



“Last night was so magical! There are no words for it. I looked around the peace sign made of candles and saw a circle of smiling people dancing under the stars together — a community, a true night of peace.”

- Elizabeth, age 9



2023 Annual Report

Dear Mosaic Community,

As we sat down to express our deep gratitude for your support this year, writer's block hit like never before. How could we possibly express the meaning of your gifts in our efforts to bring just a little more peace to the world? How could we communicate the strength you give us as we struggle to maintain hope in the midst of the escalating hate and violence surrounding our children?

We're increasingly seeing adults demonstrate the opposite of what we teach at Mosaic. They are not using our **3 Keys to Peace**: 1. **Listening** (true listening, rather than just listening for an opening to attack), 2. **Empathy** (doing our best to understand another's feelings and needs), and 3. **Assertiveness** (being strong without being mean). Instead, they are using the 3 Peace Blockers: 1. Blame, 2. Guilt, and 3. Defensiveness. We see examples all around us of adults taking sides rather than promoting peace, hurt people hurting other people, and violence begetting violence.

In our despair, we are reminded of why we started Mosaic – not because children have trouble getting along, but because adults do. We teach children these peacemaking tools and show them **peace is possible** so they can grow up capable of building a better world. As always, we find hope in our students because they do get it! Here are some of their words from the fall Outdoor Project season we just wrapped up:

Before, if someone yelled at me or hit me I would hit them back. But Mosaic has changed me and showed that I could use my words or walk away to cool down.
- Skylar, age 10

We can spread the word that we can make a difference in the world by resolving conflicts peacefully.
- Santiago, age 10

It's so healing to be surrounded by people committed to peace, love, music, and creating safe and diverse spaces for connections.
- Ava, Youth Leader, age 16

You have made it possible for us to surround our children with other possibilities of what the world can be – we believe we owe them that, and their future children as well. Thank you for **investing in a peaceful future** and demonstrating that we do not need to wait for peace to come – we can create it wherever we are, right now. Finally, thank you for inspiring the hope required to keep doing it.

With wishes for peace, joy, love, music, safety, diversity, and connection, and with endless gratitude,



Lara Mendel
Co-Founder/Executive Director



Kara Murray-Badal
Board President



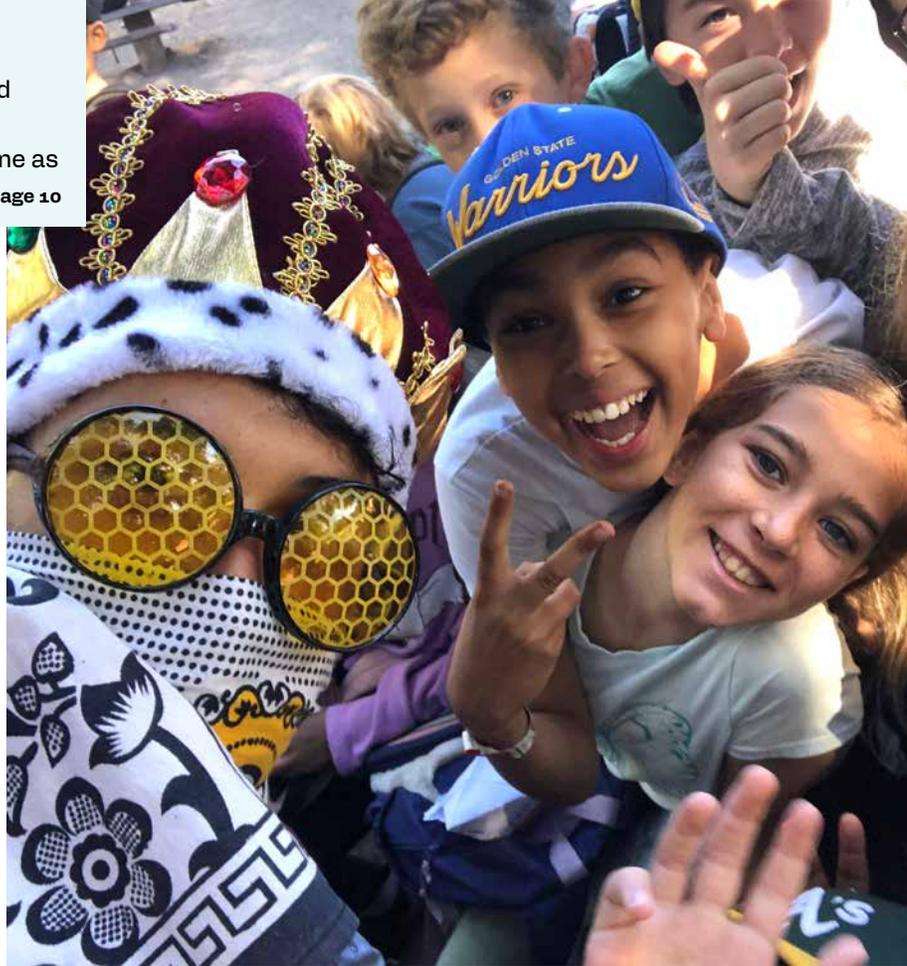
Because of Mosaic, I have a lot more empathy and assertiveness. I know how to spread peace, not poison. I'm learning that I don't have to be the same as everyone else and I can just be me. - Djumi, age 10

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



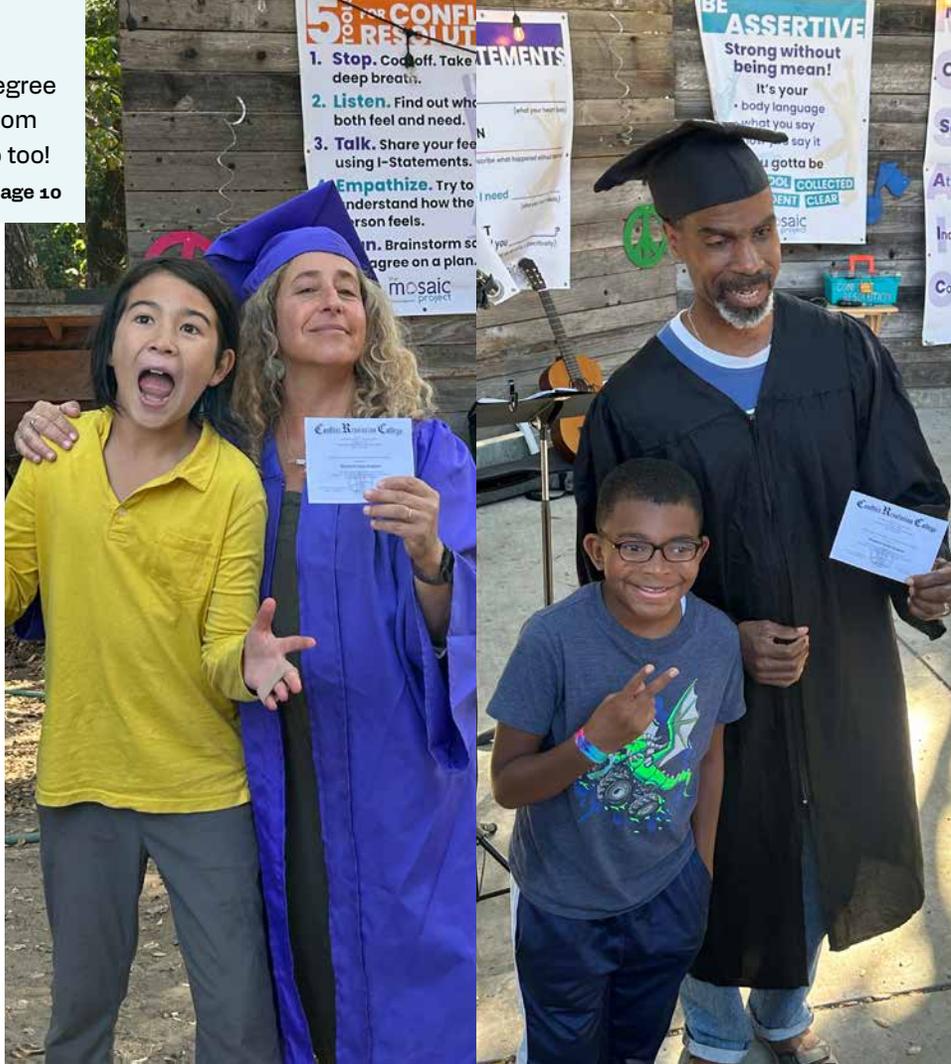
I'm still thinking about the fact that I have a degree [Cr.D - Doctorate in Conflict Resolution]. My mom and grandpa both have degrees, and now I do too!
It's crazy!

- Rosemary, age 10

This year, we celebrated the complete return of our signature program, the Outdoor Project. We were able to run both fall and spring sessions for the first time since the pandemic. We served 947 4th and 5th graders from 27 schools.

The Outdoor Project **brings together 4th and 5th grade classes from markedly different communities** for a profound weeklong experience in nature. Our dynamic, experiential education, based on proven research in social-emotional learning, is designed to address issues of difference, build self-esteem, and inspire inclusion. Students learn through shared challenges, exciting “gametivities”, honest discussions, and the power of song.

100% of teachers report they saw positive behavioral changes in their class after attending the Outdoor Project.



The In-School Project deepens and sustains the impact of our Outdoor Project by providing workshops for teachers and caregivers, as well as by introducing Mosaic lessons and skills from the very beginning of elementary school and cultivating them throughout the grade levels. This year, we provided interactive musical assemblies, workshops, and two-day retreats for nearly 5,000 elementary and middle school students as well as 300 teachers and caregivers.

The Youth Leadership Project provides extensive training for youth ages 15–23 who serve as mentors for the younger students at the Outdoor Project and form a vibrant cross-cultural community. They also engage in leadership and volunteer opportunities at Mosaic events, workshops, fundraisers, and service learning projects. Over 120 Youth Leaders participated in our Youth Leadership Project this year.

The Mosaic Consulting Project provides experiential education programs for companies, organizations,

A very heartfelt thank you for a most amazing DEI training! We came away with great insights into how we can work better in our roles and in the classroom. We are referencing the resources you shared as an ongoing practice and are intentional about bringing this into our work. - May Howell, Scientific Adventures for Girls



Our Children's Board of Directors performing for over 200 guests at our first summer Mosaic of Music concert and family festival.

and schools that want to invest in creating an inclusive, equitable, productive work environment. We served nearly 500 participants through our Consulting Project this year. We were also proud to receive the Partners in Educational Excellence Regional Award from the Association of California School Administrators (ACSA) as a result of our consulting work with the Castro Valley Unified School District.

Online Resources include our original [music](#), updated [Action Guides](#) for Businesses and Families, and our ever-growing [Activity Bank](#). This searchable database currently contains 80 lesson plans for our peace-building curriculum for all ages, making our resources easily accessible to our partner teachers and beyond!



Mosaic made me better at working out problems and understanding my emotions as well as understanding my classmates' lives and empathizing with them.

- Kaia, age 10

To fulfill our commitment to **serve a population that mirrors the diversity of the San Francisco Bay Area**, The Mosaic Project intentionally serves schools and organizations that differ markedly in socioeconomic, racial, and cultural make-up. **In 2023, we served nearly 7,000 individuals directly and thousands more through our virtual resources.**

Mosaic helped me stand up for myself and include everyone.

- Gladis, age 11

Since 2000, we have served over 90,000 individuals:

15,500

4th and 5th graders through the Outdoor Project

2,700

teens and young adults through the Youth Leadership Project

50,000

students through the In-School Project

22,500

adults through the Mosaic Consulting Project

The Mosaic Project partners with elementary schools from across the San Francisco Bay Area to bring 4th and 5th graders to our signature program, the Outdoor Project. We unite three or four classes from schools that differ socioeconomically, racially, and culturally in each weeklong session. We also serve the entire student body of each of our partner schools, as well as the teachers and caregivers, through our In-School Project.

Alta Vista School

San Francisco

ASCEND

Oakland

Bel Aire Elementary School

Tiburon

Bella Vista Elementary School

Oakland

Brightworks

San Francisco

Cleveland Elementary School

Oakland

Cragmont Elementary School

Berkeley

Daniel Webster Elementary School

San Francisco

Emerson Elementary School

Oakland

E.R. Taylor Elementary School

San Francisco

Golestan School

El Cerrito

Hayward Twin Oaks Montessori School

Castro Valley

Hoover Elementary School

Oakland

International Community School (ICS)

Oakland

James Madison Elementary School

San Leandro

John Muir Elementary School

Berkeley

King Elementary School

Richmond

Liberated Kids

Oakland

Lincoln Elementary School

Richmond

Marin Montessori School

Corte Madera

Martin Luther King, Jr. Elementary School

Oakland

Park Day School

Oakland

Piedmont Avenue Elementary School

Oakland

REACH Academy

Oakland



Rosa Parks Elementary School

Berkeley

Sanchez Elementary School

San Francisco

San Francisco School

San Francisco

Sankofa United Elementary School

Oakland

San Pedro Elementary School

San Rafael

Starr King Elementary School

San Francisco

Valley Montessori School

Livermore

Outdoor Project Students

Ninety percent of our 4th and 5th grade Outdoor Project participants report that the experience changed them. Their transformation includes wanting to **spread peace**; understanding how to **be assertive**; and applying the **Mosaic lessons** of **Mutual Respect, Open Mindedness, Self Respect, an Awesome Attitude, Individuality, and Community**.

Mosaic made last year's class very close. My students continued to use the tools throughout the year. They still talk about Mosaic and the lasting impact it made on their lives even to this day. - **Amanda Claire, Partner Teacher, ASCEND, Oakland**



99% recommend Mosaic.

90% say Mosaic changed them.

N=3,675



Being at Mosaic has filled me with this sense of pride and purpose I don't think I had before. I feel more confident and it's really such a joy to be here. It really is magical.

- **Soline, Youth Leader, age 16**

Youth Leaders

One hundred percent of our Youth Leaders say that their Mosaic experience was transformational and that they are now more likely to include others. Nearly all participants say that because of The Mosaic Project, they are better able to work with and build relationships with others, resolve conflicts, empathize, be assertive, and address stereotyping.

100% say Mosaic was transformational.

N=124

Outdoor Project Alumni

Our lessons are not easily forgotten. When surveyed after five years, nearly all responding alumni state 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

- 50%** Youth Leaders are Outdoor Project student alumni
- 42%** Outdoor Project staff are student/Youth Leader alumni
- 38%** Year-round staff are student/Youth Leader alumni
- 33%** Board of Directors are student/Youth Leader alumni

Please see our [complete Impact Report](#) for more data and detail.

Mosaic has had a large impact on my life path, and I am fully confident that I want to pursue a career in this field of youth development. Various curricular elements of The Mosaic Project fuel this passion, including the skills that students take away from only a week-long session.

– Savannah, Mosaic Student & Youth Leader Alum

Disagree Agree/Strongly Agree



I am more able to resolve conflicts peacefully.



I am more confident working with people who have different cultural or ethnic backgrounds than me.



I am more likely to interrupt prejudice, discrimination, and injustice when I see it.



I am more likely to empathize with those who may think or act differently from me.

N=369



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

Our site plan (architectural, landscape, water system including grey water, and septic designs) and the Environmental

Impact Report are all complete! We are continuing to move through the intensive permitting process with Alameda County. [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!

We are excited to introduce The Mosaic Classroom Project, designed to **bring Mosaic lessons directly to 4th and 5th graders in schools around the country, and even the world!**

We are partnering with **True Stories** and the Elm Street Foundation to create this unique experiential curriculum incorporating our signature dynamic “gametivities”, stories, and songs, along with documentary-style films. The films highlight the experiences of eight 4th and 5th graders at the Outdoor Project this past fall as they build new skills,



friendships, community, and peace.

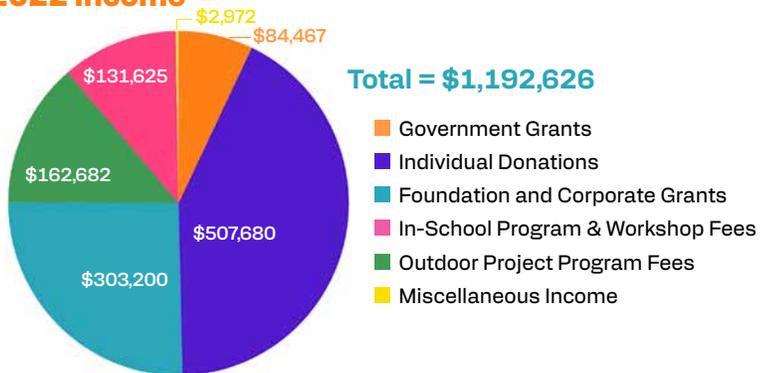
This project will enable 4th and 5th grade classes anywhere to accompany these featured students on their Mosaic journey, experiencing the week through their eyes and learning alongside them.

True Stories is currently editing the films and we are refining the curriculum. We will pilot the project in at least four classrooms this March and officially launch it in the 2024–25 school year. We are looking forward to seeing how far we can expand our reach through the Classroom Project!

Mosaic has become such an important part of my teaching and has found its way into so much of what I continue to do with kids. I’ve been working with students from Japan, Ukraine, Pakistan, Israel, Turkey, etc. Know that your work with Mosaic is truly disseminating out into the corners of the world!

- Ben Sibrack, Former Partner Teacher

2022 Income

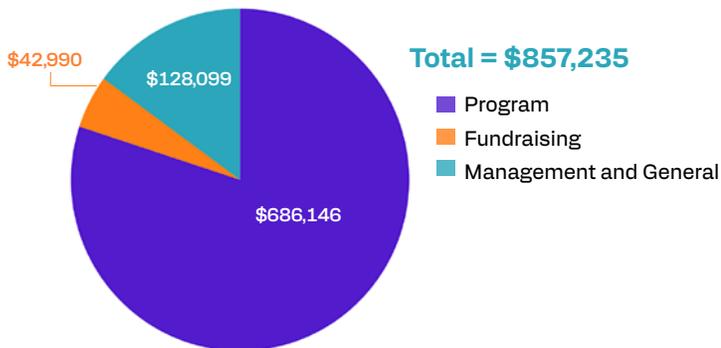


Mosaic taught me to accept others and made me a more independent and brave person.

– Gemma, age 10



2022 Expenses



2022 Capital Activities



Our total 2022 net profit of \$326,111 went to our Capital Fund to support the development of our permanent home in Castro Valley.

Year-Round Team

Full-Time

Mika Abair

Administrative & Outreach Director

Khemnes Fisher, CA Education Specialist Credential

Youth Leadership Project Director

Brian Lowe, MBA

Chief Operating Officer

Sandra Martin-Dent, MA (Education)*

Special Projects Director

Lara Mendel, MA (Anthropology)

Co-Founder/Executive Director

Nicole Chin, MA (Education), CA Teaching Credential

Program Director

Chano Tizon*

Program Director/ Resident Rock Star

Outdoor Project Team

Aracely Bock

Cameron Crowell*

Alex Colvard

Michelle Dannehy

Ryan Davis

Zoe Ravitz Dworkin**

Indigo Funk

Andrew Ignacio*

Ben Jorgensen-Duffy

Michelle Marcial*

Hector Marte*

Rebekah Nelson

Rebeca Pessoa

Shakiem Rhodes

Part-Time

Emily Bang**

Grants & Editorial Specialist

Ray Buetens

Graphic Designer, Slub Design

Maiya Lanae Evans, MPH

Lead Facilitator, Mosaic

Consulting Project

Ashanti Johnson**

Lead Facilitator

Zilo Ortiz

Lead Facilitator

Chandra Page

Accounting & Development

Manager



Zephyr Boba Mendellowe (Zephy), Emotional Support Director



Dominique Swiney-Gray

Charlotte Trotter**

Franco Uribe Rheinbolt

Jeremy Wong

Ray Ray Young

* Outdoor Project Student Alumni

** Youth Leadership Project Alumni

Kara Murray-Badal, MBA/MPA, President*
 Director, Turner Center Housing Lab

Chantal Byrne, MA/MBA, Vice President
 Principal, Prospect Development Partners

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

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

Lia Barrow
 Personal Assistant, JustCoz

Erich Braun
 Partner, KPMG LLP

Nate Brewer*
 Talent Partner, Rippleworks

Kristin Hull, PhD (Education)
 Founder & CEO, Nia Impact Capital

Dan Lewis*
 Teacher

Lara Mendel, MA
 Co-Founder/Executive Director, The Mosaic Project

Chasmin Moses Forbes, MA (Education)
 Founder & CEO, The Box Care

Tari Nicholson
 Community Activist

Deepti Sethi
 Attorney, Summit Defense

David Shor**
 Money in Politics Program Manager, California Common Cause



The Mosaic Project is one of the most effective and needed organizations of our time. Mosaic facilitates connections and builds the communication and leadership skills our youth are going to need to reduce our global conflicts.

– Kristin Hull, Founder & CEO, Nia Impact Capital

Lawrence Shorter, MS
 VP, User Experience and Product Content, Contrast Security

Andrew Stein
 Head of Business Operations, Ladder Insurance

Marisol Vela-Chiu, MA (Management)*
 Managing Director, BioLink Depot

Lynne Wander
 COO, UtilityAPI

- * Outdoor Project Student Alumni
- ** Youth Leadership Project Alumni

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

Peace Luminaries | \$100,000+

Scott & Molly Forstall
 Jan & Fred Hodder
 Rebeckah Lord
 Rod Womer & Barbara Karplus

Peace Trailblazers | \$50,000+

Julian Abdey & Sabrina Moyle
 Capital Group Companies
 Charitable Foundation

Peace Champions | \$20,000+

Anonymous
 The Tarang & Hirni Amin
 Family Fund
 The Beltramo Family
 Elluminate
 Mary Ford & Rob Lewis

Kristin Hull
 Kazan McClain Partners'
 Foundation
 Mighty Arrow Family
 Foundation
 Nia Community Foundation
 Tari & Bill Nicholson
 Quest Foundation
 Threshold Foundation
 The Charles S. & Millicent P.
 Brown Family Foundation

Peace Leaders | \$10,000+

Chantal & Robert Byrne
 Change Happens Foundation
 Clorox Company Foundation
 Fund
 Cheryl Frank & Michael Linn

In memory of C.R. Gibb
 Cathy Kornblith
 Patricia Lambie
 Cynthia & David Miller
 Orchard House Foundation
 Peaceful World Foundation
 William Seligman, in memory
 of Beatrice Prentice
 Tikun Olam Foundation
 The Trueblood Family
 WHH Foundation
 Laurie Wright Grossman &
 David Wright

Peace Builders | \$5,000+

Anonymous
 Erich & Kelly Braun
 Nate Brewer
 Albert & Naree Chan
 Clif Bar Family Foundation
 The Galvan Carty Family
 Patti & Ted Harrison
 Julia Klein
 KPMG LLP
 Dr. Karin Molander & Svein

Olslund
 Michael Oddo
 Emily & Michael Pabarcus
 Anne-Marie & Wylie Peterson
 Schoellkopf Family Foundation
 Deepti Sethi & Rabin
 Nabizadeh
 Gloria Shapiro
 Tamara Slover
 The WELWE Foundation

Peace Allies | \$2,500+

Anonymous
 Amy Ensign-Barstow
 Memorial Fund at the East Bay
 Community Foundation
 Sriram Balasubramanian &
 Renate Zangl
 Frances Balfour
 Lia Barrow & Imm & Elijah
 Barrow Ward
 Gautam Biswas & Ann
 Osborne
 Kristen Brown
 Clark Construction Group &
 CRC CARES
 Droubi Team



“We are happy to support The Mosaic Project! It helps build strong communities by teaching inclusivity and critical peacemaking skills to young people. We so need that in our society right now.” - Hirni & Tarang Amin

Lewis Greenwood Foundation
Tim Lykowski
Andrew & Lindsey Stein
The Wilson & Pancoast Family

Peace Advocates | \$1,000+

Anonymous

Betty Jean Kivel Foundation
Ray Buetens & Staci Sambol
Vicki Chan & Michael Haak
Kimberly deWoody
Carla Fabian
Paul & Colleen Farrell
The Fischer Hecht Family
Amy & Roy Grigsby
Jane Grossman
Dennis Hall & Carolyn Dobson
Linda & James Hargrove
Douglas Hauge
Maxine Heiliger
Jerry J. Wilson Memorial Fund
Lauren Kelley
Paul Kivel & Mary Luckey
Elizabeth & Darell Krasnoff
Andy Lerner
The Mendel Holt Family

Thank you so much for everything, Mosaic! You've changed me. I learned so much – empathy, community, and much more! I want to spread peace, and I love the idea and challenge of making the world a better place! You can do one tiny thing and you could change the world! ❤️❤️

- Avery, age 9

Chasmin Moses
Marilyn Moyle
Thomas Mumley
Rippleworks Inc.
Rubens Family Foundation
Aaron Shorter
Lawrence Shorter
Edward & Claire Stiepleman
Eric & Emily Strong
Susan & Ellen
Kathleen Taylor
The New York Community Trust
Jill & Thatcher Thompson
Ronald & Mariella Walsworth

In-Kind

Ashby Flowers
The Bank Family

Boichik Bagels
Dalla Terra Winery Direct
Manatt, Phelps & Phillips, LLP
Janet & Dennis Mendel
John Newcomb, TechnoGod
Northstar Foundation
NOVO Construction
Revivn
Slub Design
Squire Patton Boggs (US), LLP



The Mosaic Project stands out! Their mission statement is clear and their programs exemplify unity through interactive peacebuilding strategies. We collaborated with them on a [recent podcast](#) and several of our participants reached out to acknowledge how impactful the conversation was for them.

- Heidi Majano, Executive Director, Peaceful World Foundation