In June 2017 MUST celebrated its 5th anniversary. Businesses who make it to their sixth year have a strong chance of success. We can feel the momentum. Our youth are on track to meet achievement projections, our community relationships strengthen and expand each year and our donor base is strong. The future is bright for MUST.

We are now focused on incremental growth as we head toward our strategic goal of serving 50 youth and 20-25 mentors by 2020. Growth is exciting because we are met with new challenges and it also means we get to think more in terms of scale. What will MUST look like when it is serving 400 youth or is in multiple cities? What will the budget be? These fun questions and more occupy my mind and it gets me pumped for what is ahead.

In May we were asked to present our model to the TEDx (TED.com) organization. The TED organization is a powerful platform for sharing innovative ideas. I am excited about new possibilities this opportunity will provide. 200 people could view the video or 2 million. You never know. It is one more strong building block for our organization. We will let you know when it is published.

Personally, it has been a year of occupational growth for me. Over the past 5 years I have functioned more as a mentor than an Executive Director. I am enjoying learning how to be a great Executive Director. Many books and podcasts have been helpful as well as my own mentors. One of our Coaches, Edmundo Macedo, was a top executive at ESPN for many years. His input has been vital to my growth and I am very grateful to him. I am committed to become an excellent Executive Director and am willing to put in the hard work to achieve that goal.

I cannot thank you enough for your continued support of MUST. Toree, one of the original five youth that we started with and who is now in college, earnestly said the other day that the mentoring program is very helpful to him. “It keeps me on track.” These words and others let me know that we too are ‘on track’ as an organization. You, as donors and supporters of MUST, are helping break the cycle of poverty in the lives of the youth we serve and we thank you.

Sincerely,

MUST
Executive Director

“The greatest need in the urban core is positive male role models.”
MUST MODEL

Coaches: Successful men in the community who volunteer to coach the Mentors while they are in college.

Mentors: Young men in their early 20s who grew up in hard environments and are paid to mentor high school students for four years while they attend college.

High School Youth: High school age young men in danger of dropping out of high school.

Quality Mentoring: Quality mentoring has been proven to reduce depression, deviance, and drug use and increase grades, attendance and acceptance.

MUST is a unique mentoring program serving both the youth and the mentor. MUST mentors are responsible and bright young African American men who grew up in hard situations themselves but are in college now. MUST pays these young men to mentor African American male, high-school aged youth who are genuinely in danger of dropping out of high school. The mentor receives his college education, coaching and support. For 4 years he serves as a positive male role model and mentor to the youth.

After a MUST outing... “I’ve never been farther away from home than Edmonds (30 miles away).” — MUST Youth
When MUST began five years ago we looked at the average graduation rates for African Americans in the Seattle Public School District. It was 68% at the time. Since we serve youth who are under greater stress than the average youth we conservatively projected that half (50%) of our youth would not graduate without us and the other half would not be established in stable careers. Our projections for our youth with MUST in their lives were that 20-30% would still dropout despite our best efforts; 30-40% would graduate and we would get them established in a trade or career; and 30-40% would go to college.

After 5 years we have hit our target projections. Out of those first five youth (pictured top), one dropped out of high school, one is still working on credits, one graduated and two are in college. Of course we made mistakes with this first group but each year we get better at what we do. Our continual improvements help pave the way for the groups that follow (pictured bottom). Thank you for helping to give these young men a chance to reach their goals.

“Most of his friends have gotten in trouble or dropped out of school...
Edmundo Macedo is the Coach for Todd Williams (center). Edmundo was an executive for ESPN and Microsoft for many years and has brought a tremendous amount of professionalism and experience to MUST. During the school year Edmundo meets once a week with Todd to help him succeed in college, be a great mentor and be ready for his future career. We are so thankful for Edmundo!

Todd Williams struggled during his first year of college and had a 1.9 GPA. However, in his second year of college he became a Mentor for MUST. The good pay, flexible hours, a vehicle and coaching that MUST provided allowed Todd to focus on school. This past year Todd made the Dean’s List with a 3.67 GPA. Todd is very charismatic, smart and has bright future ahead of him. Todd is a great Mentor and leader for MUST!

Todd mentors three youth. Clockwise from the upper left: Jerome, Adriel and James. Skyjah (lower left) moved to Tacoma but we still try to stay connected with him as much as possible. Each of these young men are jam packed with potential but face many hurdles in reaching their goals. Their weekly breakfasts with Todd help provide a safe place to talk about life. Group activities provide the fun to help them keep going.

...I feel the mentoring has kept his mind on higher goals and his ego intact.” — Guardian
FINANCIALS

As MUST grows toward our strategic goal of serving 50 youth and 20-25 mentors by the year 2020 we will be investing more heavily in administration. Within 12 months, MUST would like to hire an area director in order to allow Rick to function and focus solely as Executive Director. Once MUST grows to scale the program expenses will make up a healthy majority of the budget.

“You take the risk with these kids and go above and beyond to keep them active and out of trouble.” - Guardian

“He has become more confident in school and eager to take on the next challenge.” — Guardian

STATEMENT OF ACTIVITIES

**REVENUE**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Individuals</td>
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<td>Foundations and Grants</td>
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<td>Corporations</td>
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<td><strong>TOTAL REVENUE</strong></td>
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**EXPENSES**

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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
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</tbody>
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* Revenue figures for Individuals and Foundations/Grants vary greatly from 2015-16 donations because some individual donors were recategorized as Foundations/Grants.
MUST BOARD

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Juergen Kneifel
Former Director and Board Member for Big Brother Big Sisters
Doug Wheeler
Zion Preparatory Academy, School Director

“There are few role models for him who are in our circle. This program has been a God send.” — Guardian
CONTRIBUTORS
July 1, 2016 - June 30, 2017

Aaron and Christy Quaresma
Adam and Sara Anderson
Andrew and Corrie Crews
Andrew and Rachel Nordmeier
Benevity Community Fund
Benjamin and Pil Curtis
Bill and Michelle Becker
Drs. Brad Shoup and Mimi Johnson
Brian and Darcy Wise
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The Bill and Melinda Gates Foundation*

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*Matching company donation.

**Please let us know of any omissions or errors.