

the  
mosaic  
project™



2021 annual report

## Dear Mosaic Community,

“This is what peace looks like,” Vicki said, gesturing to a room of nearly 100 4th and 5th graders. The 16-year-old Youth Leader’s voice was filled with emotion as she spoke. Of the many magical Mosaic moments I’ve experienced over the past 21 years, this is one in particular I’ve been thinking about lately.

We had just finished a powerful activity at the Outdoor Project – one which captures the complexity of our world, with all its unfairness, messiness, and joy. We were now discussing how we wanted to create a more peaceful world. Nine-year-old Jeremiah stood up to say, “I don’t even know what peace looks like. In my generation, all we’ve seen is fighting.” And that’s when Vicki responded, “This is what peace looks like – people of so many different backgrounds, sharing with, listening to, and empathizing with one another. This, right here, is what peace looks like.”

I have to admit, I have sometimes struggled to remain hopeful during this challenging, strange time. It is memories like this one that keep me going. They remind me how much **each moment of peace that we create matters** and how crucial it is to show our young people these other possibilities of what the world can be. If we are going to have a chance of creating more inclusive, just, fun, and peaceful communities,

we have to **inspire our young people to imagine** what they might look like and give them the tools to turn their imaginations into reality.

You, our extraordinary community, have enabled us to do just that for 21 years, and we are not slowing down – especially not now! While we are heartbroken that we cannot run the Outdoor Project during the pandemic, we are grateful for the opportunity to serve our community in other ways, as well as to strengthen our administrative foundation and expand our reach. We cannot thank you enough for making all this possible at this critical time. **Together, we will continue to show thousands of young people what peace looks like in 2022 and beyond!**

Peacing It Together!



Lara Mendel,  
Co-Founder/Executive Director



The Mosaic Team

Mosaic has been the most influential program in my life. The interpersonal skills that Mosaic teaches are as critical as writing or math. Assertive communication and empathy across differences are the foundation of who we are as people, and how successful we are as citizens. **– Zo Pancoast, Mosaic Alumna**

## Mission

We work toward a peaceful future by uniting children of diverse backgrounds, providing them with essential community building skills, and empowering them to become peacemakers. Our complementary work with youth and adults not only supports our youngest peacemakers, but also enables us to reach wider communities through schools, community-based organizations, and the workplace. **Together, we create microcosms of the just, diverse, inclusive world we envision, demonstrate that peace is possible, and inspire action.**

## Our Core Values

- M**utual Respect
- O**pen Mindedness
- S**elf Respect
- A**ttitude (An awesome one!)
- I**ndividuality
- C**ommunity





To fulfill our commitment to **serve a population that mirrors the diversity of the Bay Area**, The Mosaic Project intentionally partners with schools and organizations that differ markedly in socioeconomic, racial, and cultural make-up. **In 2021, we served nearly 6,000 individuals directly and thousands more through our virtual resources.**

Since 2000, we have served over 75,000 individuals.

**14,000**

4th and 5th  
graders through  
the Outdoor Project

**2,600**

Teens and young adults  
through the Youth  
Leadership Project

**41,000**

Students  
through the  
In-School Project

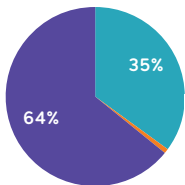
**17,500**

Adults  
through the Mosaic  
Consulting Project

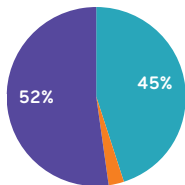


Thanks for all the love, positivity, and hope you have given me starting a decade ago, during my fifth-grade year. Mosaic has shown me just how bright this world can be.   
 - Josh Rowen-Keren, Mosaic Alumnus

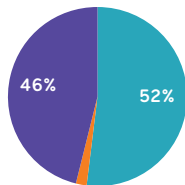
I am more likely to:



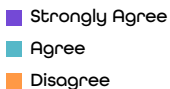
**empathize with those who act or think differently.**



**interrupt discrimination, prejudice, and injustice.**



**resolve conflicts peacefully.**



**99%**  
 Alumni say they are more likely to empathize

Our lessons are not easily forgotten. When surveyed after five years, over 97% of responding alumni stated that, because of The Mosaic Project, they are more likely to empathize with those different from themselves, more likely to interrupt discrimination, and better able to resolve conflicts peacefully. The surveys are also evidence of something else – that special lightning that Mosaic manages to capture in a bottle. One of the most common words our alumni use to describe their experience is “magical.”

**Outdoor Project Alumni Engagement and Advancement**

- 50%** Youth Leaders are alumni of the Outdoor Project
- 58%** Outdoor Project staff are former alumni/Youth Leaders
- 44%** Year-round office staff are former alumni/Youth Leaders
- 18%** Board of Directors are former Youth Leaders

We carefully navigated transitioning safely back to in-person programs over the last year. While we have been unable to run our signature Outdoor Project during the pandemic, we were still able to bring Mosaic magic to our partner schools, youth, and their families through:

- **The In-School Project** – We provided interactive musical assemblies, workshops, as well as two-day retreats for over 3,500 elementary and middle school students.
- **The Youth Leadership Project** – We offered our first-ever Youth Summer Program for 16 high school students led by our first-ever five Gap Year students. We were also able to hold our fall Youth Leader Training Weekend Retreat in person. Thirty masked and vaccinated students from

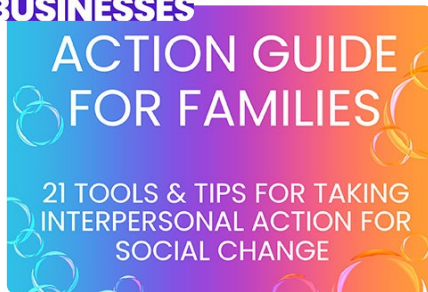
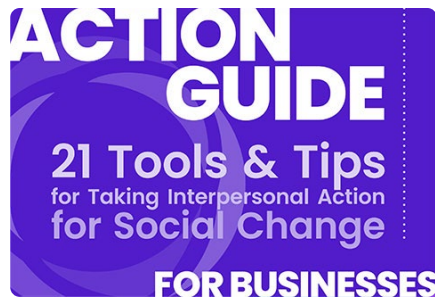


across the Bay Area participated in personal and professional development and explored Mosaic curriculum in preparation for becoming cabin leaders in the new year.

- **Anti-racism in Action; Pro-justice in Practice** – We facilitated this workshop series virtually and in-person for over 2,500 teachers, parents, as well as adults in the workplace.
- **Special Events** – We hosted virtual events including an evening with Marvel Head Writer, Chinaka Hodge.



My son described the two-day Mosaic workshop as 'very moving.' He teared up several times when talking about how his classmates shared their experiences of discrimination. He said it made him realize that everyone can feel alone and hurt by others. He now feels more trust and bonded with his classmates and safer in the community. It was so powerful, and I am so grateful he was able to experience it.   
 – Parent of a 6th-grade Mosaic Student



The content you produce is incredibly valuable. Personally and professionally, I have been navigating through my own work in increasing my capacity in communication and leadership in diversity, equity, and inclusion concepts. Mosaic Frameworks and tools have been incredibly supportive.

– Katie Gibbons, Head of Lower School, Alta Vista School

In response to requests from our community, we have created [new online curriculum and resources for this critical time:](#)

- [Action Guide: 21 Tools & Tips for Taking Interpersonal Action for Social Change](#) – We have one version for families and one for businesses. Our guide for businesses was so popular that a multinational company, Steelcase, contracted with us to rework it for their corporate DEI (Diversity, Equity, and Inclusion) use. We expanded our original guide from 12 to 21 tools and tips after a year of facilitating virtual workshops and incorporating feedback from our community.
- [Activity Bank](#) – We compiled a searchable database of over two decades’ worth of our peace-building curriculum for all ages, making our resources easily accessible to our teachers everywhere!
- Stay tuned for our album of original songs, [Children’s Songs for Peace and a Better World, Volume 2](#), coming soon in early 2022! Listen to our [Assertiveness Song](#) for a preview.



**We are creating our permanent home** — an environmentally sustainable center for equity, empathy, and effective communication across differences! Conveniently located in Castro Valley, California, in the heart of the Bay Area, our new site will ensure that future generations have access to our unique experiential education programs.

We are near the end of the permitting process with Alameda County. Our site plan (including architectural, landscape, grey water, storm water, and septic designs) is complete, and

the County is currently conducting an Environmental Impact Report. Meanwhile, we are working with the state on creating our small public water system.

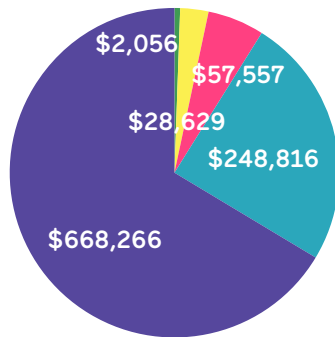
**[Check out the 3-D videos](#)** of our architect's renderings of the future cabins, dining hall, and staff house!

**We are infinitely grateful to Scott and Molly Forstall who generously purchased the land where we are building our future!**





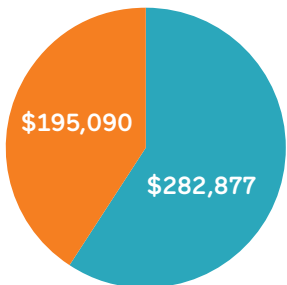
### 2020 Income



Total = \$1,005,324

- Outdoor Project Program Fees
- Individual Donations
- Foundation and Corporate Grants
- In-School Project and Mosaic Consulting Project Program Fees
- Merchandise Sales
- Miscellaneous Income

### 2020 Capital Fund

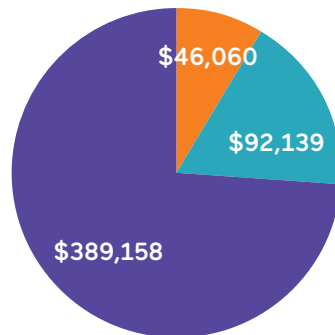


Total = \$477,967

- Capitalized Building/Development Expense
- Remaining Net Profit

Our net profit, larger due to the pandemic, went to our Capital Fund to support the development of our permanent home in Castro Valley.

### 2020 Expenses



Total = \$527,357

- Program
- Fundraising
- Management and General

As a woman of color, I have experienced cultural prejudice and have seen the incredible devastation it causes. I was very impressed with Mosaic's uniquely diverse social justice focus, particularly as it pertains to our future leaders. Having recently joined as Deputy Director, I find myself not only inspired, but also truly hopeful that it is possible to achieve social acceptance and appreciation of differences amongst us all.

- Charla Montgomery



### We Are Thrilled to Welcome Charla Montgomery as Deputy Director

Charla brings over 20 years of operations and management experience to The Mosaic Project. Before entering the nonprofit sector, she had multi-year careers in several professional industries including banking, education, staff recruitment, and entertainment. All throughout, she has been passionate about contributing to her community, supporting programs in adult education and cultural and artistic awareness as well as serving on several boards. As a tenured nonprofit leader, Charla brings this passion for community and her extensive and varied business background to strengthen Mosaic's administration, programming, personnel, and fiscal well-being.

### Full-Time Team

**Khemnes Fisher**  
Youth Leadership Project Director

**Brian Lowe**  
Chief Operating Officer

**Lara Mendel**  
Co-Founder/Executive Director

**Charla Montgomery**  
Deputy Director

**Rebeca Pessoa**  
Lead Facilitator/Land Steward

### Part-Time Team

**Emily Bang**  
Grants & Editorial Specialist

**Maiya Lanae Evans**  
Lead Facilitator, MCP

**Sandra Martin**  
Curriculum Specialist

**Chandra Page**  
Accounting & Development Manager

**Charlotte Trotter**  
Communications & Development  
Coordinator

**Sabrina Moyle, MBA,  
President**

CEO, Hello! Lucky

**Suzanne Lane, Vice  
President/Treasurer**  
Graphic Design Consultant

**Albert Chan, MBA/MS,  
Secretary**  
Supplier Clean Energy Program,  
Apple & Mosaic Alumnus

**Hirni Amin**  
Community Member

**Lia Barrow**  
Personal Assistant, JustCoz

**Erich Braun**  
Partner, KPMG LLP

**Terry C. Britt**  
Sr. Vice President, City Building,  
Inc.

**Chantal Byrne, MA**  
Principal, Prospect  
Development Partners

**Brett Dennen**  
Singer/Songwriter & Resident  
Rock Star, The Mosaic Project

**Kristin Hull, Ph.D**  
President, Nia Global Solutions  
at Domini Social Investments

Mosaic has grounded and inspired me to continuously develop my knowledge and skills in empathy, assertive communication, equity, and effective action for social justice as a parent, friend, author, and citizen. Mosaic's intentional, joyful, creative, and inclusive approach to human development and activism is tremendously inspiring and holds powerful keys to creating a more peaceful world today and in the future.

- Sabrina Moyle



## Deep Gratitude to Our Outgoing Board President, Sabrina Moyle

Sabrina became involved with The Mosaic Project in 2015 after hearing the award-winning music Brett Dennen co-created for Mosaic's curriculum. Having served as a non-profit consultant for The Bridgespan Group focused on education equity, she immediately saw the value of Mosaic's immersive, experiential model for uniting and educating children from markedly different backgrounds. The bi-racial daughter of a diplomat, Sabrina grew up in Asia and Africa before moving to the United States as a teenager. Her experiences in international communities gave her a global perspective and appreciation for diverse ways of living, connecting, and creating. Sabrina is Co-Founder of the greeting card studio Hello!Lucky and author of 21 best-selling books for adults and children. She lives in the Bay Area with her husband, three sons, and dog.

**Lara Mendel, MA**

Co-Founder/Executive Director,  
The Mosaic Project

**Chasmin Moses, MA**

Director of Program  
Development, Teach For  
America

**Kara Murray-Badal**

MBA Candidate at The Wharton  
School, MPA Candidate at  
Harvard Kennedy School of  
Government, & Mosaic Alumna

**Tari Nicholson**

Community Activist

**Lawrence Shorter, MS**

VP, Product Design, Contrast  
Security

**Brett Tucker**

Partner, Robert W. Baird & Co.

**Marisol Vela-Chiu, MA**

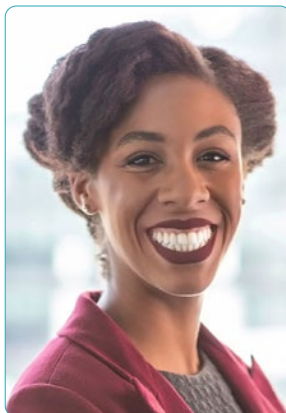
Operations Manager, Young  
Women's Freedom Center

**Lynne Wander**

COO, Utility API

Especially with the intense divisions in our world often seeming unsurmountable, Mosaic is a bright spot that helps me to believe that peace and understanding are possible. It gives me hope for the world and for my impact on it.

- Kara Murray-Badal



**A Warm Welcome to Our Incoming  
Board President, Kara Murray-Badal**

Kara first joined The Mosaic Project as a high school student Youth Leader in 2008. At Mosaic, for the first time she saw true diversity: people from all different backgrounds—with different biases, privileges, joys, woes, and experiences—working to be better while loving each other. It was transformational for her. Since then, she has served in just about every role within the organization, including Administrative and Outreach Director. She has also worked as the Senior Project and Change Control Coordinator at Bayer Healthcare, which led her to universal healthcare activism and campaign field work. Kara received her BA from Stanford and is currently an MBA Candidate at The Wharton School and an MPA Candidate at Harvard Kennedy School of Government.



**Gogi Hodder**  
**April 25, 1968 - January 16, 2021**

It is with deep sadness for loss and deep gratitude for love that we honor the life of Mosaic's Co-Founder, Margaret (Gogi) Hodder.

In addition to sharing [Gogi's obituary](#) we want to share her three 6-word memoirs that evolved in her last months and days: "I'm almost done with my list," then, "Oh wait, there's one more thing," and finally, "In the end, it's all love."

Gogi had an enormous heart and a sense of adventure to match. One of her biggest adventures, of course, was The Mosaic Project. She served as Mosaic's Board President for our first 15 years. She wrote in her last post:

*The Mosaic Project was my answer to creating peace: bringing people together in a positive way to understand and befriend one another, work well together, and solve conflicts productively. Mosaic was my first child, my life's work.*

**Courage. Connection. Peace.** These are the three words Gogi chose to carry with her in this transition and to offer to her loved ones as well. We will carry them with us as our work becomes a living altar to her.



**We will dedicate a rock garden on our permanent home to Gogi and call it "Gogi Rocks." Our students will paint their own rocks in honor of someone they love to leave in the garden. We shared this idea with Gogi before her passing and she loved it!**

**In Honor of Gogi Hodder**

Anonymous  
 Jennifer Abbingsole  
 Jennifer Adcock  
 William & Carolyn Ahlem  
 Pat & Rob Alfieri  
 KTiana & James  
 Alnas-Benson  
 Barbara Atkinson  
 B Avalon  
 Holly Baldwin & Erik  
 Weiland  
 Deena Bartley  
 Franise Bartley  
 Albert Bentley  
 Mark Breimhorst  
 Anna Brock  
 Pam Brown  
 Charlotte & Ronald  
 Bucari  
 Ada Burko  
 Kris Carpenter  
 Negulescu  
 Brian Casey  
 Cheetah (Patty)  
 Castaneda-Davis  
 Cynthia Colvin  
 Machelnil Cormier  
 Darlene Cornwall

Andrea Despotes  
 Deborah Egger  
 Carole Lynn Elder  
 Karen Eng  
 Claire Eustace  
 Paul & Colleen Farrell  
 Jeani Ferrari  
 The Fischer  
 Hecht Family  
 Nicole Fitzhugh  
 Judith Freeman  
 Lori Freedman  
 Sally Galway  
 Mary Ganz  
 Hester Green  
 Amy & Roy Grigsby  
 Jennifer Guitart  
 Lynn Gunney  
 Stan & Sharon Hammond  
 Beverley Payne  
 Harrison  
 Tom Haw  
 Cherie Kazuko Hishida  
 Alan Hodder  
 Jan & Fred Hodder  
 Ray Hodder  
 Beryl Hoffman  
 Darby Hoover &  
 Laura Brezel

Richard & Andrea Isom  
 Robert & Rae Janzen  
 Peggy Jenkin  
 April Johnson  
 Tracey Jones  
 Teresa Joye on behalf  
 of the Starr King  
 School for the Ministry  
 Lisa Juachon  
 Deborah Jue  
 Stan & Jo Katz  
 Kelly Kirkpatrick  
 Patricia Lambie &  
 Lisa Adriance  
 Debby Lu  
 Jodie Mathies  
 Brieshen McKee  
 Cynthia McMahon  
 Janet & Dennis Mendel  
 Kathie Menninger  
 Jill Miller  
 Sarah & Jay  
 Moldenhauer-Salazar  
 Kat Morgan  
 Nancy Nagramada &  
 Charles Raymond  
 Nathan Naze & Megan  
 Wachspress  
 Lois Jane Newell

Jack Nicolaus  
 Melita Noel  
 Marilyn & Henry  
 O'Donnell  
 Gail Olson  
 Michele & Dave  
 Overley  
 Nancy Owen  
 Noelle Owens  
 Nino, Ami, & Matteo  
 Pascolati  
 Lauren Poole &  
 Charles Masten  
 Jan & Ricky Ramsay  
 Lindi Ramsden  
 Andrea & Paul  
 Raub  
 Abby Rezneck  
 Robert, Suzanne, &  
 Jeff Robinson  
 Sarah Robson  
 Donna Samson  
 Linda Bunney Sarhad  
 Yvette Sarnowski  
 Clare Sartin  
 Paul & Pauline Sartin  
 Ricard Sartin  
 Thomas Schuetz  
 Gary & Kathleen Shaw



William Simmons  
 Robert & Lise Soares  
 Kris Starr-Witort  
 Annette Tatum  
 Catherine Teare  
 Robert & Joelle Triebsch  
 Thomas Watling  
 Ross Wehner  
 Jessika Welcome  
 Jacqueline Wendland  
 Jennifer Wilson &  
 Lisa Hoffman  
 Suzanne Wilson  
 Mark Wilson  
 Kathleen Wimer &  
 Joe Puleo  
 Renee Witon  
 Christine Wolfe  
 Noa Wotton

We support The Mosaic Project because their efforts to create fertile ground for a peaceful, just world are built on bringing together people, both children and adults, from diverse backgrounds and fostering relationships, empathy, and peacemaking skills. The work of The Mosaic Project fills a crucial void in our polarized society, where people from diverse backgrounds need opportunities to connect, learn, and build community. **- Rod Womer & Barbara Karplus**



**Rod Womer & Barbara Karplus**

Barbara Karplus is a semi-retired schoolteacher and tax accountant who has dedicated her career to education and helping others understand the world around them. Rod Womer is a retired Test Pilot, Program

Manager, and U.S. Navy Captain. Rod and Barbara are proud parents of five children and stepchildren and two foster children, all seven now adults. Through their philanthropic work they hope to build a world of compassion and caring to pass on to future generations.

**We are deeply grateful to all our wonderful supporters including the following:**

**Peace Luminaries \$75,000+**

- Julian Abdey & Sabrina Moyle
- The Beltramo Family
- Scott & Molly Forstall
- Jan & Fred Hodder
- Rebeckah Johnston
- Rod Womer & Barbara Karplus

- Tari & Bill Nicholson
- Quest Foundation

**Peace Leaders \$10,000+**

- Botti Family Fund
- Chantal & Robert Byrne
- Change Happens
- Clorox Company Foundation Fund
- The Fischer Hecht Family
- Gogi Hodder
- Human Family Unity Foundation
- Kristin Hull
- The Lane Family
- Nia Community Foundation
- Orchard House Foundation
- The Trueblood Family
- WHH Foundation
- Laurie Wright Grossman & David Wright
- David & Grace Yuan

**Peace Trailblazers \$50,000+**

- Hirni & Tarang Amin
- Capital Group Companies Charitable Foundation
- Tikun Olam Foundation
- Mary Ford & Rob Lewis

**Peace Champions \$20,000+**

- Anonymous
- The Chan Family
- Cheryl Frank & Michael Linn
- Jewish Women's Foundation of New York
- Kazan McClain Partners' Foundation
- Mighty Arrow Family Foundation

**Peace Builders \$5,000+**

- Erich & Kelly Braun
- Clif Bar Family Foundation

My time with The Mosaic Project has served as a foundational piece of who I am today as a human being. I gained a deep understanding of empathy and what it means to not only treat everyone with respect, but also embrace all for who they are. It is an understanding I carry with me today at work, with friends, with family, and especially with strangers. I believe Mosaic has the magic to have that impact on almost everyone they touch, and I look forward to contributing to that however I can going forward.

- Nate Brewer



### Nate Brewer

Nate Brewer first joined The Mosaic Project as a high-school student Youth Leader in 2008. He currently serves as a Talent Partner at Rippleworks where he works to match volunteer senior executives on short-term projects with scaling

social impact ventures. Prior to Rippleworks, Nate worked on the Executive Recruiting Team at Google and for the executive search firm Isaacson, Miller. Ahead of moving into executive search, Nate worked as a Site Manager for the early literacy non-profit Jumpstart.

Columbia Property Trust  
 Julie & Dr. Abhijit Desai  
 Droubi Team  
 Chad & Tenah Dyer  
 Linda & James Hargrove  
 Patti & Ted Harrison  
 Richard & Andrea Isom  
 Carl Kawaja & Wendy Holcombe  
 Eric Keisman & Linda Nevin  
 Paul Kivel & Mary Luckey  
 Cathy Kornblith  
 Lindsay & Ting Louie  
 Kit Miller  
 Dr. Karin Molander & Svein  
 Oslund  
 The Nicholson Family  
 Foundation  
 NOVO Construction  
 Pacific Project Management  
 Anne-Marie & Wylie Peterson  
 Lisa & Brian Regan  
 StubHub Foundation  
 The Swig Company  
 Susan & Ellen  
 Waterglass, LLC  
 West Star Foundation  
 The Wilson & Pancoast Family

### Peace Allies \$2,500+

Anonymous  
 Amy Ensign-Barstow Memorial  
 Fund at the East Bay  
 Community Foundation  
 Sriram Balasubramanian &  
 Renate Zangl  
 Nate Brewer  
 Kimberly & John Harding  
 KPMG LLP  
 Tim Lykowski  
 Schoellkopf Family Foundation  
 Joram Schwartz  
 Sequoia Impact Fund of Silicon  
 Valley Community Foundation  
 Gloria Shapiro  
 Tamara Slover  
 The WELWE Foundation

### Peace Advocate \$1,000+

Anonymous  
 Julia Avriil  
 Lia Barrow & Immanuel & Elijah  
 Barrow Ward  
 Gerry & Paulette Beemiller  
 Amy Berlin  
 Betty Jean Kivel Foundation  
 Terry Britt & Linda Perotti  
 Dennis & Katherine Brown



Ray Buetens & Staci Sambol  
 Lora & Craig Burnett  
 Sujit Chakravarthy & Anita Tandon  
 Vicki Chan & Michael Haak  
 Michael Chui  
 Stephanie Ciccone-Nascimento  
 Jennifer & Allan Daly, in memory of Fred Shanafelt  
 Decorative Plumbing Distributors  
 Michael Evans & Kimberly Leon Guerrero  
 Carla Fabian  
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 Marilyn Moyle  
 Thomas Mumley  
 Lisa Pearson  
 Rubens Family Foundation  
 Deepti Sethi & Rabin Nabizadeh  
 Lawrence Shorter  
 Andrew & Lindsey Stein  
 Edward & Claire Stiepleman  
 Emily & Eric Strong  
 Catherine Teare  
 Brantley Thompson & Anna Nordberg  
 The Lendlease Foundation  
 The New York Community Trust  
 Lynne Wander & Pamela Waxman

**In-Kind**

Ashby Flowers  
 Dalla Terra Winery Direct  
 Brett Dennen  
 Manatt, Phelps & Phillips, LLP  
 Janet & Dennis Mendel  
 John Newcomb TechnoGod

NorthStar ...Designing Solutions  
 NOVO Construction  
 Random Order Productions  
 Slub Design (Ray Buetens & Staci Sambol)  
 The Trueblood Family

We support The Mosaic Project and their values and mission towards leading younger generations to empower change in racism, profiling, stereotypes, bias, and prejudices. This is critical work. We are grateful to be able to support such an amazing organization and are encouraging our colleagues at Google to do the same. **- Ross & Tiana O'Toole**



**Ross & Tiana O'Toole**

Ross works in Talent Acquisition at Google, helping to build a more representative workforce of Software Engineers. Tiana is in Program Management at Google, advancing a diverse, equitable,

and inclusive evolution that fosters the development of inclusive products.

our new logo!

