



**thread**

**ANNUAL  
REPORT**

**2014-2015**



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Dear Friends,

Eleven years ago, we asked ourselves: “What if we could build on the bonds shared by close-knit families to nurture students so that they can grow to support themselves? And, what if these close-knit bonds could also transform the lives of those working with the students and, in turn, transform the fabric of our community?”

These “what ifs” became the foundation for Thread: a community of students, volunteers, and collaborators committed to building enduring relationships that lead to accountability and sustained action. The creation of this new social fabric transcends barriers and interrupts the cycle of poverty, crime, and lack of education, thereby improving the odds for all students.

For more than a decade, 100% of Thread students have completed the program. 100% of our students have graduated from high school within five years of joining. 98% have been accepted to college. And this is just the beginning.

This past year, Thread launched our ambitious 3-year Strategic Plan that establishes a path to engage 3,000 Baltimore City Public School students and move the needle on the citywide high school graduation rate. Reaching this scale while maintaining exemplary outcomes will be transformative for our students, their families, volunteers, collaborators and the city we all love.

In year one, we made tremendous progress by expanding to Frederick Douglass High School and increasing our annual rate of student enrollment by 50%. While supporting our students, alumni and over 750 volunteers, we also laid the foundation for future growth by executing the key first steps to scaling up: recruiting extraordinary talent, investing in our technological infrastructure, and codifying our model to work at scale. Our bold vision to reach 3,000 students and engage more than 7,000 volunteers will require tenacity and ambition. It won’t be easy. It will take time. But together we can do it.

We are deeply grateful for your continued commitment to weaving strong bonds that sustain action. Thank you for working with us to create a new social fabric, a community where everyone thrives.

Sincerely,

  
**Sarah Hemminger**  
Co-Founder and Chief Executive Officer

  
**Rodney Foxworth**  
Co-Chair, Thread Board

  
**Jan Houbolt**  
Co-Chair, Thread Board



# Thread Basics

## WHY WE DO IT

Thread weaves a new social fabric by building deep bonds between students, volunteers, and collaborators. By radically and permanently reconfiguring the social support structure of all involved, Thread breaks the cycle of crime, poor educational and economic outcomes and replaces it with a new cycle of educational attainment, service and social well-being.

Thread aims to eventually enroll 300 freshmen students each year, 5% of the Baltimore City Public School System freshman class. Reaching this scale of a total enrollment of 3,000 students, while maintaining exemplary outcomes, will be revolutionary for Baltimore, the city we all love. This year, Thread increased our annual rate of enrollment by 50% to 48 students each year and for a total enrollment of 207 students and alumni.

## WHAT WE DO

Thread’s innovative approach is ground breaking. We enroll high school freshmen who rank academically in the bottom 25% of their class. They are mostly truant and know what it means to live within the bottom of virtually every statistical scale: income, access to resources, and educational opportunity. Students remain in Thread for 10 years. Once enrolled, Thread commits to never giving up on a single student. We are a unique mix of social supports, similar to those of a gang and a sorority.

Our students consistently defy the odds. 100% have graduated from high school within five years of joining Thread. And for those who have been in Thread for a decade, 80% have received a four or two-year college degree or certification.

## HOW WE DO IT

Imagine a beautifully woven piece of fabric. At the core is a single strand, a student. This core student strand is woven together with a team of up to 5 volunteer strands, his or her Thread Family, who are committed to doing whatever it takes. Our volunteers offer rides to school, refurbish homes, and take students out for ice cream on the weekends. If you would do it for your own child, we do it for ours. Thread Families are available 24 hours a day, 365 days a year and their customized support is woven together with Thread Resource Teams, strands of volunteers, who provide programs to engage students in academic, college and career preparation, and enrichment activities. These strands all connect to yet another group of collaborator strands representing existing services to support students, extending far out into the community.



50% Annual enrollment increase in 2015

48 New student enrollment 2015

207 Total enrollment 2015

3000 Total enrollment goal

BOTTOM 25% Academic rank of enrolling high school freshmen

300 Annual new student enrollment goal

80% Students receiving two or four year college degree or certification

365 Days a year Thread Families are available

10 Years students remain in Thread

# Why We Do It

## THREAD INNOVATION

### A CITY AS A UNIT OF CHANGE

Without extended networks of support, many students experience the dire consequences of the poverty of isolation. However, it is clear that it is not only young people who need deep personal relationships and a strong community of support. We all do. Studies have shown that social isolation in America has doubled in the past two decades and

that the defining difference between Rust Belt cities that have struggled and those that were hotspots of rejuvenation was the diversity in the city’s social networks.

While we often live and work in close proximity, distrust permeates and makes it difficult for us to see ourselves in one another. Striving together to support our

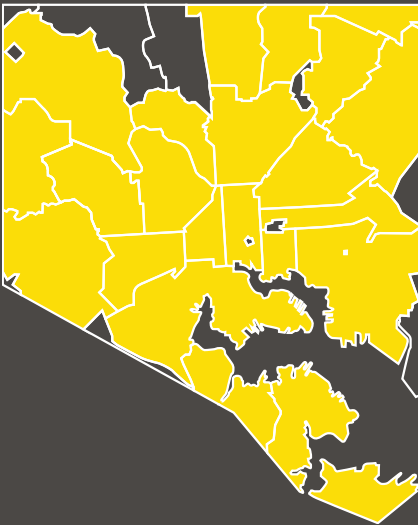
City’s young people creates an opportunity to get to know one another. As Thread witnesses the power of relationships to create cross-connections and a community where everyone thrives, it is clear that reaching 3,000 students and 7,000 volunteers would be game changing for our students, volunteers, collaborators, and the City we all love.

### WE BELIEVE IN THE UNSHAKABLE POWER OF RELATIONSHIPS

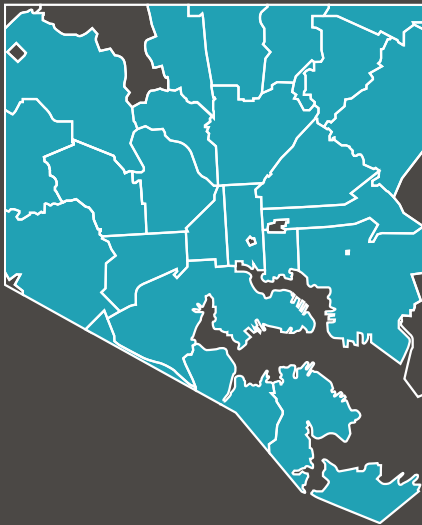
Qualified students rank in the bottom 25% of their freshman class at Paul Laurence Dunbar, the Academy for College and Career Exploration, or the Academies at Frederick Douglass High Schools.

### LOCATION OF THREAD PARTICIPANTS IN BALTIMORE CITY

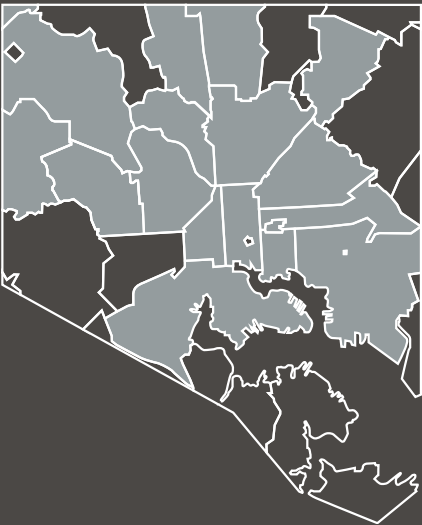
Students



Volunteers

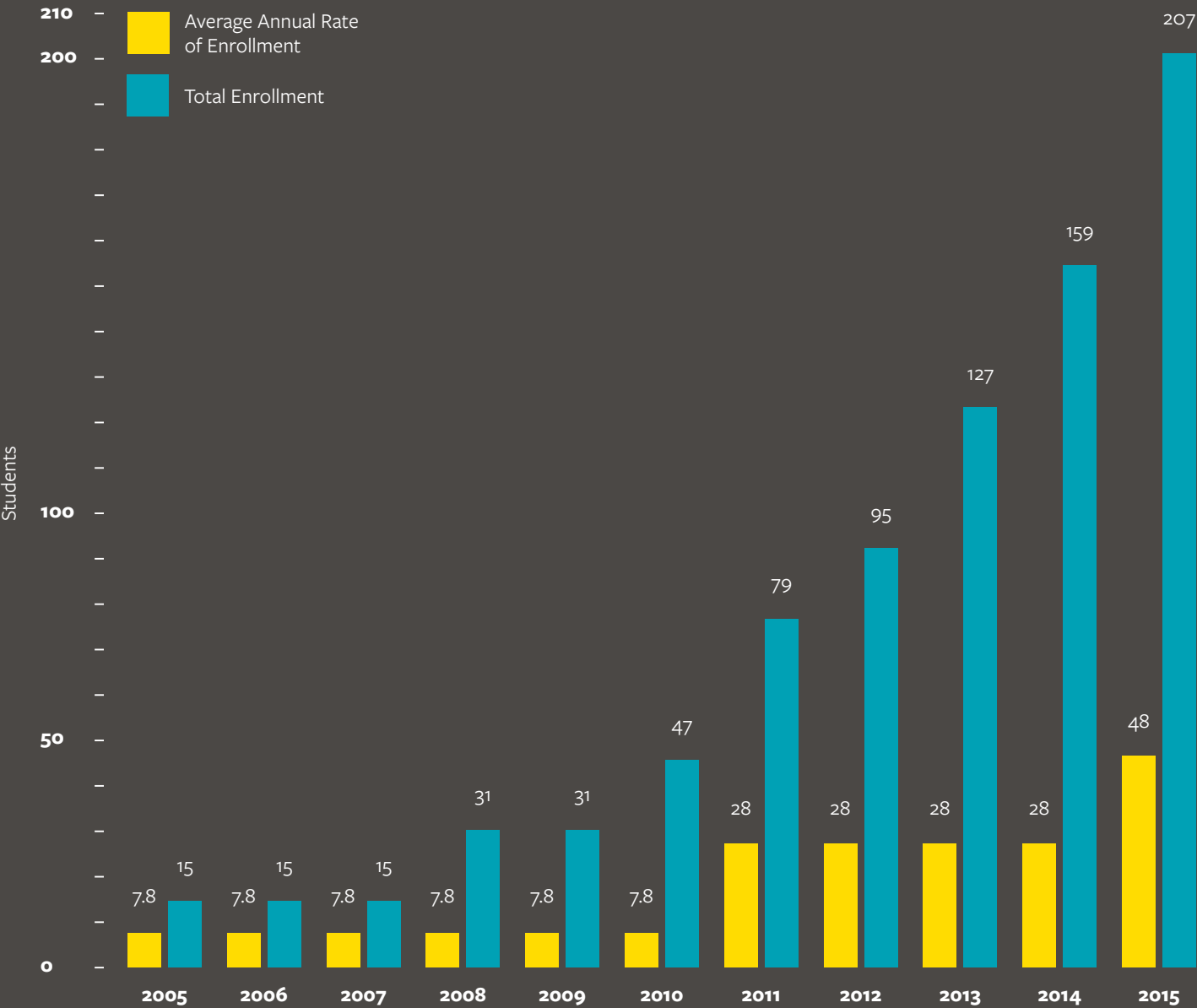


Collaborators



### STUDENT ENROLLMENT

In FY15, Thread expanded to a third high school site, Douglass, and increased our annual rate of student enrollment by 50%. Thread also increased our total enrollment by 30%.



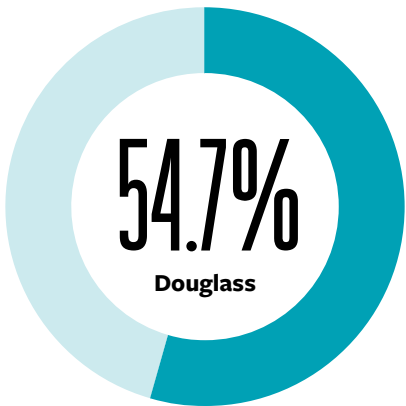
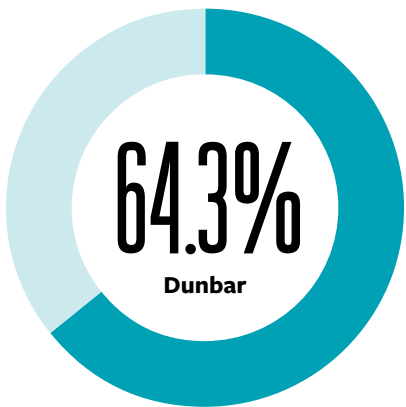


# What We Do

## WE NEVER GIVE UP ON A STUDENT

Approximately 95% of Thread students live in low or moderate-income communities, and at time of enrollment 78% come from single parent households, and 63% receive public assistance. Thread promises to stand alongside each student for 10 years, the remainder of high school and six years post high school.

## AVERAGE INCOMING GPA (% OUT OF 100)



## THREAD STUDENT SUCCESS

100%

Of students who have been in Thread for at least 5 years have graduated high school

98%

Of students who have been in Thread for at least 5 years have been accepted to college

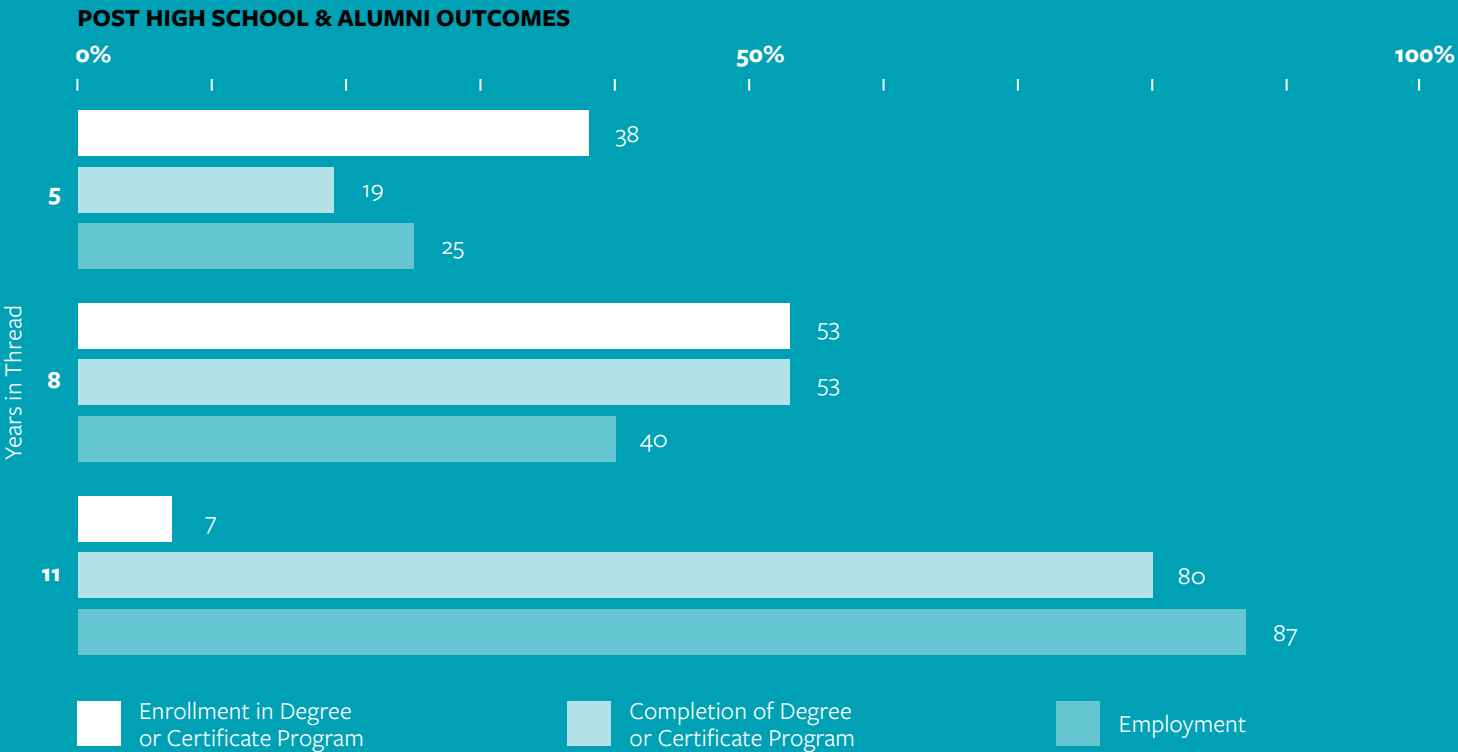
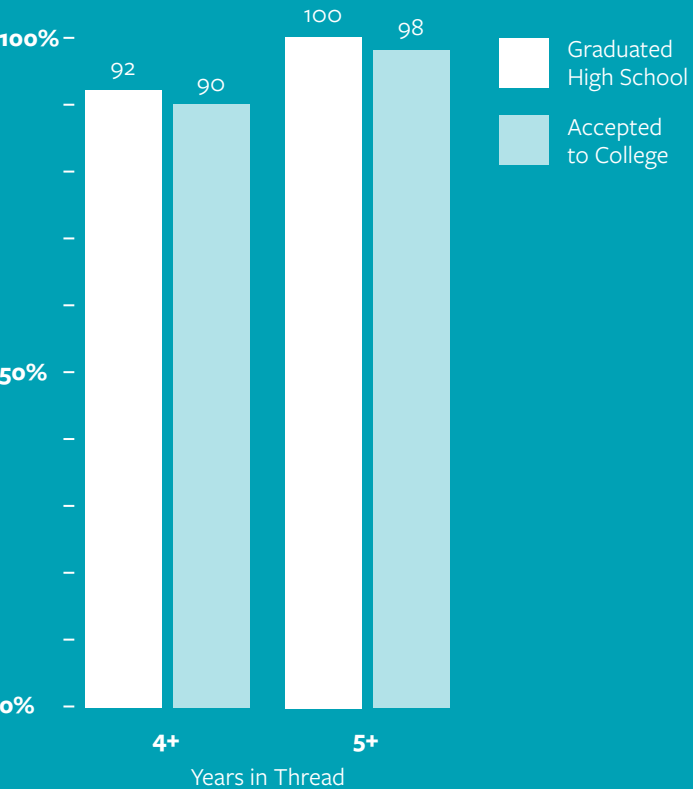
80%

Of student alumni have completed a 4 or 2 year degree or certificate program

## OUR STUDENTS ARE EXCEPTIONAL INDIVIDUALS IN EXTRAORDINARY SITUATIONS

While our students are initially academically underperforming and encounter vast obstacles, they possess the reserves of grit, resiliency, and determination necessary for success. We work to understand the challenges our students and their families face and collaboratively find solutions. We strive to help our students gain the credentials to realize their potential and find and lead a life of purpose.

## POST HIGH SCHOOL & ALUMNI OUTCOMES

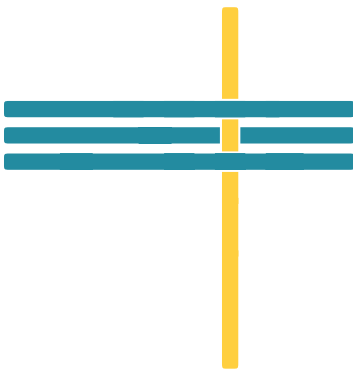


# How We Do It



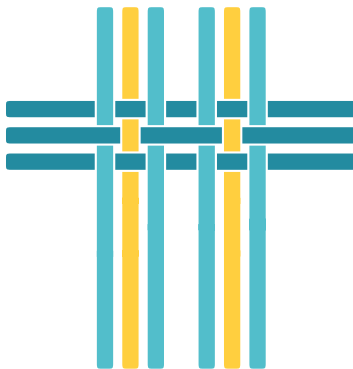
**STUDENTS**

Imagine a beautifully woven piece of fabric. At the core is a single strand, a student who, since birth, has known what it means to live within the bottom quartile of many statistical scales—income, GPA, and the array of measures we use to assess access and opportunity.



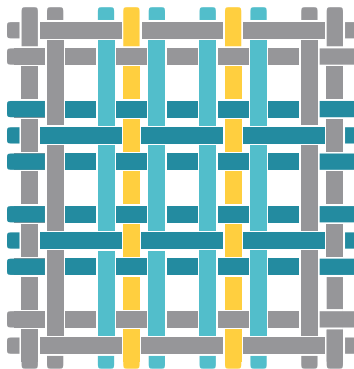
**FAMILIES**

This core strand is woven together with a team of up to five volunteer strands, his or her Thread Family —comprised of a team of university and community-based volunteers committed to doing whatever it takes to offer customized support, whether that means providing rides to school, packing lunches, or spending a Saturday refurbishing a home. The Thread Family works to become deeply woven together with each student’s family and existing social network and models consistency, open communication, and persistence. Thread Families also provide an extended social network essential to building new skills and envisioning new possibilities throughout life.



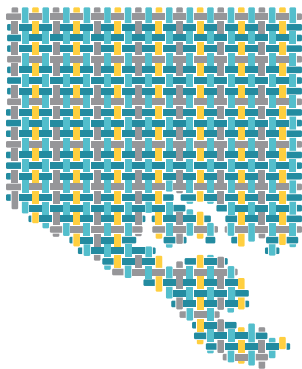
**RESOURCE TEAMS**

The deep interpersonal bonds formed in the Thread Family are woven together with Thread Resource Teams, strands of volunteers, who provide programs to engage students in academic advancement, college and career preparation, and enrichment activities. Importantly, Thread Resource Teams also weave students and their families together with Thread collaborators to ensure they have access to services.



**COLLABORATORS**

Representing the best of individual, institutional, corporate, and community-based organizational investment in Baltimore, Thread collaborators help stabilize the life of a student and their family outside of school or work by providing legal, health, housing, in-kind donations, employment opportunities, and other vital connections and services described on the next page.



**COMMUNITY**

Now imagine all of the strands woven together to form a new social fabric. That’s Thread!



# How We Do It: Compelling Student Success

## WE ARE IN IT TOGETHER

Our ultimate goal is not to just “check the box” of high school graduation, but instead to unleash the inner purpose of our students, volunteers, and collaborators. We want all members of the Thread community to find the intersection of their skills, passion, and what the world needs. By working together to help

our students achieve their potential, everyone involved supports one another, learns each other’s interests, has shared experiences, and shares their networks, in order to strengthen relationships that allow each individual to find their own deeper purpose in life.

Through the customized support of Thread Families, the program activities of Thread Resource Teams, and the access to services of the Thread collaborators, students and their families received holistic support.

## ACADEMIC ADVANCEMENT

Thread is committed to ensuring our high school students develop the skills necessary to pursue their dreams. This year, Thread Resource Teams hosted 199 academic sessions. These sessions were offered to all students to create a designated space for academic advancement experiences ranging from basic math and literacy tutoring, to credit recovery assistance, to GED and HSA preparation.

- 89% Received help with school advocacy
- 85% Received tutoring
- 65% Received support liaising with teachers
- 34% Participated in credit recovery
- 33% Received rides to school



Received academic advancement support



Received college and/or career preparation support

## COLLEGE AND CAREER PREPARATION

Thread Resource Teams provided a diverse set of experiences to help students develop skills and find their passion. These experiences included 51 college counseling and enrollment sessions, 24 professional development events (resume building and practice job interview workshops, financial literacy training sessions), 18 financial aid sessions, 16 SAT/ACT preparation workshops, and 6 college visits.

- 75% Of students received professional development support
- 59% Of high school seniors and post high schools students received college counseling or enrollment assistance
- 56% Of high school seniors and post high school students received financial aid support
- 26% Of high school seniors received sat/act preparation assistance
- 26% Of high school students attended a college visit

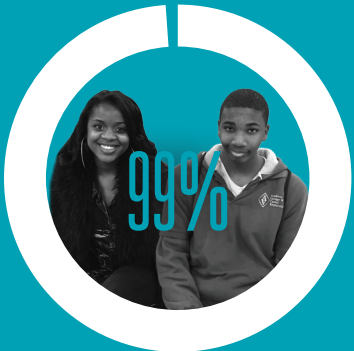


Received enrichment support

## ENRICHMENT

Thread enrichment experiences are meant to support our students in uncovering their passion and what the world needs. Thread Resource Teams offered 30 community service opportunities and 14 teambuilding events for high school students throughout the year including field days, ice-skating excursions, and camping trips. Students also participate in a 5-week long summer internships program where they gain a professional experience.

- 85% Participated in a teambuilding event
- 63% Obtained an employment through thread
- 42% Participated in a community service event



Received services

## STUDENT SERVICES

Thread Resource Teams connect students and their families to services that stabilize their life outside of the classroom. Services range from assisting with childcare enrollment of younger siblings, preparing students and their families for job interviews, providing professional attire, and obtaining stable housing, legal representation, or healthcare. Our annual Thread Resource Fair provides an opportunity for students and their families to connect directly with Thread collaborators.

- 98% Received food assistance
- 75% Received employment assistance
- 30% Received clothing assistance
- 15% Received legal support
- 12% Received housing support
- 8% Received health support

# How We Do It: Volunteers As Agents of Change

## WE NEVER GIVE UP ON A VOLUNTEER

Like Thread students, Thread volunteers realize the extraordinary benefits of forming meaningful relationships with other volunteers, with collaborators, and especially with Thread students. Our volunteers never give up on our students, and we will never give up on them. Thread engaged 791 active volunteers including 233 volunteer leaders from a diverse cross-section of life experiences.

## VOLUNTEERS



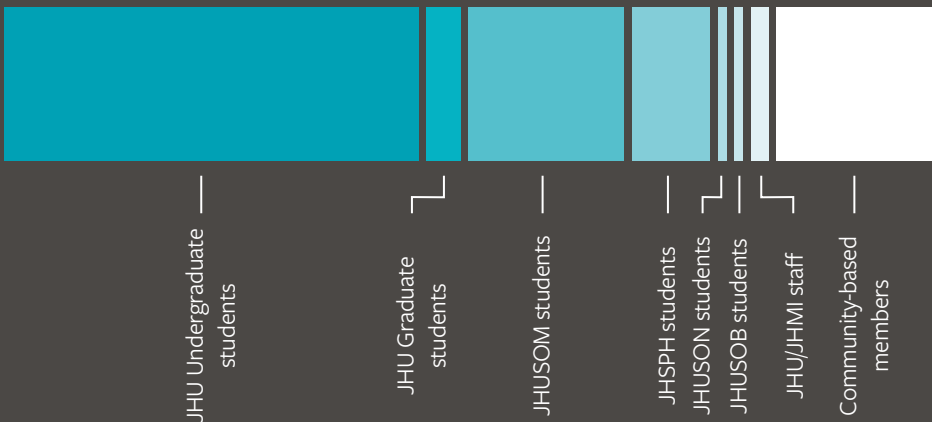
## VOLUNTEER LEADERS



## OUR VOLUNTEERS ARE EXCEPTIONAL INDIVIDUALS IN EXTRAORDINARY SITUATIONS

Thread volunteers and volunteer leaders come from diverse backgrounds and are united in their desire to find purpose both in their lives and in the lives of our students. They range from undergraduate and graduate university students, to small business owners and young professionals, to “empty nesters” and retired professionals and participate as active members of Thread Families and Resource Teams.

## VOLUNTEER ORIGIN



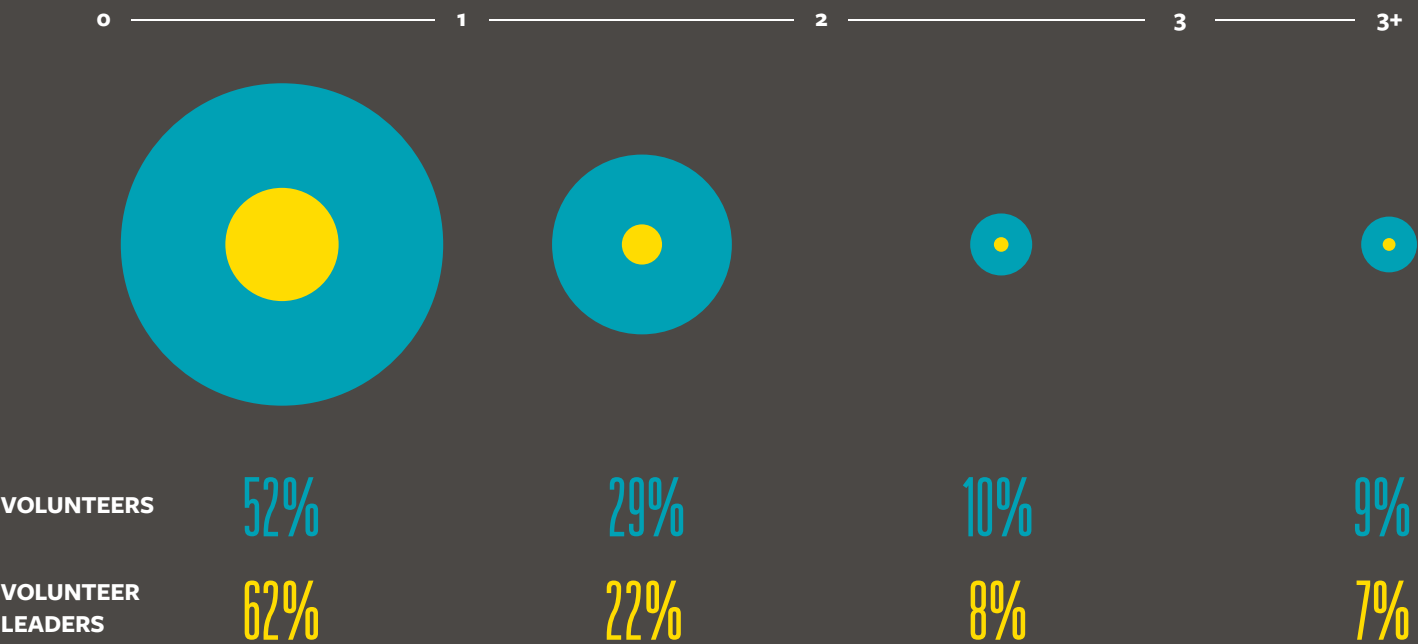
## VOLUNTEER LEADER ORIGIN



## OUR VOLUNTEERS MAKE AN ENDURING COMMITMENT

Thread streamlined the process of recruiting, training, and retaining volunteers and volunteer leaders. Thread invests in our volunteers’ personal and professional development just as we invest in our students. As we weave a new social fabric, our volunteers develop into exemplary leaders with a fierce commitment to our students, one another, and the Baltimore community.

## TIME IN THREAD (YEARS)



## THREAD INNOVATION

### TOUCHPOINTS

TouchPoints (meaningful points of contact and interaction) measure the consistent and persistent effort to build relationships upon which we can build individual and

community success. Our internal process evaluation surfaced that the key driver of student success was TouchPoints between students and volunteers. Importantly, our

evaluation also uncovered that the key driver for TouchPoints between students and volunteers was TouchPoints between volunteers and volunteer leaders.



# How We Do It: Collaborators Creatively Connecting

## WE NEVER GIVE UP ON A COLLABORATOR

By forging relationships with collaborators, Thread maximizes the support available to our students and volunteers. In offering their time and talent for the benefit of Thread, collaborators build relationships with Baltimore’s next generation of talented employees and leaders and become more interwoven into the fabric of our city. Thread engaged 127 collaborators from a diverse cross section of Baltimore.

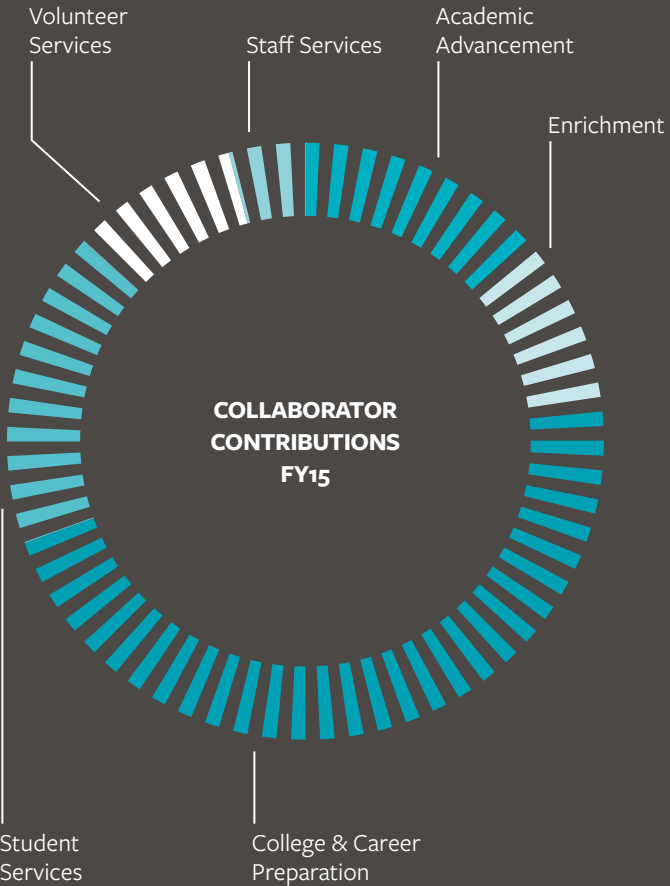


## OUR COLLABORATORS ARE EXCEPTIONAL INDIVIDUALS IN EXTRAORDINARY SITUATIONS

Thread creatively connects students and volunteers to collaborators, creating a more diverse and inclusive social fabric. Collaborators are an essential strand and like all members of our community, benefit from the relationships they form. Representing the best of individual, institutional, corporate, and community-based organizational investment in Baltimore, Thread collaborators come from every sector.

## OUR COLLABORATORS MAKE AN ENDURING COMMITMENT

Thread invests in our collaborators’ personal and professional development just as we invest in our students and volunteers. As collaborators provide services to support academic advancement, college and career preparation, enrichment, and our students’ families, they develop a fierce commitment to our students, one another, and the Baltimore community.



## THREAD INNOVATION

### REDEFINING THE WORD THREAD

Thread (verb ‘thred’) – to work hard, to exert sustained effort to overcome obstacles and achieve an objective or result. Everyone in Thread – students, their families, volunteers, and

collaborators – is encouraged to breakdown the artificial divide between “us” and “them” by working alongside one another towards a common goal. It is this unique code of unconditional love and never giving

up that compels reciprocal accountability and produces an understanding that our ability to thrive is bound up in our neighbor’s ability to thrive.



# Threading Together



Maurice, a student from West Baltimore, describes the neighborhood in which he grew up as a war zone—his mother a drug addict, abandoned him on a street corner at the age of 13. In order to survive, he fell into life on the street. Maurice joined Thread 11 years ago, failing and on the verge of dropping out. Faced with what seemed like insurmountable challenges we started with the basics, such as rides to school, lunch, a camping trip in the middle of January and eight inches of snow where the biggest challenge was convincing Maurice to leave his gun at home. He was resistant, not trusting at first. It didn't happen over night, but after significant investment by

volunteers and staff, the relationship shifted to one of deep trust. Maurice eventually graduated from high school and will graduate from college this spring.

That is not the end of his story. He is now emerging as a leader in our community. Recently, Maurice met a younger student, Malcome, on a Thread camping trip. Last year, Malcome ended up homeless and dealing drugs. Does this story sound familiar? When Maurice and his fiancée learned about Malcome's situation, they offered Malcome a home. They started making his lunches, bringing him to school, showing him that there is a way off the streets.

On April 27, while other Douglass students were facing off with police, Maurice had already tracked down Malcome and was driving him out of harm's way. Maurice then alerted Thread staff to what was happening. The text messages read "GET TO DOUGLASS NOW." For Nick Greer, it was his first day alone after on-boarding as Thread's acting Managing Director of Programs and he found himself needing to mobilize the entire Thread community to ensure the safety, both physically and emotionally, of all Thread students.

Within hours, Thread had located over a hundred students, picked them up, and given

rides home and out of harm's way. The next day, with city transit shut down and students needing a safe place to stay, Thread's office became a makeshift community center for students and volunteers to gather, connect, and enjoy a meal. Staff and volunteers failed successfully alongside one another while they worked to find the most efficient solution to tracking TouchPoints with students. Eventually, volunteer Connor Welsh developed a shared tracker that all volunteers began using to share updates, challenges and resources. In the following days while national attention was focused on Baltimore, Thread was focused on our students and their families.

Maurice and the events of April 27 are not one-off stories. This is what we do at Thread everyday: a community of people committed to building enduring relationships that lead to accountability and sustained action.

After the events of April 27, many people fueled by a genuine desire to help residents and our City, poured into West Baltimore and brought water, supplies, and food. Weeks later, our students expressed frustration, "where is everyone?" It became clear that in the absence of enduring relationships, in many cases the actions were not sustained. Our students

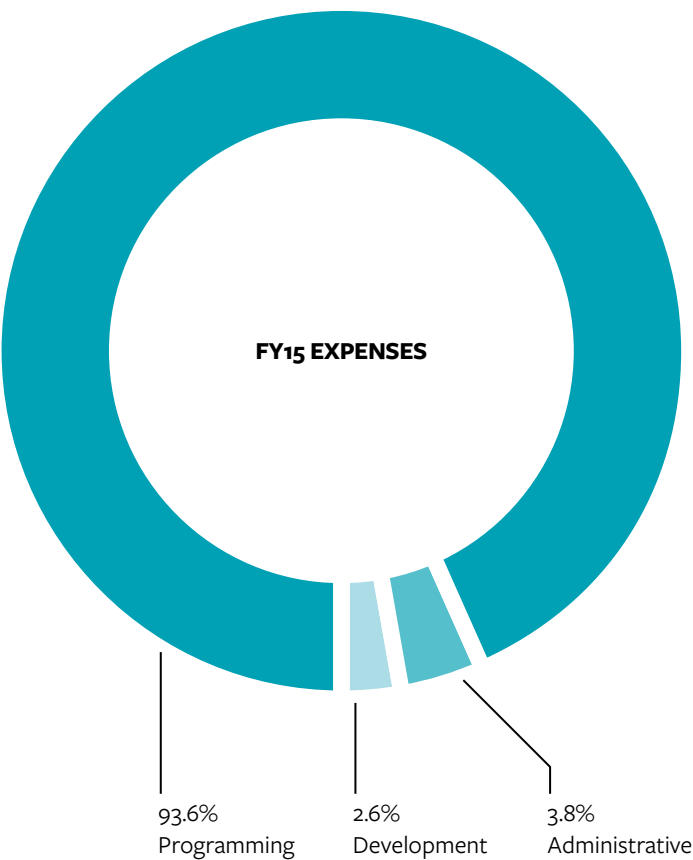
asked, "what if every citizen who brought water had gotten the phone number of another resident and agreed to connect once per month for a year?" Imagine the relationships that would be formed and how they could change our city.

This is what we did during the April unrest, and what we do every day at Thread.



# Financials

OPERATING EXPENSES	1,101,624
Programming Expenses	1,030,957
Personnel Costs	694,212
Food	71,546
Services	50,559
In-Kind Legal and Rent	40,255
Travel	31,420
Tuition and Housing	28,565
Supplies	26,488
Training	19,467
Student Incentives	15,044
Insurance	14,789
Depreciation	13,709
Stipends	9,304
Admissions	7,583
Academic Materials	4,112
Website	3,563
Miscellaneous	341
Administrative Expenses	41,646
General Administrative Expenses	30,220
Personnel Costs	11,426
Development Expenses	29,021
General Development Expenses	11,232
Personnel Costs	17,789
Contributions and Future Year Pledges	2,214,869
Foundation	1,831,380
Individual Corporation	273,481
In-kind Goods or Services	61,221
University	48,667
Services	33,346
Goods	14,084
Other	1,247
	110
Net Assets	1,903,775
Cash	573,360
Pledges Receivable: Current	1,238,020
Property and Equipment, net	112,570
Prepaid Expenses	250
Accounts Payable	-20,425
NET ASSETS BEGINNING OF YEAR	790,530
Total Operating Expenses	-1,101,624
Total Contributions and Future Year Pledges	2,214,869
NET ASSETS END OF YEAR	1,903,775



## OPERATING EXPENSES

\$1,101,624

## NET ASSETS BEGINNING OF YEAR

\$790,530

## NET ASSETS END OF YEAR

\$1,903,775

# Acknowledgements

## ADVISORS

- Cheryl Dorsey**  
Echoing Green  
*President*
- Robert C. Embry Jr.**  
The Abell Foundation  
*President*
- Sheryl Goldstein**  
The Harry and Jeannette Weinberg Foundation  
*Managing Director*
- Barbara Hill**  
Noelia Capital Partners  
*Operating Partner*
- Joanna Jacobson**  
Strategic Grant Partners  
*Founder and Managing Director*
- Mark K. Joseph**  
The Shelter Group  
*Founding Chairman*
- Bonnie Legro**  
The Abell Foundation  
*Senior Program Officer*
- Richard C. Riggs Jr.**
- Allen Thorpe**  
Hellman & Friedman  
*Managing Director*

## BOARD OF DIRECTORS

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Invested Impact  
*Co-Chairman*
- Jan Houbolt**  
Retired from the LEADERShip, A Program of the Greater Baltimore Committee  
*Co-Chairman*
- Michelle Leff**  
*Secretary*
- Krishna Potarazu**  
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- Delora Sanchez**  
Cornerstone Government Affairs
- Barbara Shapiro**
- Scott Sherman**  
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- Rollin Johnson, Jr.**  
Johns Hopkins University Center for Social Concern  
*Director*
- Peter Jurovich**  
Academy for College and Career Exploration  
*Principal*
- Mindi B. Levin**  
Johns Hopkins University SOURCE (Student Outreach Resource Center)  
*Founder and Director*
- Tammy Mays**  
Paul Laurence Dunbar High School  
*Principal*
- Daniel H. Teraguchi**  
Johns Hopkins University School of Medicine  
*Director – Office of Student Diversity*



# Investors

Your thoughtfulness and generosity has had a tremendous impact on our Thread community. We are deeply grateful for the contributions that have supported our students, volunteers, and collaborators. Your investment has allowed us to demonstrate that a community working together towards a common goal can change lives – and the social fabric of Baltimore.

## VISIONARIES

Mark and Patricia Joseph –  
The Shelter Foundation

## TRAILBLAZERS (\$100,000+)

The Abell Foundation  
The Kenneth S. Battye Charitable Trust  
Robert E. Meyerhoff and Rheda Becker  
The Harry and Jeanette Weinberg Foundation

## INNOVATORS (\$15,000 – \$99,999)

The Aaron Straus and Lillie Straus Foundation  
The Annie E. Casey Foundation  
Anonymous  
Ashoka: Innovators for the Public  
Baltimore Women’s Giving Circle  
The Charles Crane Family Foundation  
Commonweal Foundation  
Goldsmith Family Foundation  
France-Merrick Foundation  
Jacobson Family Foundation  
Johns Hopkins Community Physicians  
Lockhart Vaughan Foundation, Inc.  
One Main Financial  
M. Sigmund & Barbara K. Shapiro  
The Speedwell Foundation  
William J. and Dorothy K. O’Neill Foundation  
The Zanyvl and Isabelle Krieger Fund

## ARCHITECTS (\$5,000 - \$14,999)

AT&T  
Barbara Bainum  
Betty Lee and Dudley P. Digges Memorial Fund  
Doris K. Marlow Memorial Fund  
Eddie C. and C Sylvia Brown Family Foundation  
Emerson-Griffin-Toring Private Foundation  
Family League of Baltimore  
Susan Sachs Fleishman  
Barry C. Greenberg & Brenda J. Wilson  
Ryan & Sarah Hemminger Jan Houbotl & Rachel Wohl  
The J. M. Kaplan Fund, Inc.  
James S. & Gail P. Riepe Charitable Foundation  
The Jean and Sidney Silber Foundation  
Johns Hopkins Neighborhood Fund

The John J. Leidy Foundation  
Miriam and Robert Zadek  
The Reginald F. Lewis Foundation  
Richard E. and Nancy P. Marriott Foundation  
Shawe Family Charitable Foundation  
Harriet Stulman SunTrust Foundation  
T. Rowe Price Foundation  
Venable  
Wells Fargo  
Brad & Crickett Woloson

## DESIGNERS (\$1,000 – \$4,999)

The Aber D. Unger Foundation  
American Trading and Production Corporation  
Kathy Anderson  
Arbor Dog Fund  
The Bernard and Vivian Manekin Foundation, Inc.  
Cheryl Boyer

Brown Craig Turner Architects  
Cohen Opportunity Fund  
Jessica Damen & Rufus Lusk  
Emmanuel Episcopal Church  
Rodney Foxworth  
The Frank and Miriam Loveman Foundation, Inc.  
Hagan Family Fund  
Ellen M. Heller  
Ann & Sandy Jacobson  
Sandye Manekin & Family  
Philanthropic Fund  
John Meyerhoff and Lenel Srochi-Meyerhoff Fund  
Bruce A. & Michelle K. Leff  
Margaret O. Cromwell Family Fund  
Krishna Potarazu  
Rosen Hoover P.A.  
Majorie Shapiro  
Scott and Will Sherman & Jullie Rothman  
Patricia & Scott Soffen  
The Wolman Family Foundation

## BUILDERS (\$100 – \$999)

Ancar Services  
Anonymous (10)  
Dominic Babu  
Geoff Basik  
Derek & Heather Benz  
Daniel Billig  
Lee R. & William R. Bone  
Booz-Allen Hamilton  
Pam Bradford  
Michael Bromberger & Kate Fothergill  
Robert Brown  
Debbie Cameron  
Sheldon & Jamie Caplis  
Renee Christoff  
Nancy B. and Howard K. Cohen  
Suzanne Cohen  
James P. Jr. & Jane Marie Daly  
Melissa Dattalo  
Harold & Lynn Davidov  
Elemental Capital Management  
Deneen Gaskin  
Andrea & Price Gielen  
Thermos Goldstein

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Mark K. & Stephanie R. Harrison  
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Hee-Soon Juon  
Roy Kaplan  
Alexander Kernbaum  
Vesta Kimble  
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Aileen Loranger  
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Robert Odor  
Amy Bonitz Palmer &

Addison Hayes Palmer  
Rose Parkinson  
Belinda & Russell Poe  
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Whitty Ransome and Tom Wilcox  
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Maggie & Clark Rheinstein  
Debra Roter  
Frank Russell  
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Matthew Velderman  
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Ronald L. Webb  
The Wilson Family  
Olethia Winfield  
Christy Wyskiel  
Tong Zhang

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Shelly Abrams  
Greyson Adcock

Jeff Adcock  
Daniel Ajiboye  
Seun Ajiboye  
Solape Ajiboye  
Tim Al-Khindi  
Tara Albrecht  
Lisa Alcocer  
Amanda Allen  
Meir & Randi Amar  
Amazon Smile  
Danielle Anane  
Jessica Anane  
Thomasina Anane  
Meri Andriesse  
Anonymous (93)  
George Aranjuez  
Herdeline Ardona  
Amanda Aron  
Edith Aron  
Faith Aron  
Les Aron  
Marissa Aron  
Alex Atienza  
Nanette Atienza  
Nishuana R. Baker  
Josh Ballance  
Kenneth Banks  
Cyrus Beh  
Joshua Bercu

Priya Bhayana  
Shijuan Bian  
Marcia Blatchley  
Matt Bloom  
Melissa Bloom  
Ben Bocian  
Linda Bocian  
Saundra Bond  
Janice Booker  
Jonathan Booker  
Nathan Booker  
Nicole Booker  
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Walt Booker  
Mark Borak  
Rich Boulger  
Stephanie Boulger  
T.J. Boulger  
Brad Bowers  
Clyde Bowie  
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Caroline Bradford  
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Mel & Laurel Brennan  
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Westley C. Brooks  
Brittany Browsers  
Maurice Browsers

Robin Browsers  
Bif Browning  
Edna Bryn-Noiman  
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Becky Cairns  
Gary Cairns  
Glenn Cairns  
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Suzanne Cake  
Joseph Cal  
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James Caracoglia  
Joe Carr  
Sarah Carr  
David Chan  
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Maxime Chevee  
Chica Fluta Studio  
Anu Chitrapu  
Emily Clay  
Thelma D. Cockrell  
Dana Cohen  
Drew Cohen  
Jerry Cohen  
Jesse Cohen  
Michael Cohen





## Investors (continued)

Nicole Cohen	Giving Tuesday	Wesley James	John Muschelli
Phyllis Cohen	(68; full name	Joe Jansen	Alan Nastir
Rhona Cohen	not provided)	Reginald A. Jeter	Ellen Nastir
Sander Cohen	Matt Gonter	Shi Jie	Florence Neal-Smith
Zachary Cohen	Jake Gostanian	Rebecca Johnson	Brian Nelson
Brian Coleman	Linda Gostanian	Shirley Johnson	Laird Nelson
Claire Coleman	Rob Gostanian	Katie Jones	Beverly Nichols
Olivia Coleman	Marilyn Gould	Olivia Jones	Adi Noiman
Yonnie Coleman	Debby Green	Eileen Joyce	Liron Noiman
Allison Comotto	Evan Greenberg	Sara Kallay	Michelle Noiman
Jeff Connolly	Leah Greenberg	Anna Kankanala	Robin O'Neil
Leeza Constantoulakis	Michael & Cory Grizzard	Laurie Kelly	Max Ober
Anne & Matt Continetti	Patrick Grizzard	Indigo Kernbaum	Ashley Foster Okel
Michelle Corrado	Jamie Haig	Michael Knapp	Lisa Oliveri
Regan Cowger	Claire Hanway	Lexi Koba	Danielle Orchant
Ian Craig	Bradley Harden	Kerry Kornacki	Kareem Osman
Paige Cramer	Roger Harden	Ria Koropouli	Erin B. Oulger
Jill Criscimagna	Girija Hariprasad	The Erin and Mitesh	Jacob Paiano
Mark Criscimagna	Jordan Harmon	Kotharin Family	Sid Parhi
Susie Criscimagna	Annie Harrelson	Jenna Krall	Nicole Parker
Tony Criscimagna	Matt Harringer	Max Kross	Barbara Patterson
Walter Davon Crouch Sr.	Fagan Harris	Justin Lanham	Frank Patterson
Dasheeda Dawson	Holly Harris	Brian Layer	Jenny Patterson
Lisa Del Rio	Liz Hart	Linda Le	Mitch Patterson
Michael DeRouen	Rosemary Hart	Jennifer Leard	Bryce Peterson
Rishi Dhingra	Alberto Hernandez	Kathleen Lee	Sydney Peterson
Jim Dietzel	Aurora Hernandez	Robert Lemin	Michael Peth
Nicola Diny	Cruz Hernandez	Andrew Lentz	Harolyn Phillips
Helaine Donnelly	Guadalupe Hernandez	Crystal Li	Charlotte Pierson
Kelly Donovan	Luis Armando Hernandez	Eric Li	Paige Pierson
Julia Doohar	Rebecca Hernandez	Tina Liang	Zachary Pierson
Amanda Earl	Ricky Hernandez	Boombim Limpitikul	Piippo's
Amber Earl	Stephanie Hespe	Michelle N. Lipkowitz	Vinnie Pocsik
Brooke Earl	Andrew Heyboer	Diana Little	Toni Pollin
Bruce Earl	Diane Heyboer	Hannah Little	John Prato
Chris Earl	Doug Heyboer	Jiajia Liu	John & Margaret
Jess Earl	Ethan Heyboer	Nayoung Louie	Prendergast
Robert Earl	Anne & Harvey Heyman	Barbara F. Mann	Stefan Prendergast
Sarah Edie	Karen Hill	Laurel Marnell	Joanna Pucilowska
Debbie & Joe Esposito	Paula Hillenbrand	Rob Marnell	Priya Purandare
Mark Esposito	Kimmy Hilson	Margaret Martin	Vincent Purcell
Bai Fan	Claudia Ho	Michael T. Martin	Watson Raney
Rene Fariss	Autumn Hocking	Bret Mason	Lola Rebecca
Michael Feldstein	Mason Hocking	Stefanie Mason	Amanda Rencsok
Neil Fendley	Taylor Hocking	Aaryn McCutchan	Brian Rencsok
Elly Field	Terri Hocking	Eileen McDonald	Emily Rencsok
Kate Flores	Nathan Hofferf	Jennifer McDowell	Janet Rencsok
Eva Fowler	Daisy Hopkins	Bethany McGowan	Margaret Rencsok
Trudy Fox	Kip Hoppe	Madi McKee	Richard Rencsok
Lauren Francati	Jackson Houbolt	Nathan McKee	Gilliah Reyes
Alyssa Frazee	Cassie Huang	Ellen McQuaid	Kerry Rheinstein
Elysha Fu	Louise Humphreys	David Mefford	Jim Richman
Gary Fu	Amanda Huneke	Mia Mefford	Christina Rivera
Haiying Fu	Mary Irion	Reese Mefford	Jasmine Roberts
May Fu	Emily Irwin	Sofia Mefford	Jon Robinson
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Bob Gehrman	David Iscoe	Cristina Molina	Lauren Robisch
Collin Gershkoff	Megan Jais	Frank Molina	Michael Robisch
Kristen Gershkoff	Barb James	Matthew Molloy	Miranda Robisch
Alessandra Giada	Cole James	Joe Moore	Don & Ruth Rockwell
Sarah Gilleski	Dwight James	Dr. and Mrs. Dan	Stephen Rockwell
The Gillis and Young	Melissa James	K. Morhaim	Jessica & William Rockwell
Family	Rebecca James	Liz Moriarty	Dawn Roe
Givecorps	Sara James	Megan Mozley	Katherine Rogers

Anita Rosenbloom	Chris Tompkins
Harriet Rosenzweig	Susan Trieber
Lauren Rosenzweig	Conner Troxell
Imara Roychowdhury	David Verrier
Jack Rusley	Mark & Ronni Wagner
Nicholas Rust	Ruth Watkins
Kayla Safran	Ashley Watson
Julia Schartun	Ken Watson
Carol Schofield	Pauline Watson
Zane Schreiber	Albert Wavering
Alexa Schuster	Emily Wavering
Leo Schuster	Brandon & Bethany Weir
Richard & Terri Schuster	Connor Welsh
Amy Schwartz	The Welsh Family
Fred Schwartz	Rebecca Wentz
Kristen Schwartz	Brittany White
Margaret Schwartz	Natalie White
Tina Seidu	Allie Whitefleet
Robin Senecal	Meredith Wilkinson
Barb Shaver	Hunter Williams
Grant Shewmaker	Candice Williams
Scott Shotto	Caitlyn Wilson
Adam Shuster	David Wilson
Leo Sirota	Karen Wilson
Lesley Sittle	Kevin Wilson
Mandee Sittle	Matthew Wilson
Robin Smith	Scott Wilson
Everett Smith Jr	Tim Wilson
Elaine & Jim Solloway	Jen Wind
The Spana Family	Richard Wohl
Betsy Spearing	Josh Wojnilower
Conny Spearing	Rachel Wojnilower
Daniel Spearing	Katie Woody
James Spearing	Eric & Jan Woolums
Jim Spearing	Mychael Wright
Kelley Spearing	Steve Wright
Leo Spearing	Alex Wyatt
Mary Spearing	Bruce Wyatt
Kenton Stalder	Jessica Wyatt
Juliana Steers	Margaret Wyatt
Beth Stottlemeyer	Andrew Yacyk
Carol Stottlemeyer	Katie & Jake Luers Yorick
Daniel Stottlemeyer	James Zhang
Don Stottlemeyer	Lucinda Zhang
Eric Stottlemeyer	Yi Zhang
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Allison Sugiyama	Xiaopeng Zhao
Kathy Sugiyama	Brittany Zitnik
Mike Sugiyama	Chris Zitnik
Kimberly M. Summers	Lisa Zitnik
Michael Swett	Zach Zitnik
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Gil Tamari	
Elaine Tan	
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Emily Taylor	
William Thomas	
Jamie Thompson	
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Isaak Thompson	
Karly Thompson	
Kelly Thompson	
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Douglass High School Staff  
and Administrators  
Academy of College and  
Career Exploration Staff  
and Administrators  
Achievement Academy at  
Harbor City High School  
Staff and Administrators  
Kellie Allen  
Stephanie Amposah  
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Art with A Heart  
Ashoka: Innovators for  
the Public  
Alexander Atienza  
Harry Atlas  
Augusta Fells Savage  
High School Staff and  
Administrators  
Avviato  
Jenell Bailey  
Calvin Ball  
Baltimore CASH Campaign  
Baltimore City Child Care  
Resource Center  
Baltimore City Public  
School System  
Baltimore City Public  
Schools - Office of  
Teaching and Learning  
Baltimore City  
YouthWorks  
Baltimore Community  
High School Staff and  
Administrators  
Baltimore Corps  
Baltimore Department of  
Health B'more for  
Healthy Babies  
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Baltimore Office of  
Promotion & The Arts  
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Behavioral Health System  
Baltimore  
Monica Bell  
JoAnn Bell  
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Blue Water Baltimore  
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Scoutreach  
John Bradley  
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John Brenner  
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Bridges  
Brighter, Stronger  
Foundation  
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Entertainment, Inc  
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Camp Puh'Tok  
Neriza Candelario  
Sheldon Caplis  
Carolyn Carey  
Courtney Cass  
Cedarcroft Advisors Center  
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Central Scholarship Bureau	Kalman Hettelman
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Chesapeake Systems	Joyce Hoebing
Dr. Lawrence Cheskin	Homeless Persons
Jane Chisholm	Representation Project
Dr. Kimberly Christian	Matthew Honaker
Shelby Christopher	Paulette Hynson
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Clark Leadership Group	Challis Ireland
Coaching Corps	John Irvine
Zack Cohen	Lee Irving
CollegeBound Foundation	Jay Johnston
Collegetown LeaderShape	Jay's Deli
Complete College	Jesuit Volunteer Corps
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Alicia Copeland	Johns Hopkins Bloomberg
Ronda Cox	School of Public Health
Liz Crammond	Student Assembly
Creative Alliance	Johns Hopkins Broadway
Phil Creswell	Center for Addiction
Cristata Cares	Johns Hopkins Center for
Ahesamahk Dahn	Social Concern
Ronald J.Daniels	Johns Hopkins Center
Dr. Erika Darrah	for Social Concern,
Derrick Davis	Community Impact
Dr. Catherine Davis-Takacs	Internship Program
Eric Dawson	Johns Hopkins Center
Elisa Delia	for Surgical Trials and
Denton A.Cooley Center	Outcomes Research
Department of Juvenile	Johns Hopkins Digital
Services	Media Center
Sanjay Desai	Johns Hopkins Hospital
Rebecca Dineen	Johns Hopkins Institute
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Dulaney High School Staff	Policy
and Administrators	Johns Hopkins Medicine
Timothy Dunnigan	Broadway Center for
Dyslexia Tutoring Program	Addiction
Echoing Green Foundation	Johns Hopkins Medicine
Nicole Egerton-Taylor	Center to Reduce Cancer
Ellin & Tucker	Disparities
Ahmed Elmi	Johns Hopkins Medicine
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Feats, Inc.	Children's Center, Harri
Lea Ferguson	Lane Clinic
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Lennon Flowers	Biomedical Engineering
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Engineering &	Johns Hopkins Medicine
Technology High School	Department of
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Shiv Gandhi	Department of
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Cleona Garfield	Johns Hopkins Medicine
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Jeffrey Griffin	Behavioral Sciences
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Education	Department of Surgery
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Maryland	Division of Child and

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Johns Hopkins Medicine	Kevin Kennedy
Division of	Kennedy Krieger Institute
Rheumatology	Yariela Kerr-Donovan
Johns Hopkins Medicine	Will Kirk
Division of Surgical	Bertha Knight
Oncology	Michelle Landrum
Johns Hopkins Medicine	Dr. Sophie Lanzkron
Evidence-Based Practice	Tony Larkins
Center	Chris LaTesta
Johns Hopkins Medicine	PatriciaLatin
Office of Human	Gwen Leatherman
Resources	LaTavia Little
Johns Hopkins Medicine	Living Classrooms
Sickle Cell Center for	Foundation
Adulthood	Loch Raven High School
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Nursing Department of	Ingrid M.Löfgren
Acute and Chronic Care	Michael Long
Johns Hopkins School of	David Lunken
Nursing Department of	Maritime Trade
Community-Public	Association of Maryland
Health	Maryland CASH Campaign
Johns Hopkins	Maryland Disability Law
Translational Tissue	Center
Engineering Center	Maryland Institute
Johns Hopkins University	College of Art
Office of Human	Maryland Institute College
Resources	of Art - Center for
Johns Hopkins University	Social Design
Alumni Association	Maryland Science Center
Johns Hopkins University	Andrea Mauke
Carey School of Business	Kelly McCaffery
Johns Hopkins University	McCormick
Center for Imaging	Molly McCullogh
Science	Megan McElroy
Johns Hopkins University	Mergenthaler Vocational
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Homewood Imaging and	Erica Miller
Photographic Services	Marcy Mochel
Johns Hopkins University	Dr. Mona Mohamed
Office of International	Dawn Moore
Studies and Scholar	Wes Moore
Services	Scott Moores
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Peabody Institute	Catherine Motz
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Poverty Inequality	Meredith Mulwanda
Research Lab	Molly Murray
Johns Hopkins University	My Sister's Circle
School of Education,	National Academies
School Counseling	Foundation High School
Fellows Program	Staff and Administration
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School of Medicine	Mental Illness
Johns Hopkins University	Abby Neyenhouse
School of Medicine	Robert Noland
Office of Student	Northwestern High School
Diversity	Staff and Administration
Johns Hopkins University	Office of the Public
School of Medicine,	Defender
Graduate Student	Arnold H.Packer
Association	Parks & People
Johns Hopkins University	Foundation
School of Medicine,	Paul Laurence Dunbar
Medical Student Society	High School Staff and
Johns Hopkins University	Administrators
School of Nursing	Dr. Timothy Pawlick
Johns Hopkins University	Rob Paymer
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Johns Hopkins University	and Administrators
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Health Institute	Dr. Christine Pratalis
Johns Hopkins Weight	Christina Ralls
Management Center	Dr. Tilak Ratnanather
Linda Johnson-Harvey	REACH! Partnership
Jay Johnston	School Staff and
Raphael Jordan	Administrators
Patricia Josenh	Real Food Farms

Renaissance Academy  
High School Staff and  
Administrators  
Repair the World  
Diana Reynolds  
Jan Rivitz  
Robert Coleman  
Elementary Staff and  
Administrators  
Dr. Karen Robinson  
Roca  
ROOTS  
Paul Rothman  
Faye Royale-Larkins  
Ambre Rypien  
SailFuture  
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Dr. Theron Scott  
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Juno Simmons  
Becky Slogeris  
Barry Solomon  
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and Administrators  
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John Steele  
Dr. Rosalyn Stewart  
Stoop Storytelling  
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The Community  
School Inc. Staff and  
Administrators  
The Emergency Food  
Assistance Program-  
Maryland, Department of  
Human Resources  
Tyler Thigpen  
Tickets for Kids Charities  
Danielle Torain  
Total Health Care  
Treatment Resources for  
Youth, Inc.  
Tuberous Sclerosis Clinic  
Under Armour  
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Maryland  
University of Baltimore  
College Readiness  
Program  
Urban Alliance  
Sherri Vaughn  
Volunteering Untapped  
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Jonathan Webb  
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Sarah Williams  
Paul Wolman  
Alison Worman  
WSM Consulting, LLC  
Christy Wykiel  
Year Up  
Nancy Young  
Dr. Roy Ziegelstein  
Zipcar  
Indie Zisow

## Thread Friends & Collaborators



Thread has changed me—I have been exposed to an extraordinary level of creativity, fueled by passion and hard work, to do whatever it takes, not only for our students, but for our community at large, our city. I now see myself, my role in the community and the possibilities of dynamic change in a different light. Thread has presented me with new challenges: to become more aware of root problems, to dig deeper, to be more, to do more. I am definitely out of my comfort zone. And loving it.

– Thread Volunteer



I know the hard work that it takes. What's so unique about Thread is the commitment to be with a student for ten years, because nothing of significance happens overnight. Four years later, or three years later, it clicked. It's like, you know, I can go to college, I can be successful, I can have a meaningful life.

– Thread Student



Thread wove me into a community of spirited and committed individuals and connected me to the Baltimore community across boundaries of economic class, race, and other social realities that too often divide us. These profound and sustained connections enable me to take collective action to improve our community.

– Thread Collaborator





