

DRIVE CHANGE

2022 ANNUAL REPORT



**DRIVE
CHANGE**

REIMAGINE JUSTICE, REIMAGINE SERVICE



CONTENTS

Letter from Kalilah 2

A letter from our Executive Director

2022 at Glance 3

Kalilah's first year and key statistics

Our Story 5

The why behind our work

Our Team 7

The people behind our work

Fellowship Program 9

Becoming agents of change

CARE - Food Empowerment 13

Feeding our community

Hospitality for Social Justice 16

Reimagining the future of hospitality

Our partners 21

Funding, feeding and fueling our work

A Place for Transformation 23

The buildout of our new space
and our capital campaign

Media 26

2022 media hits

Financials 27

Budget, revenue, and expenses

Our supporters 31

List of funders and major donors



LETTER FROM OUR EXECUTIVE DIRECTOR

Dear Drive Change Community,

I am so honored to be leading an organization that invests in the brilliance of young people, in our community and in each other. My first year as Executive Director has been filled with learning and growth, and I could not have done it without our team, Board, partners, funders and every individual that contributed to our work. I am excited to be sharing our first ever annual report!

I joined Drive Change because I feel deeply connected to our mission and work. As someone who has had family members and partners who have been impacted by the American legal system, I know the effects that it can have on a person's trajectory in life. I also know from personal experience, that having mentors, leaders and a community that invests in you, can unlock your full potential. I am here today because I have experienced that gift.

Our mission is to support formerly incarcerated young people and create quality employment pathways to ensure their economic and emotional well-being. In 2022, we strengthened our Fellowship by lengthening the training and integrating one-on-one mental health access for every fellow during their time at Drive Change. We continued to pay a living wage to ensure that they are able to support themselves and their families while engaging in learning and professional development. We know that deep investment leads to long-term success.

Our food distribution program, CARE, born out of the pandemic, became a pillar of our programming. We continued to increase our reach and impact in order to provide employment opportunities to our graduates and to meet the growing needs of our neighbors experiencing food insecurity by packing and distributing thoughtfully curated, culturally appropriate and nutritious groceries weekly.

In order to continue to grow our impact, we made major strides on our capital project. We are thrilled to have signed the lease for a larger space that will be completed in 2023. In addition to growing our physical footprint, we added key team members and will continue to expand our team this year, ensuring we can support more young people annually. We focused on strengthening the organization through diversifying our funding, implementing new systems and policies and deepening partner relationships. Additionally, we are committed to building a culture of learning, so we implemented and held our first all-staff training that focused on power, feedback and communication.

As I reflect on the last year, I am filled with pride and gratitude, but, more importantly, excitement for what is to come. There is still so much work to be done if we are to see equity and justice for our youth, and we cannot do it alone. I hope you will continue to follow our progress, and we look forward to sharing our new space with you!

With gratitude,



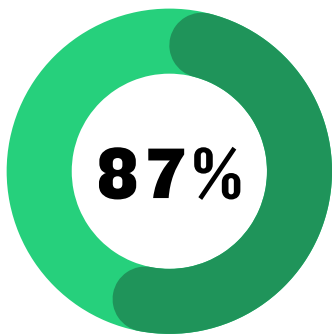
KALILAH MOON
EXECUTIVE DIRECTOR





ACCOMPLISHMENTS IN KALILAH'S FIRST YEAR AS EXECUTIVE DIRECTOR

- **Launching two new cohorts** of our 4 month Fellowship that fosters self-determination; where young people directly impacted by the American legal system are able to exercise their resourcefulness and become leaders in their communities
- **Integrated 1:1 therapy access while at Drive Change** for all fellows and system-impacted staff
- **Increasing the number of families served through our Food Empowerment Program (CARE)** from 150 to 175 families weekly (nearly 40,000 meals in 2022) from April through November
- **Signing a lease for a new, larger space for Drive Change headquarters** that will allow us to serve 45 fellows annually through the Fellowship
- **Sunsetting a large government grant through the Criminal Justice Investment Initiative** that was historically an average of 42% of the operating budget
- **Diversifying funding to include new partners** such as NBA Foundation, Summerfield Foundation, Goldman Sachs One Million Black Women Impact Grant, Michael Jordan and Jordan Brand Black Community Commitment to Racial Justice, and The Pinkerton Foundation and Mizuho Foundation
- **Launched the search for a Chief Program Officer**

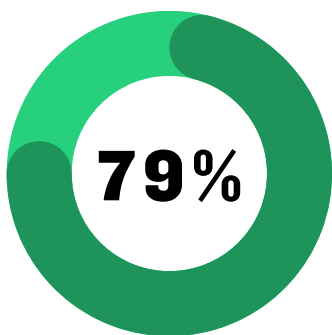


NYC JAIL ADMISSIONS IN
2021 WHO WERE BLACK OR
HISPANIC

84.9%



TURNOVER RATE OF US
HOSPITALITY WORKERS IN 2021



GRADUATION RATE OF
DRIVE CHANGE FELLOWS

64%



PERCENTAGE OF FELLOWS WHO
ATTAINED THEIR FOOD
HANDLER'S LICENSE

KEY STATISTICS

**Executed 20 CARE
events, serving 175 local
families each week**



Began purchasing produce
from GrowNYC in order to
support local farms and
farmers



Created and implemented community
agreements in 3 languages, and began
building a volunteer system, allowing
us to engage more volunteers and
corporate partnerships in 2023



**Employed 6 Fellowship
Alumni part time during 2022**

\$22 | **Hourly Wage at
Drive Change**

OUR STORY

The why behind our work





OUR WHY

Drive Change provides an environment that fosters self-determination, where young people who have been directly impacted by the American legal system are empowered to exercise their resourcefulness, own their brilliance and emerge as leaders in our communities. We ground our workplace programming in the culinary arts because we believe that hospitality can be a tool for social justice.

We believe that people are more than their zip codes and circumstances and that every person deserves the opportunity to succeed. We believe that access to healthy and nutritious food is a right and that investment in a young person can shape the trajectory of their life and indirectly impact their families, workplaces and community.

“

**WE BELIEVE THAT PEOPLE ARE
MORE THAN THEIR ZIP CODES
AND CIRCUMSTANCES**

”

THE TEAM



KALILAH MOON

EXECUTIVE DIRECTOR

originally from Oakland, California, is driven by the belief that every person provided the opportunity and experience can reach their full potential and positively impact their families, peers and communities. Along with 19 years of experience in the nonprofit industry, she has an Executive Leadership Certificate from Austin W. Marxe School of Public and International Affairs at Baruch College, a Master of Science degree in Nonprofit Management from the New School, and a Bachelor of Arts in Sociology from Langston University in Langston, Oklahoma. She was most recently the Director and Assistant Director of Career Services/Train & Earn Program at The Door - A Center for Alternatives and prior to working there she was a Program Director at Brooklyn Workforce Innovations.



TYLER CHARLES

CHIEF PROGRAM OFFICER

was raised in Brooklyn and comes to Drive Change with over 10 years of experience working in the social services field, leading, developing and growing programs. He holds a BSW (magna cum laude) from CUNY's Medgar Evers College and expects to receive his MSW this spring from Yeshiva University. Just prior to joining Drive Change, Tyler spent over 8 years at the Bowery Resident Committee, most recently as the Program Director.



KIM DIPALO

CHIEF DEVELOPMENT OFFICER

started working at Drive Change after 22 years in the hospitality industry. She worked in both the front and back of house at businesses such as Gramercy Tavern, Union Square Hospitality Group and The Ritz-Carlton. The inequities in the industry were exposed to her throughout her career, and she was committed to using her own power to make changes within her workplaces. Kim believes that mentorship has the power to unlock a person's full potential and came to Drive Change as the Chief Operating Officer after being a part of the Hospitality for Social Justice program and an employer partner.



MICHAELA PEACE-MCINTYRE

FELLOWSHIP & ALUMNI MANAGER

is an LGBTQIA+ native New Yorker who has been in the human services field for 9 years and has worked with several nonprofit organizations during this time. Most recently, she was the Job Placement Specialist in the Career and Education department at The Door - A Center of Alternatives. Growing up in Brooklyn, Michaela was exposed to the justice system at an early age, which has given her insight into the ways in which the American legal system impacts NYC youth.



ELIZA SCHMIDT

CULINARY MANAGER

is a Brooklyn native with an intrinsic love of food, passion for food education and reverence for sustainable food systems. After seven years in the hospitality industry, she decided to transfer her skills to teach foundational knowledge of cooking techniques, nutrition, food systems and sustainability to fellows. Her goal is to inspire the fellows to find meaningful work and have the knowledge to nourish and sustain themselves for their lifetimes.



MIGDALIA WILKERSON

FELLOWSHIP ASSISTANT

graduated from the Drive Change Fellowship in 2019 and spent a year working at Hospitality for Social Justice (HSJ) partner business, Union Square Events, as a cook. Mickey joined the Drive Change team as a full-time staff member in 2021 and supports fellows from hire to placement. Mickey is also a mother and entrepreneur of her own haircare product business.



DUPREE WILSON

CULINARY ASSISTANT

graduated the Drive Change Fellowship in 2018 and spent 2 years working at Hospitality for Social Justice partner businesses in the Marlow Collective as a cook and supervisor before returning to Drive Change as a full-time employee. Dupree supports the daily culinary training of fellows and leads the team of fellows and graduate fellows to execute CARE events weekly.



JACQUELINE PERKINS

JACQUELINE PERKINS

has over 10 years of experience in the hospitality industry. Jackie acquired her hospitality management degree from Cornell University and her culinary arts degree from the Culinary Institute of America. During her second year at Cornell, Jackie was introduced to the idea of social enterprises and gained a variety of experience in hospitality to learn how great businesses run with the goal of utilizing business as a vehicle for social change. This ultimately brought Jackie to Drive Change.

FELLOWSHIP PROGRAM



BECOMING AGENTS OF CHANGE



At Drive Change, our mission is to support formerly incarcerated young people (ages 18-25) and create quality employment pathways to ensure their economic and emotional well-being. Our programming works at the intersection of re-entry and hospitality (food service). We know that quality employment, in supportive, well-paying and emotionally healthy environments, builds the confidence, mental health and well-being of system-impacted young people.

Drive Change runs a 4 month paid Fellowship program to prepare young people to enter the food and hospitality sector. Fellows split their time between the kitchen and classroom engaging with curriculum that includes basic culinary skills, workshops on financial literacy and professionalism in the workplace, and Google Suite training. Fellows attain their Food Handler's License while at Drive Change. Additionally, fellows engage in restorative justice circles and healing work through our partnerships with organizations like HOLLA and Common Justice. We prioritize the mental health and well-being of our team; therefore, all formerly incarcerated fellows and staff have access to 1:1 weekly therapy during their time at Drive Change. Our holistic approach invests in both the practical skills needed to enter full-time work while also prioritizing the social and emotional needs of fellows.

“

Drive Change is teaching me how to communicate with others and become a better person

SAMANTHA
COHORT 8 FELLOW

”

79%

**GRADUATION RATE OF
DRIVE CHANGE FELLOWS**



\$22

**HOURLY WAGE AT
DRIVE CHANGE**

INTERVIEW WITH VICTORIA

COHORT 8 FELLOW



What made you join the Drive Change Fellowship?

I joined Drive Change because I always wanted to learn more about culinary as a career but never got the chance until now. Never thought about going to culinary school before because it's super expensive. At Drive Change, I was able to learn a lot about the basics of culinary.

What has been the most impactful part of being a part of the Fellowship?

The most impactful part of this program was being able to meet new people, learn new skills and open new opportunities in my life.

If you could give advice to a future fellow, what would you tell them?

My advice would be to try to learn as much as you can in this program and be professional and always put your best foot forward because you never know where it will lead you. I would also advise future fellows to take this program seriously.

“

Drive Change is a place where you can discover what you really want to do

VICTORIA
COHORT 8 FELLOW

”

CARE

CULINARY ACCESS & RELIEF EVENTS





FEEDING OUR COMMUNITY

Since the start of the COVID-19 pandemic, 2.5 million New Yorkers have reported being food insecure, a 36% increase. Food insecurity is more prevalent in households with children and disproportionately impacts people of color. Our food empowerment program, CARE (Culinary Access Relief Events), was conceived and launched during the pandemic to respond to the growing population of food insecure people in New York City and, more specifically, our local Bed-Stuy, Brooklyn community. The program allowed us to rehire graduates of the Drive Change Fellowship who had been laid off during the early days of the pandemic, to prepare food for the events and support them with access to mutual aid, financial literacy courses and therapy. Each year since 2020, we have increased our reach with weekly distribution of nutrient-rich, culturally appropriate groceries and meals. Unlike traditional food pantries, CARE is thoughtfully curated with our local community at the center. We have worked to understand the needs of local residents in order to ensure the contents distributed meet those needs. In 2022, our staff, fellows and graduates will prepare and distribute meals to 200 families per week between April and November.

We believe that access to healthy and nutritious food is a right.



WE EXECUTED

20 CARE EVENTS

SERVING 175 LOCAL FAMILIES

EACH WEEK

PROGRAM IMPACT

- Began purchasing produce from GrowNYC in order to support local farms and farmers
- Created and implemented community agreements in 3 languages, and began building a volunteer system, allowing us to engage more volunteers and corporate partnerships in 2023
- Employed 6 Fellowship Alumni part-time

HOSPITALITY FOR SOCIAL JUSTICE



REIMAGINING THE FUTURE OF HOSPITALITY



Hospitality for Social Justice (HSJ) is a network of businesses that are committed to eliminating the injustices within the food and hospitality sector. Drive Change provides education and training, targeting industry decision-makers, that builds foundational knowledge of the intersection between enslavement, mass incarceration and the hospitality industry in order for leaders to understand the systems that uphold inequities within the food sector.

HSJ was built because white supremacy culture exists in every thread of our food system. Our food system and the food industry were built on the backs of Black and brown people and continue to oppress the most marginalized workers. We believe that the only way for the food and hospitality sector to be a place that is healthy, safe and sustainable for workers is through systems change work. We work everyday to model the workplace culture we want to see from our partners - workplaces that pay a living wage, that invest in entry level-employees and prioritize the safety, health and well-being of all their employees.

Prior to the pandemic, this was a one-day in-person training, but our organization alongside the nation was deeply impacted by COVID-19. The confluence of the pandemic + The Movement for Black Lives challenged us to adapt quickly and strengthen our future impact. In 2021, we launched our virtual pay-for-service model of our HSJ program, training over 40 industry leaders and enrolled partners from Chicago and Canada in addition to NYC.

A network of businesses that are committed to eliminating the injustices within the food and hospitality sector.



During the pandemic, the virtual program proved successful in order to meet an increase in demand and foster systems change for a re-emerging food and hospitality industry in NYC. More business leaders in the restaurant and food industry in NYC began prioritizing racial justice as a central part of their re-opening strategies directly expanding our program impact.

As the city emerged from the pandemic, and through conversations with our current Hospitality for Social Justice Partners and new potential partners, it became clear to our Drive Change team that we need to once again evolve our training for leaders in the industry. The food industry continues to experience challenges with hiring and getting to full staff. Therefore, leaders have limited time to do additional learning. We will continue to evolve the programming for industry leaders into a more accessible, online learning experience where leaders can engage at their own pace. With our new space completed in 2023, we will again host in-person training.

The hospitality industry has always struggled to hire and retain employees, but this has become an even larger issue since the pandemic. While the turnover rate in the industry was between 75-79% pre-COVID, turnover rates reached 84.9% in 2021 (US Bureau of Labor Statistics). Since many leaders of the businesses are already stretched, their ability to mentor and train entry-level employees is at an all-time low. Therefore, Drive Change continues to have conversations with business leaders about building more sustainable systems in order to invest in their employees and workplace culture. We believe that continuing to model these behaviors by paying a living wage to fellows and offering mental health access will help employer partners feel confident in making similar decisions.

Post-pandemic, we are actively expanding our HSJ network to include food businesses beyond restaurants. Fellows are exposed to many different opportunities within the food system during the fellowship, and therefore having placement opportunities that match those experiences is important. We also recognize that there are more sustainable jobs that may be outside a restaurant kitchen and want to be able to provide these opportunities.

WE DRIVE CHANGE THROUGH QUALITY EMPLOYMENT





LEARNING AND GROWING TOGETHER THROUGH PARTNERSHIP

Cohort 7 had the opportunity to visit the Union Square greenmarket in summer 2022 to explore all the beautiful seasonal produce and to meet local farmers. Together with Union Square Cafe Executive Chef, Lena Ciardullo, fellows chose items that sparked their interest, gravitating toward heirloom peppers and plums. A few weeks later, they returned to the Union Square Cafe kitchen to spend the day learning how to make Straciatella, a cheese traditionally from Puglia, Italy that would be incorporated into the dish. Throughout September, the beautiful dish was highlighted on the menu, engaging the community of Union Square Cafe to learn more about our work and with proceeds returning to Drive Change.

In addition to partnering with Union Square Cafe this year, fellows visited urban farms, including East New York Farm and the Redhook Initiative, exposing them to another important part of our food system. We are excited to continue growing our Hospitality for Social Justice partner network of values-aligned businesses each year and learning and growing together.

OUR PARTNERS

Funding, feeding and fueling our work



HOSPITALITY FOR SOCIAL JUSTICE PARTNERS

- 1:1 Foods
- Blue Smoke
- Caffè Panna
- Cervos
- Chaad
- Corner Table Restaurants - The Smith
- CorpTalk
- Craft
- Crafted Hospitality
- Diner
- Egg
- Genuine Foods
- Gramercy Tavern
- Harts
- Ingas Bar
- Little Beet
- Manhatta
- Marlow and Sons
- Mission Chinese
- Not 9 to 5
- Oberon Group
- Opus
- Ovenly
- Pixie and the Scout
- Porchlight
- Temple Court
- The Fly
- The Marlow Collective
- The Meat Hook
- Union Square Cafe
- Union Square Hospitality Group

PROGRAMMING PARTNERS

- DREAM (Femi Famoye)
- East New York Farm
- Emma's Torch
- Fifth Avenue Committee
- HOLLA (How Our Lives Link Altogether)
- Hospitality Pathways
- New York Affirmative Psychotherapy
- Parlor Coffee
- Red Hook Farms (RHI)
- Uplifting Leadership (Ready, Set, Work)

CARE PARTNERS

- GrowNYC
- Smallhold
- Square Roots
- Trader Joe's
- Whole Foods
- Your Pasta

A PLACE FOR TRANSFORMATION

The buildout of our new space

CAPITAL CAMPAIGN

Drive Change began as a food truck, and we built a Fellowship experience out of the infrastructure of this business. Our training program eventually moved into a small commissary kitchen, but the number of formerly incarcerated young people we serve annually through our Fellowship has been limited by the size of our physical space.

With Executive Director Kalilah Moon leading the organization, we are entering a period of transformative organizational growth. In November 2022, we executed a new lease agreement increasing our space size from a disjointed 2,500 square feet to a thoughtfully designed 4,700 square feet.

The number of young people coming home from jail and prison annually far exceeds the number of positions available in our Fellowship, but our new space will allow us to increase our reach and impact. The new space will allow Drive Change to comfortably train cohorts of 15 fellows at a time, and we will run 3 cohorts per year.

PLANNING THE SPACE:

To make this dream a reality, we put together a team that consists of Drive Change leadership and mission-driven experts in the field. Executive Director Kalilah Moon and Chief Development Officer Kim DiPalo have been working closely with project management firm [DBI Projects](#), Real Estate Brokers, Newmark, advisor Glenn E. Martin of [GEMTrainers](#) and architects [Method Design](#) and [Singer](#).

The team spent nearly a year looking at spaces in Brooklyn, but, in the end, we wanted to stay in our Bed-Stuy neighborhood. Our team has spent the last few years building community with our neighbors and other businesses within 630 Flushing Avenue, and it is for this reason that we decided to stay in the same building.

Our architects spent a month conducting discovery interviews with fellows and staff to understand the needs of each of our programs and to ensure fellows' experiences are at the center. It is essential that fellows feel a sense of warmth and care when they enter the space. Natural light was also a top priority, and when we found the third floor space at 630 Flushing Avenue that has floor-to-ceiling windows, it drew us in. In addition to a beautiful, large kitchen and learning space, there will be a locker room to store personal belongings, a place to change into proper kitchen uniforms, as well as individual meeting rooms where fellows can participate in 1:1 therapy. The meeting spaces, including the classroom, will be outfitted with smart technology in order to accommodate a hybrid model when necessary.





THE PROJECT:

We spent 2022 working closely with real estate brokers and our project management team, DBI, to identify the ideal space in order for Drive Change to achieve all of the programmatic goals set by leadership. Once the lease was signed in November, we completed multiple test fits, reviewing architectural design and all kitchen, classroom and office equipment needs. The project construction began in December 2022 and is projected to be completed by June 2023. The landlord has agreed to execute the full buildout of the space. We will also prioritize MWBE (Minority and Women-Owned Business Entities).


THE IMPACT:

We know that access to the proper resources and tools, as well as a caring and safe environment, can be transformational for young people. In this new space, we will be able to serve 45 system-impacted young people annually in our 4 month Fellowship Program. During this time, fellows will have access to state-of-the-art kitchen equipment and technology and spaces to support their learning and healing. We will also increase our reach via CARE (Culinary Access & Relief Events), distributing nutritious, culturally appropriate and free meals to 200 local families experiencing food insecurity from April through November.

We continue to expand our team in order to ensure our fellows are supported from onboarding at Drive Change through placement in our Hospitality for Social Justice employer partner businesses. The space will include a flexible classroom area, offices for our team, small meeting rooms for fellows to access therapy and a large storage area for dried goods, perishable kitchen ingredients, equipment and supplies.



BUDGET: **\$1,209,345**

MEDIA



Goldman Sachs **oneMILLION BLACK WOMEN**

Black Women Impact Grants

| | | | |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
|  |  |  |  |
| Monique Thomas Cornerstone Corporation | Ngozi Okaro Custom Collaborative | Kalilah Moon Drive Change, Inc. | Angeles Echols Educating Young Minds |

[READ MORE](#)



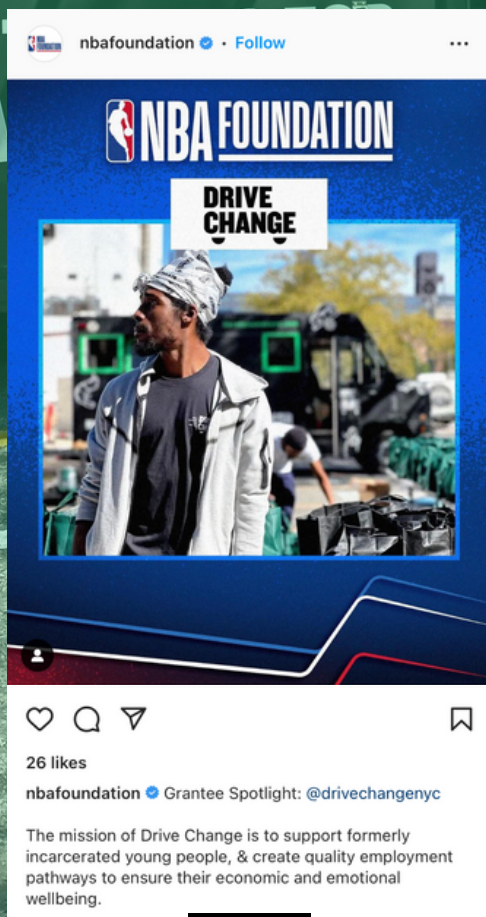
RSF SOCIAL FINANCE

Fair chance enterprises can foster a regenerative, inclusive economy -with flexible growth financing




Drive Change: Mission alignment, patience and relationship building propel expansion

[READ MORE](#)



NBA FOUNDATION

DRIVE CHANGE

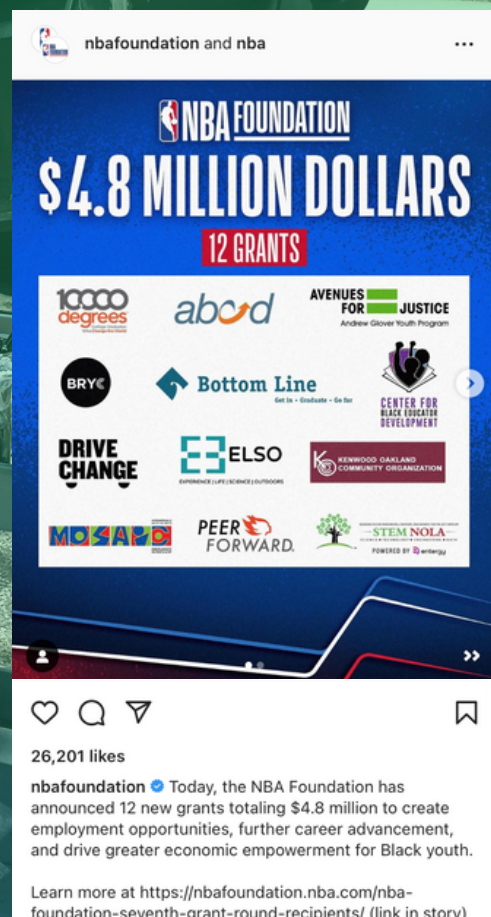


26 likes

nbafoundation Grantee Spotlight: @drivechangenyc

The mission of Drive Change is to support formerly incarcerated young people, & create quality employment pathways to ensure their economic and emotional wellbeing.


[READ MORE](#)



NBA FOUNDATION

\$4.8 MILLION DOLLARS

12 GRANTS



26,201 likes

nbafoundation Today, the NBA Foundation has announced 12 new grants totaling \$4.8 million to create employment opportunities, further career advancement, and drive greater economic empowerment for Black youth.

Learn more at <https://nbafoundation.nba.com/nba-foundation-seventh-grant-round-recipients/> (link in story)

[READ MORE](#)

FINANCIALS

BUDGET | REVENUE | EXPENSES





FINANCIAL SUMMARY

Thank you for taking the time to review our financials. We believe deeply in transparency and work hard to make our budgeting process collaborative with our entire staff. We know that those closest to the problems are also closest to the solutions. Therefore, every Drive Change team member is invited to submit budget proposals annually that are then integrated into our budget process. We also believe that budgets are value statements and, thus, we hope you can see our Drive Change values reflected throughout.

There are some important factors to note about 2022. First, is that we successfully completed a Founder/CEO transition in summer 2021 and began our search for a new Executive Director. While many funders and partners remained extremely dedicated to our work, we knew that there would be apprehension about this change and a desire to wait to see a successful transition executed. Kalilah took over leadership in January 2022 as we sunset a large government grant contract that made up an average of 42% of the overall operating budget from 2018 through 2021.

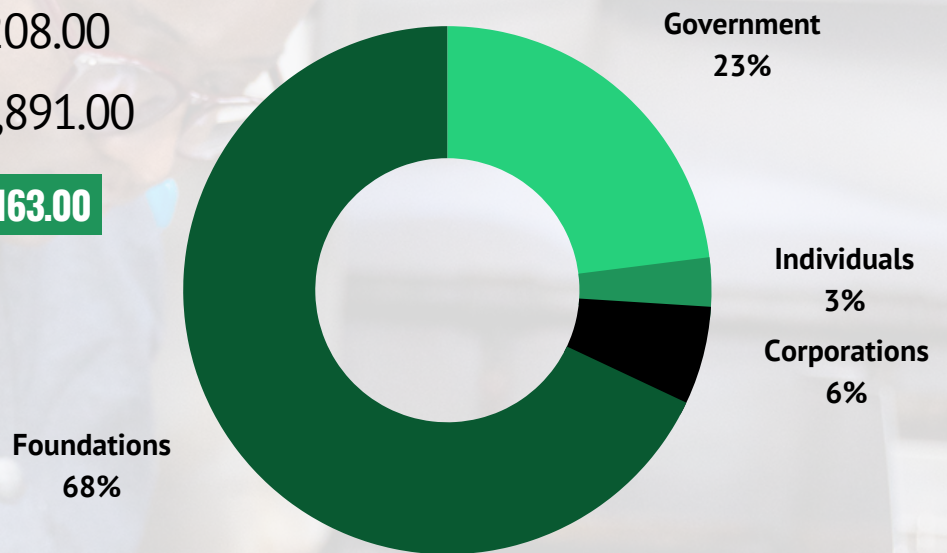
We moved quickly to diversify our funding, strengthen our development team and add key members to our programs staff early in 2022. Additionally, we onboarded our project management team, architects and real estate brokers for our capital project.

We will see exciting growth in 2023 and hope you will continue to follow our work.

2022 Revenue

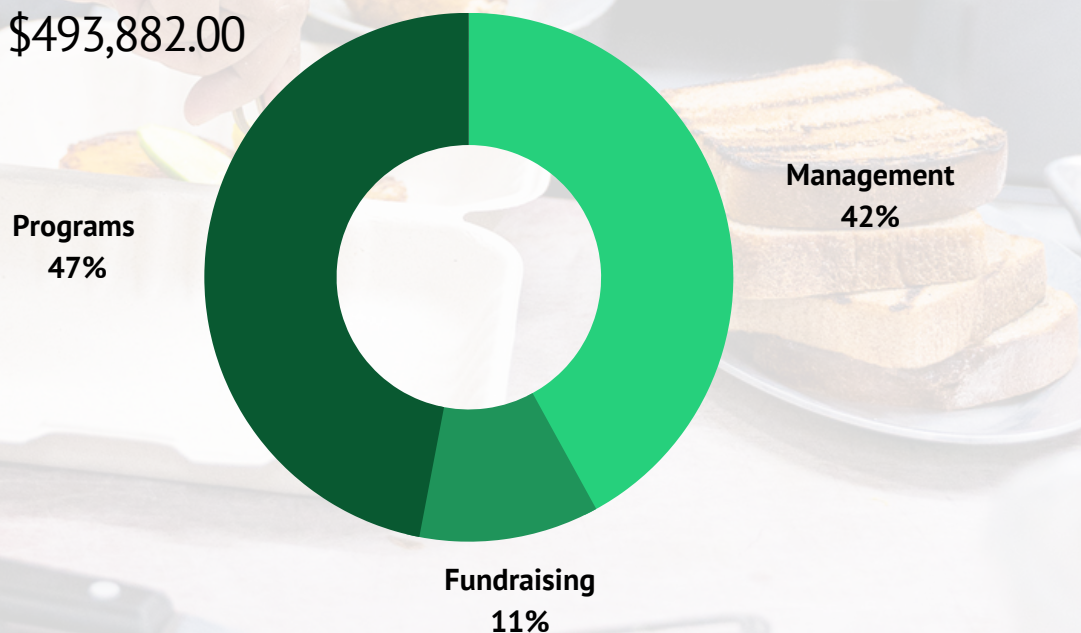
- Corporations: \$95,321.00
- Foundations: \$1,092,743.00
- Individuals: \$43,208.00
- Government: \$372,891.00

Total Revenue: \$1,604,163.00



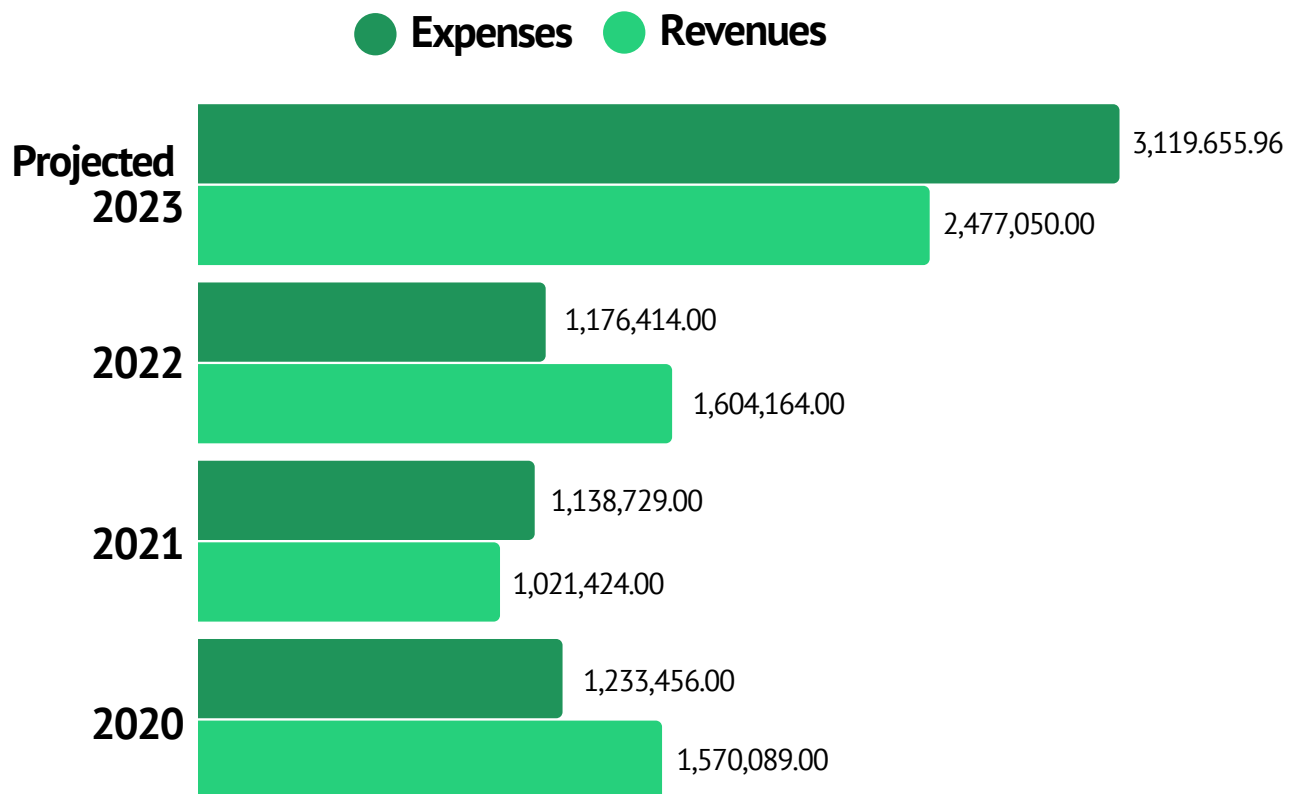
2022 Expenses

- Programs: \$555,026.00
- Fundraising: \$127,507.00
- Management: \$493,882.00





A REVIEW OF THE LAST 3 YEARS



OUR FUNDERS AND MAJOR DONORS

THANK YOU FOR ALL YOUR SUPPORT





2022 FUNDERS AND MAJOR DONORS \$5,000 +

- ABNY Foundation
- Allinbklyn
- Brooklyn Community Foundation
- Calamus Foundation
- Capital One
- Clif Family Foundation
- Criminal Justice Investment Initiative
- Ed and Madeline Carson
- Goldman Sachs One Million Black Women Impact Grant
- Good Food Jobs
- Guggenheim Partners
- Hyde and Watson Foundation
- Michael Jordan & Jordan Brand Black Community Commitment to Racial Justice
- Kenworthy-Swift Foundation
- Kohlberg Foundation
- M&T Bank
- Marin Community Foundation
- Mizuho USA Foundation
- NBA Foundation
- Pinkerton Foundation
- Regenerational Roots Foundation
- Restaurant Workers Community Foundation
- Robert Wood Johnson Foundation
- The Dayton Foundation Scarlet Feather Fund
- Sills Family Foundation
- Stand Together Foundation
- Summerfield Foundation
- Tikkun Olam Foundation
- Trinity Church Wall Street Philanthropies

**DRIVE
CHANGE**

THANK YOU

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