



ANNUAL REPORT 2017

JULY 1, 2016-JUNE 30, 2017

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LETTER FROM CEO AND BOARD CO-CHAIRS

Dear Friends,


Three years ago, Thread established a set of goals that guided our community to thrive, expand, and prepare for even greater growth. We aimed to maintain exemplary student outcomes, increase our current organizational capacity, and invest in infrastructure that would allow for more rapid expansion. Throughout this time, we have remained focused on these goals with discipline and unwavering commitment.

We have been busy over the past year! We welcomed 48 new Thread students in March 2017, representing the third consecutive year of expansion across our three partner schools – Paul Laurence Dunbar High School, The Academy for College and Career Exploration, and Frederick Douglass High School. We also launched Thread's mobile app for tracking TouchPoints (interactions) among students, volunteers, and staff; operationalized our volunteer and volunteer leader curricula; deepened relationships of over 1,000 strangers through Conversation Thread; moved into an extraordinary collaborative work space at TouchPoint Baltimore at Mondawmin Mall; and created a blueprint for scaling over the next four years.

Despite developing into a robust community of 303 students and alumni in relationships with over 1,200 volunteers and collaborators, Thread has maintained our commitment to quality and exceptional outcomes in 2016-2017. These relationships have led to remarkable student achievements, including 88 percent completing high school and 86 percent earning a college degree or professional certification. To get a sense of how extraordinary these outcomes are, consider that freshmen in Baltimore City Public Schools with a grade point average (GPA) of less than 1.0 graduate in four years at a rate of only six percent. Thread students outperform their peers by ten times this rate, with 65 percent graduating in four years.

Our shared experiences over the past year have deepened the ties among us, in ways that have given our community the courage to take on the next great adventure together. We could not have come this far without you, and we hope to have you join us on the path ahead!

Warmest regards,



SARAH HEMMINGER
CO-FOUNDER AND CEO

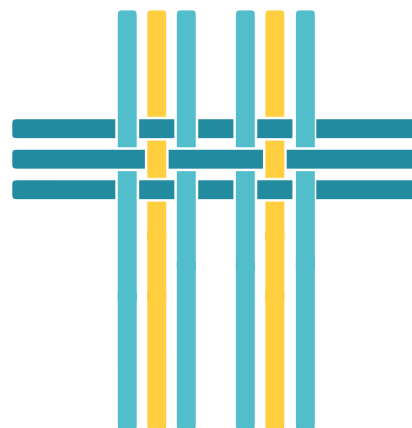
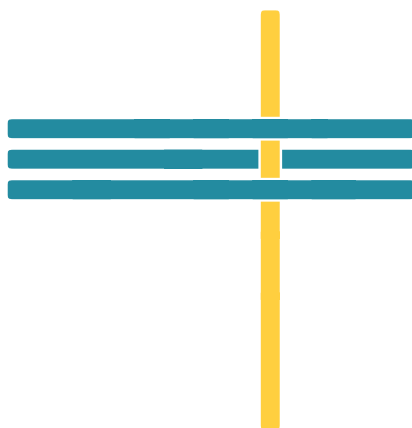


RODNEY FOXWORTH
CO-CHAIR, THREAD BOARD



JAN HOUBOLT
CO-CHAIR, THREAD BOARD

THE THREAD COMMUNITY MODEL



STUDENTS

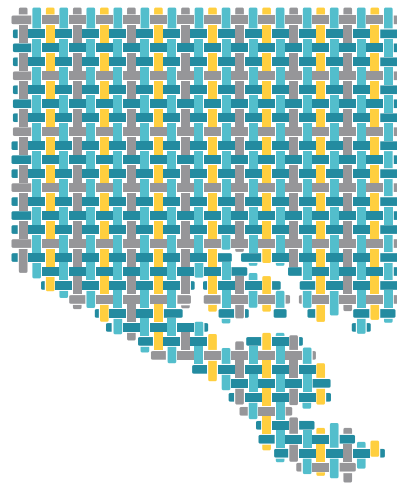
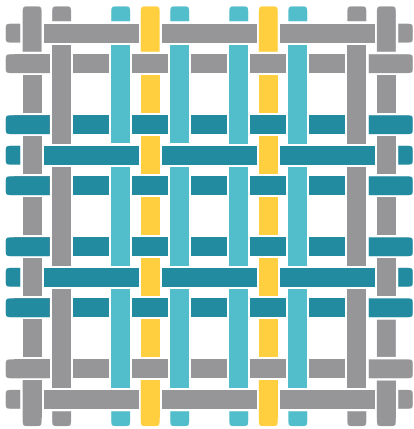
To understand the *Thread Community Model*, imagine a beautifully woven piece of fabric. At the center is a single strand – one student who is facing vast obstacles and who, since birth, has known what it means to live in the bottom quartile of many statistical scales – income, GPA, and access to resources and educational opportunities.

FAMILIES

The strands of thread closest to the student represent his or her immediate Thread Family. Comprised of up to four university- and community-based volunteers, a student's Thread Family is committed to providing *customized* support available 365 days/year, 24 hours/day, from rides to school, to tutoring, to buying groceries. The Thread Family works to weave deep interpersonal bonds with one another and with their student's family and existing social network. They model consistency, open communication, and persistence, and provide an extended social network that allows students to build new skills and envision new possibilities in life.

RESOURCE TEAMS

The bonds formed in Thread Families are next woven together with Thread Resource Teams, strands of volunteers that provide expert support and programs for students to engage in academic advancement, college and career preparation, and community service. Thread Resource Teams weave students and their families together with Thread collaborators to ensure that they have continued access to community services and resources.



COLLABORATORS

Representing the best of individual, institutional, corporate, and community-based organizational investment in Baltimore, Thread collaborators provide *pro bono* services, resources, and expertise that help to stabilize the lives of our students and their families outside of the school or work environment. Collaborators provide legal, health, and housing support; in-kind donations; employment opportunities; and other vital connections and services to help our students and their families overcome an abundance of barriers.

COMMUNITY

Now imagine lines that connect everyone in every band to one another, and imagine that everyone is growing and transforming as a result of their new connections. That's Thread. That's the new social fabric.

DECADE-LONG RELATIONSHIPS WE NEVER GIVE UP



The 10-year, long-term commitment Thread makes to each of our students recognizes that it takes time to build mutual, meaningful, permanent relationships that truly transform lives. Once enrolled, Thread commits to *never giving up* on a single student, and our students consistently defy the odds.

The bonds formed between students and their volunteers deeply enrich the lives of everyone involved, including our students, their committed volunteers and volunteer leaders, community collaborators, donors, Thread's staff and Board, and ultimately, the entire city of Baltimore.



Thread is deeply grateful to the volunteers, collaborators, and donors who have made this same, decade-long commitment to Thread and our vision for a more unified, connected Baltimore. These champions of our growing movement have laid the groundwork for Thread's next phase of growth – an ambitious four-year plan to connect 20,000 individuals – roughly five percent of Baltimore's adult population – in meaningful ways that fundamentally shift expectations of our most underperforming youth and create the kinds of diverse and inclusive relationships that realize the ethos of the civil rights movement. This is the quiet revolution that has the power to transform our country.



RELATIONSHIPS

TRANSFORM OUR CITY

The *Thread Community Model* radically reconfigures the social support structure of our students, volunteers, collaborators, and donors, with the intention of creating a diverse and inclusive community where everyone thrives. Over the past 13 years, we have learned that for our youth to truly thrive as young adults in Baltimore, we must create opportunities for them to access diverse and inclusive networks so that they can build their own social capital to thrive independently.



When Thread enrolls students in ninth grade, we understand that our volunteers and the wider network of organizational resources will act as both the “engine” propelling our students forward and their “safety net” to catch them as they face extraordinary obstacles. During this time the volunteer-student ratio is at its highest, up to 4:1 for each student, and Thread’s support is high-intensity – we expect each volunteer to engage with his or her student at least once each week. As our students reach years 5-8 in Thread, they will begin to become their own engine, demonstrating self-motivation in many decisions, while Thread’s network still provides a safety net and intervenes when necessary to support our students staying on track. By the time our youth are completing their last two years in Thread, they function as their own engine and have accumulated enough social capital to provide their own safety net.

A key challenge in making sure that our young people are able to weave their own safety net of resources and contacts is ensuring they have access to diverse and inclusive communities. We must open these networks to our young people in ways that prove our students are not broken, rather the systems that exclude and undervalue any among us are broken. To dismantle the broken systems and ensure our students’ long-term well-being, each person in Thread must demonstrate a commitment to their own personal growth along with our community’s extraordinary commitments to one another.

OUR STUDENTS AND ALUMNI DEFY THE ODDS

Thread's students and alumni have proven that circumstances do not define possibility and that a youth's trajectory in life is not determined by the ninth grade. The *Thread Community Model* has shown that authentic, enduring relationships are the key to reversing trends of high school dropout and failure in post-secondary pursuits. Along the way, these relationships transform everyone involved and move our city toward a more integrated and unified future where our students, their families, and all communities throughout Baltimore thrive together.

Thread is extremely proud that our student alumni continue to defy the odds and achieve remarkable results. Our student alumni have been, and continue to be, our city's most powerful resource. They are a permanent social support system for everyone touched by Thread, and are consistently relied upon by all members of the Thread Community for their insights, experiences, and expertise. Thread alumni have joined as volunteers, collaborators, staff and Board members, and continue to guide strategy and implementation as Thread works to change the odds for all Baltimore youth. Thread alumni have begun to create ripple effects throughout their communities, establishing a new cycle of learning, service, and social well-being.

The past year represented the final year in Thread for 16 students who enrolled as the second cohort from Paul Laurence Dunbar High School in 2007. These remarkable young people now join 15 others who became Thread's first class of alumni three years ago.



STUDENT AND ALUMNI STATISTICS

303

STUDENTS AND ALUMNI

100%

OF THREAD STUDENTS
CONTINUE TO BE ENROLLED

98%

OF STUDENTS CONSISTENTLY
ENGAGED WITH THREAD.

86%

OF OUR STUDENTS WHO HAVE
BEEN IN THREAD FOR A DECADE
HAVE RECEIVED A FOUR OR
TWO-YEAR COLLEGE DEGREE OR
CERTIFICATE

88%

OF OUR STUDENTS HAVE
GRADUATED FROM HIGH SCHOOL
WITHIN FIVE YEARS OF JOINING
THREAD.

STUDENT ALUMNUS SPOTLIGHT: **DEVIN MORTON**



When Devin joined Thread's inaugural cohort of Dunbar High School students, he was struggling with the transition to high school and finding it difficult to stay motivated in his classes. Devin had grown up in different parts of Baltimore – moving back and forth between his mother and father – where, he said, “you see a lot of drug dealing and violence, and it’s easy to become subject to the things around you.”

For Devin and so many of our Thread Community members, joining Thread meant gaining access to a whole new set of experiences, perspectives on life, and perceptions of what is possible. On interacting with his Thread Family Members, Kelly and Kush, Devin said, “I began to understand that life was more than what I saw around me growing up in the city. Being around people from different cultures and backgrounds, I learned about their perspectives on life and what is important to them.” Similarly, through their work with Devin, Kush and Kelly were able to feel more connected to Baltimore outside of the “Hopkins Bubble” and really understand the culture of the city. Devin reflected, “I think that their perspectives of inner city Baltimore students changed a lot...I believe Kush and Kelly experienced tremendous growth through their dedication and willingness to sacrifice their time to build and maintain relationships with me. I think they got a lot from not only watching me

grow, but also growing with me.”

With the support of his Thread Family Members, Devin successfully completed high school in four years and navigated the process of applying to and enrolling in college. He found that, “because you rely on yourself so much in college, Thread took a lot of pressure off of me and my parents for basic expenses like books and groceries.” Devin went on to graduate from the University of Maryland Eastern Shore with a degree in accounting. Following graduation, he began his own landscaping, real estate, and property management business, and in 2017 – 13 years after enrolling in Thread – he returned to Dunbar High School as a Thread Community Manager. In his role on Thread staff, Devin supports Thread's volunteer leaders and students in their post-secondary and career pursuits: “I thought back to when I was in that position and it brought everything full circle. This is where I belong. It feels good to return as an alumnus and show the students the importance of giving back and helping other people.”

Devin reflected, “Over the course of my 10 years in Thread, I found myself and I found my voice. I became comfortable with who I am and in knowing who I am. I came to understand what my aspirations and goals were, and who I wanted to be associated with. I went from being someone who didn't take school seriously to wanting to go to college, get a degree, and start a career. Over the years the picture changed for me; it got bigger and bigger. My outlook and perspective changed completely.”

OUR VOLUNTEERS CONSISTENTLY SHOW UP

The extraordinary success of Thread's students and student alumni is attributed in part to our team of devoted volunteers, who commit to supporting our students and their families unconditionally. Our volunteers and volunteer leaders never give up on their students, and we will never give up on them. In FY17, more than 800 volunteers powered the *Thread Community Model*, vowing to do whatever it takes to support their students and, in the process, developed as people and leaders.

Thread volunteers come from diverse backgrounds – ranging from undergraduate and graduate students, to small business owners and young professionals, to “empty nesters” and retired professionals – but are united in their desire to build lasting, meaningful relationships that have the potential to permanently alter the Baltimore community.

Through their experiences as volunteers and volunteer leaders, they are coached through the Leadership Development Journey – a four-stage journey refined through a decade of experience in recruiting, training, supporting, and retaining volunteers and volunteer leaders. Volunteers first develop an *awareness* that being a Thread volunteer is not just about the student, but also about their own growth as a leader, then move through stages of *commitment* and *engagement*, and finally remain steady in the *growth* phase, where everyone involved is working to build a stronger and more connected community.

VOLUNTEER ENGAGEMENT

843

ACTIVE VOLUNTEERS

274

VOLUNTEER LEADERS

75

NEW VOLUNTEER RECRUITMENT
EVENTS

28

ONGOING VOLUNTEER
TRAININGS

34

NEW VOLUNTEER TRAININGS

14

VOLUNTEER LEADERSHIP
DEVELOPMENT EVENTS

426

VOLUNTEER TEAM GROUP
MONTHLY MEETINGS

66

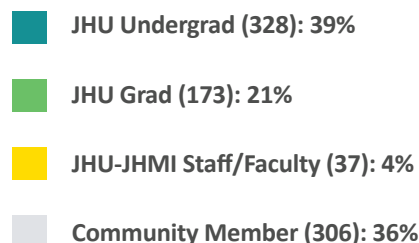
VOLUNTEER LEADER GROUP
MONTHLY MEETINGS

2

VOLUNTEER APPRECIATION
EVENT

300+

VOLUNTEER LEADER 1-ON-1
COACHING SESSIONS



VOLUNTEER SPOTLIGHT:

BRIDGET KEENAN

When Bridget Keenan first heard about Thread – then called the Incentive Mentoring Program (IMP) – from Co-Founder and CEO Sarah Hemminger in 2007, she knew immediately that she wanted to be involved. Having already spent four years in Baltimore as an undergraduate student at Loyola University Maryland, Bridget understood the need to bring Baltimore together: “I felt so connected to the community, but there were so many systemic issues. I wanted to be a part of the solution. I wanted to make Baltimore a better, less divided community.” She joined Thread as a volunteer Family Member while earning her MD-PhD from The Johns Hopkins University School of Medicine, and later went on to serve in various volunteer leadership capacities for Thread. Bridget reflected, “Volunteering with Thread during my PhD kept me grounded and connected to the Baltimore community at a time when most of my lab work was independent and introspective.”

Through all of her Thread relationships, and especially her relationship with student alumna Kierra Alsup, Bridget learned to embody Thread’s core competency of never giving up. “One way I built trust with Kierra was I never gave up. I would go to her house and I wouldn’t leave her doorstep until someone showed up. Over time, Kierra continued to see me. It was a long process of putting in the time that led to trust building, but once we got past that stage, we got to enjoy spending time with each other. When Kierra had her son, they became more and more a part of my family, and I got to spend more time with her family members. From Kierra, I learned about loyalty and never giving up. I see how all her endeavors are on behalf of her young son and it inspires me to persist through tough situations in my own life.”

Although Bridget has since moved across the country to San Francisco, where she works as a physician and researcher, she and Kierra remain close: “We text at least every other week and check in to see how things are going for one another.” Kierra, who is now 25 years old, remarked, “I don’t know if it was a blessing or what, but Bridget stuck around. She’s been there as a friend throughout all the years I’ve known her.” On what she has gained from her more than 10-year commitment to Thread and students like Kierra, Bridget said, “Being in Thread and in particular serving as a volunteer leader gave me skills that I use in my career as a physician and a researcher – leadership, patience, problem-solving. At the time, I was more focused on the students themselves but I realize now that I learned how to delegate, motivate others, and approach challenging conversations and situations as a result of my experiences in Thread.”

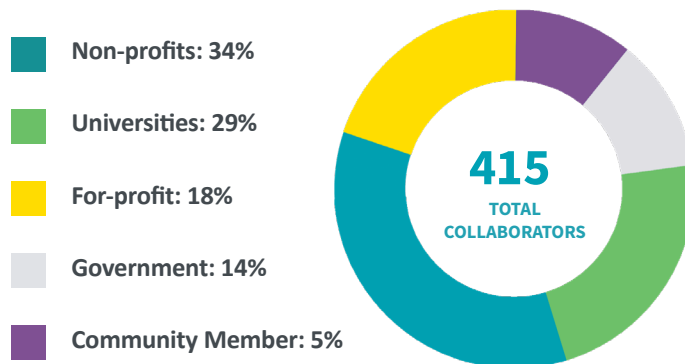
In the words of former Thread volunteer and staff member Kat Lee, “Bridget shines for her dedication, responsiveness, and ability to deeply connect with the students she is charged with. Her longevity with Thread not only serves as a testament to her passion for the well-being of the students, but also demonstrates that this is what she excels at. She transcends the notion of doing what is expected of you and embodies the spirit of what Thread is about.”



OUR COLLABORATORS EXTEND OUR NETWORKS



COLLABORATOR ENGAGEMENT



Through the invaluable services and connections they offer, Thread collaborators build meaningful relationships with Baltimore's next generation of talented employees and leaders that span decades and stretch across industries. Thread collaborators come from every sector and expand our students and volunteers' horizons, laying a foundation for systemic and sustainable change across Baltimore. In turn, Thread students and volunteers offer our collaborators – who are often deeply invested in positive change in Baltimore – invaluable insight, perspective, and connections. By building authentic relationships that increase access to social and professional opportunities for all involved, Thread maximizes connectedness in Baltimore, creating a richer social fabric.

In FY17, Thread engaged 415 collaborators from community non-profits, universities, government agencies, and for-profit businesses. These community collaborators – including those that have strived alongside us for 10 years to create lasting change in Baltimore – provided academic support, access to professional development workshops and employment opportunities, pro bono legal and health services, communications and financial consulting, and so much more.



COLLABORATOR SPOTLIGHT:

BOY SCOUTS OF AMERICA

Thread's partnership with the Boy Scouts of America and Scoutreach began in 2004, when Thread co-founder and CEO Sarah Hemminger met Sonya Greene of Boy Scouts of America's Baltimore Area Council at a resource fair. Sonya and her colleagues Ron McKinney and Jeffrey Griffin were immediately taken with Thread's mission and Sarah's desire to bring new experiences to Thread students. Jeffrey reflected, "Boy Scout camp was a way for me to experience life away from where I grew up in Dundalk, MD – I never thought of life outside of Dundalk until I worked at camp. I could understand that this was a huge opportunity for the Dunbar students, and what Sarah wanted to bring to them. This was a way to broaden their horizons, quickly."

Sonya encouraged Sarah to register Thread as a Scoutreach troop, which would allow Thread students to access Boy Scouts programming free of charge. The Boy Scouts' Scoutreach Division was created to ensure that all young people – regardless of their gender, circumstances, neighborhood, or ethnic background – are able to engage in Scouting and outdoor activities, learn new skills, develop leadership ability, and participate in service opportunities. Thread's collaboration with Scoutreach was, as Jeffrey said, "exactly what Scoutreach set out to do – to give opportunities to youth in Baltimore who wouldn't otherwise have them and show them that it's not all about cement and pavement. There's a whole other world out there and it belongs to all of us. Once you're out in the woods, no one cares about what clothes or shoes you're wearing. All we know is we're out there together and we have to tackle the obstacles in front of us. The artificial stuff is removed and it's just people being humans and connecting on that level." Over the past 13 years, the connections formed between Thread students, Boy Scout camp leaders, and community members at the campgrounds have broadened perspectives and led to new experiences for all involved.

"Any time you have interactions with anyone associated with Thread, you blow away stereotypes and make people rethink everything they know," remarked Jeffrey. During Thread's early visits to the Boy Scouts campgrounds, he noticed that, "for whatever reason, sometimes people would have different mindsets when they heard that a group of city kids were coming to camp." Thread's students, however, continued to serve as ambassadors for the city and consistently broke down stereotypes surrounding Baltimore youth. This change in mindset and perception of others speaks directly to Thread's objective to challenge our community to view relationships – and the inherent value of all people – as one of our greatest forms of wealth.

Even in its earliest years, Thread's collaboration with the Boy Scouts of America created ripple effects throughout the Baltimore community that extended far beyond these weekend camping trips. After those early camping trips, Thread students and volunteers took the skills they learned at camp – for example, first aid and survival skills – back to Baltimore to host first aid clinics all across the city, where they reached thousands of city youth and served as role models to all of those they served. "None of this work would have been possible without our Dunbar and Hopkins students," said Jeffrey. Through our collaboration with the Boy Scouts of America and their steadfast support, Thread continues to visit camp each year and our students continue to shatter stereotypes and establish new cycles of learning and service in Baltimore.

OUR DONORS CONTINUALLY SUPPORT

Investment from Thread's donors has provided our community with consistent, critical financial support and the momentum needed to grow to our current size and scale. Through their philanthropic investment in Thread's programs, individuals, foundations, corporations, and government funders demonstrate that a community of students, volunteers, and collaborators working together toward mutual growth can change lives and the social fabric of Baltimore. Our partners have helped Thread build infrastructure to support organizational growth and special initiatives, served as valued thought partners, and provided strategic guidance and executive coaching for Thread staff. We are deeply indebted to our donors, their generosity, and their continued support of our mission to help our students develop into self-motivated, resilient, and responsible citizens.

DONOR DEMOGRAPHICS

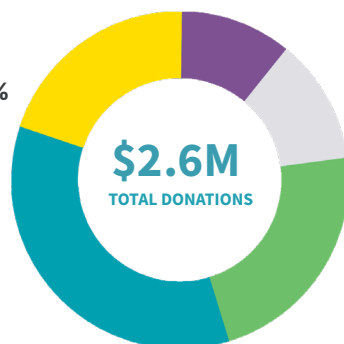
Natl Foundation: 40%

Local Foundation: 32%

Individuals: 16%

Corporate: 7%

In-Kind: 6%



DONOR SPOTLIGHT:

THE LOCKHART VAUGHAN FOUNDATION

The Lockhart Vaughan Foundation was one of Thread's earliest champions and has remained an ardent supporter since our incorporation as a nonprofit organization in 2006. At the time, Thread was an all-volunteer organization with a relatively small budget of approximately \$30,000. After reading through one of Thread's early grant submissions, Pete Powell, Executive Director of the Lockhart Vaughan Foundation, generously offered to visit with our students and volunteers. While our written application left much to be desired, Pete recognized that Thread possessed the gumption and grit necessary to facilitate lasting relationships between Baltimore's young people and university-based volunteers. Reflecting on his first visit, Pete said, "I was so impressed by the intellect and dedication of the volunteers Sarah had assembled to work with the Dunbar students." After taking the time to meet with our students and volunteers, Pete offered invaluable support by providing feedback and advice on how to improve our grant submissions and making a financial contribution from the Lockhart Vaughan Foundation. In addition, Pete generously shared Thread's work with his colleagues in the philanthropic community, which resulted in relationships with the individuals and foundations that have served as Thread's core donor base for the past decade.



Over the course of 10 years, Thread's relationship with the Lockhart Vaughan Foundation came to resemble, in many ways, the relationships facilitated by the Thread Community Model. At Thread, we coach our volunteers, collaborators, donors, staff, and Board to understand that their participation is not only about the growth of our students, but also about their own learning and personal development. Pete commented, "The credo developed at Thread mirrors the words in 'The King and I' – 'by your pupils you'll be taught.' Thread has made it very clear that the right relationship is one where the volunteer learns as much from the student as the student learns from the volunteer." These relationships lead to the congruent growth of all those in our Thread community, and also allow us to achieve the extraordinary student outcomes for which Thread is known. Pete observed that, "with dedication and strategic planning, Thread has made a huge impact on Baltimore." Thread is deeply grateful to the Lockhart Vaughan Foundation for the historic role it has played in our ability to grow from 31 to 303 students and alumni, radically reconfiguring the social support structure for all involved and for our city.

WE BUILD

TOUCHPOINT BALTIMORE AT MONDAWMIN MALL



“If you can create a bright, uplifting place where people can comfortably come together, the positive interactions between those people happen quite naturally, and in the process everyone is lifted up.”

*Timothy Regan, President &
CEO of Whiting-Turner*

“Our goal was to have a positive impact and make a difference. We wanted to show the community that we care and are here to support them.”

Calvin Butler, CEO of Baltimore Gas & Electric

Following the April 2015 civil unrest in West Baltimore, Calvin Butler, CEO of Baltimore Gas & Electric (BGE), and Tim Regan, President and CEO of the Whiting-Turner Contracting Company, sought to bring the Baltimore community together in a way that would substantially contribute to the city’s revitalization. They wondered: what if we could bring together corporate, nonprofit, and community partners, and what if they could bring together their employees, clients, students, volunteers, and collaborators to build relationships with each other and work together to collectively make a broader impact in our city? These what ifs became the foundation of TouchPoint Baltimore at Mondawmin Mall – a unique collaboration between four nonprofits, two local corporations, and a community partner that leverage their collective assets to further strengthen the Mondawmin community by sharing resources, information, and access to talent and networks.

In February 2017, BGE and Whiting-Turner, in collaboration with the Greater Mondawmin Coordinating Council, officially opened the doors of TouchPoint Baltimore at Mondawmin Mall to its four resident nonprofit partners – Thread, Baltimore Corps, Center for Urban Families, and Invested Impact – and the Baltimore community at large. Through this innovative partnership, local nonprofits, corporate

partners, and community members work together within a model of collaboration where sharing is paramount – sharing of resources, information, and access to talent and networks, as well as day-to-day coordination to be able to provide services across constituencies. Services include mentoring, tutoring, workforce development, life skills support, leadership development, and entrepreneurial support.

As the first collaborative workspace of its kind, TouchPoint Baltimore at Mondawmin Mall seeks to create highly visible spaces with a focus on breaking isolation and creating a diverse mix of social capital. The hope is that the success of this partnership will encourage corporations, nonprofits, and community organizations to implement this model in their neighborhoods to maximize social impact and create lasting community change. Thread is extremely proud to be part of this collaboration, where our interactions with one another have the ability to tear down the walls of systemic poverty, displacement, and lack of opportunity. This is a place where Baltimore comes together.

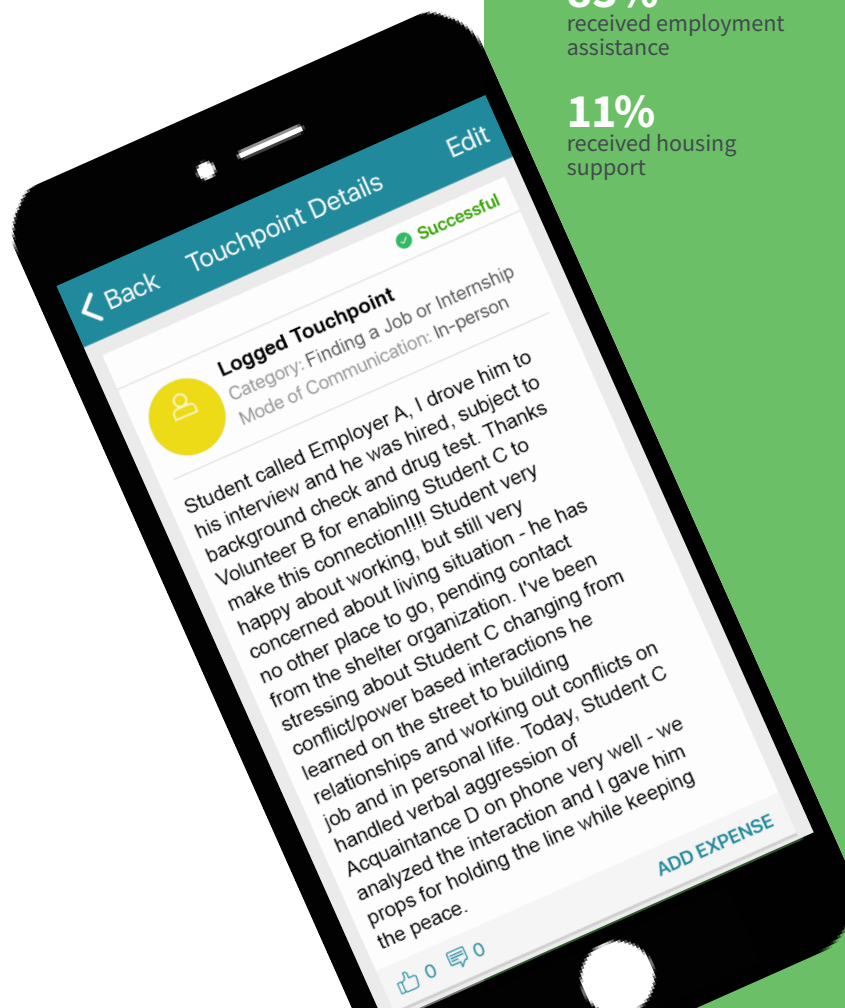
In addition to the four nonprofits based at TouchPoint Baltimore at Mondawmin Mall, the following partners offered or participated in community programming in FY17:

- ***Baltimore Office of Promotion & the Arts***
- ***Baltimore Youth Film Arts***
- ***Dr. Stan Andrisse***
- ***Frederick Douglass Baseball Team***
- ***Greater Mondawmin Coordinating Council***
- ***Global Air Media***
- ***Goodwill Industries of the Upper Chesapeake, Inc.***
- ***Imagine Me Ministries***
- ***Maryland CASH Campaign***
- ***Teach for America***

MEASURING SUCCESS TOUCHPOINTS

At its core, Thread is a community organization that creates opportunities for people from all walks of life to develop strong relationships with one another. Through more than a decade of experience, Thread has distilled our insight that the health of any relationship can be measured by the nature of its interactions into a key driver of a student's success – TouchPoints. TouchPoints represent any points of contact or interactions between people (be they conversations, emails, meals, academic tutoring sessions, or social gatherings), and capture the consistent and persistent effort needed to build relationships that lead to individual and community success.

In July 2016, we launched the Thread mobile app, *Tapestry*, giving volunteers and staff the ability to log on-the-go TouchPoint data and connect these inputs with student outcomes in real time.



TOUCHPOINTS: 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, to preparing students and their families for job interviews, providing professional attire, and obtaining stable housing, food assistance, legal representation, or accessing healthcare. Our annual Thread Resource Fair provides an opportunity for students and their families to connect directly with Thread collaborators.

93%
of students received
services

80%
received food
assistance

83%
received employment
assistance

13%
received clothing
assistance

11%
received housing
support

13%
received legal support

10%
received health
support

TOUCHPOINTS: PROFESSIONAL DEVELOPMENT

Thread professional development activities and events are designed to support our students as they develop skills and discover their passions. During FY17, Thread Resource Teams offered 33 professional development events, including workforce readiness and summer job enrollment workshops, and community service opportunities. We also hosted teambuilding events such as field days and ice-skating. In June 2017, students began a 5-week long summer internship program where they all gained a professional experience.

95%
of students received
professional development
support

89%
participated in a
teambuilding activity

76%
received job placement
assistance

48%
received workforce
readiness assistance

TOUCHPOINTS: ACADEMIC ADVANCEMENT

Thread is committed to ensuring our high school students develop the academic skills necessary to pursue their dreams. In FY17, Thread hosted 238 academic sessions, including 200 after-school threadHOURS 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. Thread also offered college counseling and enrollment sessions, financial aid sessions, and college visits.

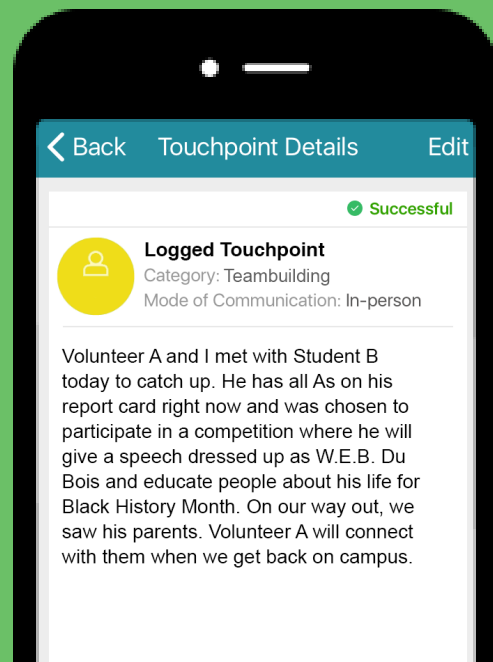
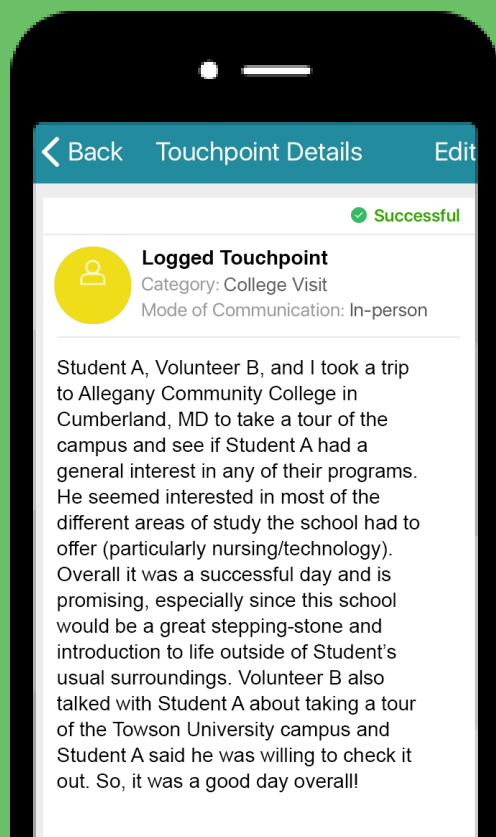
99%
of high school students
received academic
advancement support

99%
received school advocacy
assistance

64%
received individual tutoring
support

30%
received rides to school
support

24%
participated in credit
recovery



IT TAKES A VILLAGE. THREAD IS OUR VILLAGE. **THREADING TOGETHER**

LAURIE:

"I first heard of Thread through the Baltimore Women's Giving Circle. I wanted to join right away. Originally I didn't want to be in a Thread Family; I was through with that, having raised three kids of my own who were dyslexic and had ADHD. My kids were a big part of my life and when they left I was a little bit adrift. So I volunteered to help Thread with writing and resume prep, and that's how I met Aisha, who was about 18 then. She had been asked to speak to a group of women like me and I helped her come up with a speech. I was 44 years older and white, and we still hit it off. She was formal at first but she opened up and told me about her very difficult family life. And she gave a spectacular speech to 200 women – not a dry eye in the house."

AISHA:

"In 2010 I was in the 9th grade at ACCE and I was only going to school for the lunch, skipping my classes. My mother, who is deaf, had become addicted to crack and my grandmother died and our lives were falling apart, me and my brother and half-sister. My sister went into foster care, my brother went to live with



my father, and I was trying to decide whether to do it, hiding from social workers, feeling scared and bad about leaving my mother, but knowing that I couldn't keep living like this, with no food, no clean clothes, no support." A young Thread college student volunteer helped her decide to opt for foster care after sharing a story about his own family circumstances."

LAURIE:

"Aisha introduced me to a world I knew absolutely nothing about. I grew up in northwest Baltimore, studied drama, lived in Ohio, DC and New York, and worked as a producer for WJZ-TV. I knew very little about life in other areas of Baltimore and, like many of my friends, was afraid to go downtown. Now I know people who live all over the city and I'm more concerned about their safety, rather than mine. Aisha knows all about me, knows my kids, my weaknesses. Just knowing her has made me more empathetic and concerned about people and I'm so inspired by her resilience in the face of so much adversity. She never gives up, which makes me want to persevere and never give up on other difficult relationships that exist in my own life. She is really special and working very hard,

but it's still a struggle to escape from poverty, no matter how hard you try. It really does take a village to break the barriers of poverty, and Thread is our village."



AISHA:

"It has been hard not having a regular family. I lived in a foster care group home, finished high school at an alternative school, and tried some jobs and community college. A lot of people think of foster care as terrible, but for me it was a lifesaver. It gave me a place to live, an allowance, and paid for me to take a training course to be certified as a pharmacy technician. I now have my own apartment (I aged out of Foster Care living) and a brand new job as a pharmacy technician that I'm excited about. I feel like I have to take charge of my own life, set my own goals and make sure I achieve them. Thread has given me family support – meals, help with clothes and other necessities, but most of all a few people I can still talk to, lean on and trust – especially Laurie."

LAURIE:

"I feel like I'm part of a movement and it has made me grow as a person. My kids are amazed that I've become so involved. They see me stepping outside of my little world and loving people whom I otherwise would never have met if I hadn't joined Thread."

ANNUAL REPORT FINANCIALS

PROGRAMMING EXPENSES	\$1,862,191
Personnel Costs	\$1,071,935
Services	\$292,861
Food	\$157,206
In-Kind Legal and Rent	\$112,640
Tuition and Housing	\$53,989
Depreciation	\$52,483
Travel	\$49,467
Supplies	\$42,575
Academic Materials	\$2,017
Admissions	\$12,698
Insurance	\$7,642
Stipends	\$2,400
Website	\$2,351
Training	\$1,856
Advertising	\$71

ADMINISTRATIVE EXPENSES	\$270,780
Personnel Costs	\$153,267
General Administrative Expenses	\$117,513

DEVELOPMENT EXPENSES	\$179,951
Personnel Costs	\$121,482
General Development Expenses	\$58,469

CONTRIBUTIONS AND FUTURE YEAR PLEDGES	\$2,661,538
Foundation	\$1,900,186
Individual	\$424,276
Corporation	\$178,445
In-Kind Services or Space	\$150,584
Space	\$135,107
Services	\$15,477
Other	\$8,047

NET ASSETS	\$2,732,252
Cash	\$1,975,276
Pledges Receivable	\$485,059
Property and Equipment, Net	\$335,491
Prepaid Expenses	\$60,055
Accounts Payable	\$123,629

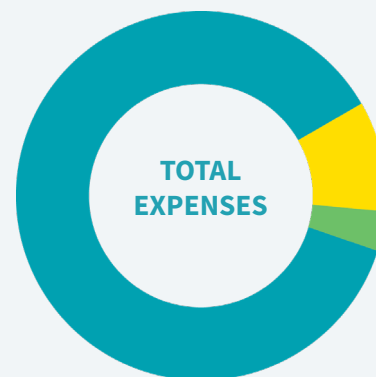
Net Assets Beginning of Year **\$2,383,636**

Total Operating Expenses **\$2,312,922**

Total Contributions and Future Year Pledges **\$2,661,538**

Net Assets End of Year **\$2,732,252**

PERCENTAGE OF TOTAL



- Programming: 80.51%
- Administrative: 11.71%
- Development: 7.78%

INVESTORS

Your thoughtfulness and generosity have 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.

Thread is deeply grateful to the following investors who have supported us for the past ten years.

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