



FUTURE



ALIGNING



FOR THE

2022 Annual Report

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ABOUT EFI

Equitable Food Initiative (EFI) is a capacity-building and certification nonprofit that works to improve the lives of farmworkers and drive business performance by integrating worker voice and engagement throughout the supply chain. As a multistakeholder organization, EFI brings together growers, farmworkers, retailers and consumers to create assessment, training and organizational development programs that support continuous improvement and address the industry's most pressing problems. Its unparalleled certification program sets standards for labor practices, food safety and pest management while engaging workers at all levels on the farm to produce Responsibly Grown, Farmworker Assured® fruits and vegetables.



EFI's mission is to bring together growers, farmworkers, retailers and consumers to transform agriculture and the lives of farmworkers.

For more information about EFI, visit equitablefood.org

FROM THE EXECUTIVE DIRECTOR



DEAR FRIENDS

As COVID finally began to release its grip in 2022, I found myself wondering whether all the public goodwill toward essential workers would fade away along with the mask

mandates and testing centers. One small silver lining in the pandemic had been the degree to which ordinary consumers expressed their gratitude to the farmworkers who kept food supply chains moving, despite the risks and challenges of staying on the job in fields and packing houses. And as the pandemic exacerbated a worsening agricultural labor shortage, employers also recognized more than ever how much they depend on their shrinking workforce.

Agricultural work has always been difficult and dangerous, even before the pandemic. Farmworkers are excluded from federal labor protections, suffer high rates of pesticide exposure and earn annual wages below \$25,000. Tight profit margins lead some employers to cut corners and exploit farmworkers, who are often undocumented and afraid to protest. Neither the government nor the private sector has ever established an effective industrywide “floor” to create a baseline for basic worker protections across the board. And most consumers will never know whether the produce they buy comes from an employer who invests in workers or one who exploits them.

So how do we move beyond a fleeting period of public gratitude for these essential farmworkers toward a post-pandemic “new normal” in which they are consistently recognized and valued for their skills and contributions? Toward a marketplace in which

everyone can all feel better about buying healthy fruits and vegetables, knowing that the women and men who harvested them are treated with respect and given opportunities to build professional careers in agriculture?

EFI exists to build this new normal; 2022 was a year of significant internal reorganization as we reshuffled work teams to expand our mission beyond farm certification. Together, the three core pillars of the five-year strategy that EFI launched at the beginning of the year now constitute a road map for the continuous improvement of the produce industry’s labor practices.

With a \$2 million grant from the Walmart Foundation, EFI launched the Ethical Charter Implementation Program, a collaboration with the International Fresh Produce Association, Walmart, Costco Wholesale, Kroger, Target, Sam’s Club and McDonald’s to educate produce growers about responsible labor practices and to show how to introduce protocols and procedures that improve working conditions. The program scores suppliers and growers based on how deeply they engage with the learning platform and how much they improve their labor management systems over time. As more buyers join the program and invite their suppliers to participate as a condition for doing business, it could well create an unprecedented industrywide “floor” on working conditions.

Creating incentives for employers to improve their labor management systems is definitely good progress toward the new normal we envision. But training more worker-manager Leadership Teams to bring their farms into compliance with EFI’s rigorous labor, food safety and integrated pest management standards is an even

FROM THE EXECUTIVE DIRECTOR

continued

better step! In 2022, EFI restructured the certification team, creating positions for a new director and a client manager, and integrating our sales and business development capacity to broaden the reach of our gold standard certification program. To engage more farmworkers, we also piloted certification for farm labor contractors to address some of the challenges that arise in the recruitment process. These core programs elevate worker voice and agency, building a more collaborative culture that also enhances business performance.

The best indicator of progress toward produce industry excellence would be the creation of a formal system to credential the abilities and experience farmworkers already have, and to provide career ladders through which they can acquire new skills and advance to better jobs. In other economic sectors, experts agree that non-degree credentials benefit both workers and employers, but there is no standardized system in agriculture for recognizing the skills of farmworkers and supervisors. To fill that void, EFI is working with the California Workforce Development Board, The James Irvine Foundation and Jobs for the Future to design and pilot a statewide agricultural credentialing system in California.

Developing a credentialing system will be a complex, multiyear process of partnering with employer associations, labor groups, community colleges, universities and state agencies. EFI began laying the

groundwork in 2022, developing methodology for skill documentation, curriculum and assessment processing and building support among stakeholders for a credentialing system that will be recognized by government and industry alike.

This past year has given me more hope than ever that EFI can facilitate the establishment of a meaningful “floor” for working conditions while distinguishing better employers through our certification program and offering new career pathways and credentials to the hardworking women and men who make fresh produce available year-round.

But we don’t do this work alone! EFI appreciates the financial, in-kind and partnership support we have received from the people and organizations who share our belief in unleashing the skills and potential of farmworkers. Our dedicated staff and board are more committed than ever to this goal. Together, we will continue our journey toward a post-pandemic “new normal” for essential workers, knowing the path to that better future is getting clearer and wider all the time.

Gratefully,



Peter O'Driscoll
Executive Director



STRATEGIC PROGRESS

EFI'S FIVE-YEAR STRATEGY

Strategic Pillars

Strategic pillars define EFI's work and the activities that will deliver on our mission.



Certify Industry "Leaders"



Drive Market-Responsive Continuous Improvement



Build and Credential Skills for Farmworkers and Managers



Organizational Sustainability

Sustain the People, the Culture, the Financing and the Systems Needed To Implement EFI's Work

GUIDING PRINCIPLES

The following guiding principles differentiate EFI's approach and help shape the solutions and products we offer:

- **Worker Engagement and Agency.** EFI's programs to increase assurance, improve quality and drive business performance are all grounded in engaging and training workers to develop their agency and provide channels for their ideas.
- **Supplier Segmentation.** EFI helps retail buyers recognize the leaders in the produce industry through certification and provides continuous improvement tools and resources for the "striver" suppliers who want to improve their labor practices.
- **Continuous Improvement.** EFI promotes a culture of continuous improvement in which workers and

managers are encouraged to speak up when things aren't working, and where they have the skills and incentive to solve problems.

- **Skill-Building for Workers and Managers.** EFI recognizes that the skills and contributions of farmworkers create healthier work environments and produce safer food. Offering skill-building and credentialing opportunities for workers will improve product quality, business performance and the workplace experience.
- **Leveraging Market Forces.** EFI's stakeholder model requires growers, workers, retailers and consumers to all maintain "skin in the game" in order to create new value and respond to the shifting demands of the marketplace.

Strategic Pillars

PILLAR ONE: CERTIFY INDUSTRY LEADERS

Offer cost-effective products and services that bring value to all supply chain stakeholders, that are in demand in the marketplace, that are delivered in a streamlined, efficient manner, and that set EFI apart as the certifier of choice for “leader” produce growers in the Americas.

EFI's core work remains certifying leading fresh produce farming operations to the most rigorous labor, food safety and integrated pest management standards in the industry. In 2022, we made great progress in reducing the audit burden for fresh produce growers by earning recognition from the Global Food Safety Initiative. This achievement means that a single EFI audit can satisfy multiple retailer requirements for food safety, social responsibility and pollinator health. In addition, EFI undertook a significant staff and resource realignment to create a more efficient customer-focused approach for growers pursuing certification. New positions will be added in 2023 with the goal of scaling the program.



PILLAR TWO: DRIVE MARKET- RESPONSIVE CONTINUOUS IMPROVEMENT

Create marketable products that fulfill EFI's mission by engaging new populations of workers and types of organizations, and by delivering consulting projects that fund EFI's mission-aligned work.

This year marked a major milestone in this program area as EFI earned a \$2 million grant from the Walmart Foundation and built a partnership with the International Fresh Produce Association to launch the Ethical Charter Implementation Program. Our team brought together a group of retailers and suppliers to oversee the program and created an interactive assessment platform that will be rolled out to fresh produce growers in fall 2023. This program will deepen the industry's commitment to the Ethical Charter on Responsible Labor Practices, scaling over the next few years to assess the entire labor supply chain for fresh produce. In addition to this monumental work, the EFI team customized the assessment platform for Starbucks to strengthen labor management systems among its dairy suppliers.





PILLAR THREE: BUILD AND CREDENTIAL SKILLS FOR FARMWORKERS AND MANAGERS

Create an industrywide framework for skill-building and credentialing to provide career ladders for agricultural workers and managers.

Much progress was made in our third program area, from completion of initial skill documentation to intensive work process mapping and redesign. While this work sprung from requests by the workers EFI trained as part of its certification program, the need and opportunity to develop pathways for all workers that will sustain careers and businesses is critical for the industry's success.

By creating a standardized format for the documentation, training, assessment and credentialing of agricultural skills, the industry will be better prepared to attract, retain and engage workers who can drive efficiencies, embrace new technologies and enhance competitiveness in a global marketplace. Applying process mapping and work redesign with workers has already proven to drive efficiencies and profits for three pilot farming operations.

Meanwhile, an EFI pilot project to reduce agricultural greenhouse gas emissions neared completion in 2022, providing another example of the value of integrating worker voice to meet ambitious goals (see page 10).



Our team members from the field to shipment are professionals in their jobs, and EFI brings the system to help facilitate cross department collaboration and personal development. Homegrown has always been proactive with the development and value of our team members and EFI is a wonderful support to that mission.

Scott Mabs
CEO, Homegrown Organic Farms



ALIGNING INTERNAL TEAMS

As a small nonprofit organization, staff is our most important asset and the key to our success. Each colleague contributes diverse talents and plays numerous roles to advance our mission to improve the lives of farmworkers. To honor EFI staff contributions, we strive to support each team member in professional development through our focus on becoming a human-centered learning organization. We are proud that more than half of our staff have celebrated five or more years with our organization, which incorporated only eight years ago.

In 2022, we strengthened our commitment to building an inclusive organizational culture by investing in additional work around justice, equity, diversity and inclusion (see sidebar). We also focused on realigning our staff to advance the five-year strategy EFI developed in 2021, assessing the best role for each staff member, forming new work teams, identifying additional positions and strengthening management systems to promote staff performance and long-term organizational success.



Staff participated in a daylong workshop on justice, equity, diversity and inclusion (JEDI)

FOCUSING ON JUSTICE, EQUITY, DIVERSITY AND INCLUSION

In 2018, EFI staff formed a committee to identify and uphold the behaviors and practices that promote the organizational culture we aim to uphold. Growing into an Organizational Development Committee, the group led staff in exercises to define an aspirational culture statement (see below). The committee helps ensure that internal communication, organizational practices, policies and staff engagement remain aligned with the cultural statement, and its members identify issues and propose solutions to the management team. The committee is based on the labor-management collaborative teams that EFI helps to form and train on each certified farm and is an effort to “practice what we preach” and hold ourselves accountable to the same principles for continuous improvement.

In the spirit of maintaining the culture to which EFI aspires, we consulted with Equity Through Action to undertake a staff survey and lead a daylong workshop on justice, equity, diversity and inclusion (JEDI). The survey found that staff felt positively about diversity, equity and inclusion issues, with 100% affirming that people of all cultures and backgrounds are respected at EFI and that leadership is committed to related principles. The survey also found that there is an opportunity to go further in our commitment to inclusion and to clarify policies around compensation, promotion and advancement. In response, EFI's management team spent the latter part of the year updating and creating policies around performance and promotion, and in 2023 we will develop a JEDI plan to align with our five-year strategy.

EFI's team is spread across eight states and has therefore worked remotely since long before the pandemic. COVID-19 travel restrictions meant that the full staff had not met in person since October 2019. After three years apart, we were thrilled to come together in September 2022 for a weeklong staff development, planning and team building retreat that supported the early development of the new team structure and solidified planning for new programs.



Seeing a worker-led suggestion in action, like our added speed limit signs in the orchards, gives the workforce the confidence to know their ideas are valued and they can contribute to continuous improvements at our company.

Maggie Torres
Manager of Learning and Development and Senior Business Partner for Stemilt Growers



THE ORGANIZATIONAL CULTURE TO WHICH EFI ASPIRES



We encourage and seek to include diverse perspectives through multiple forms of participation and expression, with the goal of reaching understanding, not necessarily agreement.



We create a safe, transparent and respectful environment in which we surface unspoken rules, evaluate and address power dynamics, and hold one another accountable.



We commit to open and effective communication and collaboration to promote continuous improvement.



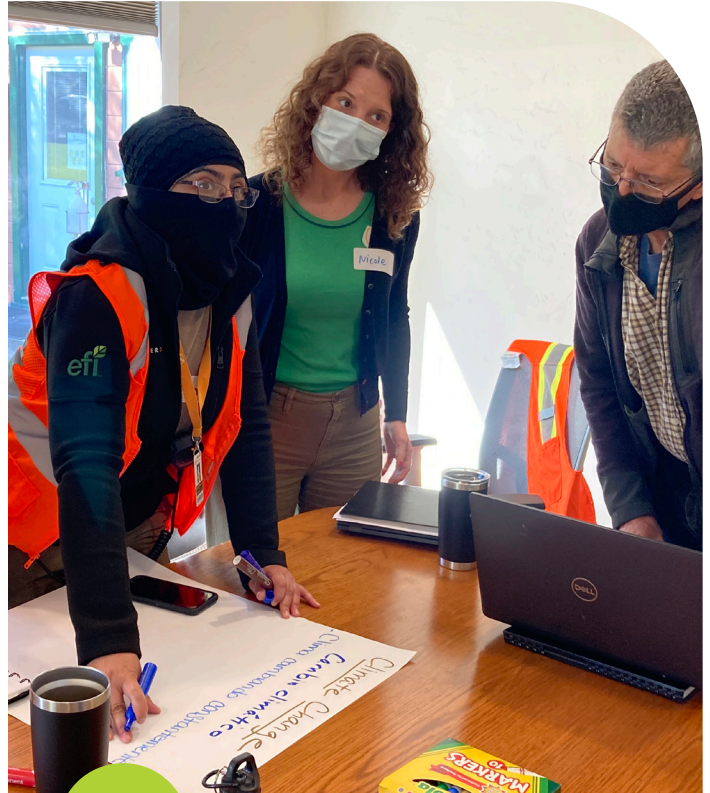
We intentionally create systems and processes that uphold our organizational values: equitable participation, respect, integrity, innovation, collaboration and sustainability.

BUILDING A CULTURE OF SUSTAINABILITY

As 2022 drew to a close, EFI began to wrap up a two-year project with the California Workforce Development Board (CWDB), Measure to Improve and three EFI-certified farming operations in California. Funded by a High Road Training Partnership grant of the CWDB, the project, titled Produce & Reduce, aimed to demonstrate how worker engagement in the design of waste management practices could help reduce agricultural greenhouse gas emissions.

Each of the three farming operations established a Green Team that received training and direction to recognize waste-related challenges and opportunities and devise strategies that were tailored to fit the specific needs of its operation. Each team conducted a waste audit at the start and completion of the project to identify opportunities for redirecting waste from the landfill and then measure how well its strategies worked.

Green Teams focused on engaging the entire workforce



We have saved money and generated funds through increased recycling and waste reduction programs. Every single company should get started, because there are financial savings along with positive environmental impacts.

**JEFF MADU, VICE PRESIDENT OF SALES,
WINDSET FARMS**

BY THE NUMBERS

50 Number of people trained directly by EFI and MT

2,557 Estimated number of indirect trainees

144+ Total volume of materials kept out of landfill
new tons

435+ Total reduction in greenhouse gas emissions (equivalent to 1,080,454+ miles driven by an average gasoline powered passenger vehicle)
MTCO_{2e}

TRAINING TOPICS



General background on sustainability, climate change, greenhouse gas emissions and waste reduction



Waste audits to assess material streams and opportunities for waste reduction



Waste reduction plan development and implementation



Data collection and analysis of the volume and cost of waste streams over time



Communication of the goals and actions of the waste reduction plan to the workforce



Use of data and problem solving for continuous improvement



to effectively implement and monitor changes in how they managed organic and inorganic waste. To meet project goals, visual aids were developed, all-encompassing employee educational sessions held, and new containers for waste collection distributed. Workers and managers engaged in creative problem-solving that involved vendors and others outside the organizations to implement changes.

The results were dramatic, generating significant reductions in landfill usage and important savings through more efficient recycling. A complete case study of the project is available at equitablefood.org/produceandreduce.

NEWS & NOTES

EFI CERTIFICATION RECOGNIZED BY GFSI

Completing a multiyear review process that was extended by COVID-19 delays, EFI earned recognition from the Global Food Safety Initiative for its food safety standards. The milestone was an essential step in creating a one-stop shop for fresh produce companies to satisfy multiple retailer requirements in a single audit. EFI was recognized by GFSI after undergoing an independent benchmarking process designed to be technically proficient and transparent. The status advances EFI's goal of creating a system that raises audit standards while reducing the overall burden of time and cost for growers.



TARGET ACCEPTANCE OF EFI CERTIFICATION REDUCES GROWER AUDIT BURDEN

Joining other national retailers, Target began accepting EFI certificates in fulfillment of its responsible sourcing and sustainability and food safety audits. This recognition helps further streamline the audit process for grower-shippers and meets EFI's goal of satisfying multiple retailer requirements for social responsibility, food safety and pollinator health in a single audit.



EFI SUBJECT OF ACADEMIC PAPER

EFI was found to offer a holistic and worker-centered

framework for workplace health in "An Employee-Centered Framework for Healthy Workplaces: Implementing a Critically Holistic, Participative, and Structural Model Through the Equitable Food Initiative" by Heather M. Zoller, Ron Strohlic and Christy Getz, published in the *Journal of Applied Communication Research*. The paper points out that, while EFI wasn't designed as a traditional workplace health promotion or occupational health and safety program, the substantive worker voice and structural mechanisms that support worker interests form an integrated and participatory approach to employee well-being on farms and in communities.

Walmart org

EFI RECEIVES \$2 MILLION GRANT FROM WALMART FOUNDATION

EFI received a two-year, \$2 million grant from the Walmart Foundation to scale implementation of the Ethical Charter on Responsible Labor Practices. The grant builds on a successful pilot program that ran in 2019–2021 to implement the Ethical Charter. EFI's overall aim in the Ethical Charter Implementation Program is to create a meaningful baseline for working conditions among all fresh produce growers supplying the U.S. market. (See more on page 6.)



STARBUCKS RETAINS EFI FOR SOCIAL ENGAGEMENT PROJECT

Starbucks is using EFI's proprietary assessment platform and social responsibility expertise to launch its Social Engagement Project, which supports dairy suppliers in strengthening their management systems to improve working conditions. EFI's platform provides a customized experience for each dairy producer, rewarding engagement and continuous improvement efforts in workforce and management systems. In addition, the tool helps producers define priority areas and recommends resources they can use to implement policies, procedures and protocols. EFI's tool also surveys workers to assess whether they are actually experiencing the improvements promised by these stronger management systems.



5-PART WEBINAR SERIES TACKLES CRITICAL ISSUES FOR FRESH PRODUCE

Building on the success of our 2021 series, EFI partnered with a leading fresh produce trade publication, *The Packer*, to present five webinars on a variety of topics that impact the produce industry. The topics addressed labor issues and focused on actionable steps growers could take to navigate the H-2A system, upskill employees and prepare talent for the future of agriculture. EFI took a holistic problem-solving approach to reframe challenges as opportunities and to integrate consumer trends and concerns around social responsibility.

EFI SHINES LIGHT ON SEXUAL HARASSMENT IN AGRICULTURE

During Sexual Assault Awareness Month in April, EFI shared statistics about harassment in the agricultural industry, along with training and prevention resources. We partnered with a leading trade publication, *And Now U Know*, on a three-part series and teamed up with EFI-certified GoodFarms to discuss the issue for The Produce Moms podcast. EFI helped sponsor the development of the ¡Basta! Prevent Sexual Harassment in Agriculture toolkit and will keep pushing for more awareness and training in the industry.



EFI PARTNERS WITH REGENERATIVE ORGANIC ALLIANCE

As the agricultural industry embraces more sustainable approaches, EFI is pleased to partner with the Regenerative Organic Alliance to ensure that labor practices remain an important component of the alliance's program. Together, the organizations are offering two options to agricultural producers to be Gold-level

Regenerative Organic Certified. First, EFI-certified farms that meet the alliance's soil health and land management standards are eligible to be Gold-level Regenerative Organic Certified because they have already fulfilled EFI's high standards for worker fairness. Second, agricultural producers wishing to achieve Gold-level certification can retain EFI to train a worker-manager collaborative team to meet a specialized set of labor standards in addition to meeting the alliance's soil health and land management standards.



EFI MARKETING DIRECTOR NAMED TO 2022 WOMEN IN PRODUCE

Each year, in its “Women in Produce” issue *The Packer* trade publication honors industry leaders who play pivotal roles in the success of their own organizations and the produce industry as a whole. Nominations are received and voted on by *The Packer* staff. LeAnne Ruzzamenti, who has served as EFI’s Marketing & Communications Director since 2016, received the honor in 2022 and was the subject of a feature article in the special issue.



EFI RETURNS TO INDUSTRY EVENTS POST-COVID

While industry events and trade shows resumed in early 2021, EFI staff did not begin regularly attending large in-person events again until 2022, when COVID-19 risks were lower. Engaging with industry leaders at these events helps create a pipeline of farms for certification. EFI-certified growers were eager to welcome EFI staff back to tradeshow booths to help explain the competitive advantages and high standards of EFI certification to retail buyers in attendance.



EFI HOSTS SERIES WITH INDUSTRY PODCAST

EFI developed a multiyear partnership with The Packer and Produce Market Guide to create content for People First: A Spotlight on Social Responsibility. Together, the organizations have created webinars, white papers and articles; in 2022, the content grew to include podcasts. Tip of the Iceberg podcast featured conversations and insights from the fresh produce industry. In October, EFI began hosting a series to highlight actionable stories with a people-first focus. The 12-episode series runs into 2023 and features a variety of worker-led improvements on EFI-certified farms, a broader look at sustainability and technology to ensure a people-centered approach, ways to engage consumers directly with workers, and an exploration of responsible labor contractors.



REACH & IMPACT

(as of December 31, 2022)



53,000

workers on farms with
EFI-trained Leadership
Teams

50

certifications completed

10

certifications in progress



4,244

total individuals trained

2,083

Leadership Team
members trained



\$3.1M

paid in worker
bonuses in 2022

\$16.5M

paid in worker
bonuses since 2014



5

countries
with active
certifications

2022 FINANCIAL REPORT

Statement of Financial Position

Year Ended December 31, 2022

	2022	2021
ASSETS		
Cash and cash equivalents	\$ 2,007,787	\$ 557,585
Grants and accounts receivable, net	537,103	452,688
Prepaid expenses	11,821	9,109
Deposits	1,700	7,300
TOTAL ASSETS	2,558,411	1,026,682
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	382,186	310,118
Total Liabilities	382,186	310,118
NET ASSETS		
Without donor restriction	144,317	166,130
With donor restriction	2,031,908	550,434
Total Net Assets	2,176,225	716,564
TOTAL LIABILITIES AND NET ASSETS	\$ 2,558,411	\$ 1,026,682

Statement of Activities

Year Ended December 31, 2022

	Without Donor Restrictions	With Donor Restrictions	2022 Total	2021 Total
Revenue				
Contributions and grants	\$ 348,772	\$ 3,801,199	\$ 4,149,971	\$ 2,551,190
In-kind contributions	81,201	-	81,201	79,952
Program income	694,188	-	694,188	797,966
Other Income	96	-	96	1,396
Net assets released from restrictions	2,319,725	(2,319,725)	-	-
Total Revenue and Support	<u>3,443,981</u>	<u>1,481,474</u>	<u>4,925,455</u>	<u>3,403,504</u>
Expenses				
Program Service	2,900,529		2,900,529	2,435,220
Management and General	536,308		536,308	539,343
Fundraising	28,957		28,957	16,615
Total Expenses	<u>3,465,794</u>	<u>-</u>	<u>3,465,794</u>	<u>2,991,178</u>
Change in Net Assets	(21,813)	1,481,474	1,459,661	439,326
Net Assets, Beginning of Year	166,130	550,434	716,564	277,238
Net Assets, End of Year	<u>\$ 144,217</u>	<u>\$ 2,031,908</u>	<u>\$ 2,176,225</u>	<u>\$ 716,564</u>

LEADERSHIP

Board of Directors

Ernie Farley, *Chair*
Partner, Andrew &
Williamson Fresh Produce

Preston Witt, *Vice-Chair*
Director, Supplier Code
of Conduct Compliance,
Costco Wholesale
Corporation

**Carol Schrader,
*Treasurer***
Independent Consultant

Reyna Lopez, *Secretary*
Executive Director,
Pineros y Campesinos
Unidos del Noroeste
(PCUN)

**Natalie Camacho
Mendoza**
Board Member,
Farmworker Justice

Michael Conroy
Independent Consultant

Pete Donlon
Vice President, Misionero
Vegetables

Maisie Ganzler
Chief Strategy and Brand
Officer, Bon Appétit
Management Company

Eva Greenthal
Policy Associate, Center
for Science in the Public
Interest

Thomas Gremillion
Director of Food Policy,
Consumer Federation of
America

Martin Guerena
Sustainable Agriculture
Specialist, National
Center for Appropriate
Technology

Erika Navarrete
Vice President, United
Farm Workers

Margaret Reeves
Senior Scientist, Pesticide
Action Network North
America

Robert Silverman
Senior Manager of Private
Sector Advocacy, Oxfam
America

Fernanda Suárez
Director, Sustainability
and Social Impact,
NatureSweet

Baldemar Velasquez
President and Founder,
Farm Labor Organizing
Committee

EFI WELCOMES 3 NEW BOARD MEMBERS

In 2022, three new members joined EFI's board of directors.



Fernanda Suárez resides in Guadalajara, Mexico, and is the Sustainability and Social Impact Director for NatureSweet. She brings more than a decade of experience focused on human resources and social compliance.



Natalie Camacho Mendoza represents Farmworker Justice, where she has served as a board member since 2012. As a lawyer, she has worked in Idaho with and on behalf of unions and employers and as a farmworker advocate.



Pete Donlon, Vice President of Misionero Vegetables, has served on EFI's standards committee since 2018 and has firsthand knowledge of EFI certification and other programs that have been implemented at Misionero.

STAFF

Lilian Autler
Senior Facilitator,
Workforce Development

Kevin Boyle
Director, Business & New
Product Development

Shaleena Capers
Contracts & Grants
Officer

David Cea
Workforce Development
Specialist

Karla Cook
Certification Manager

Madelyn Edlin
Marketing & Sales
Manager

José Guillama
Workforce Development
Specialist

Kenton Harmer
Managing Director

Star Huff
Operations Manager

Alice Linsmeier
Senior Facilitator,
Workforce Development

Candace Mickens
Director, Finance &
Operations

Diona Monroe
Data and Impact Analyst

Sky Navarro
Operations & Program
Associate

Peter O'Driscoll
Executive Director

**Ana (Lulu) Rivera
Collazo**
Workforce Development
Specialist

Toni Rosati
Data Architect

LeAnne Ruzzamenti
Director, Marketing &
Communications

Gretta Siebentritt
Director, Workforce
Development

OUR DONORS

California Workforce
Development Board

CS Fund

The Families and Workers Fund

Humanity United

The James Irvine Foundation

Northwest Area Foundation

Silicon Valley Community
Foundation

Walmart Foundation

Wilson Sonsini Goodrich & Rosati



Thank
you



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