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
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

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
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
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

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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
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
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.

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

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

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
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.
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.
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 Calvin
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 McKe
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 Nicolas
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
Ross Wehner
Jessika Welcome
Jacqueline Wendland
Jennifer Wilson & Lisa Hoffman
Suzanne Wilson
Mark Wilson
Kathleen Wimer & Joe Puleo
Renee Wilton
Christina 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

**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 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
- UHH Foundation
- Laurie Wright Grossman & David Wright
- David & Grace Yuan

**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.
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.