

AT THE MOSAIC PROJECT I LEARNED HOW TO BE:

a peacemaker



kind



a change-maker

joyful

a good listener



a good friend



helpful



inclusive

assertive



calm



confident



empathetic



Dear Mosaic Community,

How is it possible that I am feeling simultaneously heartbroken and immensely grateful?

We are approaching our 25th anniversary year. Thanks to your generous support, I've been doing this work for a very long time! After all these years, I was surprised to feel particularly inspired by our most recent season at the Outdoor Project. I was more profoundly moved by our students' transformation this fall than I can remember. Perhaps this was just a special season, or maybe I was exceptionally present, or most likely, it is because of the stark contrast of our dedicated young peacemakers against the backdrop of our conflicted world.

I keep replaying this single moment in my mind. Our students were completing a challenging activity—one which required them to work together to create a representation of the inclusive, just, and joyful world they want to see. Nine-year-old Ethan looked up at me and proclaimed, **"Look! We're doing it! We're changing the world, and that's what Mosaic is all about!"** He was bursting with excitement and pride. One month later, I still smile when I think of it, and at the very same time I feel devastated.

Our students do have the skills, passion, and hearts to



change the world, and yet the world we're handing them needs so much changing! It is daunting. Although I believe that both cynicism and hope are choices, right now it often feels impossible to choose hope.

But then I think of another moment involving this same student, Ethan. He and his group were nearing the end of Conflict Resolution College where our students earn their

Doctorates in Conflict Resolution (CrDs). For their final exam, they had to resolve an improvised, dramatic conflict between the staff. Ethan asserted to his arguing teachers, **"Remember what you taught us! If you taught us something, you gotta use it in your own lives!"**

He's right. I don't think we actually have a choice. We must actively seek hope. That's what we teach. We must use the Mosaic lessons in our own everyday lives, care for each other, and affirm that peace is possible. As our children are exposed to more separation, hate, and violence in the larger world, The Mosaic Project will continue to surround them with examples of what an inclusive, peaceful, just, and joyful world can look like—as well as provide them with the tools to create it.

Thinking of Ethan and all of our young Mosaic peace-makers, I am motivated by the words of activist Marian Wright Edelman: **"You can take a moment for tears, but then go get some rest and get back up in the morning and keep fighting for the children."** As we enter our 25th year, I'm ready to keep fighting. I am so thankful to know you are with me.

With hope, love, and immense gratitude,



Lara Mendel, Co-Founder/Executive Director

Dear Mosaic Community,

I've now been a part of the Mosaic community for more than half of my life. It is one of my greatest joys that this place that was so pivotal in my development

is now a safe and loving space for many of my loved ones. In a world that is changing in ways that feel out of my control, Mosaic is a space where every day I get to see young people finding their voices, communicating with people from all different backgrounds, and believing in their own power to make change. When things feel hopeless, there is no better medicine. It is truly a gift to chair Mosaic's Board in service of supporting this work, and I am so grateful to you, our community, for making Mosaic possible.



Kara Murray-Badal, Board President



Kara and her loved ones



MISSION

“Mosaic has really changed my life. It taught me that it’s really important to understand other people’s perspectives and start spreading peace instead of poison.” -Nario, age 9

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

Mutual Respect

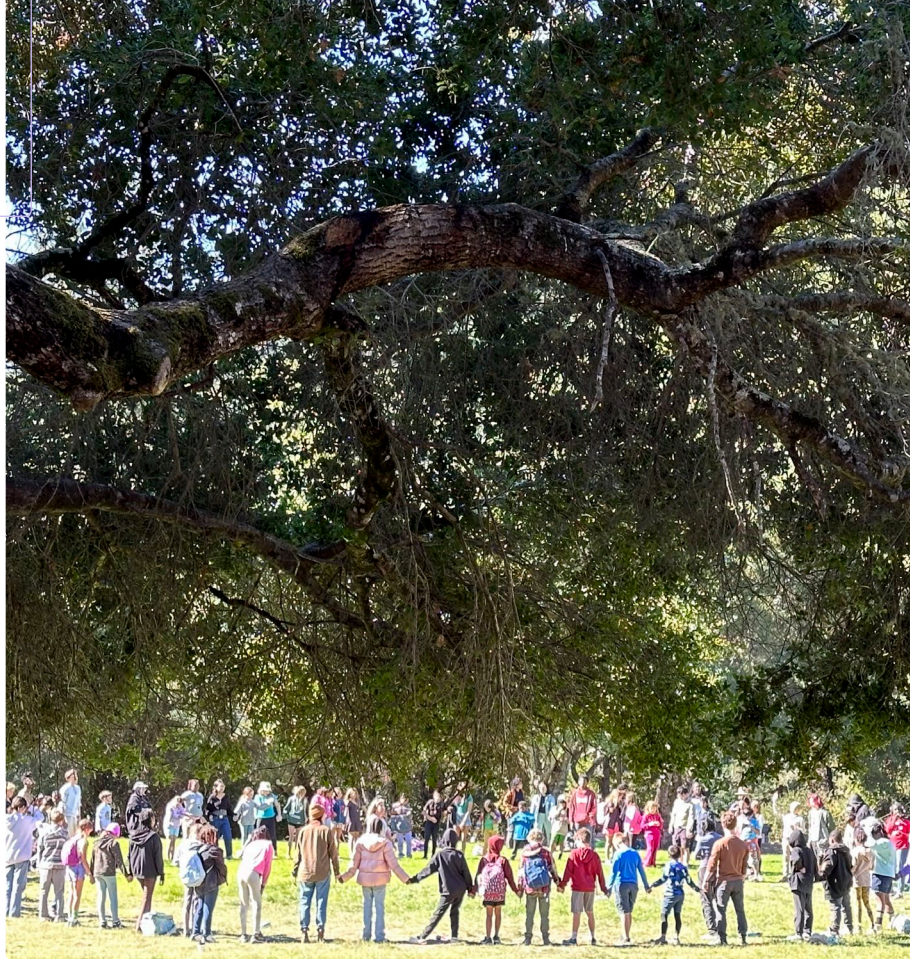
Open Mindedness

Self Respect

Attitude (an awesome one!)

Individuality

Community





OUTDOOR PROJECT

"I'm still thinking about how many things we learned this week. Yesterday the peace circle and seeing the stars, that was beautiful. There were hard things but I think they helped me grow in ways I hadn't yet. I loved this trip and I want to come back as a cabin leader." -Penelope, age 10

This year, we served 930 4th and 5th graders from 30 schools through our flagship program, the Outdoor Project.

The Outdoor Project **brings together 4th and 5th grade classes from markedly different communities** for a transformative weeklong experience in nature. Our dynamic, experiential curriculum, based on proven research in social-emotional learning, is designed to address issues of difference, build self-esteem, and inspire inclusion. Students learn about equity, empathy, assertive communication, conflict resolution, and more 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 and workshops for nearly **3,500 elementary schools students** as well as **480 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 **145 Youth Leaders** participated in our Youth Leadership Project this year.

The Mosaic Consulting Project provides experiential education programs for companies, organizations, and schools that want to invest in creating an inclusive, equitable, productive work environment. We served nearly **450 participants** through our Consulting Project this year.



Our Online Resources include our [original music](#), [Action Guides](#) for Businesses and Families, and our [Activity Bank](#). This searchable database of peace-building curriculum for all ages makes our resources easily accessible to our partner teachers and beyond!

"Thank you for shining light into my heart and just making me explode with happiness. Mosaic has changed me emotionally and brought me out of my shell to be this big energetic ball of fun and playfulness. It has shown me something I really never knew about myself, that kids would be an interest of my heart." -Matua, age 16, Youth Leader



THE CLASSROOM PROJECT

We are excited to share our [Classroom Project Showcase](#), highlighting some of our favorite films from our newest program! (Password: **3Keys**). The **Mosaic Classroom Project is designed to bring our 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 spotlight the experiences of

eight 4th and 5th graders at the Outdoor Project as they build new skills, friendships, community, and peace. This project enables 4th and 5th grade classes anywhere to accompany these featured students on their Mosaic journeys, experiencing the week through their eyes and learning alongside them. This year, we piloted the program in 10 schools reaching **600 students**. We will officially launch the Classroom Project in 2025 and look forward to expanding our reach.



“I wish I could bring my 5th graders to Mosaic all the way from Portland, but since we’re just too far, the Mosaic Classroom Project is the next best thing, bringing the magic of the Mosaic woods directly into our classroom.”

-Julia Marlin, Outdoor Project/Youth Leadership
Project Alum, Current Partner Teacher





"The Mosaic Project has changed me by teaching me how to be assertive, or to talk to a friend about a problem you might have had. Before I didn't know how to do more than half the things I learned here. I am definitely going to use all of these new skills I learned in my life." -Josephine, age 10

To fulfill our commitment to **serve a population that mirrors the diversity of the San Francisco Bay Area**, The Mosaic Project intentionally partners with schools and organizations that differ markedly in socioeconomic, racial, and cultural make-up. **In 2024, we served over 6,000 individuals directly and thousands more through our virtual resources.**

Since 2000, we have served over 96,000 individuals:

16,400

4th and 5th graders through the Outdoor Project

2,900

teens and young adults through the Youth Leadership Project

53,500

students through the In-School Project

23,000

adults through the Mosaic Consulting Project

600

4th and 5th graders through the Classroom 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.

ASCEND

Oakland

Bel Aire Elementary School

Tiburon

Bella Vista Elementary School

Oakland

Brightworks

San Francisco

Carl B. Munck Elementary School

Oakland

Cleveland Elementary School

Oakland

Connect Community Charter School

Redwood City

Cragmont Elementary School

Berkeley

Daniel Webster Elementary School

San Francisco

Dr. Martin Luther King Jr. Academy

Sausalito

Emerson Elementary School

Oakland

E.R. Taylor Elementary School

San Francisco

Golestano School

El Cerrito

Hayward Twin Oaks Montessori School

Castro Valley

Hilldale Elementary School

Daly City

Hoover Elementary School

Oakland

International Community School (ICS)

Oakland

James Madison Elementary School

San Leandro

King Elementary School

Richmond

Liberated Kids

Oakland

Lincoln Elementary School

Richmond

Marin Montessori School

Corte Madera

Martin Luther King Jr. Elementary School

Oakland



Montclair Elementary School

Oakland

Park Day School

Oakland

Piedmont Avenue Elementary School

Oakland

REACH Academy

Oakland

Rosa Parks Elementary School

Berkeley

San Francisco School

San Francisco

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**.

"Since going through this experience together, my students are more close-knit, and there's a noticeable increase in camaraderie—they're quicker to support one another, show empathy, and celebrate each other's successes."

-Peter Tam, Partner Teacher

99% recommend Mosaic.
90% say Mosaic changed them.
 N=4,249



Youth Leaders

One hundred percent of our Youth Leaders say that their Mosaic experience was transformational, they are now more likely to include others, and they are better able to resolve conflicts without using violence. Nearly all participants say that because of The Mosaic Project, they are better able to work with and build relationships with others across difference, empathize, be assertive, and address stereotyping.

"I feel like a better version of myself ever since I became a cabin leader for the first time. I'm able to advocate for myself and my loved ones better. I feel so much love for this program and the people in it." -Soline, age 17, Youth Leader

100% say Mosaic was transformational.
 N=145



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

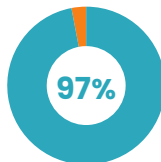
- 50%** Youth Leaders are Outdoor Project student alumni
- 27%** Outdoor Project staff are student/Youth Leader alumni
- 33%** Year-round staff are student/Youth Leader alumni
- 32%** Board of Directors are student/Youth Leader alumni

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

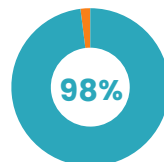
“Since the age of 9, The Mosaic Project has exposed me to a multitude of diverse cultures, expansive opportunities, and a lifelong community. I am forever grateful for the values that have been instilled into every aspect of my life as both a Black educator and musician. M-O-S-A-I-C!”

-Ashanti Johnson, Outdoor Project/Youth Leader
Project Alum, Current Year-round Staff

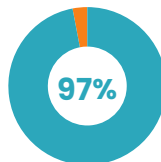
Disagree Agree/Strongly Agree



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=378



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.

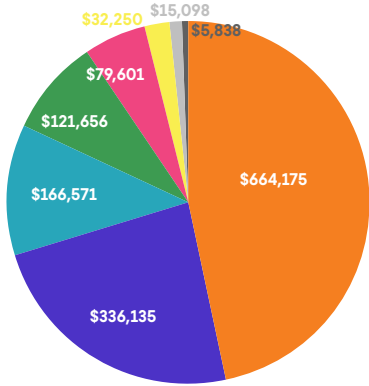
Our site plan (architectural, landscape, water system including grey water, and septic designs) and the Environmental

Impact Report are all complete and 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!



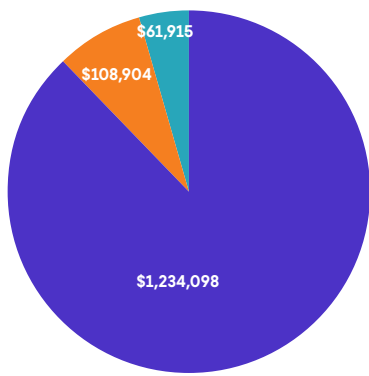
2023 Income



Total = \$1,421,324

- Contributions
- Outdoor Project Program Fees
- In-kind Services & Donations
- Government Grants
- Net assets released from restriction
- In-School Program & Workshop Fees
- Miscellaneous Income
- Fundraising event

2023 Expenses



Total = \$1,404,917

- Program
- Management and General
- Fundraising

"I wasn't too sure about standing up for myself before or how to, but now I know how and am confident in doing so peacefully."
-Ryan, age 9





Year-Round Team

Full-Time

Mika Abair
Administrative & Outreach Director

Nicole Chin
Education & Innovation Director

Khemnes Fisher
Personnel Director

Ashanti Johnson**
Lead Facilitator - AmeriCorps Volunteer

Ben Jorgensen-Duffy
Lead Facilitator - AmeriCorps Volunteer

Brian Lowe
Chief Operating Officer

Michelle Marcial*
Account & Admin Specialist

Sandra Martin-Dent*
Special Projects Director

Lara Mendel
Executive Director & Co-Founder

Zilo Ortiz
Program Director - AmeriCorps Volunteer

Part-Time

Emily Bang**
Grants & Editorial Specialist

Chandra Page
Accounting & Development Manager

Outdoor Project Team

Aracely Bock	Momo Komiya	Jeremiah Thompson*
Joshua Bock	Yal ding Lin*	Zia Tollette
Stephanie Contreras*	Marilyn Marbella	Shefa Valenti
Cameron Crowell*	Marianne Olney-Hamel	Jeremy Wong
Michelle Dannehy	Franco Uribe Rheinbolt	Kai Zatch
Morgan Gainer	Shakiem Rhodes	

* Outdoor Project Student Alumni
* Youth Leadership Project Alumni



"The kids (and us adults as well) are soooooo grateful for each and every one of the staff! It was a really transformative week and it's because all of you brought your own unique secret sauce!"

-Jason Wins, Partner Teacher



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

Sabrina Moyle, MBA

CEO, Hello!Lucky

Tari Nicholson

Community Activist

Deepti Sethi

Attorney, Summit Defense

David Shor**

Money in Politics Program Manager, California Common Cause



Andrew Stein

Head of Business Operations, Ladder Insurance

Marisol Vela-Chiu, MA (Management)*

Managing Director, BioLink Depot

Lynne Wander

COO, UtilityAPI

Amanda WouldGo

Senior Manager, Global Employee Resource Groups, Autodesk



Albert with his Family

"I've become more and more convinced that empathy is in far too short supply, resulting in a world that is polarized and disconnected. It is the vision and ability of Mosaic—to have us connect with each other through a unique and transformative experience—that makes it one of the most powerful ways to build long-term bridges across communities."

-Albert Chan, Board Secretary & Mosaic YLP Alum



Albert as a Mosaic Cabin Leader in 2001

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



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

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Peace Leaders | \$10,000+

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Memorial Fund at the East Bay
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Sriram Balasubramanian &
Renate Zangl
Frances Balfour
Lia Barrow & Imm & Elijah
Barrow Ward
Mark Bennett



"The Mosaic dream we had for our daughter, Mira, when she was two is now her own dream fulfilled at 18. Mosaic is her happy place—a warm, welcoming refuge where she can be fully present, bringing all of who she is to contribute to the community. She, and we, consider Mosaic to be family, and we are immensely grateful."

-Gautam Biswas & Ann Osborne



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"Thank you for helping me step into the role of leadership throughout the week. I really love that Mosaic pushed me to sing and dance, and I really felt happy and joyful. I truly believe that Mosaic is magical and does change the world for the better."

-Koan, Youth Leader, age 16



We are honored to have received a personal letter from Vice President Kamala Harris!



THE VICE PRESIDENT

January 25, 2024

I am honored to extend my warmest greetings and congratulations to The Mosaic Project as you celebrate your 24th anniversary.

For more than two decades, The Mosaic Project has worked to instill values of peace, compassion, and respect in every young mind that walks through its doors. You bring communities together and create a space where diverse identities and cultures can thrive. As a proud daughter of California, I am inspired by your unwavering commitment to foster a nurturing, inclusive, and empowering environment for youth, parents, and the broader Bay Area community.

President Biden and I stand with you and are committed to empowering the future leaders of our country. I know that your work will continue to uplift our Nation's next generation of leaders as we pursue peace and freedom for all.

Congratulations again on this important milestone. Thank you for all that you do, and I send my best wishes for a bright future ahead.

