

# Making Change Happen Together

2021 | 2022  
YEAR IN REVIEW



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## LEADERSHIP LETTER

# Focused and Aligned for Greater Impact

This “Year in Review” captures an important inflection point in the history of the Bainum Family Foundation. My parents, Stewart Sr. and Jane Bainum, established the foundation in 1968, seeking to break the cycle of poverty through educational support for children. Our family, together with the foundation board and staff, is excited to share how we are evolving our strategy and approach.

Our new strategy builds on our past and reflects the learnings we’ve gained through decades of work with partner organizations and communities. We know now that better outcomes result when we intervene earlier in a child’s life and consider the multiple factors that impact a child’s ability to thrive. Through our core value of Continuous Learning, we continue to honor our organizational origins while adapting how we engage in order to meet evolving community needs and achieve greater impact.

As part of this shift, the foundation is being more intentional about centering racial equity and naming structural racism as the root cause of barriers to child and family well-being. Our commitment echoes decisions the foundation has made over the years that provided support to Black and brown children and families.

Bainum family members who serve in governing roles for the foundation participated in an equity-focused learning series this past year. Our goals were to align the family with the board’s and staff’s

own learning journeys and to equip us to make organizational decisions that advance equity. We had deep conversations reflecting on the history of philanthropy, both in the United States and at the foundation. We unpacked some of the experiences we’ve had as a white family of wealth, we discussed the legacy of our founders, and we pushed each other to think about how these learnings impact our contributions to the work we are doing at the foundation. As part of this, family members took the lead in developing the foundation’s new vision and mission statements, which you will read about later in this report.

Our journey to this new strategy has provided other valuable insights that are especially relevant to funders. As Chair of the Board and a member of the Bainum family, I am acutely aware that we must be sensitive to long-standing power dynamics in philanthropy. Members of our partner communities are the real experts because of their lived experiences and their deep understanding of community strengths and challenges. While funders do bring financial and other resources, we believe real change and impact happens when we listen to our partner communities; build transparent, trust-based relationships; and follow their lead as we develop and implement solutions together.

We therefore commit as an organization to partnerships and strategies that are not just community-informed but community-led. What does this look like in action? As an organization,

we have historically asked ourselves, “What more can we do?” We will continue to ask ourselves this question; but more important, we will more deliberately and consistently ask our partner communities the same question. We commit to not just asking but also responding nimbly and humbly, centering the community’s needs and insights in our decisions and actions.

Finally, we have come to appreciate that once we have clearly defined our vision, mission and strategy, we need to stay the course for a significant amount of time. Coming alongside a community to build on its strengths and help it become better off is not a yearlong undertaking. As a board, we have committed to adopting a long-term mindset to create systemic and sustainable change.

Our “2021–2022 Year in Review” explains the elements of our new strategic approach, the thinking behind it and the ways we are already living it. We appreciate your continued interest in our journey to date, and we welcome your engagement as we enter the next chapter with renewed commitment to this important work.

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





## LEADERSHIP LETTER

# Commitment and Optimism Pave Our Road Ahead

Over the past several years, we have wrestled with a critical question: How do we show up more effectively as a partner if we want to have a greater impact for children, families and communities, especially those most affected by our nation's harmful legacy of racial and economic inequity?

As a funder, we are stewards of a certain type of power and resources. We understand and own the responsibility to use our power and resources thoughtfully and collaboratively, alongside the power that already resides within community. What you will see in this annual report is how we intend to operate moving forward, which includes:

- > **Viewing our role differently** — as a resource bearer and thought partner rather than sole problem-solver.
- > **Seeing things through** — staying involved and investing for the long term, because that's what's needed to solve tough problems and change deeply rooted, inequitable systems.
- > **Asking, listening and responding** — identifying what partners and community need and aligning our practices and approaches to those needs, rather than imposing arbitrary rules and requirements.

- > **Being accountable** — to what we have committed to doing and to how we have committed to being.

While we are only in the early days of implementing our new strategy, we are encouraged by what we are seeing and hearing from our partner communities and organizations. What we've learned from them about how we need to show up has been inspiring and catalyzing. We are grateful to those who are already entrusting us with their time, talent and expertise, and are allowing us to come alongside them and address the big issues with them. We strive to be a learning organization, which is how we'll continue to grow and improve and become a better partner.

As you read through this Year in Review, you'll find that we have adopted a strategic approach that is not a time-bound, traditional plan. That centers community expertise and elevates community voice. That is nimble and flexible. That is built on yielding and sharing power. That, we believe, has the potential to generate lasting and systemic change.

We have already seen the doors that can be opened to create tremendous opportunities for

individuals and organizations to bring about change together. Unlocking these opportunities through trusted partnerships brings us renewed energy and excitement for the road ahead.

I extend my sincere appreciation to our partners, community members, collaborators and all who helped us identify how we can most effectively work together to advance outcomes for young children. I am grateful for the support we have received from the Bainum family and our board to advance this work. Our commitment is to continue showing up differently. We look forward with renewed hope and optimism to the continued journey with each of you.

**DAVID DANIELS**  
CEO AND PRESIDENT



## OUR STRATEGY

# Where We Are and How We Move Forward

**THE BAINUM FAMILY FOUNDATION** was established in 1968 by Stewart Sr. and Jane Bainum to provide educational support to children whose families faced economic hardship. Our work initially focused on young adults and school-age children, and our interventions were made largely to benefit individual students and schools.

In 2015, based on insights gained from our previous work, we shifted our focus to the earliest years (ages 0–8). We made early learning a priority and broadened our scope to include wrap-around supports (such as food security and school mental health) that contribute to a child's overall well-being. We also began to support change at a systems level for greater impact,

taking into consideration the critical role played by policymakers and caregivers (including families and educators).

We strive to be a learning organization and to evolve our work to meet changing community needs. What we've learned over this most recent phase of our work — supported by a growing body of research — is that intervening earlier in a child's life, in a more comprehensive way and with increased consideration of the child's broader environment, produces better long-term outcomes.

In 2019, as we moved to conclude and assess the work of our 2015 strategic plan, we began thinking about the future of our organization and how we could generate the greatest impact for children and families. Like everyone, our plans were disrupted and delayed by the COVID-19 pandemic and the need to redirect our attention to support our partner organizations and communities. Despite this, we were able to invest the time and effort needed to thoughtfully explore and develop our new strategy, examining its organizational, programmatic and operational components.

Throughout this process, we have been uniquely challenged to consider what role we, as a funder, have historically played in perpetuating unequal power dynamics, systems of racial inequity and economic divides between our organization and the families and communities we exist to support. Through critical internal reflection, we identified areas where we want to improve, change and evolve.

By 2021, we were able to begin implementing this new strategy and operationalizing the corresponding organizational changes. This "Year in Review," which captures our 2021–2022 fiscal year (July 1, 2021, through June 30, 2022), shares the story of our thinking, what led us to our new strategic direction and where we are in implementing this new phase of our journey.

## What's New

We have always focused on the needs of children and families, and we have always worked with a range of partners — including communities, nonprofit organizations, educators, schools, families, community leaders and other funders. That will not change. But, as part of our new strategic direction, several important things are different now.

### 1. We have new vision and mission statements that reflect our strategic shift.

#### VISION

A society where all children thrive.

#### MISSION

We work alongside communities experiencing racial and economic disparities to create lasting systems change for the well-being of children and families.

These statements provide broad parameters for our work but still offer the flexibility to adapt to changing needs and conditions and capitalize on new opportunities.

### 2. We are laser-focused on equity.

As captured in our mission statement, our work now is explicitly focused on undoing the inequities that affect children and families — especially Black and brown children and families. Equity is the outcome we seek in our work. It is often defined in

terms of being just, fair and impartial. To us, equity means that everyone — no matter their race, ethnicity, gender identity, socioeconomic status or other factor — has what they uniquely need in order to thrive. To be sustained, equity needs to be embedded in all the systems and structures that shape our society and impact our daily lives.

Anti-racism is the ongoing effort to identify and root out laws, policies, practices and behaviors that harm individuals or groups based on their racial identity. Racism creates conditions that are unjust and unfair, and these conditions are deeply embedded in the fabric of our society. We must approach our equity work through an anti-racism lens. We are focused on the policies and systems that have been put into place. Therefore, the goal of our anti-racism efforts is a more equitable distribution of power, resources and opportunity across all people and communities.

We strive to  
be a learning  
organization and  
to evolve our work  
to meet changing  
community needs.

Our approach recognizes the tremendous power, expertise and lived experience that exist within each of our partner organizations and partner communities. We aim to build on these strengths by bringing our resources and support to the table.

### 3. We are an Early Childhood foundation.

Our shift in focus from Early Learning to Early Childhood is subtle but significant. It acknowledges that high-quality early learning is one important aspect of a child's healthy development, but only one. Going forward, we will focus on five priority areas that affect early childhood outcomes:

- > Early Learning
- > Mental Health and Well-being
- > Health (including Prenatal/Perinatal)
- > Family Economic Security
- > Housing Stability

While we have made some investments to support Health and Mental Health in recent years, we will invest more in these areas. The latter two — Family Economic Security and Housing Stability — will be new areas of investment for us.

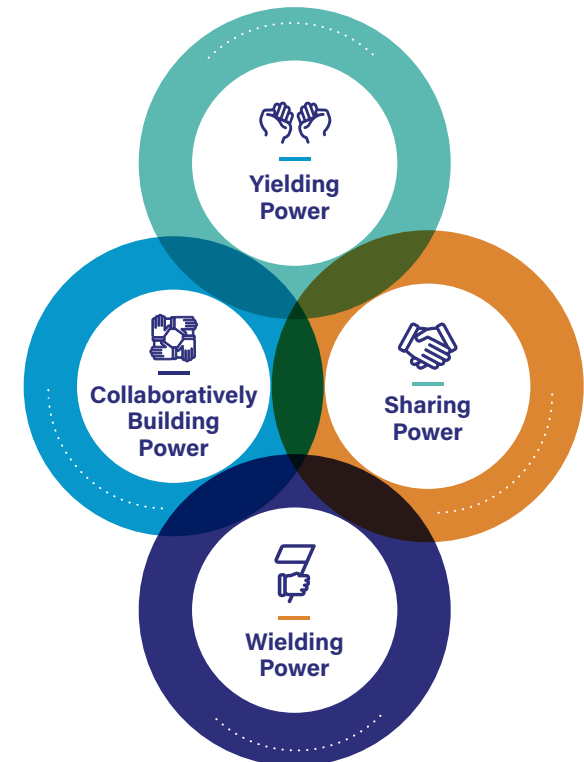
The decision to both sharpen and deepen our focus on Early Childhood has implications for other program areas at the foundation. We explain these shifts in greater detail in the next section of this "Year in Review."

### 4. Our work reflects a spirit of co-creation.

Our approach recognizes the tremendous power, expertise and lived experience that exist within each of our partner organizations and partner communities. We aim to build on these strengths by bringing our resources and support to the table. Our intent is to be partner- and community-led, as together we identify solutions and create lasting change across the systems and services that affect children and families. The word "alongside" was

very deliberately chosen for our mission statement to reflect this way of working together.

We believe this approach embodies trust-based philanthropy and represents a different way of engaging as a funder — one that upends traditional power dynamics and ensures that resources are distributed more equitably. Historically, philanthropy has wielded power more than it has yielded or shared. We acknowledge that there may be times when it makes sense for us to use our privilege and power on behalf of (and with permission from) our partner organizations and communities. But these instances will be thoughtful exceptions rather than the accepted norm.



Source: National Committee for Responsive Philanthropy



## 5. We have adopted a more nimble, adaptive approach.

The combined impact of COVID-19, the nation's racial reckoning (still far from complete) and the concurrent economic downturn helped us recognize that we want — and need — to do things differently and to show up for community differently. This means we will no longer use a traditional, time-bound, "blueprint style" strategic plan that sets ambitious upfront goals over a short time horizon and then funds partners to execute on our behalf.

Moving forward, we have adopted a more nimble, adaptive approach that focuses on being clear about our vision and then working in true partnership with others to make sure we get there. We recognize the expertise inherent in the communities that live the problems we seek to address. And so we have implemented frameworks, principles, practices and evaluation/learning approaches that ensure we leverage community voice and power and create solutions together. We have begun implementing learning practices that enable us to understand, utilize and share our progress, learnings and impact. Our strategy is less a plan and more a new way of being.

## 6. We are doubling down on systems change.

We started out as a foundation seeking to create impact one child at a time. We've learned over time that the problems of racial and economic inequity are widespread and deeply entrenched in our

society and its systems, including education, health care, housing, employment and more. Thus they require broad, systemic solutions. Our last strategic plan moved us in the direction of systems change, with some important successes. Now systems change — the kind that's intended to be enduring and sustainable — is explicitly called out in our mission statement.

## 7. We are in it for the long haul.

Systems change is difficult and complex and takes time. The problems we are attempting to help solve are long-standing and entrenched. We want our partners to know that we are making long-term commitments and will be here, beside them, as long as it takes.

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## What Hasn't Changed

What hasn't changed are our core values — Continuous Learning, Integrity, Commitment and Collaboration. Inspired by our founders, these values continue to shape our thinking and guide our actions every day.

We also know we want to maintain a place-based approach and continue working in the communities where we have already established trusting and productive partnerships. As a result, our work will remain heavily focused on the Washington, D.C., area (Wards 7 and 8, in particular) while we build our reach and scope in Orlando, Florida, where we have made significant investments in recent years.





# Programmatic Approaches for Achieving Our Mission and Vision

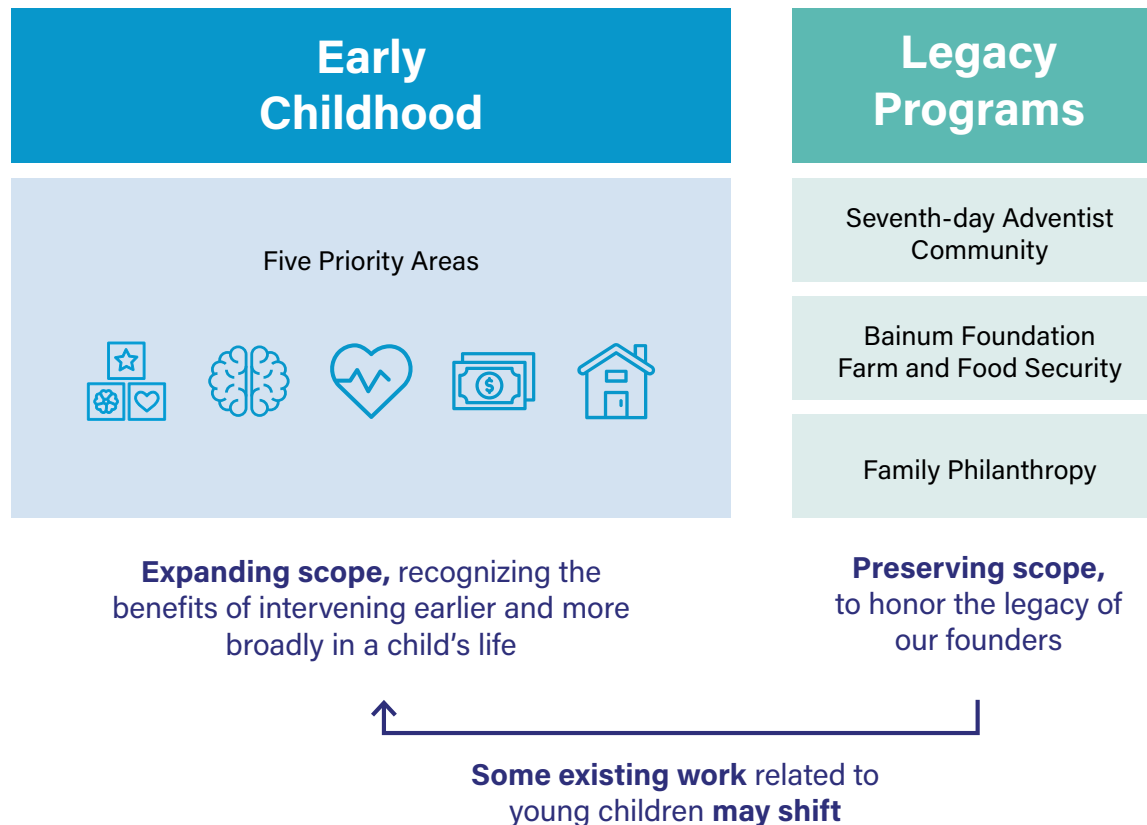
**OVER THE PAST SEVEN YEARS,** we have operated multiple initiatives. Going forward, the foundation's work will be focused programmatically on **Early Childhood**. At the same time, we will continue to honor the interests and intentions of our founders through several **Legacy Programs**. This shift, depicted in the graphic on page 9, has several implications:

- > Our previous Early Learning work will be broadened to reflect the many aspects of Early Childhood that contribute to the healthy growth and development of young children and the well-being of their families. [Learn more here.](#)

- > Some of our existing program areas (including our Family Philanthropy Initiative, parts of our Seventh-day Adventist Initiative and the Bainum Foundation Farm) will become part of our Legacy Programs. These programs reflect the interests of the Bainum family and, while supported by the foundation staff, most have been separately funded by our founders and other Bainum family members. [Learn more here.](#)
- > Aspects of our existing Food Security Initiative and Seventh-day Adventist Initiative that relate

directly to early childhood will now become part of our Early Childhood program. [Learn more here.](#)

- > Other aspects of our existing work (including parts of our Food Security Initiative and Seventh-day Adventist Initiative) will be discontinued over the next few years, with significant support provided to affected partners throughout this transition. [Learn more here.](#)



## Where We're Focused

We're also shifting the kind of work we do, focusing our efforts where we believe we can make the greatest impact as a funder and partner. The following table summarizes our programmatic focus, explaining what we now do and what it looks like in action.

What we do:	What this looks like in action:
<b>1. CONNECT</b> people and ideas	Connecting stakeholders and facilitating conversations to build collaborative relationships
<b>2. ALIGN</b> approaches	Creating coalitions and forums intended to support coordinated work, including bringing funders together
<b>3. SUPPORT</b> strength and access	Developing organizations' capabilities, ensuring equitable access to quality services/resources, and gathering and sharing data and insights
<b>4. AMPLIFY</b> experience and learnings	Using our resources to share knowledge, voices and stories





## How the Foundation Measures Impact

Even before the new strategy was finalized, the foundation was thinking about how best to measure progress and impact and hold itself accountable. The Organizational Learning and Effectiveness (OLE) team was formed in 2020 to help guide the staff to think differently about how we measure the outcomes of our work and where learning plays into our understanding of progress and success, with ultimate accountability to the communities that are served. Historically, the foundation's measures of success focused on what was accomplished and, in some cases, how well it was accomplished. Under the new strategy, these outcome measures are being supplemented with two additional questions important for the new strategy: How effectively are we showing up as funders? And what impact did our actions have?

The foundation's strategic approach is being applied to our objective-setting and learning approaches, which connect learning, performance and accountability. Our learning practices, in particular, have built-in flexibility and quarterly opportunities for reflection. As a board and staff, our team is trying to answer the impact question

in a highly practical way, putting in place practices that allow for just-in-time assessment of progress and allow for change. These practices give teams the opportunity to pause, assess progress (or a lack thereof), share learnings and make decisions about what needs to adapt and shift. We see learning as not just a process but also an important outcome of our ongoing adaptive work. Our next step in measuring progress and impact is to focus on collecting, sharing and using data to inform what we do and how we engage as a funder.

## The Learning Cycle





## Early Childhood

For the past seven years, our work to support young children and their families has focused on early learning — the care and education of infants and toddlers from birth to age 3. Because we view early learning in a comprehensive way, our work also has addressed health and mental health for children and families as well as supports for early childhood educators to ensure their effectiveness and well-being.

Our 2015 strategic plan had a specific goal of adding 750 high-quality early learning seats in the District of Columbia's Wards 7 and 8 over five years. We exceeded that goal, adding more than 900 high-quality seats by 2020. We also increased access to home visiting, family well-being and prenatal/perinatal services, and we helped build a robust and aligned advocacy coalition in D.C. that has been instrumental in:

- > Prioritizing and expanding services and supports for young children and their families
- > Securing improvements to compensation for early childhood professionals

Through these experiences, we learned critical lessons about our own power and role in the ecosystem. We came to understand proximity and established community trust as the most critical aspects of due diligence when establishing new partnerships. We redefined "experts" as those closest to the problem and, therefore, most likely to understand the issues and identify the best solutions. We realized the problems we are trying to solve require embracing the complexities of a

*both/and* approach, not an *either/or* approach. That means we intend to:

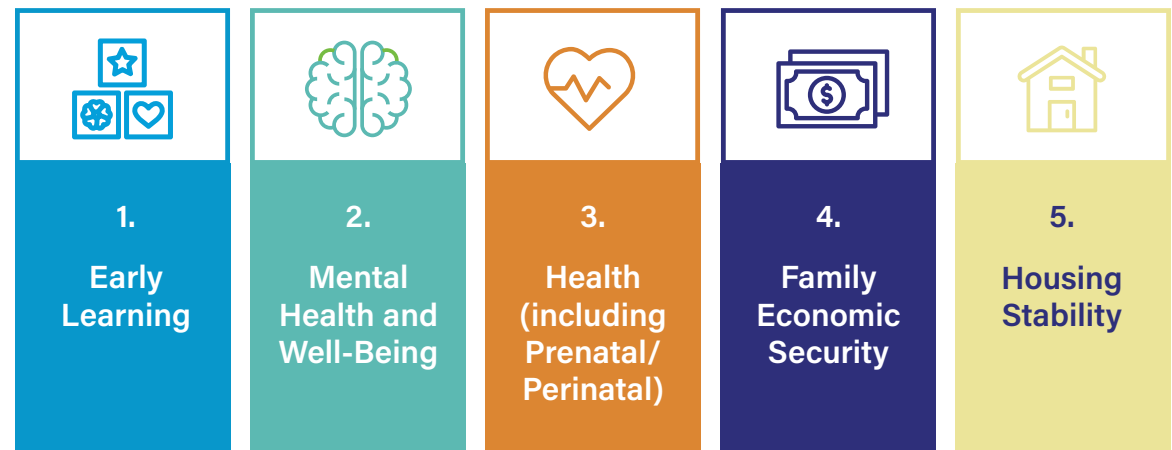
- > Pursue both national and local policy change, as each one drives and influences the other
- > Seek both short-term policy changes and sustained systems-level changes
- > Tackle problems at both the direct service/practice level and the policy level
- > Help to both navigate current barriers and reimagine conditions without the barriers

In alignment with the foundation's new strategic direction, our Early Childhood work now aims to:

- > Mitigate the consequences of structural racism and poverty on impacted families, caregivers, educators and communities
- > Create anti-racist systems that eliminate toxic stressors/obstacles and produce equitable power and resources for families, caregivers, educators and communities

Our previous Early Learning work has been broadened to prioritize five aspects of Early Childhood that contribute to the healthy growth and development of young children and the well-being of their families.

## Early Childhood Priority Areas



## Learn More About the Impact of Our Early Childhood Work

### D.C. recognizes how much early-childhood education matters

Kathy Hollowell-Makle, Executive Director of our partner the District of Columbia Association for the Education of Young Children, explains how the DC Council took bold legislative steps and made investments to ensure that early childhood educators are well prepared and well compensated for meeting the demands of working with the District's youngest residents.

### DC Makes Bold Progress on Fair Pay for Early Educators

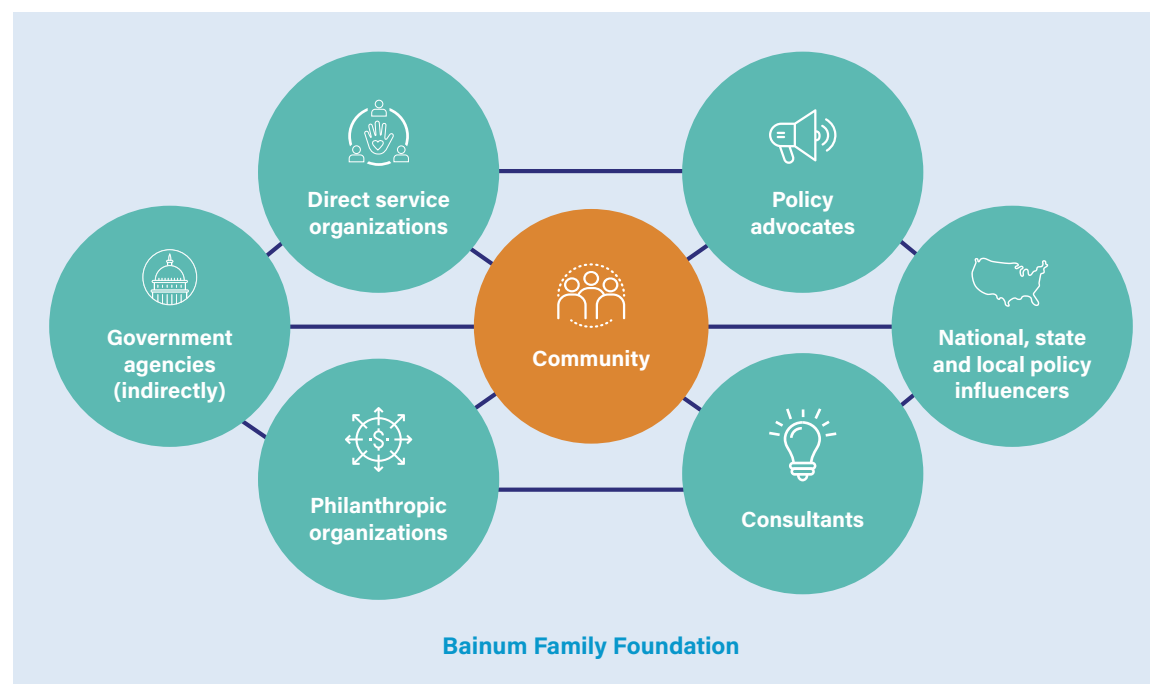
Our partner DC Fiscal Policy Institute prepared a detailed analysis of the tax increase passed by the DC Council in 2021 to provide livable and equitable salaries to early childhood educators in the District of Columbia.

## Our Partners and Key Collaborators

We will continue to work with a wide range of partners and collaborators to achieve our mission. In some instances, we will support and inform our partners' work, while in other instances, we will design, execute or co-execute special projects. Examples of these special projects include:

- > **D.C. Child Care Reopening Fund** — a collaboration of multiple foundations and our partner Mary's Center to help support and sustain early childhood education programs in the District during and after the COVID-19 pandemic
- > **DC Early Educator Experience (DC Early EdX)** — a D.C.-wide professional development and appreciation event for early childhood education professionals, held each year in April as part of Month of the Young Child
- > **Family Child Care Facility Refresher Program** — a collaboration of the foundation and Reinvestment Fund to fund facility enhancements at D.C. family child care programs
- > **WeVision EarlyEd** — a new initiative that involves families and early childhood education professionals using their voices and expertise to transform the child care system in the District and to serve as a model for other communities

## Building an Ecosystem of Partners and Collaborators



## Legacy Programs

The focus on Early Childhood and the shift in the kind of work we do is changing how the foundation is structured and, in some cases, how work is funded. The foundation's commitment remains the same, but the organization of the work will be different going forward.

## Seventh-day Adventist Community

Throughout its more than 50-year history, the foundation has been committed to supporting Seventh-day Adventist (SDA) schools and partners. Our founders' legacy of supporting Adventist education remains a priority, and this commitment will not change under the new organizational strategy.

Since 2010, the Seventh-day Adventist Initiative team has implemented the foundation's SDA projects. For decades, this work focused on supporting individual schools and elementary/secondary students, but in recent years it has shifted to a broader way of supporting the SDA community, including early childhood and systems-level change in SDA education.

The work today focuses on four areas: 1) supporting the SDA education system in developing a strong pipeline of school leaders; 2) helping partners understand and apply diversity, equity and inclusion (DEI) principles and strategies

to advance equity; 3) assisting partners in developing and implementing comprehensive, community-informed organizational strategic plans; and 4) supporting facilities projects.

SDA projects this past year have included:

- > Building the capacity of school leaders through training, coaching and development opportunities provided by ACE Academy
- > Advancing racial equity through partnerships with the North American Division of Seventh-day Adventists Office of Education and Southern Union
- > Investing in strategic planning efforts with schools in Tennessee, Pennsylvania and Massachusetts

The recent completion of the Instructional Framework for 21st-Century Educators — a tool that identifies best practices for effective, culturally responsive teaching — concludes the foundation's work in the instructional support space. Because we believe there is great value in this body of work, it will be made widely available on a website to SDA schools and any other schools or systems interested in taking advantage of this rich content.

To implement this work most effectively, SDA initiatives will no longer be managed under a separate SDAI team. Instead, they are being integrated into other teams across the foundation. These changes not only help align the SDA initiatives with the new strategy but also allow SDA initiatives to draw on the expertise of other teams within the foundation.





## Food Security

Since launching in 2016, the Foundation's Food Security Initiative (FSI) has made investments and formed partnerships that have fostered a more sustainable, collaborative and equitable local food system in the Washington, D.C. area. This work has increased the regional food system's capacity to produce and distribute healthy food using sustainable and equitable practices, with a focus on opportunities for producers, distributors and communities that are systematically excluded and exploited by the current food system.

While FSI will not be a distinct initiative under the new strategy, the foundation will retain and advance the food system initiatives that align with the new organizational strategy. FSI's transition approach will honor seven years of effective and impactful investments and partnerships while supporting and advancing the foundation's new strategy. With the shift, elements of the FSI portfolio will transition to the Early Childhood team, some investments will continue under the foundation's impact strategy (which includes program- and mission-related investments) and others will be responsibly sunsetted.

The FSI and Early Childhood teams have been working closely together to identify elements of the FSI portfolio that have a logical fit with Early Childhood priorities — those investments and programs that seek to advance the health of young children, parents, caregivers and early childhood professionals through healthy food access and nutrition education.

FSI is committed to working with partners that will no longer be funded as a result of this strategy shift through 2025 to build their organizational capacity and communicate the impact of their important work to other potential donors. Transition planning between the FSI and other foundation teams will continue through 2023.



Last, the Bainum Foundation Farm, a separate legal entity that has partnered with and been supported by FSI, has been vital in producing 160,000 pounds of fruits, vegetables and herbs in recent years for processors and distributors across the D.C. area. It will continue to operate independently as a limited liability company, or LLC, as part of the foundation's Legacy Programs and will be launching its new strategy in the coming months.

## Family Philanthropy

The foundation's Family Philanthropy team supports and oversees the giving programs established by our founders for subsequent generations of the family (currently, three generations), in addition to the philanthropic efforts of individual family members. Family Philanthropy carries forward the philanthropic commitment of the founders while allowing family members flexibility with the causes they support. The foundation's organizational shift will have little effect on the programming that is funded by the family.

The Global Education Fund (GEF) was established by a Bainum family member to enhance access to quality early care and education for young children around the world. Since 2015, the GEF has supported two cohorts of grantees conducting multiyear projects in different countries of focus, primarily in the Africa and Asia regions.

In the next phase of its funding, the GEF is prioritizing projects in which the work is driven more by and with local communities, with the goal of serving children and families as well as sharing knowledge and innovation. Several new initiatives

are focused on home-based child care, including in refugee settings, because of the potential to increase equity. The GEF also is expanding its geographic scope, with projects now located across Africa, South and Southeast Asia, and Central America. It also continues to support globally focused organizations advocating for better early childhood policies and services and more public sector investment, as well as programs developing the next generation of early childhood leaders and advocates around the world.

The G3 Fund was established by Stewart Bainum Sr. for his grandchildren (generation three) to collectively engage in grant-making. This fund currently focuses on climate change and environmental justice and will be expanding its impact going forward with increased funding. Other work supported by Family Philanthropy includes the grant-making of the multigenerational Family Fund Committee and family members engaged with early childhood partners on the West Coast.

The Family Philanthropy team is committed to working with partners in a way that aligns with the new organizational strategy. While family members continue to identify priority areas for funding, the team has fully embraced the concept of "yielding power," deferring to partners' experience and expertise about what communities need and how projects are implemented. Partners also are encouraged to take the lead on determining program outcomes and measurement. Some sub-initiatives are making longer-term commitments to partners by moving from one-year to multiyear contracts and grants. This commitment has given partners the ability to consider and pursue systemic outcomes that may require more time to achieve.



Our founders, Jane Bainum and Stewart Bainum Sr.

Family Philanthropy carries forward the philanthropic commitment of our founders while allowing family members flexibility with the causes they support.



# Effectively Deploying Our Resources to Advance Our Mission and Vision

**OUR NEW STRATEGY** not only seeks to change the foundation programmatically; it guides our thinking on how we most effectively deploy all our resources (e.g., people, systems/tools, knowledge, financial capital and other capabilities) to best serve community. Following are highlights of how we are approaching our operations differently — ensuring that we equitably, efficiently and effectively execute our strategy to achieve the greatest impact:

- > We see **communication** as a strategic lever to amplify and center partner and community voice, vision and expertise. We support knowledge-sharing efforts internally

and externally, with a focus on being story based and supporting issues affecting child outcomes and family well-being. We seek to broaden our reach, create greater awareness and build understanding that ultimately moves stakeholders to actions that improve the lives of young children and their families.

- > We continue to implement new **partnership processes** that shift power toward partners and remove barriers and burdens so they can be more successful in achieving their outcomes.
- > The foundation's focus on equity caused us to review and rethink our **employment policies and practices** for the full employee life cycle, from hiring to compensation and benefits to employee development.
- > Our own **culture** affects our ability to achieve our mission and execute our strategy effectively. We have created a document that clearly articulates our organizational culture. It defines what an equitable and inclusive culture looks and feels like, codifies a healthy and thriving organizational culture, and sets staff and leadership expectations about how employees work.
- > Our commitment to being flexible and responsive to needs that arise in the community requires us to implement **processes, tools and systems** that enable us to adapt to these changes. We are also building out specific organizational capabilities, including how the organization learns and manages knowledge and how we can better partner with diverse entities to fund and support their work.

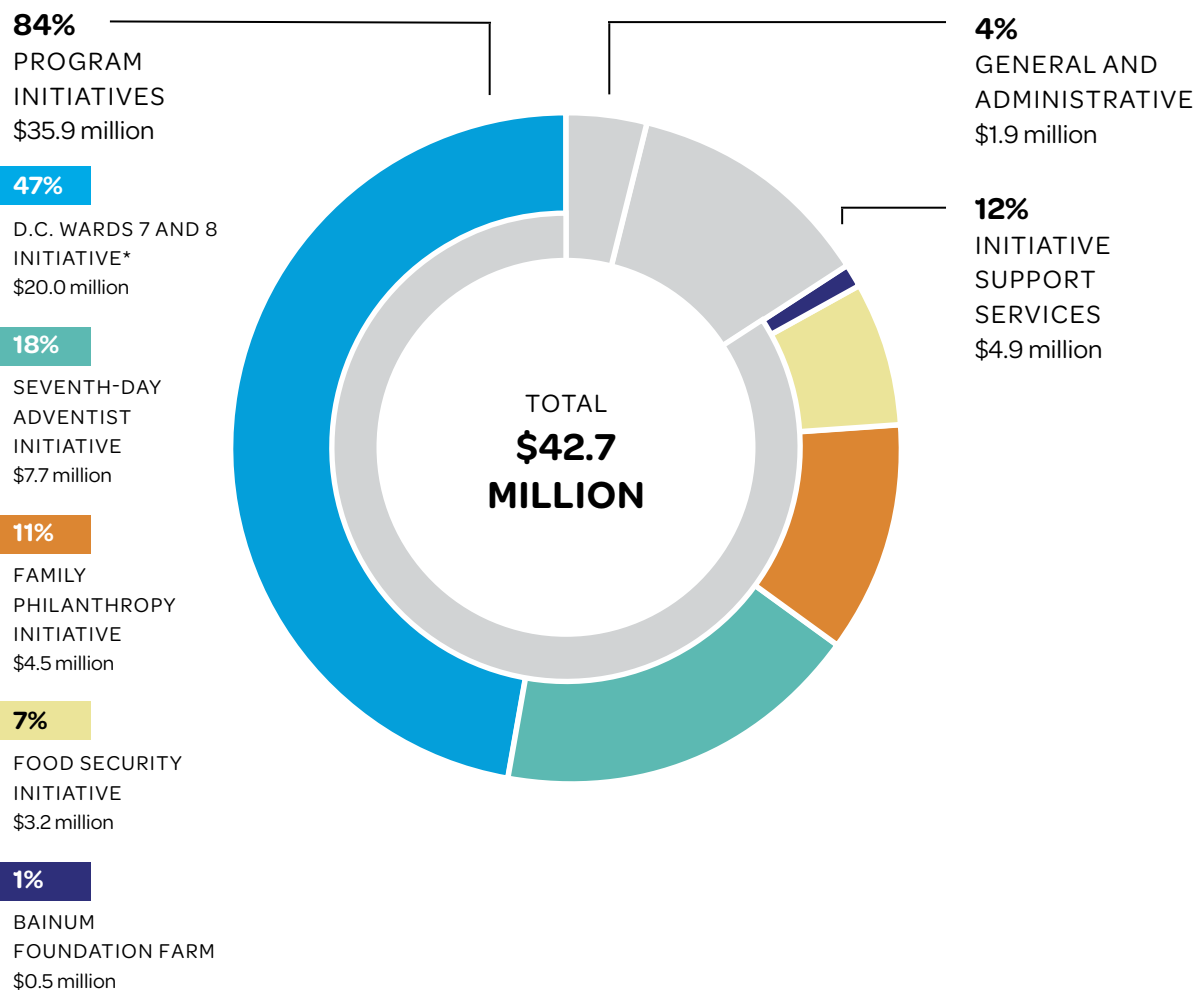


# Our Investments

During our 2021–2022 fiscal year, we continued to support partners through the enduring challenges of the COVID-19 pandemic, focused on keeping their organizations strong and stable. This fiscal year (July 1, 2021, through June 30, 2022) also included a shift from setting our new strategic direction to beginning to implement it.

Because of this ongoing transition, our financials continue to reflect the program areas from our previous strategic plan. 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 multiple generations of the Bainum family.

The following is a summary of the investments we made during our 2021–2022 fiscal year.



\* Includes Early Learning and School Mental Health





# Board of Directors and Foundation Team

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## 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

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## Staff

**Dana Bowman**  
HUMAN RESOURCES ASSOCIATE

**Henrena Brunson**  
DIRECTOR, DEI, CULTURE AND TALENT  
DEVELOPMENT

**Ines Burbulis**  
GRANTS MANAGER, FAMILY PHILANTHROPY

**Breanna Byecroft**  
MANAGER, FAMILY PHILANTHROPY

**Candace Carrington**  
CORPORATE PARALEGAL

**Mae Cheung**  
VICE PRESIDENT, OPERATIONS AND  
GENERAL COUNSEL

**Rebecca Cisek**  
VICE PRESIDENT, ORGANIZATIONAL  
LEARNING AND EFFECTIVENESS

**Kasey Clark**  
DIRECTOR OF OPERATIONS, BAINUM  
FOUNDATION FARM

**Beth Conrad**  
SENIOR GRANTS MANAGER

**Marica Cox Mitchell**  
VICE PRESIDENT, EARLY CHILDHOOD

**Andrew Curtis**  
DIRECTOR, INFORMATION TECHNOLOGY

**David Daniels**  
CEO AND PRESIDENT

**Angie Deeds**  
SENIOR DIRECTOR, FINANCE

**Marybeth DeGrave**  
SENIOR ACCOUNTING MANAGER

**Tina Dokken**  
EXECUTIVE ASSISTANT/MANAGER, BOARD  
OPERATIONS

**Latesha Durkins**  
SENIOR MANAGER, EARLY CHILDHOOD  
DIRECT SERVICES

**Ann Egan**  
SENIOR DIRECTOR, COMMUNICATIONS

**Virginia Gentilcore**  
DIRECTOR, FAMILY PHILANTHROPY AND  
EVENTS

**Alexa Griffin**  
PROGRAM MANAGER, EARLY CHILDHOOD

**Zac Herzog**  
SENIOR MANAGER, OPERATIONS

**Michelle Kumi**  
GRANTS MANAGER

**Melanie Litchfield**  
SENIOR MANAGER, ACE ACADEMY

**Julia McKay**  
SENIOR MANAGER, C4 OPERATIONS, AND  
PROGRAM MANAGER, EXECUTIVE OFFICE

**Clara Northington**  
VICE PRESIDENT OF HUMAN RESOURCES

**Leila Otis**  
CHIEF FINANCIAL OFFICER

**Miyesha Perry**  
DIRECTOR, GRANTS MANAGEMENT

**Rosa Poustinchi**  
ACCOUNTING MANAGER

**Kathryn Ryce**  
SENIOR ACCOUNTING MANAGER

**Suni Sidhu**  
GRANTS SYSTEMS ANALYST

**Amanda Smith**  
SENIOR DIRECTOR, OPERATIONS

**Kelly Smith**  
SENIOR ADVISOR, ORGANIZATIONAL  
TRANSFORMATION

**Kiel Smith**  
COMMUNITY ENGAGEMENT COORDINATOR,  
SEVENTH-DAY ADVENTIST INITIATIVE/  
EARLY CHILDHOOD

**Amy Soper**  
DIRECTOR, ORGANIZATIONAL LEARNING  
AND EFFECTIVENESS

**Phillip Sumby**  
SYSTEMS ADMINISTRATOR

**Tonya Taylor**  
DIRECTOR OF PRODUCTION, BAINUM  
FOUNDATION FARM

**Haroni Tewolde**  
OPERATIONS ASSOCIATE

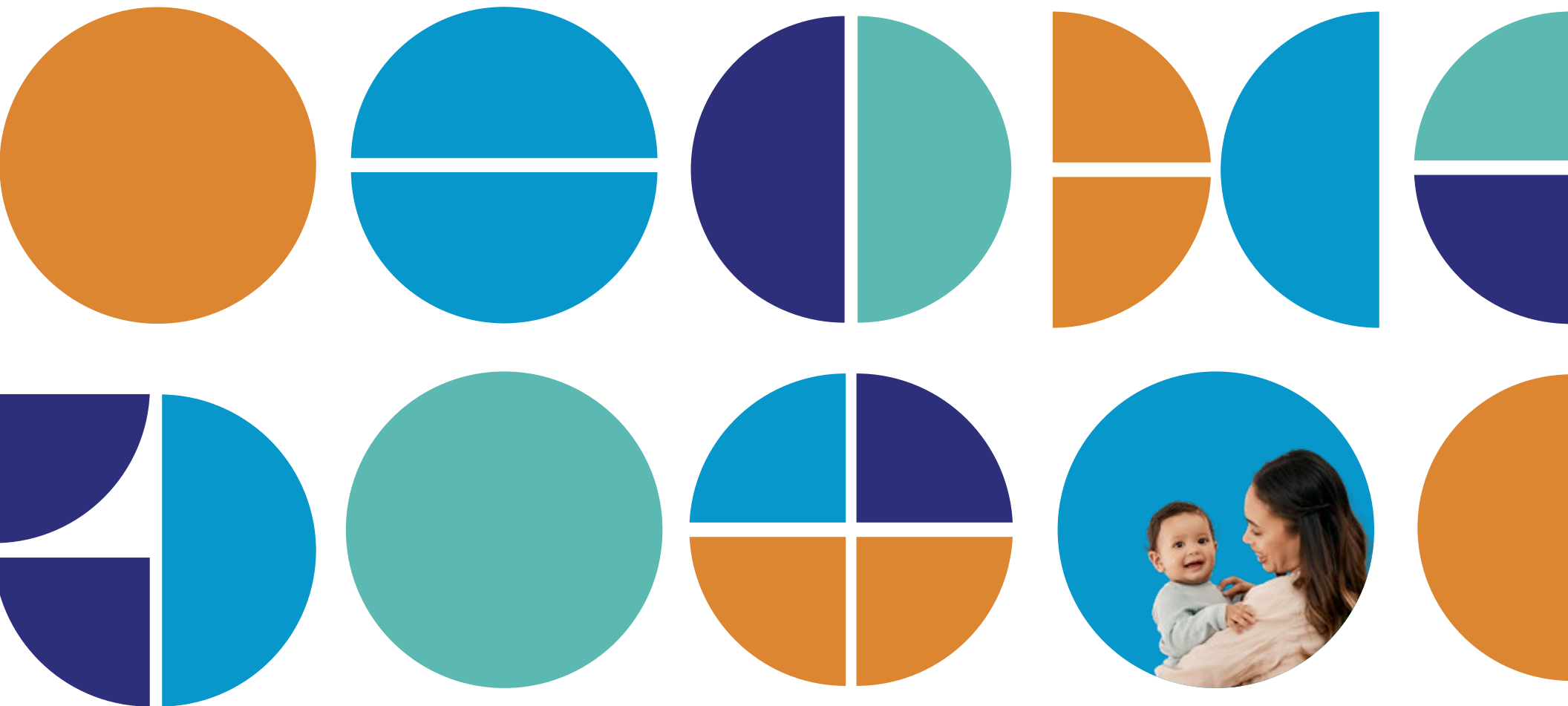
**Mika Thornton**  
COMMUNICATIONS ASSOCIATE

**Victoria Treski**  
DIRECTOR, FOOD SECURITY

**Toakase Vunileva**  
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**Monae Wilmore**  
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