Easily the most exciting thing right now for me is the hiring of our second full-time employee, Kelvin Washington (see page 3). He is our first area Director and will eventually manage all of our Youth, Mentors and Coaches. Hiring Kelvin will free up 60% of my time to do more development work so we can grow the program beyond Seattle. Because of the rising cost of housing many families continue to get pushed south to Auburn, Des Moines, Federal Way, Kent, Tukwila and Renton. Eventually, MUST would like to have a presence in each of these cities. It has been our goal to start a new city in 2020.

Thinking about a new city makes me also think about how to build a sustainable program that will last 100 years and help thousands of people. Endowment will need to be a part of that equation because the economy will not always be humming along at the rate it is now. An Endowment will help us weather those storms and provide a sure foundation.

This coming year we are very focused on diversifying our board, moving me out of the chair position and handing it over to African American leadership. Eventually, we would like to have a minority replace me as Executive Director. That move may be two years away or ten. We are not sure. But it is our hearts desire.

“I’ve heard of MUST.” “Hey, I’ve seen MUST before.” There is a growing knowledge and respect for MUST in the community. Many programs come and go but MUST is starting to prove that we are here to stay and make a difference in the lives of our Youth and Mentors.

Three of the original five guys MUST started with will be in college. Those results and the projected outcomes of the youth that are following them let us know that we have something special. One of the original guys wrote the other day about MUST. “Becoming part of MUST means there’s always a family that has your back.” We do have the backs of our Youth and I cannot thank you enough for having their backs as stake holders too. You are making a tangible difference in the lives of our Youth and Mentors.

Sincerely,

Rick
MUST Executive Director

“GROWTH”

“It can change your life for the better.” - MUST Youth
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Rick Newell, Founder and Board President
Lois Newell, Treasurer
Former CFO, Northwest Foot and Ankle Clinic
Maggie Montgomery, Secretary
Consultant, Microsoft
Mark Canlis, Board Member
Owner, Canlis Restaurant
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Doug Wheeler
Zion Preparatory Academy, School Director

“Becoming part of MUST means there’s always a family that has your back.” — MUST Youth
Kelvin Washington

We are very excited to introduce you to Kelvin Washington. Kelvin is our second full-time employee and our very first Area Director. He will oversee the work of MUST in the Rainier Valley (Garfield HS, Franklin HS, Cleveland HS and Rainier Beach HS). MUST is a near-peer mentoring model and Kelvin embodies this model. His body bears the scars from his life growing up on the streets and he also holds a B.A. from Howard University and a masters in Curriculum and Instruction from the University of Washington. The Youth and Mentors will be able to relate to him because of the difficulties in his childhood and all will be able to relate to him because of his wonderful passion, his education and brilliant mind. We feel extremely lucky to have found Kelvin.

The work MUST does is exactly what Kelvin has devoted his life to do. His motto is ‘Serve to Save’ and at each of his previous stops he achieved the desired outcomes and has related to troubled youth in a unique and effective way. He believes the foundation of hope begins with positive relationships. Working with struggling African American youth is his passion and he is very excited about his roll with MUST. We have a lot to learn from him.

All current Youth, Mentors and Coaches (27 people) will eventually report to Kelvin. The hire will free up 60% of Rick’s workload so he can focus on development, community relations and over site of the whole program. Both Rick and Rebecca have been working very hard and have put in a lot of extra hours over these past six years. The hiring of Kelvin signals a strategic shift for MUST. The Youth in the program trust Rick because they know that he loves them but in the end Rick is still a middle aged white guy. MUST believes that Kelvin will be able to do an even better job inspiring our Youth to work hard toward their future and to encourage our Mentors in their pursuit of their higher education. This hire is a big step forward and we cannot thank you enough for helping make it happen. You are helping change generations and are helping MUST grow.

“Most of his friends have gotten in trouble or dropped out of school...
Our Best with the Mayor

Alongside Seattle Mayor Jenny Durkan and former Essence magazine editor-in-chief Susan Taylor, Rick spoke on stage as a part of a collaboration between the City of Seattle’s Our Best initiative and the Seattle CARES Mentoring Movement (top right). The purpose was to grow the network of Black mentors serving Black Youth. MUST mentors are like platinum. They are one of the most valuable resources in the urban core and we treat them that way.

Youth AND Mentors

The MUST mentoring model is unique in many cool ways. One of the most significant ways is that we not only serve the youth but we also serve the mentors. Only 11% of first generation students graduate college so the support MUST provides is critical. MUST pays its mentors well, provides a Coach to help them navigate life, loans them a car to make the journey easier and they get to journey with another group of other guys who are grinding toward the same goal. It is an atmosphere of education and hope that you as donors provide.

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

Administration expenses are now at 41% of the overall budget. As MUST grows to scale that number will continue to drop down close to 25%. Each of the last 6 years MUST has finished within budget for the year. MUST is committed to accountability and transparency as we grow to serve more Youth and Mentors. You as MUST donors are helping transform generations of people.

<table>
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"I believe that all of these kids are getting the extra, or in some cases the only, assistance in what a person needs to do to be successful in their lives." — Guardian

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

**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.

After a MUST outing... “I’ve never been farther away from home than Edmonds (30 miles away).” — MUST Youth
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 Flo Curtis
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**Please let us know of any omissions or errors.