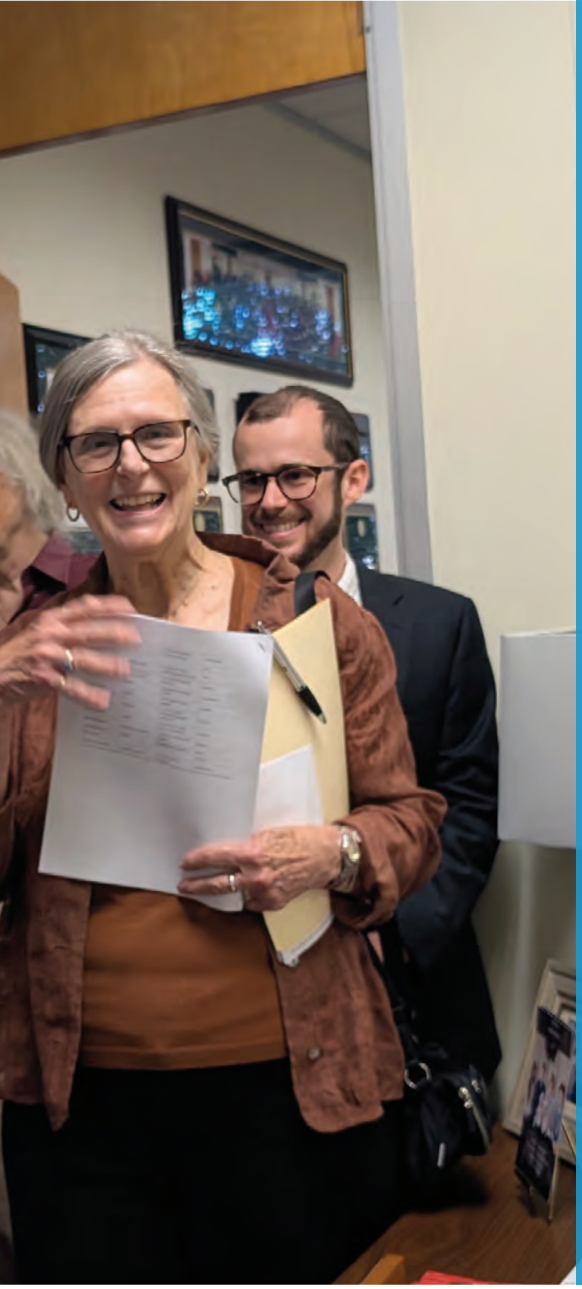


a bill that funded Medicaid for fiscal year 2026 but also included provisions that harm people who rely on Medicaid for health insurance. That included removing health coverage from lawfully present pregnant women and children and adding burdensome paperwork requirements to the red tape already imposed by H.R. 1, the Big Bad Bill passed last year.

The Health Advocacy team's initial response was to quickly organize a coalition sign-on letter laying out the harms in the bill and offering solutions. But more pressure was needed to fix HB 696, and Jane's offer of help from Friends in Action, a community initiative of New Garden Friends Meeting, came at the perfect time.

Jane and Friends in Action took the lead in putting together a statewide faith community sign-on letter urging the NC General Assembly to protect Medicaid, gathering 348 signatures. We worked closely with Friends in Action to answer policy and advocacy questions and helped create a press release to amplify their efforts. Our team was proud to welcome this passionate contingent from Greensboro to Raleigh and accompany them as they delivered their letter to key lawmakers and talked with reporters about why protecting Medicaid matters to their community.

Soon thereafter, the NC General Assembly reinstated coverage for lawfully present pregnant women and children as part of the budget process. But other problematic provisions in the bill remain, making it harder for North Carolinians who rely on Medicaid.



# This year, the Health Advocacy team:

- Continued defending Medicaid coverage and expanding access to medical debt relief and other health resources.
- Collaborated with Hispanic Federation to launch the NC Latine Health Advocacy Alliance, a coalition of 30+ Latine organizations and leaders working together to advance health equity by transforming health policies that disproportionately affect Latine communities in North Carolina.
- Worked together with community partners to oppose the takeover of an independent community hospital, WakeMed, by Atrium/Advocate Health – one of the largest corporate health care systems in the country, which threatens to raise prices, undermine quality of care, and end meaningful local control. Although this deal ultimately went through, our efforts drew significant public attention and led to some meaningful concessions.
- Held community listening sessions—in Spanish and English—in Guilford County in an ongoing effort to ensure that our Medicaid expansion information reaches every member of our community clearly, respectfully, and effectively.

The efforts continue, and we will keep supporting advocates across the state and working to ensure eligible North Carolinians can keep their coverage and access the health resources and financial assistance they need.



## Our people-first priorities for the year ahead:

Create a People-First Health Care Affordability Policy Agenda that addresses hospital pricing, medical debt, and provider consolidation, while we work toward creating a universal single-payer health care system that puts patients over profits.

Work with partners statewide to mitigate the harms of H.R. 1, through educational resources and community events and ensure that the greatest number of North Carolinians keep access to Medicaid, SNAP, and other public benefits.

Organize a statewide grassroots movement to fight for the passage of legislation that will bring down the costs of healthcare.

Continue to grow the NC Latine Health Advocacy Alliance and build advocacy capacity to promote fair and just immigration and healthcare policies, rooted in language justice.

# This year, the Education & Law team:

- Convened 60 advocates from across the state through Every Child NC to create a shared strategic plan to guide the fight for education justice in North Carolina.

- Led the narrative and communications response to the dismissal of *Leandro,* including statements, an online debrief for the public and press, social media posts and videos, coordinated op-eds, and media coverage.




- Helped organize Youth Advocacy Day, where young people came together to speak directly to lawmakers about mental health, immigrant rights, educational equity, and the growing attacks on diversity, equity, and inclusion in our schools.




Jackie McKinnon-McLean

# The fight for **education justice** continues

## EDUCATION & LAW

**When the North Carolina Supreme Court overturned its own landmark *Leandro IV* decision in April 2026, Jackie McKinnon-McLean had something to say.**

An original *Leandro* plaintiff, Jackie joined a community debrief following the ruling to convey her outrage around the case's dismissal — and to make clear that nothing changes the focus and determination of community advocates.

As a Hoke County parent, Jackie joined *Leandro* after seeing firsthand what inadequate funding meant for children in her community: classrooms without the books, equipment, and other resources students needed to learn and thrive.

For more than three decades, *Leandro* has been at the center of the fight to uphold every North Carolina child's constitutional right to a sound, basic education. The 2022 *Leandro IV* decision affirmed that right and ordered the state to implement a comprehensive plan to provide the resources students need. But as the NC Justice Center said following the 2026 ruling, students' needs have only grown amid teacher shortages, the impacts of the pandemic, growing mental health needs, and ongoing budget austerity.

The court's decision did not change those needs — or the constitutional right at the heart of Jackie's fight.

For Jackie, *Leandro* has never simply been about a court case. It has been about generations of North Carolina children and the resources they need to learn and thrive.

This year, we honored Jackie with the Lifetime



Defender of Justice for Education, Equity & Advocacy award. Her decades-long commitment embodies our people-first approach: putting children and communities at the center of the fight for the resources and opportunities they deserve. And as Jackie made clear in the wake of the ruling, the fight continues.

### Our people-first priorities for the year ahead:

**Raise or eliminate the Exceptional Children student allotment cap. Currently, 102 out of 115 public school districts report being over the cap, meaning they have to draw down funding from other sources or forgo their legal obligation to ensure the education rights of children with disabilities.**

**Identify clients and cases to begin mounting the next round of litigation to demand that North Carolina meet its constitutional requirement to provide every child with a sound, basic education.**

# When a driver's license stands **between a family and stability**

## FAIR CHANCE CRIMINAL JUSTICE

**Gary is a single father from Nash County who has spent most of his adult life working as a pharmacist. After a divorce, he became the sole caregiver for his teenage daughter and faced significant financial hardship while trying to establish a new household.**

During that time, he worked a full-time pharmacy job and supplemented his income through food deliveries to cover the high cost of temporary housing.

Nash County is a largely rural community with limited public transportation, few well-paying jobs, and rising housing costs that have made it increasingly difficult for Gary to be financially stable.

Gary's driver's license was suspended in 2021, after he received a speeding ticket while driving home from a delivery shift. Although he appeared in court, he was unable to pay the associated fines and fees. He immediately lost his food delivery job and later lost his pharmacy job because he lacked transportation.

The suspension had a profound impact on nearly every aspect of Gary's life. It limited his job opportunities in a region where reliable transportation is essential, contributed to ongoing housing instability, and increased the difficulty of accessing necessities for himself and his daughter. Ultimately, concerns about transportation challenges contributed to his decision to remove his daughter from school.

Our Fair Chance team was able to work with Gary to reinstate his driver's license after a five-year suspension. Less than a month after obtaining his driver's license, he was able to obtain a full-time job at a pharmacy. He is now able to better support himself and his daughter.

"I found full-time work back in pharmacy less than a month after getting it back. Day-to-day life is so much easier to manage, especially being responsible for my daughter's transportation. Day-to-day stressors seem easier to manage, because the constant weight of worry about picking up more legal issues and tickets is no longer there. Friends, employers, coworkers, family—none of them have to work around my limited transportation. It was huge for me, and hugely positive."



## Our people-first priorities for the year ahead:

**End debt-based driver's license suspension.**

**Ensure access to public benefits, SNAP, TANF, and Medicaid for people returning home after a period of incarceration.**

**Expand criminal record relief by increasing access to expunctions and awareness of Certificates of Relief.**






## This year, the Fair Chance Criminal Justice team:

- Planned and co-hosted a three-part webinar series about the impact of driver's license suspension in North Carolina, the realities of failure-to-appear suspensions, and lessons from states that have ended debt-based driver's license suspension. More than 120 people attended.
- Created and published a driver's license storybook and fact sheet series.
- Helped secure the veto of House Bill 437, which would have criminalized homelessness, and continued organizing to sustain the veto.
- Represented and supported people facing the consequences of unpaid fines and fees, including driver's license suspensions and probation violations. To date, we have helped eliminate $19,500 in criminal justice debt.



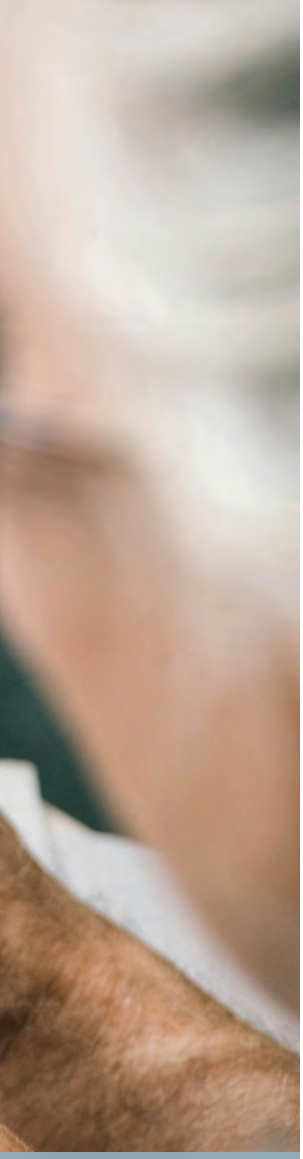
# This year, the Housing, Consumer, Energy & Transportation team:

- Supported the NC Tenants Union in pushing back against proposed lot rent increases by the owner of 57 mobile home parks. The landlord did originally back off the rent increases – but we recently learned they are proceeding to try again.

- Drafted legislation that would protect vulnerable homeowners from the Residential Property Wholesaler (We Buy Houses) industry, which passed the House unanimously.

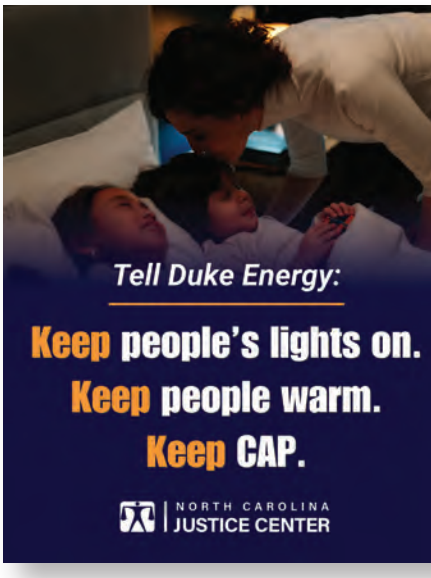
- We assisted vulnerable homeowners facing the loss of their homes. In one case, we successfully stopped a foreclosure after the lender wrongly refused to provide a loan modification because our client could not obtain her ex-husband's signature on the document. We pushed back and helped our client obtain the relief she was entitled to. We also helped create a coalition of advocates who are working across the nation to protect homeowners who have been threatened with foreclosure by the US Dept. of Agriculture.

- Continued a class action in Pitt County against a large corporate mobile home park owner alleging violations of North Carolina law related to installment purchase contracts and evictions, while stopping or delaying numerous individual evictions.



# Making sure **people have a voice** when essential costs rise

## HOUSING, CONSUMER, ENERGY & TRANSPORTATION




**When Duke Energy filed with the NC Utilities Commission to raise their energy prices, we intervened to challenge the unreasonable rate hikes and made sure our community members had a seat at the table.**

Duke Energy's attempted price increases came at a time when families are already struggling to keep up. At a Utilities hearing in Lumberton, we met Wonda Crump, a retiree facing rising costs as she takes care of her aging parents.

"People are not able to pay their light bill and be able to live comfortably ... I am the owner of my mom and dad's house. I was born in that house. We've been living there for 65 years. I want to be able to keep that house. But if the light bill keeps going up so high, and everything else rising, the gas cost—everything, everything, everything that we do now is rising. We're not going to be able to afford it."

Duke Energy was forced to make significant concessions through strong advocacy and growing public pressure. The company reduced its proposed rate hike from 18% to 9.5% and agreed to consider a large-load tariff designed to protect ratepayers from the costs and risks associated with data centers.

But the fight isn't over. For many North Carolinians, keeping the lights on depends on more than holding down rate increases—it also means protecting and expanding customer assistance that helps families afford their monthly bills. As we did with the rate hike, we will continue fighting for a North Carolina where people come first in decisions about essential utilities, and where every family can afford to keep the lights on.

## Our people-first priorities for the year ahead:

**Amplify the power of renters, homeowners, and consumers and expand protections from unfair or predatory fees and high-cost lending products through impact litigation, legislative advocacy, and support of tenant organizers.**

**Advocate for reducing the cost of energy and establishing protections from data centers.**

# Helping workers recover **the wages they earned**

## WORKERS' RIGHTS PROJECT

**Every worker deserves to be paid for the work they do. But for someone who is already living with uncertainty about their immigration status, speaking up when an employer withholds wages can carry enormous risk. These are two stories of immigrant workers who found a way to ask the NC Justice Center for help.**

This year, a woman who was an undocumented immigrant came to the NC Justice Center seeking help with another issue. In talking with her, we learned that she worked overtime every week at a Durham restaurant without being paid for it. Her employer owed her nearly $16,000 in unpaid wages, so our Workers' Rights team helped her file a lawsuit.

At the same time, she was living in fear. ICE had heightened its presence in the state, and she worried about what could happen to her and her children. While she was pursuing her case, ICE agents knocked on her door looking for a previous tenant. She became so afraid that she moved.

Ultimately, we secured a $30,000 settlement for her unpaid wages and damages. After the lawsuit, the restaurant owner stopped illegally underpaying undocumented workers for overtime.

In another case, six construction workers went several weeks without pay. One of the workers, a former NC Justice Center client, came to us on their behalf. All six workers were immigrants and likely undocumented. We worked with the former client to bring a lawsuit and secured $7,000 in unpaid wages for the workers.

These are the kinds of individual stories at the heart of our people-first approach: making sure that workers—regardless of immigration status—can assert their rights and get the pay they've earned.

### Our people-first priorities for the year ahead:

**Advocate for the General Assembly to create an enforceable workplace heat stress standard.**

**Pass policies that allow North Carolinians to afford to live on one job, including increased minimum wage, paid time off, and stronger unemployment insurance protections.**



# This year, the Workers' Rights team:

- Reached a class action settlement with Lee and Sons Farms: $305,000 for 99 H-2A workers.

- Reached a class action human trafficking and wage settlement with Las Princesas Corporation and The Tankard Nurseries Inc.: $300,000 for 364 H-2A workers, plus an agreement that Las Princesas Corporation would cease operating.

- Created a partnership with the NC chapter of the National Domestic Workers Alliance,


KNOW YOUR RIGHTS: The Right to Engage in Concerted Activity

Facts from the NC Justice Center's WORKERS' RIGHTS PROJECT

providing "Know Your Rights" trainings and individual legal consultations to their members.

- Conducted 13 trainings for workers and community partners.



North Carolina needs bold, sustained advocacy. Your gift powers impact litigation, policy change, and community organizing. **Join us and help build a more just North Carolina!**

**We are deeply grateful to our NC Justice Center Endowment Donors: Suzanne & Matt Case | Karen & Mike Schley | Bonnie & Joel Millikan | James & Cary Bassett | Robert J Martin Jr. & Judy Martin | Karen Blasé Fixsen**



# How You Can **Help**

## Donate

Donations can be made as a one-time gift, monthly, quarterly, or annually. Beginning in tax year 2026, taxpayers who take the standard deduction may deduct up to $1,000 in qualifying cash donations to eligible charities ($2,000 for married couples filing jointly). Taxpayers who itemize may continue to claim charitable deductions, subject to applicable IRS rules and limitations. **Tax EIN number: 56-1348186**

**Online:** ncjustice.org/donate

**By Mail:** **North Carolina Justice Center**
**Attention: Development**
**P.O. Box 28068**
**Raleigh, NC 27611-8068**

**Or scan the code!**

## Other Ways to Give

### Invest in our endowment

If your giving plans include an investment to the NC Justice Center's endowment, your gift will be matched dollar-for-dollar up to $500,000. Learn more at ncjustice.org/endowment or scan the code at right.

### Join the Justice Circle

By giving at least $1,000 annually, you can become a member of a special group of donors.

### Make a gift of stock or donate through your donor advised fund (DAF)

We also gratefully accept gifts of stock, which can provide significant tax advantages while fueling our mission. If you give through a DAF, you can easily support us by recommending a grant through your fund. Simply use our **EIN: 56-1348186** to find us in your DAF's charitable database. To initiate a stock gift, visit ncjustice.org/stock-daf.

**For questions regarding your financial investment, please contact Kim-Marie McLellan, Director of Gifts and Endowment, at Kim_Marie@ncjustice.org.**

### Stay connected

Sign up to receive emails about our work and opportunities to take action.

# Thank You to Our

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