

A decorative graphic consisting of a cluster of white dots of varying sizes, arranged in a roughly circular pattern, positioned to the left of the main title.

# MOMENTUM

*2020 | 2021 Year in Review*



# ***TABLE OF CONTENTS***

- 2** Leadership Letter: Chair of the Board
- 3** Leadership Letter: CEO and President
- 4** Honoring a Life and Legacy of Generosity: Jane Bainum (1919–2021)
- 6** Stories of Our Year
  - 6** Supporting Community Organizations and Leaders Driving Long-Term Change
  - 12** Centering Stakeholder Voice, Vision and Expertise in Leading Policy Change
  - 18** Advancing Racial Equity and Inclusion
- 24** Ward 8 Community Economic Development: Residents Recharting the Future of Their Neighborhoods
- 26** Our Investments
- 27** Organizational Updates: Removing Barriers in Order to Be a More Responsive Partner
- 28** Board of Directors and Foundation Team

This year’s annual report is magazine-like in structure and features a collection of stories organized by three key themes. We invite you to get settled in a comfortable spot and learn about the incredible impact our partners have created this past year – and the movements they are building that set the stage for more equitable, sustainable outcomes.



## Leadership Letter

# CHAIR OF THE BOARD

When I think about my parents' legacy, many moments and memories come to mind. But I believe their most meaningful accomplishment was the way they passed down their family values to the next generations – and how they instilled those values not only in our family members but in the fabric of the foundation's culture. These values include respect, hard work, persistence, humility and, of course, the foundation's core values of continuous learning, integrity, collaboration and commitment.

These values have been with us and have guided us from the very beginning. But as with our work, there has been an evolution in our values – not so much in what they are but in how we embody them and think about them in relation to power and equity.

I think it is important to understand that as philanthropists, we have been uniquely – and rightfully – challenged to consider what role we have historically played in perpetuating unequal power dynamics, systems of racial inequality and economic division between us and the communities that our organizations support. Through a process of critical internal reflection this past year, we identified areas

where we want to improve (three of which are outlined in the stories that follow). We know it's no longer about philanthropists holding the resources and telling communities what they need. It's about listening to the community in a way we have not done in the past. It's about being nimble and flexible with our partners to follow the community's lead. It's about shifting the power dynamics inherent in funder/partner relationships. And it is about acknowledging that we have fallen short in these areas before, but we are willing to keep making changes to be better in the present and future. That's what living our core values is all about.

My parents were very intentional in their efforts to advance opportunities for Black children. But each generation has to learn anew that racism is deeply embedded psychologically and socially and culturally in all of us. Therefore, as a foundation and as individuals, we will continue to commit ourselves to advancing race equity and understanding what it means to be an anti-racist, trust-based, community-centered funder.

My mother passed away in August 2021, and while she is dearly missed, her unique impact and legacy will live on. She was the "quiet

force" behind the scenes of the foundation's work. And as a philanthropist, in many ways she was ahead of her time. My dad prioritized the deliverables and requirements with his funding. She, on the other hand, was always encouraging him to be even more generous and to give without imposing burdens or undue requirements – two beliefs that have very much shaped our approach and operations at the foundation. Her unwavering passion for this work, paired with her persistence, started the momentum that led us to where we are today – and we will be building on it for generations to come.

Despite a tumultuous and at times deeply discouraging past 18 months in our country, we remain hopeful for the future. I am energized and excited about our new strategy and our vision – and this annual report will give you a preview of what's ahead for us as well as for our partner organizations and communities. I look forward to the co-creation that lies ahead.

**BARBARA BAINUM, LCSW-C**  
CHAIR OF THE BOARD



## Leadership Letter

# CEO AND PRESIDENT

Like 2020, the past year found children and families – particularly those in poverty – struggling with the widespread impacts of COVID-19, and the country grappling with political discord and the continued fight for racial justice. It was another difficult year, but one that also came with a number of welcome changes. These changes – particularly at the national level with the child-focused funding within the American Rescue Plan Act – have provided us hope and a new context in which to do our work. Trillions of dollars of federal funding have started to flow into communities as a down payment for the policies and programs that we know will work to promote a more equitable and just society. And like never before, the country realized the profound value of early care and education in supporting the well-being of children, families and communities.

As a foundation, we are working to leverage these positive changes by redefining what it means to be a philanthropic partner within the communities we serve. The organizational changes we have made over the past year strive to balance power dynamics with our partners, updating some foundation policies and processes to make it easier for partners to work with us. These changes are based on the

understanding that true power rests not with us as funders, but with the voice, vision, expertise and relationships of community residents and organizations. This is not a new perspective, but it marks an important evolution in our approach.

This shift meant changing the way we operate – including how we support partners, how we structure our internal operations to be more effective, how we learn and how we hold ourselves accountable. We are more mindful of not imposing ourselves or our ideas on communities, but rather building relationships and deferring to stakeholders’ assessment of needs and the solutions it will take to meet those needs. We are making longer-term and more substantial commitments to partners based on the trust and traction they have within the community rather than on their current capacity or financials. We are co-creating solutions, strategies and reporting requirements and are evaluating success based on the stories of change that our traditional metrics and indicators have historically missed. As a result, we are emerging from the year more nimble, more collaborative and better positioned to support our partners in leading change.

The 2020/2021 Year in Review “Momentum” highlights our first steps in this new direction, focusing on three key themes that cut across our programs and reflect who we are striving to become as an organization.

As we work toward becoming an anti-racist organization, we know there is tangible progress happening at the local level – like the D.C. tax increase on residents making \$250,000 or more, which will support our advocacy partners’ movement toward not only livable wages, but competitive compensation packages for the District’s early childhood educators (who are mostly women of color). We know how imperative it is for those policies to be cemented long term to create sustainable change. And because of this momentum and what we’ve experienced to be possible, we will continue to come alongside our partners so that together we can leverage the opportunities around us to work toward an equitable society for children and families.

**DAVID DANIELS**  
CEO AND PRESIDENT

# HONORING A LIFE AND LEGACY OF GENEROSITY

## *Jane Bainum (1919–2021)*

Jane Loretta (Goynes) Bainum, who co-founded the Bainum Family Foundation in 1968 with her husband, Stewart Bainum Sr., passed away August 23, 2021, at the age of 101.

Born November 19, 1919, in Tillamook, Oregon, and raised in Pennsylvania, Mrs. Bainum is remembered as the beloved matriarch of her family, a committed philanthropist and a lifelong member of the Seventh-day Adventist Church. She graduated from Shenandoah Valley Academy in New Market, Virginia, in 1938, then continued her education at Columbia Union College in Takoma Park, Maryland, where she met her husband. The two wed in 1941 and raised their family (which grew to include four children, 10 grandchildren and nine great-grandchildren) in Takoma Park and Silver Spring, Maryland, as they built several successful businesses together.

Following childhoods marked by economic hardship, Stewart and Jane Bainum established the foundation as a way to support the well-

being of children and families, with a special focus on those affected by poverty and racism in Washington, D.C., and beyond.

In recent years, following the passing of her husband in 2014, Mrs. Bainum divided her time between her home in Chevy Chase, Maryland, and Naples, Florida, where she enjoyed spending time with friends and extended family. She was an avid reader and a fervent fan of local professional sports teams, including the Washington Football Team and the Washington Nationals baseball team. Through the Jane Bainum Fund at the Greater Washington Community Foundation, she also supported a range of nonprofits serving children and families as well as faith-based organizations.

While Mr. Bainum was perhaps more visibly involved with the foundation over the years, Mrs. Bainum's influence is seen and felt throughout our work. We are grateful for her lifelong spirit of caring and generosity, and we are honored to be part of carrying on her tremendous legacy.







# SUPPORTING COMMUNITY ORGANIZATIONS AND LEADERS DRIVING LONG- TERM CHANGE

*“While we celebrate increased public and philanthropic investments in early childhood, we must also take a closer look at the distribution of these investments. Examining who and what are being prioritized is key.”*

**MARICA COX MITCHELL**

Senior Director of Early Childhood,  
Bainum Family Foundation

---

**OVER THE PAST YEAR**, hundreds of millions of federal, local and philanthropic dollars have flowed into communities to support the well-being of children and families. While this funding is essential, it is not enough. The foundation partners with numerous community organizations to help them leverage available funding, become more sustainable and strengthen their ability to advance equitable outcomes for children and families. Here is what some of them were up to in 2021.

## ***The Pediatric Clinic at West Lakes Early Learning Center: Making Health Care Access Easy for a Community***

The opening of the new and much-anticipated West Lakes Early Learning Center (ELC) in April 2020 was nothing short of remarkable. While

the COVID-19 pandemic was forcing early childhood education programs to close, and early childhood educators were forced to leave the field, the center overcame these obstacles and opened its doors to the community of West Lakes in Orlando, Florida. “When we reached out to the families who registered their children to attend the center, we found that they were from our community and that their parents and caregivers were essential workers,” says Alfreda Clark, Center Director. “These families had to go to work. We knew we had to open.”

What’s equally remarkable is that the center has continued to thrive in 2021. AdventHealth for Children, owner and operator of the West Lakes ELC, partnered with Community Health Centers (CHC) to open a new on-site pediatric health clinic in October. The clinic brings health services directly to the children who need them. The clinic is staffed by the federally qualified health center provider CHC. Having CHC on-site makes access to health care convenient and seamless for the families with children enrolled at the center. “People who have trouble accessing high-quality early education also have trouble accessing high-quality health services. These issues go hand in hand,” notes Dr. Rajan Wadhawan, Senior Executive Officer for AdventHealth for Children and AdventHealth for Women.

This work reflects the foundation’s focus on creating a more equitable society, as research repeatedly underscores that accessibility gaps in health care stem from long-standing racist and elitist policies that were designed to marginalize Black and brown communities.

Adhering to AdventHealth’s commitment to serving the community in a holistic fashion, the West Lakes ELC clinic provides access to

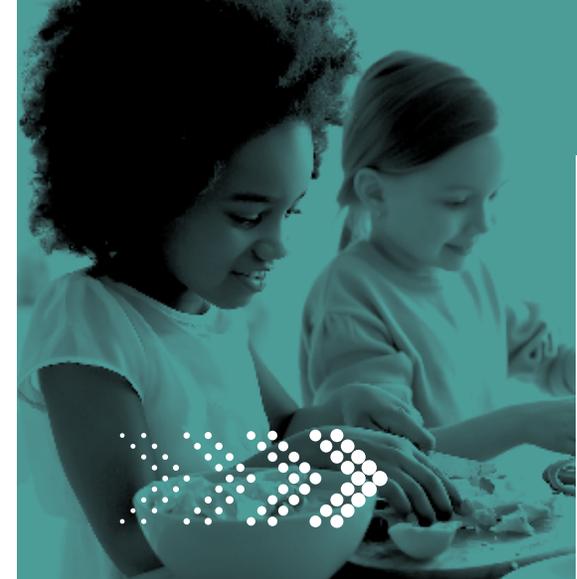
immunizations, physicals, nutrition counseling and health guidance — all of which are vital for the health and education of their children. “Many of the families are dealing with the struggles of daily life and don’t have the time and resources to address other important things, including accessing health care for their children that may not be located inside of the community they live in,” Dr. Wadhawan says.

If families (and young children) have access to high-quality health care and early learning services in the same location, they no longer need to make the difficult choice between maintaining their income and prioritizing their health.

The clinic was the next logical step in the evolution of the ELC, which provides high-quality early childhood education for children ages 6 weeks to 5 years and includes a blended curriculum based on Primrose Schools’ Balanced Learning® curriculum and AdventHealth’s CREATION Kids program. Since the ELC opened, AdventHealth team members have worked to provide comprehensive services, including developmental screenings and on-site speech-language, occupational and behavioral therapies for children.

The focus on “whole person” care has been the key to the overall success of the ELC. Forming relationships and building trust within the community were the first steps toward creating long-term impact. At a community meeting to introduce the AdventHealth leaders, Dr. Wadhawan gave out his personal cell phone number and encouraged people to call him. When someone calls, he answers.

The center also focuses on educational and health equity for the children of West Lakes.



*“Many of the families are dealing with the struggles of daily life and don’t have the time and resources to address other important things, including accessing health care for their children that may not be located inside of the community they live in.”*

**DR. RAJAN WADHAWAN**

Senior Executive Officer, AdventHealth for Children and AdventHealth for Women



The ELC's Comprehensive Services Program Coordinator is dedicated to walking families through goal-setting and accessing solutions to family needs. Whether it is understanding a referral for health services, finding specific resources for families or bringing therapy services on-site, the coordinator works to connect the dots for parents around their children's development and family needs.

The early detection of developmental delays and the health services provided on-site are making a big difference. Vision, hearing, social-emotional and language screenings have helped identify physical and developmental delays – most minor, but some major – that allowed for the early intervention that will support long-term outcomes. "This is a game changer," said Maria Katz, Director of Education at the ELC. "We have a great curriculum that we implement with fidelity, but for those children who need extra support, providing prevention when they are little is having a huge impact."

### ***Honoring an Essential Workforce: The DC Early Educator Experience***

Early childhood educators were on the front line of the pandemic as essential workers. And they continue to put themselves at risk to serve the community. Yet these essential workers – mostly Black and brown women – have been historically overworked and underpaid. They are rarely given the time and resources they need to advocate for themselves and the young children and families they serve daily. On April 30, 2021, three of our Early Childhood Initiative partners – the District of Columbia Association for the Education of Young Children, the D.C. Family Child Care Association and the District of Columbia Head Start Association – hosted the DC Early Educator Experience (DC Early EdX). These host organizations are led by and made up of early childhood professionals, including teachers, program directors and administrators.

The one-day virtual conference marked the end of the "Month of the Young Child" and recognized early childhood educators and administrators who work in D.C. DC Early EdX

brought together more than 1,200 of them for a day of self-care, advocacy and well-deserved appreciation. DC Early EdX was unique in the way it was organized, as it focused on uplifting, supporting and centering these early childhood professionals. The event was practitioner-led, with the host organizations guiding every aspect of the program. "It was custom-tailored to fit the actual needs and wants of the people who are participating," explains Alexa Griffin, Program Manager for the Early Childhood Initiative at the Bainum Family Foundation. "We started the planning by asking practitioners 'What are you looking to get out of the experience? What are you not getting out of your day to day that the conference may have the chance to provide? What do you need most in this moment?'"

Most of the content was also delivered by practicing educators and administrators, reinforcing their role as experts with specialized knowledge and skills. The content was presented in multiple tracks, representing the attendees' roles in the field. Each earned six professional development hours for attending the event.

*“DC Early EdX was the ultimate celebration to uplift the spirit, expertise, voice and advocacy efforts of early childhood educators, which is critical for not only the profession but the young children and families that they serve.”*

**KATHY HOLLOWELL-MAKLE**

Executive Director, District of Columbia Association for the Education of Young Children

Participants also received a surprise “wellness” gift box in the mail before the event. The wellness theme continued during the event as participants shared and practiced mental well-being strategies. A fitness instructor, a live emcee, raffles, lunch deliveries and a live DJ elicited movement and merriment.

“We are so focused on taking care of others, we forget to take care of ourselves. We need to find time and stop making excuses,” said one participant after the conference.

“These professionals don’t always feel appreciated or seen as educators,” commented Marica Cox Mitchell, Senior Director of Early Childhood at the foundation. “Every detail was intentionally designed with this in mind. For example, we referred to participants as early childhood educators and administrators, regardless of where they worked or the ages of children they served.”

Between training sessions, the early childhood professionals heard appreciation messages directly from families, young children, DC councilmembers, employers, District agency staff, health care workers, and radio and TV

celebrities. Participants also walked away with an overview of the policy and funding decisions that will likely impact their practice and ways they can influence these decisions. More than 85% of participants identified compensation and benefits as the resources they need in order to stay in the field and enjoy working with young children.

“DC Early EdX was the ultimate celebration to uplift the spirit, expertise, voice and advocacy efforts of early childhood educators, which is critical for not only the profession but the young children and families that they serve,” says Kathy Hollowell-Makle, Executive Director of the District of Columbia Association for the Education of Young Children.

This inaugural event was a smashing success. Participants discussed how the day had “revived” them and given them a sense of “belonging.” As one participant summed up the day, “I am so filled with gratitude, joy and overwhelmed with all that was said from our speakers this morning. Thank you for caring and recognizing us. Peace and Love to all!!!”

**FRESHFARM: Driving Change for a More Equitable Food System**

To address inequities in community food access and to build a more equitable and sustainable regional food system, FRESHFARM works to reduce barriers that many face to access healthy, local food. The nonprofit offers farmers markets and farm stands across D.C., Maryland (Montgomery County) and Virginia (Fairfax and Arlington counties) and provides wholesale distribution to community-based organizations. In conjunction with these efforts, FRESHFARM partners with early childhood programs on local procurement and nutrition education through its ChildCare Share program. This program provides an opportunity for busy parents and caregivers to pick up ingredients for a nutritious family meal at the same time they pick up their children – and it also works to ensure that early childhood educators have the resources they need to introduce healthy food to the community’s youngest eaters.

“We take advantage of the fact that parents will be at these centers twice a day to give them access to local food outside of the farmers



*“Black men growing up in the marginalized pockets of the nation’s capital face incredibly painful experiences and systemic issues like generational poverty and racism. But with academic support, mentoring and ample opportunities for creative self-expression, we believe these boys and young men can take ownership of their experiences and turn them into masterpieces. And we see this happen in our work every single day.”*

**MARY BROWN**

Co-Founder and Executive Director,  
Life Pieces to Masterpieces

market,” notes Sebastian Muenchrath, Pop Up Food Hub Senior Manager. This program is particularly important because taste preferences are formed in the preschool years, and many children receive most of their daily nutritional intake in these programs. The ChildCare Share program was created to leverage funding provided by the DC Healthy Tots Act, which provides an additional five cents per meal reimbursement to the Child and Adult Care Food Program if child care providers include locally sourced food in their meals.

By providing delivery at no cost and removing minimums required by conventional wholesalers, the ChildCare Share aims to simplify shopping for healthy, locally grown foods for time-strapped early childhood educators. But when FRESHFARM sought input from parents and educators on the ChildCare Share’s services, the organization uncovered areas for improvement, which they were eager to act on.

In the summer of 2020, FRESHFARM started gathering feedback from the centers and families that had been participating in the program. The feedback led to some important insights and changes.

“We heard ‘Well, we love the produce, and we love that it’s sometimes free or subsidized, but we don’t know what to do with eggplant,’ or ‘I don’t know what to do with bok choy’ or ‘Kale isn’t culturally relevant to who I am,’” says Tailor Coble, Food Access and Education Coordinator at FRESHFARM.

FRESHFARM used that feedback to tailor their resources.

Coble explains, “For our ChildCare Share customers, we now have a blog with QR codes that people can scan, and then they’ll see recipes or ways they can engage their families. And for child care providers, we have ways they can engage the students at their centers. We’ve really been trying to bridge that gap between food access and food education, because it’s honestly not enough to just give people food.”

FRESHFARM’s philosophy is that every single member of the community must promote nutrition education and be an advocate for their own food access and security. To support residents in this role and to further bolster the work of the ChildCare Share, FRESHFARM uses Community Food Educators (CFEs) to provide families, educators and other caregivers with the needed resources to become food advocates in their own households. “We look to CFEs to encourage, empower and inspire parents [and families] to cook more with local fruits and vegetables, source more local fruits and vegetables, and participate in the Market Share program,” explains Coble. The CFEs also promote food education and food literacy and provide cooking demonstrations for parents, families and educators in early learning programs.

FRESHFARM’s adaptability, additional support and commitment to being a responsive partner did not go unnoticed. Andrea Lopez, Food and Wellness Program Officer at CentroNía – a D.C. center that participates in the ChildCare Share – notes, “Early childhood education centers are very overwhelmed. Having a coalition to help take things off the plates of our staff is really helpful. For a lot of centers and homes, these initiatives are just another thing to do, so

we need it to be easy. We value FRESHFARM’s approach in listening to our perspectives and crafting training and support activities that reflect our needs and wishes.”

### **Life Pieces to Masterpieces: Fighting Generational Poverty and Racism Through Art and Self-Expression**

Passion, persistence and flexibility – three core values strongly embodied by Life Pieces to Masterpieces (LPTM) and its Co-Founder and Executive Director, Mary Brown. Foundation partner LPTM is an arts-based program that serves Black boys and young men from age 3 to young adulthood who live in Wards 7 and 8 of the District of Columbia.

“Black men growing up in the marginalized pockets of the nation’s capital face incredibly painful experiences and systemic issues like generational poverty and racism,” says Brown. “But with academic support, mentoring and ample opportunities for creative self-expression, we believe these boys and young men can take ownership of their experiences and turn them into masterpieces. And we see this happen in our work every single day.”

LPTM was founded by Brown, Ben Johnson and Larry Quick. Each played a unique and imperative role in the organization’s journey, but it was Larry Quick and his life experience that inspired both the name and the heart of LPTM. According to Brown, art was Quick’s salvation – and it helped him manage his mental health and persevere through the difficult days.

The foundation has supported LPTM for about 15 years, initially through the Community

Assistance Program (which was sunsetted in 2016) and now with a grant through the Family Fund program as well as the Generational Giving program – both of which are part of our Family Philanthropy Initiative.

“The support system that Life Pieces to Masterpieces provides ... the safe space they create where Black boys and young men feel truly loved and cared for ... this organization is nothing short of phenomenal,” says Virg Gentilcore, Director, Family Philanthropy and Events at the Bainum Family Foundation.

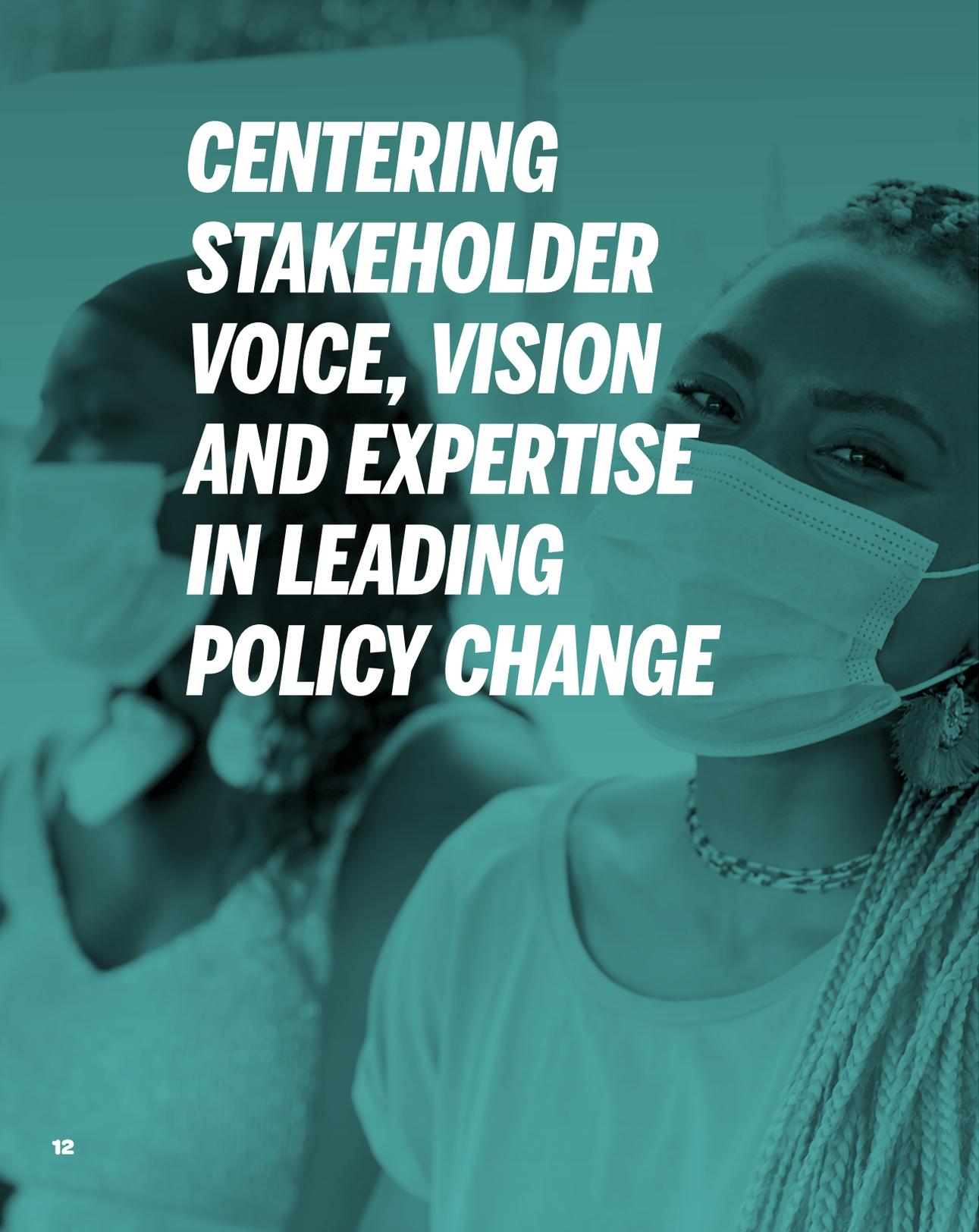
According to Brown, LPTM has needed to “hold on over the years.” From 2017 to 2018, LPTM wasn’t receiving adequate financial support to sustain the organization, but the staff continued to work – even if that meant delayed paychecks or, in several cases like Brown’s, working pro bono. LPTM’s passion was abundantly clear during that time, as the staff stood together and shouldered the hardships to ensure families had sustained support (and remained unaware of the financial hardship LPTM was facing). While the organization recovered in 2019 with support from many funders, including the foundation, 2020 brought with it a slew of new challenges. But after all LPTM had been through, the team’s dedication was unstoppable – and in 2020 and 2021, their operations never slowed down, even amid the COVID-19 pandemic.

“We didn’t close our doors one day,” says Brown. “When COVID first hit, we immediately went door to door making sure families were okay. We got everyone set up on Zoom; we got computers to them; we made sure they knew how to handle themselves on Zoom and had good lighting for calls. We offered outdoor programs whenever possible and figured out how to rent

tents and partner with the rec department (DC Parks and Recreation) to find locations where we could space out. We started running hybrid programming too, and we’re continuing that to this day. Through the pandemic and the challenges that came with it, we’ve really demonstrated our acumen for resilience. And we were thrilled that we weathered the tough times leading up to 2020, because if we hadn’t, COVID-19 could have been devastating for us.”

In August 2021, LPTM began a 10-year pilot of its Human Development System (HDS) in school settings for boys and girls in third, fourth and fifth grades. The HDS is a social-emotional tool that was originally created to address the challenges faced by Black males as well as their families through artistic expression, increased self-awareness and positive decision-making. The tool was developed 25 years ago, and it has been a cornerstone of LPTM’s after-school programming ever since. This new pilot of the HDS will follow participating students from elementary school through middle and high school to examine the long-term impact of the program in a broader group of students.

From surviving to thriving, Brown and her team are now determined to turn LPTM’s mission into a movement where everyone – Black boys and men in particular – knows the value of who they are and the emotions they experience. “Collectively, our pain has purpose – I firmly believe that,” Brown states. “Our organization has been to hell and back – and the boys and families we support have been to hell and back many times, both during the pandemic and long before any of us ever heard the word COVID-19. But our work is meaningful, and every step of this journey has been and will continue to be worth every single hardship.”



# CENTERING STAKEHOLDER VOICE, VISION AND EXPERTISE IN LEADING POLICY CHANGE

*“I can’t tell you how many times we were told ‘No.’ How many times we were told ‘There is no money’ or ‘Even with federal funding, there is no money for this.’ We were told ‘We should wait, This is not the time ...’ All of this, I believe, gave us more fuel to make our case. This was the exact right time. There is no better time.”*

**KIMBERLY PERRY**

Executive Director, DC Action

---

**LOCAL LEADERS MAKE POLICY DECISIONS** that directly affect communities. Over the past year, state and local policymakers have been afforded significant discretion in how millions of dollars in federal funding for COVID-19 relief and recovery could be used to meet community needs. This flexibility allows state and local policymakers and agency leaders to address issues considered most important to communities. However, the funding and implementation decisions about who receives and benefits

from these additional resources are often at the mercy of traditional power structures that determine access. Our partners have worked to influence and change these power dynamics – centering and prioritizing the voice, vision and expertise of stakeholders who have lived experience to drive the decision-making process and position these stakeholders as the leaders of policy change at the local, state and federal levels. And the results so far are promising.

### **Under 3 DC: Leading the Charge on Early Childhood Education Workforce Compensation**

Under 3 DC has a big dream: to create and sustain a high-quality, equitable early childhood system. The Coalition, made up of nearly 50 organizations, harnesses the voices and power of parents, educators and other caregivers to increase public investments to support families with infants and toddlers. In 2016, the foundation created an alliance of partner organizations that evolved into the Coalition, and today, we directly support a third of the Coalition partners to actively participate in advocacy efforts for early care and education. In the fall of 2019, the Coalition launched the Under 3 DC campaign, which in just two years achieved one of the nation’s biggest policy wins for early childhood educators at the local level.

Building on a major policy victory in 2018 – the Birth to Three for All DC Act – the Under 3 DC campaign set out to fund a provision of the act that called for compensation increases for early childhood educators. The Coalition put

a spotlight on the District of Columbia’s early childhood educators – predominantly Black and brown women – who often do not receive livable wages or competitive compensation packages (salaries and benefits) for the valuable and highly skilled work they do to educate young children and support families in the District. Through the campaign, in 2021, the Coalition secured \$60 million in new annual funding to increase the compensation of D.C.’s early childhood educators.

“Shifting the narrative was paramount in the process of moving decision-makers to take the action that was needed to ensure that the frontline workers who educate and care for D.C.’s most treasured children receive the investment they deserve,” says LaDon Love, Executive Director of SPACES In Action.

The COVID-19 pandemic increased awareness of the essential role of early childhood educators. The Coalition leveraged this fact, and a strong, local early childhood advocacy infrastructure, to pass a small tax increase for D.C. residents making \$250,000 or more to support competitive compensation for early childhood educators. The Coalition worked on a revenue plan, conducted surveys to show community support for the effort and used social media to mobilize stakeholders from across the city. The campaign centered the voices of parents, providers and educators by conducting “teach-ins” that 1) focused on why their voices mattered, particularly those who were most impacted and what change they could drive; 2) provided education on the budget process and revenue plan; and 3) offered clear talking points and messaging.



*“Shifting the narrative was paramount in the process of moving decision-makers to take the action that was needed to ensure that the frontline workers who educate and care for D.C.’s most treasured children receive the investment they deserve.”*

**LADON LOVE**  
Executive Director, SPACES In Action



When the DC Council declined to grant stakeholders a hearing on the proposal, the campaign held a “People’s Hearing” where dozens of parents, families and providers testified on the importance of increased compensation for early childhood educators. “If they weren’t going to do [a hearing], we were going to do one ourselves,” recounts Tazra Mitchell of the DC Fiscal Policy Institute. The hearing caught the attention of key Councilmembers, who ended up participating in the hearing, and was ultimately the key to the success of the initiative.

The result was a 2022 budget that included a tax increase to generate a sustainable local funding source that will be used for increased compensation for thousands of early childhood educators across the District. However, advocacy will need to continue to

support implementation and identify other funding sources to fully fund increased compensation for all early childhood educators in D.C.

Jacob Feinspan, Executive Director of Jews United for Justice, summed up the Coalition’s success: “It was recognized from the beginning of this campaign that this was an ‘all of us’ problem. We built an advocacy effort that was cross-race, cross-class and cross-discipline – that actually unified the city rather than pitting people against each other. And we did it in a way that centered racial equity, making sure that the people most affected were at the center. We are now the national leader around compensation expansion. There is a lot of work still to be done, but we are being looked to for what can be learned.”

### ***Dreaming Out Loud: Centering Community Voice to Promote an Equitable Food System***

Our partner Dreaming Out Loud (DOL) works to reframe the way people think about food. DOL reconnects people to their food sources and examines how historic discriminatory policies – chattel slavery, sharecropping and the Jim Crow era – continue to impact our communities.

So, when Second Gentleman of the United States Doug Emhoff visited DOL’s Farm at Kelly Miller Middle School in January 2021 to talk about food insecurity, the group seized the opportunity to shape the conversation on how past and present policy decisions, structural

*“Our goal was to pivot [the Second Gentleman’s] thinking and talking points to food insecurity as a racial and economic justice issue and to frame the conversation in terms of the policies that got us here— transportation policies that cut off access to Black-owned farms and the discrimination that Black farmers historically faced from [the U.S. Department of Agriculture].”*

**CHRISTOPHER BRADSHAW**

Founder and Executive Director, Dreaming Out Loud

racism, and issues of class intersect to create and amplify inequities in the food system.

“Our goal was to pivot his thinking and talking points to food insecurity as a racial and economic justice issue and to frame the conversation in terms of the policies that got us here—transportation policies that cut off access to Black-owned farms and the discrimination that Black farmers historically faced from [the U.S. Department of Agriculture],” explains Christopher Bradshaw, Founder and Executive Director of DOL.

The visit presented a key opportunity to center stakeholders’ voices to lead policy change. DOL staff, many with experience in community organizing, worked with their neighbors in Ward 7 as well as frequent visitors

to the Farm at Kelly Miller to help them share their stories with the Second Gentleman. The conversation underscored the root of the issues the community faces — inequitable access to resources including good jobs, access to capital and a strong transportation infrastructure.

“If you look at all the resources that go into fixing the food-insecurity problem, it is very clear to us that we need to address it from a more systemic angle. So, when you are talking about the issue with the Second Gentlemen, the conversation has to be about the systemic policies that have prevented our neighborhoods from experiencing economic security,” says Zachari Curtis, Operations

Director for DOL. “We can’t just be amazed that an important person is here to see us.”

Black farmers continue to face barriers to market access, so as an aggregator and distributor of food for D.C., the organization leverages its network to support better access to markets. “We are not trying to create an all-Black supply chain,” Bradshaw explains. “We are trying to infuse racial equity into the existing supply chain because that is where the resources are.”

The organization has started a Black farmer Community Supported Agriculture (CSA), which is also a component of its advocacy strategy. The theme of the CSA this year, “Feeding the Fight,” sounded a call to action for individuals who may just see themselves



*“What makes the Thrive Coalition so special is that it is actually a coalition of coalitions. It brings together different coalitions that work on specific aspects of early childhood development – whether it be nutrition, maternal and child health, or education – to come up with common priorities and a structure to work together. We present a united front with one voice for children.”*

**MANDY SLUTSKER**

Director of Global Child Health Advocacy,  
American Academy of Pediatrics  
Co-Chair, Thrive Coalition

as simply consuming the food to instead see themselves as advocates who support social justice issues around food.

In partnership with DC Central Kitchen and World Central Kitchen, DOL has worked to address critical needs in low-resourced neighborhoods by producing emergency meals and supporting community-based food service organizations. DOL provides businesses with the cash for supplies and staff to “get the lights back on” in the wake of the pandemic and then is reimbursed by World Central Kitchen. As Curtis explains, “When the grocery stores shut down, they shut down in Black and brown neighborhoods first. Those secondary supply lines are critical in a crisis. Overall, we should be making inferences and learning lessons from COVID-19 to understand how far we need to go in terms of real equity and the type of equity that would benefit us all.”

Ultimately, DOL envisions a world where it doesn’t have to exist. “We are proud of the work we do. We are excited about the work we do. But replicating and making sure there are more ‘Dreaming Out Louds’ is not the solution. That’s not systemic. That’s not structural. We work with farmers and food entrepreneurs and definitely know how hard it is. We don’t mythologize either of those endeavors. We want to re-center the policy and the structural and systemic solutions that will really move the needle at scale,” concludes Bradshaw.

**Thrive Coalition: A Coalition of Coalitions Supporting Child Well-Being Globally**

When the renowned international journal The Lancet published the 2016 series Advancing Early Childhood Development: from Science to Scale, a small group of internationally focused organizations came together to begin educating U.S. policymakers on the need to support children’s development around the world. The journal series found that globally, 250 million children younger than age 5 were not reaching their development potential. This finding gave the small group the spark and the evidence necessary to drive change. The group grew into the Thrive Coalition, now 42 organizations focused on building champions and raising awareness for the United States’ involvement in global child development.

Through an initial grant in 2020 to RESULTS Educational Fund and then another grant in 2021 to the American Academy of Pediatrics (the Thrive Coalition Co-Chair), the Global Education Fund (part of our Family Philanthropy Initiative) has been supporting the Coalition’s efforts to educate policy and decision-makers in the U.S. Congress and the administration on the importance of global early childhood development.

“The U.S. government, which was the biggest and most influential donor globally, wasn’t

taking child development on in a big way,” noted Leila Nimatallah, Senior Policy and Legislative Specialist at Catholic Relief Services.

That changed recently when the awareness efforts of the Thrive Coalition helped support the passage of the Global Child Thrive Act, which was passed into law in January 2021. The law calls for a comprehensive, multisectoral approach to address the different aspects of healthy child development globally, including health, protection, nutrition, clean water and basic education. The Coalition’s process of educating policymakers started with a question to their international stakeholders on the ground: What would make the biggest difference for children? The ideas that stemmed from those stakeholders became the foundation of the education campaign that resulted in the legislation. Early childhood development must now be integrated into existing foreign assistance programs that serve vulnerable children and their families.

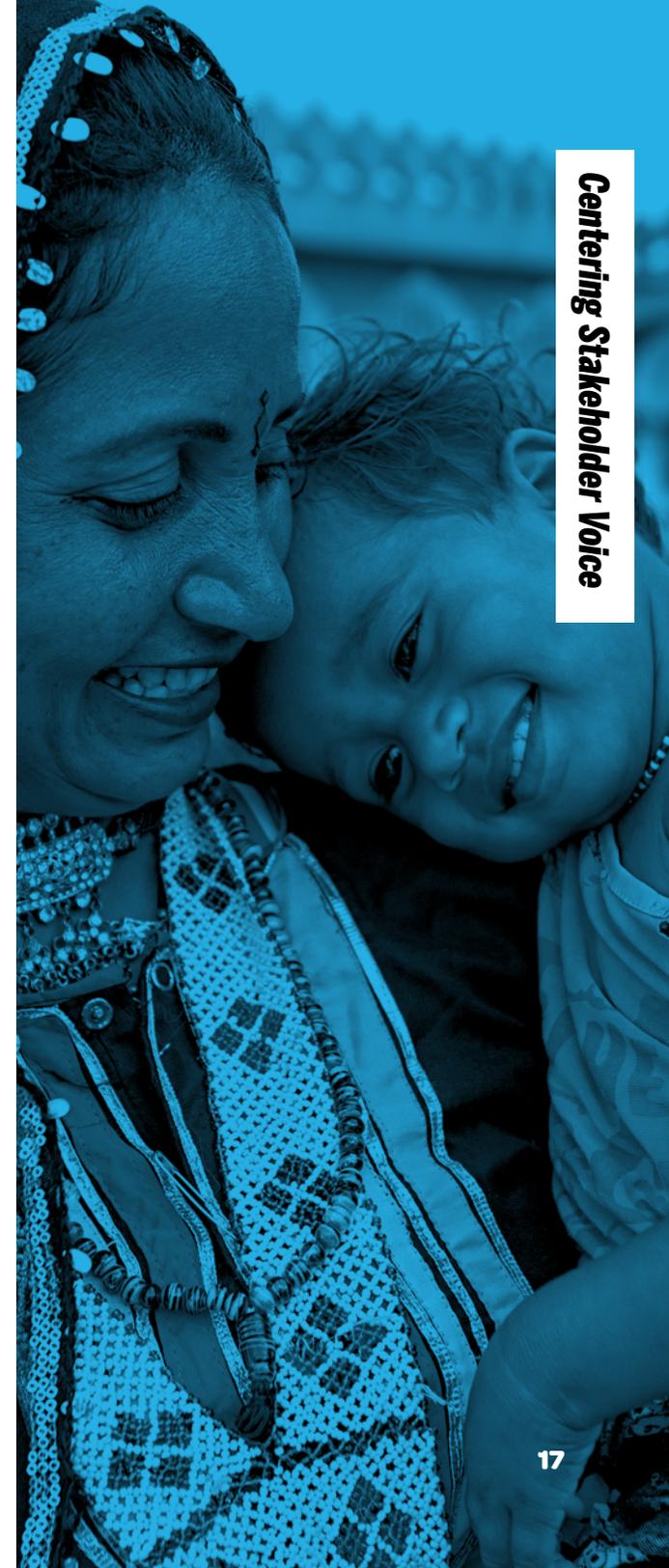
“What makes the Thrive Coalition so special is that it is actually a coalition of coalitions. It brings together different coalitions that work on specific aspects of early childhood development – whether it be nutrition, maternal and child health, or education – to come up with common priorities and a structure to work together. We present a united front with one voice for children,” explained Mandy Slutsker, Director of Global Child Health Advocacy at the American Academy of Pediatrics and Co-Chair of the

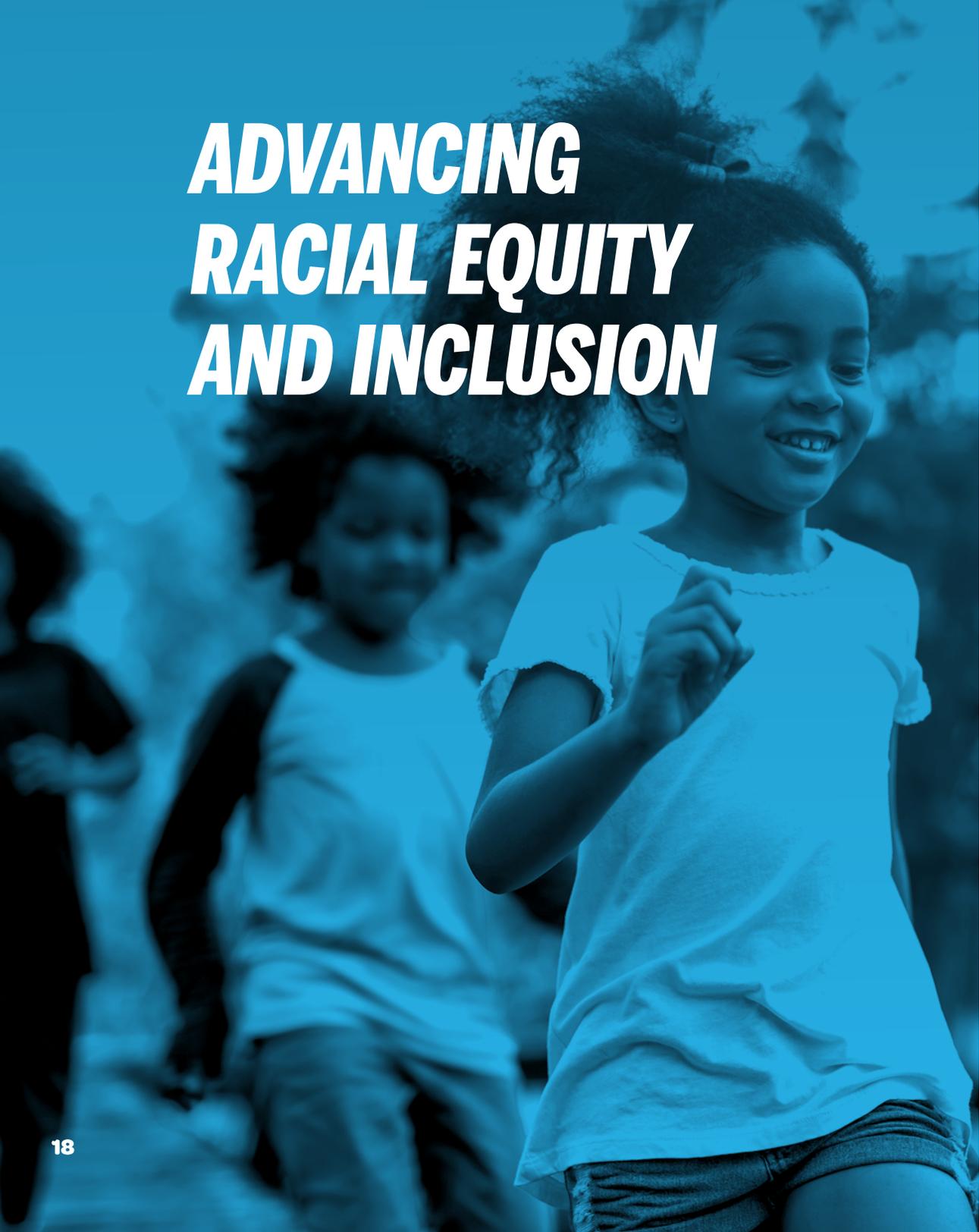
Coalition. The Coalition’s broad constituency and comprehensive approach to global child development helped solidify a multisector approach in the legislation.

The work of the Thrive Coalition has now turned to lifting up stakeholder voices in the implementation of the legislation. “Every project we initiate globally begins with a meeting with the community. Our staff live in those communities. We are pulling in our local folks to ensure that their voice comes first as we support implementation,” said Nimatallah.

Knowing that implementation will be the key to realizing the goal of the legislation, the Coalition is now working to win over the “hearts and minds” of the more than 30 offices and agencies within the U.S. government that have a role in the implementation of the act. “There are a lot of missed opportunities to implement [early childhood development and education] interventions in existing programs, so we are getting United States Agency for International Development and other agencies bought into the legislation and what it does, and creating tools for stakeholders on the ground so they can engage to support implementation.”

The work of the Thrive Coalition will support the growth and development of a quarter of a billion children from developing countries that do not have the resources to support them in reaching their full potential. What an incredible step toward improving early childhood outcomes globally.





# ADVANCING RACIAL EQUITY AND INCLUSION

*“Our racial equity work has always been a core part of our work. But it has been an extraordinary part of the past year to be able to be in dialogue with one another and with the communities we serve to talk about racial equity and to see how the learning points and opportunities have been translated into the way we are doing our work and the way we are externally facing with our communities.”*

**ABBY BLUESTONE**

Development Director, DC Greens

---

**OVER THE PAST YEAR,** there has been growing awareness of the need to combat systemic racism. While we and our partners are working to center racial equity in all our efforts, we know the journey ahead to fully operationalize racial equity in our organizational practices, early childhood systems and engagement with

our partner communities will not be an easy or simple one. A number of our partners are taking the lead in strengthening their internal organizational practices and collaborations to better support the work in their communities.

## **DC Greens: Advancing Racial Equity by Looking Inward**

DC Greens believes that access to healthy food is a basic human right. The team works to make systemic shifts to healthy food access by advancing community-led solutions in order to change the conditions that have historically held inequities in place. In their eight years of administering the DC Health-funded Produce Plus program, DC Greens sought to center participant feedback to ensure the program was both an economic driver for regional farmers and an affordable and accessible opportunity for low-income communities to shop for produce. While the organization has had a long-standing focus on advancing racial justice, as their work progressed, they recognized that to authentically shift external systems, they needed to ensure that their internal staff, policies and culture reflected their commitment to equity.

Therefore, DC Greens has spent the past four years looking inward, examining ways in which the organization could better center racial equity at the core of its work. This internal reflection resulted in a commitment to be a more transparent, just and accountable organization. From new hiring practices that place as much value on lived experiences as on higher-education credentials to a compensation structure that considers each position's

emotional burden, DC Greens is modeling what it means to adhere to principles of racial equity internally.

Known as a "food organization" since its inception 12 years ago, DC Greens is now focusing more intentionally on health equity as an orienting framework, acknowledging systemic racism as the primary barrier to good health. Its strategy directs programming to address the intersection of food access, health disparities and racial oppression.

Another focus of DC Greens' racial equity work is what it calls "resource transfer." Through this work, staff use internal resources and capacity to create direct connections between person-of-color-led organizations and the resources of the philanthropic and corporate communities. As Divinity Pittman, Foundation Relations Manager for DC Greens, explains, "There are a lot of reasons why person-of-color-led organizations have not been able to access resources – the lack of connections and the lack of staff time to write proposals being two. We have used our position within the nonprofit community to talk directly with our funders to elevate the names of organizations that need the support."

This practice marries community expertise with resources in order to create change. "The people within the communities and the organizations have the expertise. When you combine that with the resources of funders and individuals and corporations, they unlock our collective vision and potential for the future. But without one or the other, it is difficult to attain," concludes Pittman.



**Advancing Racial Equity**

*"The people within the communities and the organizations have the expertise. When you combine that with the resources of funders and individuals and corporations, they unlock our collective vision and potential for the future. But without one or the other, it is difficult to attain."*

**DIVINITY PITTMAN**  
Foundation Relations Manager, DC Greens



DC Greens has taken concrete steps to develop internal processes that center racial equity, resulting in an organization transformed and well-positioned to advance health equity through efforts to build a just and resilient food system.

### **Investing in Equity-Focused and Practitioner-Led Early Childhood Advocacy Organizations**

Kathy Hollowell-Makle, Jamal Berry and Cynthia Davis have become a collective force in the D.C. early childhood advocacy community. Kathy is Executive Director of the District of Columbia Association for the Education of Young Children; Jamal is President of the District of Columbia Head Start Association and Vice President of Programs at Educare DC; and Cynthia is Executive Director of D.C. Family Child Care Association and owner of Kings & Queens Child Care Center, a home-based early learning program. Together, they represent educators and administrators in every type of early childhood education program setting in the District. Their knowledge of federal and District early childhood policy, coupled with

a full understanding of how these policies are experienced on the ground, creates a collaborative force that is creating change.

“Initially, we recognized that we had a lot of overlapping work,” explains Jamal. “We started to talk about how if I started emphasizing child care and family child care in my advocacy, then Kathy and Cynthia could start advocating for Head Start. From there, it became a unified effort to address issues with the whole system. We think about policy in a way where everybody wins.”

Shayna Cook, Director, Early Childhood Systems for the foundation, says investing in equity-focused and practitioner-led early childhood advocacy organizations is a deliberate choice.

“These local advocacy groups can often mirror the inequities faced by the early childhood workforce as a whole because of decades of neglect from philanthropy,” she says. “In D.C., these organizations, led by Black and brown advocates, are often under-resourced. It is important for the foundation to recognize this racialized pattern and to ensure that these organizations are supported for the specialized

and important role they play in the policy and advocacy ecosystem.”

There has never been a more important time for this collaboration. The District has received more than \$87 million in federal early childhood funding from the American Rescue Plan Act and two other funding packages designated for COVID-19 relief. The three organizations share a collective goal for the equitable implementation and use of this funding in their aligned advocacy work. In collaboration with the broader advocacy community, their work helped shape how the funding was allocated and how to use funding to better support high-quality implementation of programs and services. For instance, the three organizations’ work supported better compensation for early childhood educators as well as increased child care subsidy reimbursement rates in order to maintain and improve quality of child care.

“It is incredibly helpful to family child care providers when Kathy and Jamal make family child care a part of their conversations with policymakers,” notes Cynthia. “We run quality programs with quality educators like centers and schools and everywhere else. If you’re ‘for’ child

*“Initially, we recognized that we had a lot of overlapping work. We started to talk about how if I started emphasizing child care and family child care in my advocacy, then Kathy and Cynthia could start advocating for Head Start. From there, it became a unified effort to address issues with the whole system. We think about policy in a way where everybody wins.”*

**JAMAL BERRY**

President, District of Columbia Head Start Association  
Vice President of Programs, Educare DC

care, you need to also be ‘for’ family child care. It’s that simple. I’ve been shouting that from the rooftops for a long time, but it’s incredibly beneficial to hear about the importance and quality of family child care from multiple sources. That really helps our efforts.”

It is hard to overstate the passion of these leaders and the impact that their work is having on educators and early childhood programs across all settings. When these three organizations collaborate, they can collectively hold policymakers and agency leaders accountable for 1) maintaining a mixed-delivery system where all families can choose the best program type for their child and 2) providing equitable access to public funding and resources for all early childhood programs – no matter their setting – to improve and maintain high-quality services. The foundation is collaborating with these organizations to provide facilitation services, dedicated funding for capacity-building and in-kind services to support each of these three leaders in developing infrastructure for sustainability. This includes building out strategic fundraising and communications, hiring new staff, and supporting access to dedicated office and meeting spaces.

**ACE Academy: Working to Advance Equity in the Adventist Education System**

As schools continue to face intense uncertainty amid the COVID-19 pandemic, high-quality and equitable education has never been more critical. Adventist leaders and educators have been receiving support through ACE Academy to help navigate these challenges and to drive necessary change.

Advancing Christian Education (ACE) Academy was developed by the foundation’s Seventh-day Adventist Initiative in 2015. With focus areas in leadership, instruction and operations, ACE Academy works to co-design, deliver and support training and development opportunities for Adventist education professionals, particularly school leaders – ultimately working to ensure all students have equitable opportunities to learn and succeed in school and life.

“If we want students to have an inclusive and equitable learning experience, equity needs to become part of the school’s culture,” says Melanie Litchfield, Senior Manager, Seventh-day Adventist Initiative for the foundation. “And that starts with leadership.”

Ginger Slaughter, Senior Manager, Instructional Development for the foundation, witnessed school leaders leaning on one another in a powerful new way to proactively create more equitable learning environments and to navigate new challenges. And this past fiscal year, she worked to help foster that collaboration.

In March 2021, a principal from a local Adventist school reached out to Slaughter, looking for professional development for her teachers with a focus on student engagement. “After a year of teaching virtually due to COVID-19, teachers were feeling burned out,” Slaughter says. “Students weren’t turning their cameras on; it was challenging to know what they were understanding from the lessons, and engagement was at an all-time low. Teachers realized reaching all their students in an effective and equitable way just wasn’t happening in the way they wanted it to.”

With her background in special education in addition to the research she had done during the pandemic, Slaughter led a one-hour training for the principal’s team (“Engaging and Assessing All Learners in a Virtual World”). “This helped teachers create opportunities for students to express what they’ve learned in a variety of ways,” she explains.



*“Children experience school and life in different ways based on their race, background, language and culture. It behooves us to honor what each of us brings to the table. Leaders shouldn’t be blinded to differences ... we need to embrace them. And ACE Academy is challenging all of us to do just that.”*

**ROSE THOMAS**

Associate Director, Southern Union of the Seventh-day Adventist Church

Slaughter says she shared several tricks to encourage students to turn their cameras back on as well. Beyond that workshop, Slaughter connected this principal with another seasoned principal who was leading her newly hybrid/virtual school in an exceptional way.

“Moving forward, we’re working to be a convener and connector in the education space,” says Slaughter. “Knowing the needs of principals across the Adventist school system allows us to connect them with peers and experts in the moment – when they’re in the trenches and need support immediately.”

Participants from our ACE Academy Leadership Coaching Program – all administrators and principals – have also demonstrated their commitment to diversity, equity and inclusion. The Leadership Coaching Program is a two-year intensive that trains experienced principals to be leadership coaches to newer principals. Throughout the program, leadership coaches and the newer principals (“coachees”) work to strengthen several core leadership competencies including trust and rapport, deep listening, powerful questioning, courage and candor, and most important, elevating equity and identity – with a particularly strong emphasis placed on racial equity.

“Our coaches help principals navigate the intense complexities of being a school principal while also developing their personal leadership capacity,” says Litchfield. “And principals absolutely deserve to have coaches now more than ever. Our coaches are trained to help the principals practice surfacing and exploring equity as they make decisions, develop strategy and lead teams. Much more than a mentor, a coach serves as both the principal’s challenger

and their champion – and they ultimately help the principal develop new ways of thinking and being in the face of real-life situations.”

The ACE Academy team aims to empower leaders with both the skills and the lens to identify where inequities are occurring in their school environments, how they were constructed, why/how they have been perpetuated and how to address them.

Rose Thomas, a leadership coach in the program and Associate Director of the Southern Union of the Seventh-day Adventist Church, says her participation in the program has been helpful in accelerating her personal growth as well as creating momentum in the Adventist system. “The Leadership Coaching Program highlights the importance of placing race and equity in the middle of every conversation and embedding it in every action as well,” she says. “While we can and should believe that we are all God’s children, we are all different. Children experience school and life in different ways based on their race, background, language and culture. It behooves us to honor what each of us brings to the table. Leaders shouldn’t be blinded to differences ... we need to embrace them. And ACE Academy is challenging all of us to do just that.”

She continues, “ACE Academy has provided the tools for me to actively assess and evaluate my programs and policies in light of the differences among my students and colleagues. ACE Academy has helped all of us to talk about the right work and how to lead and be present in difficult conversations – and they’ve provided the framework where we can lead with honesty and integrity.”

Another participant in the program – Toakase Vunileva – went on to join the Bainum Family Foundation and the ACE Academy team as Senior Manager, Leadership Excellence. In partnership with Litchfield, she now spearheads the program.

“A personal passion of mine is creating a pipeline of leadership for Adventist education, and ACE Academy is bringing this to life in a real, tangible way,” says Vunileva. “We believe that an exceptional, outstanding leader sees the world and every aspect of their work through a lens of equity and that they use that lens so frequently that they don’t even realize they’re using it. Our team is asking ourselves how we can keep making this program better all the time, and we’re excited to see where we go from here.”

### **Leadership Montgomery: Supporting Partners to Advance Diversity, Equity and Inclusion**

The foundation has spent the past several years focusing on diversity, equity and inclusion with the initial goals of promoting an equitable environment, understanding the impact of racism on the communities and families we serve, and prioritizing equity and inclusion in every facet of our work, ultimately to help all children and families thrive.

These preliminary years have been insightful, and while we have made progress, we fully recognize that we have much more ground to cover in order to become an anti-racist organization. But we are committed to growing more in this area every day – and we are committed to taking this journey alongside our partners.

This past fiscal year (July 2020/June 2021), we began a partnership with Leadership Montgomery (LM), a nonprofit based just outside the D.C. area, to provide race equity training and capacity-building supports to our programmatic partners, a cohort of philanthropic peer organizations, and our staff. As part of its mission to educate, inspire, convene and connect leaders, LM offers various workshops, programming and experiential learning to help leaders explore power in the workplace and create action plans to address disparities in their organizational culture. The foundation initially helped connect partners to LM’s existing educational opportunities and then provided coaching and technical assistance on communications and equity. These trainings were highly action-oriented – going beyond information-sharing and discussion-based curriculums to challenge participants to develop a road map to bring their learnings to life.

“Our team left these trainings really excited about what we had learned and the goals

we had set together,” says Dr. Lesia Morton-Standish, Director of Elementary School Education at the North American Division (NAD) of the Seventh-day Adventist Church. “I came into the first session without any expectation. I just wanted to learn and grow... and I really did that. And my colleagues did as well. Leadership Montgomery encouraged us to develop collaborative planning to support our team in developing DEI (diversity, equity and inclusion) resources and training so we can implement our goals together.”

Moving forward, in 2022, the foundation and LM plan to co-design additional supports – offering needs assessments and tailored trainings to address the findings.

Henrena Brunson, Senior Manager, Equity, Inclusion and HR Operations at the foundation, reflects on the partnership with LM and its collaborator Wayfinding Partners. “We have had several colleagues take advantage of trainings with Leadership Montgomery over the years, myself included. We appreciated their perspectives, so much so that we knew we needed to pass along these learning opportunities to our program partners. The outcomes they’ve experienced so far have been really encouraging. Our work with Leadership Montgomery is still evolving, and we look forward to what’s ahead.”

# WARD 8 COMMUNITY ECONOMIC DEVELOPMENT: RESIDENTS RECHARTING THE FUTURE OF THEIR NEIGHBORHOODS

*“Ward 8 is the last frontier of the African American community, and we’re losing a history and population so important to D.C. We really have an opportunity here – not only to improve our community but also to create a model for a national movement in this direction.”*

**MUSTAFA ABDUL-SALAAM**

Founder and Facilitator, Ward 8 Community Economic Development

**COMMUNITY PLANNING EFFORTS** that leave out or minimally involve the community can result in deficit-based thinking and inequitable processes and outcomes. Too few efforts have tried to flip the script and take a resident-led approach. A passionate Ward 8 resident has been working for the past 10 years to change

that and create momentum both in his community and beyond.

Mustafa Abdul-Salaam is the Founder and Facilitator of the Ward 8 Community Economic Development (W8CED) planning process. W8CED is working to engage local residents in

order to create a comprehensive economic development plan for Ward 8.

Ward 8 residents engaged with W8CED were trained to map the area’s social, cultural and economic assets and to collect data on the community’s challenges. The residents, convened by the W8CED steering committee (a broad-based group of residents, community leaders, business owners and nonprofit leaders), will then articulate goals aimed at building wealth and health, promoting equity, and creating social and economic assets Ward 8 residents can benefit from and own. With those goals established, residents will develop a long-term master plan encompassing health, housing, education, job creation, transportation, public safety and other factors contributing to economic vitality and community well-being. The residents will be compensated for all their contributions.



“Ward 8 looks like what it does because the systems are broken,” says Abdul-Salaam. “We need a comprehensive plan that speaks to poverty and to building community wealth. We need to tear down the silos and address the critical connections that exist between issues like health, jobs, transportation and housing. We need access to capital, ownership and control over the resources. And ultimately, we need to give the community the opportunity to paint the picture and shape its own future.”

The plan, expected to be finalized by mid-2022, will coordinate investments to leverage Ward 8 assets, align and maximize the impact of public and private sector investments, and generate economic activity.

The foundation was first introduced to Abdul-Salaam in 2020, when David Bowers from Enterprise Community Partners drew a connection between this community-led effort and our commitment to equity and the co-creation of solutions. The partnership was made official in early 2021, just before the project launched.

“We were excited to come alongside and support the power and resources in the community as well as the invaluable lived experience and vision that the residents possess,” says David Daniels, CEO and President of the Bainum Family Foundation. The foundation originally entered into the

partnership planning to provide funding and then get out of the way.

“We soon realized that that in itself was an assumption – a hypothesis about the role we thought they wanted us to play,” says Daniels. “In talking with the W8CED group, we learned that they wanted our voice in some of their conversations – and they wanted us to help promote their efforts and bring in other funders. They weren’t looking for us to be quiet; they were looking for real partners. So not only did this lead us to shifting our role, but it also challenged us to question our implicit biases and assumptions across our work.”

# OUR INVESTMENTS

During our 2020/2021 fiscal year, we continued to support partners through the many challenges of the COVID-19 pandemic while building toward sustainable system change that will enable all children to thrive. We invested in the following areas: Early Learning and School Mental Health (which together form our D.C. Wards 7 and 8 Initiative), Seventh-day Adventist Initiative, Food Security Initiative and the Bainum Foundation Farm. Through our Family Philanthropy Initiative, we also supported the personal philanthropic efforts of four generations of the Bainum family.

Following is a summary of the investments we made during this fiscal year.

- » Early Learning and School Mental Health\*
- » Seventh-day Adventist Initiative
- » Food Security Initiative
- » Family Philanthropy Initiative
- » Bainum Foundation Farm
- » Initiative Support Services
- » General and Administrative

**76%**  
PROGRAM  
INITIATIVES  
\$23.2 million

**35%**  
DC INITIATIVE  
\$10.7 million

**23%**  
SEVENTH-DAY  
ADVENTIST  
INITIATIVE  
\$6.9 million

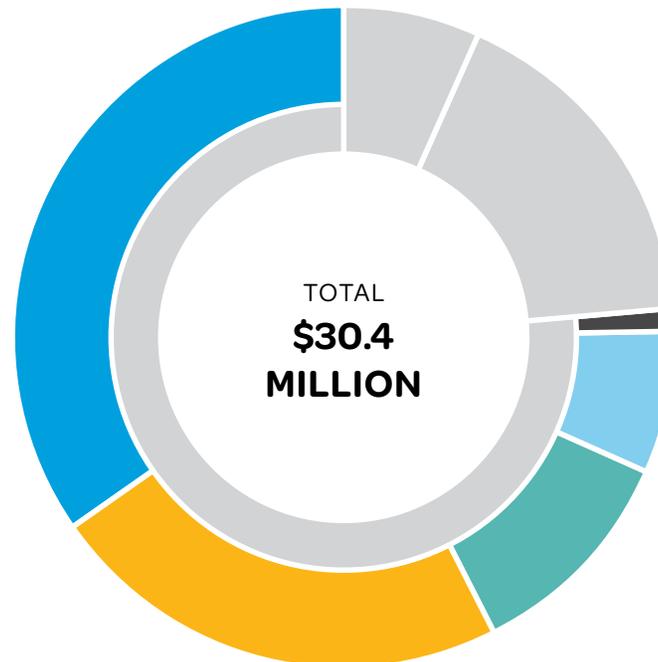
**11%**  
FAMILY  
PHILANTHROPY  
INITIATIVE  
\$3.2 million

**7%**  
FOOD SECURITY  
INITIATIVE  
\$2.0 million

**1%**  
BAINUM  
FOUNDATION FARM  
\$400,000

**7%**  
GENERAL AND  
ADMINISTRATIVE  
\$2.1 million

**17%**  
SUPPORT  
SERVICES  
\$5.1 million



\*Together, these areas of work form our D.C. Wards 7 and 8 Initiative.

# ORGANIZATIONAL UPDATES: REMOVING BARRIERS IN ORDER TO BE A MORE RESPONSIVE PARTNER

**AS PART OF OUR ONGOING COMMITMENT TO DIVERSITY**, equity and inclusion and to becoming an anti-racist organization, the foundation made several organizational changes (some in response to the pandemic) that aim to remove power dynamics and potential barriers for our partner organizations. Our Grants and Programs teams led the charge in adapting our partnership processes – and they are actively working to do more.

A few highlights from this year include:

- » Moving away from cost reimbursement and toward funding with larger advance payments to ensure that partners have financial support and flexibility at the onset of our work together
- » Moving away from overly prescriptive and rigid activities and metrics to allow for opportunities to pivot as needed to achieve outcomes and to implement new learnings to an approach or strategy
- » Readily offering additional resources or consultants to further support the work at no additional cost to partners, all to ensure they can accomplish their goals
- » Monitoring agreed-upon metrics of success and having ongoing conversations with partners – to adjust timelines or goals based on lessons learned and to serve as thought partners, as appropriate

“With many of these changes, we want to make sure our partners have money at their disposal to do what they need to do to get to the end result,” says Michelle Kumi, Grants Manager at the foundation. “We’ve always aligned on outcomes, and now we’re working to build in more flexibility. We don’t need to lay out every step of every day.”

We are also working to reduce any potential burden for partnering with us. “Before we made these changes, our partners would need to have enough of their own funds before they could begin work with us,” Kumi says. “This wasn’t helpful. Fewer and larger payments acknowledge that our partners need more resources to get their work done. We will trust and support you, and we won’t make you prove yourself financially first.”

Beth Conrad, Senior Grants Manager at the foundation, concurs. “We want to support our partners, not tell them exactly how to do things. And these changes better reflect who we want to be as a foundation and as a responsive partner.”

# BOARD OF DIRECTORS AND FOUNDATION TEAM

## **Board of Directors**

**Barbara Bainum**, LCSW-C, CHAIR

**Brooke Bainum**

**Kenny Emson**

**Alexander Froom**

**Charles A. Ledsinger Jr.**

**Tammy Mann**, PhD

**Scott Renschler**, PsyD, VICE CHAIR

## **Staff**

**Henrena Brunson**

SENIOR MANAGER, EQUITY,  
INCLUSION AND HR OPERATIONS

**Breanna Bycroft**

MANAGER, FAMILY PHILANTHROPY  
AND LIAISON FOR BOARD

**Mae Cheung**

GENERAL COUNSEL AND VICE PRESIDENT,  
COMPLIANCE

**Rebecca Cisek**

VICE PRESIDENT, ORGANIZATIONAL  
LEARNING AND EFFECTIVENESS

**Kasey Clark**

DIRECTOR OF OPERATIONS,  
BAINUM FOUNDATION FARM

**Beth Conrad**

SENIOR GRANTS MANAGER

**Shayna Cook**

DIRECTOR, EARLY CHILDHOOD SYSTEMS

**Marica Cox Mitchell**

SENIOR DIRECTOR, EARLY CHILDHOOD

**Andrew Curtis**

DIRECTOR, INFORMATION TECHNOLOGY

**David Daniels**

CEO AND PRESIDENT

**Angela Deeds**

SENIOR DIRECTOR, FINANCE

**Marybeth DeGrave**

SENIOR MANAGER, ACCOUNTING

**Ann Egan**

SENIOR DIRECTOR, COMMUNICATIONS

**Virginia Gentilcore**

DIRECTOR, FAMILY PHILANTHROPY  
AND EVENTS

**Alexa Griffin**

MANAGER, EARLY CHILDHOOD

**Brenda Henry**

VICE PRESIDENT, PROGRAMS

**Laura Hepp Saunders**

MANAGER, COMMUNICATIONS

**Zachary Herzog**

SENIOR MANAGER, OPERATIONS

**Michelle Kumi**

MANAGER, GRANTS

**Melanie Litchfield**

SENIOR MANAGER, SEVENTH-DAY  
ADVENTIST INITIATIVE

**Julia McKay**

MANAGER, EXECUTIVE AND  
PROJECT SUPPORT

**Clara Northington**

VICE PRESIDENT, HR OPERATIONS

**Leila Otis**

VICE PRESIDENT, OPERATIONS

**Eddy Pineda**

TECH SUPPORT SPECIALIST, IT

**Rosa Poustinchi**

SENIOR STAFF ACCOUNTANT

**Sean Robins**

ASSOCIATE, OPERATIONS

**Kathryn Ryce**

SENIOR ACCOUNTING MANAGER

**Ginger Slaughter**

SENIOR MANAGER, INSTRUCTIONAL  
DEVELOPMENT

**Amanda Smith**

DIRECTOR, OPERATIONS

**Kiel Smith**

PROGRAM ASSOCIATE, SEVENTH-DAY  
ADVENTIST INITIATIVE AND EVENTS

**Amy Soper**

DIRECTOR, SEVENTH-DAY  
ADVENTIST INITIATIVE

**Phillip Sumbly**

IT SYSTEMS ADMINISTRATOR

**Tonya Taylor**

DIRECTOR OF PRODUCTION, BAINUM  
FOUNDATION FARM

**Mika Thornton**

ASSOCIATE, COMMUNICATIONS

**Victoria Treski**

DIRECTOR, FOOD SECURITY INITIATIVE

**Toakase Vunileva**

SENIOR MANAGER, ACE ACADEMY  
LEADERSHIP EXCELLENCE

**Monae Wilmore**

ASSOCIATE, FOOD SECURITY INITIATIVE





7735 OLD GEORGETOWN ROAD  
SUITE 1000  
BETHESDA, MARYLAND 20814  
240.450.0000  
[BAINUMFDN.ORG](http://BAINUMFDN.ORG)