RESILIENCE through WELCOMING
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LETTER FROM THE EXECUTIVE DIRECTOR

With incalculable lives lost and unprecedented threats against the foundations of our democracy, 2020 was a year that many of us are eager to put behind us. Yet, it was also a year of profound transformation with important lessons.

First, trust is the bedrock of a healthy democracy. Whether it’s confidence in our electoral systems, relationships with our neighbors, or being able to communicate with emergency responders in our native languages, trust is critical to a free society. But in spite of seeing so many instances where trust was absent — or deliberately undermined — we also saw an explosion of mutual aid and care, a yearning for community, and a greater awareness of our accountability to one another. As thousands took to the streets to protest injustice, we began to examine more deeply the patterns of racism so ingrained in our culture and laws, a hopeful sign that democracy is on the mend.

Second, a welcoming infrastructure is more needed than ever. Among Welcoming America’s members and partners in the U.S. and in seven countries, we saw how this network of institutions and leaders strengthened the ability of neighbors to work together to save lives, counter disinformation, and respond to the urgent needs of community members, particularly those for whom race, language, status, and ZIP code created an added barrier. We’re grateful to the many donors who stepped up to help us stand up our Resilient Rapid Response Initiative fund and respond to dire circumstances of our members, allowing them to strengthen their community’s ability to plan for and manage future emergencies.

Along with action on the ground, the Belonging Begins With US campaign we launched with the Ad Council and American Immigration Council gave a megaphone to the growing chorus of voices calling for a more welcoming nation. Through TV ads, radio spots, and a cover song by the band Lake Street Dive, Belonging Begins With US will be an enduring effort that bends attitudes and behaviors toward greater inclusion.

From the pandemic to the election to racial reckoning, 2020 offered a rare jolt of experiences to recognize that the health of our society, democracy, and loved ones is not a zero-sum good: our individual health only expands when our neighbors are healthy, too. As we face the future with its many challenges — climate change, continued threats to democracy, growing migration — returning to this foundation of trust and welcoming infrastructure will help us do so with resilience, and powered by a movement of upstanders.

Onward!

Rachel Peric
Executive Director, Welcoming America
OUR IMPACT IN 2020

As we reflect on 2020, we mourn the lives lost to COVID-19 and the devastating impact of the virus in communities worldwide. The tragedies have exposed the deep inequalities that persist in our politics, economies, and societies. As the world slowly heals, we take the lessons learned in 2020 – from racial equity to inclusive emergency response – and reflect on them here to build a more equitable nation of neighbors.

MEETING THE MOMENT

RESILIENT RAPID RESPONSE INITIATIVE

With the help of our donors, we launched the Resilient Rapid Response Initiative in April to assist our members with immediate needs in responding to the COVID-19 pandemic.

Through the Resilient Rapid Response fund, our members:

- Translated COVID-19 information on public transportation into multiple languages
- Formed stronger community partnerships to rally support for immigrant residents
- Created mask sewing cooperatives
- Launched financial hotlines for immigrants to get financial advice in their native language

We also offered:

- Webinars on supporting immigrant-owned businesses, fundraising, and more
- Coaching on language access best practices
- Community of practice on inclusive emergency management

By helping members move from shock to action, we helped build on the work they have been doing to make communities more welcoming and inclusive places.

“Through the grant, the city worked to liaise with hard-to-reach communities and provide access and awareness of city resources, as well as gather data, assess, and further refine the city’s resources and programs to meet the needs of vulnerable communities.”

– CITY OF DALLAS, WELCOMING COMMUNITIES & IMMIGRANT AFFAIRS DIVISION (DALLAS, TX)

“We consistently hear from new American communities that they need more than interpretation, they need help navigating the systems of support. We are grateful that the Resilient Rapid Response Fund enabled us to provide that support.”

– CHAMPLAIN VALLEY OFFICE OF ECONOMIC OPPORTUNITY (BURLINGTON, VT)
Resilient Rapid Response Initiative

IMPACT REPORT

Welcoming America created the Resilient Rapid Response Initiative in March 2020 to assist local government and non-profit members of the Welcoming Network to serve their communities in response to the COVID-19 pandemic.

7 Trainings
From March to July, we created and led seven training webinars:

1. Fundraising
2. The Census
3. Virtual Civic Dinners
4. Supporting Immigrant-Owned Businesses
5. Communication
6. Language Access
7. Inclusive Emergency Planning

“Welcoming America is very valuable in times of change and new needs to get us all up on the best thinking and sharing”

Over $100,000 in grants to 10 member organizations serving the immediate needs of people in their communities.

GRANTEES:
Champlain Valley Office of Economic Opportunity (VT)
City of Columbus (OH)
City of Dallas (TX)
Corners Outreach (GA)
Latino Memphis (TN)
Lowell Rise Coalition (MA)
Lucas County (OH)
One Siouxland (IA)
New England Arab American Organization (ME)
St. Louis Mosaic Project (MO)

Created a Community of Practice
38 local leaders from the Welcoming Network across the U.S. meet quarterly to discuss inclusive emergency management capacity building.

Created a Community of Practice

With support from Democracy Fund and World Education Services Mariam Assefa Fund
PARTNERSHIPS

In 2020, we formed several partnerships that were critical to helping our members get through the pandemic and renewed energy around equitable civic engagement:

- **Language access**: With Mary Jane McCullough of Global Wordsmiths as a partner, we provided members access to a professional language access practitioner and helped improve their own language access policies and programs.

- **Inclusive emergency response**: The Institute for Diversity and Inclusion in Emergency Management was an indispensable partner in the webinars, workshops, and toolkits created to help members make emergency response management in communities more equitable during the pandemic and beyond.

- **Civic engagement**: Our partnership with Polco, an award-winning civic engagement platform, allowed our members to strengthen connections with residents by using surveys like the Community Equity and Inclusion Survey. Members also received discounted subscription rates to access enhanced features and services of the platform.

WELCOMING WEEK: CREATING HOME TOGETHER

In September, we went virtual with our annual Welcoming Week series of events under the theme of “Creating Home Together”. From virtual library curations to panel discussions on immigration history and socially-distanced community service projects, our 200+ members and 47 partners hosted more than 450 events across the U.S. and abroad, creating home together in a year of being apart.

Other highlights:

- Musical star André De Shields delivered moving remarks in our first-ever virtual kickoff event
- Over 30 local governments passed a Welcoming Resolution or Proclamation
- Featured in a USA Today op-ed

WELCOMING INTERNATIONAL VIRTUAL CONVENING

In October, our Welcoming International initiative hosted its third annual gathering of international partners virtually. From Spain to Australia, the cohort of around 20 participants spent three days on Zoom to reflect on the past year, build capacity, and strategize the future of welcoming places in a global context. Other themes included inclusive recovery methods, communications challenges, and ways to move welcoming work forward in spite of the challenges posed by the pandemic.

NEW ONLINE STORE AND REVAMPED SWAG

Our welcoming swag is now more accessible than ever, thanks to our new online store powered by Shopify. With a broad range of global shipping options, as well as inventory optimizations, we’re able to produce and ship swag on demand. Visit store.welcomingamerica.org.
BUILDING INFRASTRUCTURE

CERTIFIED WELCOMING
In 2020, we celebrated the achievement of 11 Certified Welcoming places with the additions of Baltimore, MD; Montgomery County, MD; and Erie, PA to the growing list of places committing to being more welcoming and inclusive of all residents, including immigrants.

RURAL WELCOMING INITIATIVE
As part of our ongoing commitment to rural communities, we selected five cities and organizations to receive a complimentary Welcoming America membership, coaching and technical assistance, and peer learning opportunities to create more welcoming communities:
- City of Dodge City, KS
- City of Crete, NE
- West Virginia Interfaith Refugee Ministry
- Worthing Area YMCA (MN)
- Kansas Hispanic & Latino American Affairs Commission

WELCOMING ECONOMIES PILOT
In partnership with Global Detroit, Welcoming America successfully launched and concluded the Welcoming Economies (WE) pilot program. With the goal of advancing economic inclusion for immigrants, we worked with partners in Champaign-Urbana, IL; Louisville, KY; and Pittsburgh, PA to lay the groundwork for creating more inclusive and diverse local economies. This included launching immigrant business directories; monthly workshops for immigrant entrepreneurs; improving loan and grant application processes for immigrant housing assistance; and more.

GATEWAYS FOR GROWTH
Continuing our partnership with New American Economy, we helped 14 localities launch welcoming plans as part of the Gateways for Growth (G4G)

SPOTLIGHT ON:
ERIE, PA
Through a global pandemic and contentious election season — particularly in Pennsylvania — the City of Erie mobilized its resources in public health, law enforcement, and community partners to ensure immigrants and refugees were included in the pandemic emergency response; conversations on racial equity; and in the 2020 census and elections. Getting Certified Welcoming will only aid the city in future crises and beyond.

“ This certification means that we have achieved a goal but we also have new goals to achieve, including making sure that Erie is a welcoming place for all of our residents, including Black Americans, Latinos, and the next wave of newcomers who will bring their talents to Erie and carry forth this commitment to be a welcoming place for all.”
— COUNCILWOMAN LIZ ALLEN

“I am happy and excited that the City of Erie is now a Certified Welcoming city. I believe that everyone’s voice needs to be heard. I have been an Erie resident for 16 years. Erie became my home, a place where I was able to get a job, buy a house, to raise my children, to give them a good education and medical care, and to be able to care for my elderly parents. Erie gave me the opportunity to give back to the community and be a proud citizen.”
— ANNA TISCHENKO, Erie resident
award in 2020. We also announced the next cohort of localities to receive customized research on the local demographic and economic contributions of immigrants, as well as tailored technical assistance on creating immigrant inclusion plans. The 19 localities selected committed to integrating immigrants into their pandemic recovery efforts and emergency management systems in 2021.

Other Welcoming Plans
In addition to G4G, we assisted the following communities with developing strategies and plans for immigrant inclusion:

- Kansas City, MO
- Aurora, CO
- Chula Vista, CA

REGROUPING ON THE WELCOMING STANDARD
To ensure that the Welcoming Standard continues to serve as an accurate roadmap for places seeking to become truly welcoming places, Welcoming America launched two advisory groups—the Content Advisory Board and the Technical Committee—to lead a one-year review and produce recommendations for improvement. Throughout 2021, the goal is to produce an updated version of the Welcoming Standard reflecting on-the-ground reality communities face amidst political, budgetary, demographic, and geographic differences.

THOUGHT LEADERSHIP

CREATIVE PLACEMAKING + IMMIGRATION WITH ARTPLACE AMERICA
As part of our partnership with ArtPlace America, we were honored to be a part of the creative placemaking field scan Bridging Divides, Creating Community: Arts, Culture, and Immigration written by John C. Arroyo, Ph.D., AICP and released in October. From case studies of the Welcoming Network to collaboration methods, the field scan provides a framework on how the arts and culture can contribute to local, place-based immigration outcomes.

A MORE WELCOMING CHICAGO
In September, the Chicago Council on Global Affairs released the report A Global Welcome: Metro Chicago’s Approach to Immigrant Inclusion, which includes expertise from Welcoming America staff on how communities can be more welcoming and inclusive of immigrants in the Chicagoland area, as well as manage demographic changes. The following month, we hosted a webinar on the report for Welcoming Network members.

CONTENT PARTNERSHIPS

GigRoots

Julio Zegarra-Ballon of Zee Bee Market in St. Louis, MO. Credit: International Institute of St. Louis.

As part of Welcoming Week, we collaborated with Ethan Daly of GigRoots on a four-part podcast series to highlight Welcoming Network members in the Midwest—St. Louis, MO; Twin Falls, ID; Sioux City, IA; and Cleveland, OH—and their innovative work with local immigrant entrepreneurs.

The Conversationalist
How can younger generations be part of creating more welcoming communities? In September, we partnered with The Conversationalist, a multimedia platform and digital community of Gen Z-ers, on an Instagram post series featuring tips for discussing immigration, belonging, and community.
FEATURED:

BELONGING BEGINS WITH US

After much anticipation, we launched the national campaign Belonging Begins With US in late 2020. In partnership with the Ad Council and the Center for Inclusion and Belonging at the American Immigration Council, as well as a broad coalition of national partners, Welcoming America participated in the audience research, design, messaging, and production of the PSA campaign dedicated to fostering a more welcoming nation where everyone—regardless of their background—can belong.

Concurrently, Welcoming America also led a pilot program with a select group of Welcoming Network members to put the spirit of belonging into action in eight communities, thanks to the support from the Walmart Foundation:

- #UniteCloud (St. Cloud, MN)
- YMCA Milwaukee (Milwaukee, WI)
- New England Arab American Organization (Maine)
- Emerson YMCA (Ferguson, MO)
- RAISE (Noel, MO)
- YMCA of the Oranges (Wayne, NJ)
- Jannus (Boise, ID)
- Catholic Charities of Louisville (KY)

With the onset of the pandemic, these communities shifted their programming to a virtual component or with strict safety measures. This included virtual cooking classes with refugee chefs; outdoor gardening projects; Zoom workshops on racial equity; house building projects; and more.

Because we all know how it feels to be excluded, we also know how to make others feel they belong. Through sustained national media placements and local community activations, Belonging Begins With US empowers each of us to welcome others and foster belonging in our communities.

“...Welcoming America’s dynamism of nurturing connections between newcomer immigrants and members of the receiving community, serving to accelerate our knowledge and appreciation for our shared values and respect of our many diverse American cultures.”

— HOMA NAFICY, Hartford Public Library, The American Place, Executive Director
In 2020, we had 217 members of the Welcoming Network be part of making their communities more resilient and welcoming through the pandemic and beyond:

**ALABAMA**
City of Birmingham, Birmingham, AL
Hispanic Interest Coalition of Alabama, Birmingham, AL

**ALASKA**
Anchorage Museum, Anchorage, AK
Municipality of Anchorage, Anchorage, AK

**ARIZONA**
Pima County Public Library, Tucson, AZ

**ARKANSAS**
Northwest Arkansas Council, Springdale, AR

**CALIFORNIA**
Central Valley Immigrant Integration Collaborative (CVIIC), Clovis, CA
City of Anaheim, Anaheim, CA
City of Chula Vista, Chula Vista, CA
City of Daly City, Daly City, CA
City of Los Angeles, Mayor’s Office of Immigrant Affairs, Los Angeles, CA
City of Oakley, Oakley, CA
City of Redwood City, Redwood City, CA
City of San Jose, San Jose, CA
City of Sunnyvale, Sunnyvale, CA
Contra Costa County Employment & Human Services, Martinez, CA
County of San Mateo, Redwood City, CA
Pars Equality Center, Sherman Oaks, CA
Santa Clara County, Office of Immigrant Relations, San Jose, CA
YMCA of San Diego County, San Diego, CA

**COLORADO**
City of Aurora, Aurora, CO
City of Denver, Office of Immigrant & Refugee Affairs, Denver, CO
Companeros: Four Corners Immigrant Resource Center, Durango, CO
Hispanic Affairs Project Montrose, CO
Intercambio Uniting Communities Boulder, CO
One Morgan County, Fort Morgan, CO

**CONNECTICUT**
Building One Community, Stamford, CT
Hartford Public Library, Hartford, CT
International Hartford, Hartford, CT
Otis Library, Norwich, CT

**FLORIDA**
Alachua County, Gainesville, FL
City of Gainesville, Gainesville, FL
WeaveTales Refugee Stories Jacksonville, FL

**GEORGIA**
Athens-Clarke County, Athens, GA
City of Atlanta (Mayor’s Office of Immigrant Affairs – Welcoming Atlanta), Atlanta, GA
City of Brookhaven, Brookhaven, GA
City of Clarkston, Clarkston, GA
City of Decatur, Decatur, GA
City of Doraville, Doraville, GA

**LEGEND:**
- **MEMBER LEVEL**
  - General: G
  - Core: C
  - Premium: P
- **ORG TYPE**
  - Nonprofit: ♥
  - Government: ç
- **CERTIFIED WELCOMING**
  - Certified: ★
  - In Progress: ☆

**OUR MEMBERS REPRESENTED 5 COUNTRIES AND 43 U.S. STATES**
“Welcoming America has lots of great resources. As a state in the middle of the country, it is sometimes challenging to get actionable ideas if the focus is always what is happening on the coasts and largest cities. Welcoming America does a good job of highlighting programs and models from across the country.”

— DIANE EASON CONTRERAS, YWCA Tulsa, OK

City of East Point
East Point, GA
City of Norcross
Norcross, GA
City of Stockbridge
Stockbridge, GA
CivicGeorgia
Atlanta, GA
Coalition of Refugee Service Agencies
Atlanta, GA
Corners Outreach
Peachtree Corners, GA
Latin American Association
Atlanta, GA
Scottdale Early Learning
Scottdale, GA
Welcoming Avondale Estates
Avondale Estates, GA

IDaho
City of Boise
Boise, ID
Idaho Office for Refugees at Jannus, Inc.
Boise, ID
Unity Alliance
of Southern Idaho Twin Falls, ID

ILLINOIS
Champaign County Economic Development Corporation
Champaign, IL
City of Champaign
Champaign, IL
Silk Road Rising
Chicago, IL
Syrian Community Network
Chicago, IL
YMCA of the University of Illinois
Champaign, IL

INdiana
Associated Churches
Fort Wayne, IN
Immigrant Welcome Center
Indianapolis, IN
OrthoWorx
Warsaw, IN
Welcoming Michiana South Bend, IN

IOwA
City of Cedar Rapids
Cedar Rapids, IA
Johnson County
Iowa City, IA
Marshalltown YMCA-YWCA
Marshalltown, IA
One Siouxland
Sioux City, IA
Polk County Iowa Board of Supervisors
Des Moines, IA

KANSAS
Catholic Charities of Southwest Kansas
Dodge City, KS
City of Dodge City
Dodge City, KS

KENTUCKY
City of Bowling Green
Bowling Green, KY

louisiana
Catholic Charities of New Orleans
Metairie, LA
Louisiana Organization for Refugees and Immigrants
Baton Rouge, LA

MAINE
City of Portland
Portland, ME
New England Arab American Organization
Portland, ME

MARYLAND
City of Baltimore
Baltimore, MD
City of Salisbury
Salisbury, MD
Montgomery County (Gilchrist Immigrant Resource Center)
Wheaton, MD
Prince George’s County
Upper Marlboro, MD

Massachusetts
City of Boston, Mayor’s Office for Immigrant Advancement
Boston, MA
City of Cambridge
Cambridge, MA

MICHIGAN
City of Ann Arbor
Ypsilanti, MI
City of Battle Creek
Battle Creek, MI
City of Detroit, Mayor’s Office of Immigrant Affairs & Economic Inclusion
Detroit, MI
City of Flint, MI (International Center of Greater Flint)
Flint, MI
City of Kalamazoo
Kalamazoo, MI
City of Sterling Heights
Sterling Heights, MI
City of Troy
Troy, MI

Global Detroit
Detroit, MI
Jersey City Division of Immigrant Affairs – Department of Health and Human Services
Ann Arbor, MI
Kalamazoo County
Kalamazoo, MI
Michigan Immigrant Rights Center
Detroit, MI
Oakland County Executive Waterford, MI
Office of Global Michigan
Detroit, MI
Samaritas
Detroit, MI
Washtenaw County Government
Ypsilanti, MI

MINNESOTA
#UniteCloud
St. Cloud, MN
City of Austin
Austin, MN
City of Minneapolis
Minneapolis, MN
City of Saint Charles
St. Charles, MN
City of Saint Paul
St. Paul, MN
City of Winona
Winona, MN
Think your city or county government is a welcoming place? Get Certified Welcoming! Learn more at certifiedwelcoming.org and contact certified@welcomingamerica.org to get started.

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| Refugee And Immigrant Services & Education Noel, MO |
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| St. Louis, MO                |

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<td>City of Buffalo, Office of New Americans Buffalo, NY</td>
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<td>Neighbors for Refugees</td>
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<td>Cincinnati, OH</td>
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| City of Akron Akron, OH      |
| City of Columbus Columbus, OH |
| City of Dayton Dayton, OH     |
| City of Toledo, Human Relations Commission Toledo, OH |
| Global Cleveland Cleveland, OH |
| Of All Trades Akron, OH       |
| Summit County Akron, OH       |
| Thrive Mahoning Valley Youngstown, OH |
| Toledo Lucas County Public Library Toledo, OH |
| Wave Pool Cincinnati, OH     |
| Welcome Bowling Green Bowling Green, OH |
| Welcome Toledo-Lucas County Toledo, OH |

“The Columbus City Council received the Resilient Rapid Response funding of $10,000, which a councilmember then matched for a total of $20,000 that went into COVID-19 informational videos in numerous languages. We couldn’t have done this without the partnership and support from Welcoming America. This inspired other organizations in town to create COVID-19 vaccine informational videos. We are so thankful for the partnership and work with Welcoming America in our city. You inspire us to do more, to work collaboratively, and to help fund our partners when possible.”

— CITY OF COLUMBUS CITY COUNCIL, OH
OKLAHOMA
City of Tulsa
Tulsa, OK G
YWCA Tulsa
Tulsa, OK G

OREGON
City of Beaverton
Beaverton, OR G
City of Bend
Bend, OR G
City of Portland, Office of Community & Civic Life
Portland, OR G
Oregon League of Conservation Voters
Portland, OR G
The Environmental Center
Bend, OR G
The Latino Community Association
Bend, OR G

PENNSYLVANIA
All for All
The Global Switchboard
Pittsburgh, PA G
Allegheny County
Pittsburgh, PA G
Borough of Dormont
Pittsburgh, PA G
Borough of State College
State College, PA G
City of Erie
Erie, PA G
City of Lancaster
Lancaster, PA G
City of Philadelphia, Office of Immigrant Affairs
Philadelphia, PA G
City of Pittsburgh, Bureau of Neighborhood Empowerment
Pittsburgh, PA G
Penn State Law Center For Immigrants’ Rights Clinic
University Park, PA G

RHODE ISLAND
Rhode Island Community Food Bank
Providence, RI G

SOUTH DAKOTA
Connecting Cultures–Yankton
Yankton, SD G

TENNESSEE
City of Knoxville
Knoxville, TN G
City of Nashville
Nashville, TN G
Welcoming Tennessee
(Tennessee Immigrant & Refugee Rights Coalition)
Nashville, TN G

TEXAS
Central Texas Office for Refugees (CTOR)
Austin, TX G
City of Austin
Austin, TX G
City of Dallas
Dallas, TX G
City of San Antonio
San Antonio, TX G
Las Imaginistas
Brownsville, TX G

UTAH
Salt Lake County, Mayor’s Office for New Americans
Salt Lake City, UT G

VERMONT
Champlain Valley Office of Economic Opportunity
Burlington, VT G

WASHINGTON
City of Kent (Kent Arts Commission)
Kent, WA G
City of Kirkland
Kirkland, WA G
City of Redmond
Redmond, WA G
City of Spokane
Spokane, WA G
City of Tacoma, Office of Equity and Human Rights
Tacoma, WA G
Eastside for All
Bellevue, WA G
King County
Seattle, WA G

WEST VIRGINIA
West Virginia Interfaith Refugee Ministry
Charleston, WV G

WISCONSIN
International Institute of Wisconsin
Milwaukee, WI G
Open Doors for Refugees
Madison, WI G
YMCA of Metropolitan Milwaukee
Milwaukee, WI G

INTERNATIONAL MEMBERS
AUSTRALIA
Welcoming Australia

CANADA
Immigration Refugees and Citizenship Canada (IRCC)

GERMANY
Weltoffene Kommune by PHINEO and Bertelsmann Stiftung

NEW ZEALAND
Immigration New Zealand

“We are forever grateful for Welcoming America’s support, expertise, and mentorship. You’ve helped to move our community further than I could’ve imagined. Thank you!”

— LEISA SPEARS MULCAHY, Vice President, NKY Chamber of Commerce and Managing Director of GROW NKY
Being resilient is only possible when we do it together. Thank you to our supporters for your generosity during this unprecedented time.

**INDIVIDUAL**

Dona Abbott  
Kimberly Alexander  
Abigail Amato  
Jami Atwood  
Adrienne Babb  
William Barclay  
Rhonda Black  
Karen Blood-Vargas  
Vanessa Nyborg Blum  
Jonathan Bové  
Amina Brock  
Suzette Brooks Masters  
Jeffrey Brower  
Patricia Brown  
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*Every effort has been made to ensure the accuracy of our donor names. Please contact us for any corrections.*
Welcoming America’s expenses are in three categories: management, fundraising, and programs. Management expenses include rent, utilities, benefits, and fees associated with general business functions. Fundraising expenses include production, mailing, and cost associated with fund solicitation and acknowledgement. Program expenses include the salaries of staff and supplemental expertise necessary to deliver, evaluate, and scale all programming.

**2019**

Revenue: $2.52 million

Expenses

- **14.7%** Management
- **15.5%** Fundraising
- **69.8%** Programs

**2020**

Revenue: $2.43 million

Expenses

- **10.5%** Management
- **14.3%** Fundraising
- **75.2%** Programs
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Chief Financial Officer

Lola Pak
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Meg Shoemaker Little
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Development Manager

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