George Floyd was murdered on May 25, 2020 and suddenly MUST was right in the middle of the national conversation on racial justice. Journeying with Kelvin, our staff and the youth through it all has been hard emotionally while also confirming the importance of what MUST does. MUST is the perfect organization for this exact point in American history. I realize that this is a bold and hopeful statement in front of the backdrop of anger and injustice, but it is true. We are uniquely positioned with 8 years of outcomes to show our model can help our nation heal.

Adriel Webb, a MUST youth, was killed on the night of July 20, 2020. He had just graduated high school and was enrolled at Highline College. I recruited Adriel before his freshman year at Garfield so I knew him well. His journey to college was exactly what we envisioned when we started MUST. He only had 3 credits his freshman year but thanks to MUST he ended up graduating on time and was headed to college. Adriel was a good kid and just happen to stop for gas at the wrong gas station at the wrong time. The hope he represented died when he was killed. I only take solace in the fact that other ‘Adriels’ are in the program right now. Youth who would have dropped out will have a bright future because of MUST.

On top of all of this pain has been the COVID-19 pandemic. MUST youth and their families are often the most effected by it. COVID turns the volume up on bad music that was already too loud. Struggles in school, troubles at home, financial insecurity and the temptations of the streets are all louder because of COVID. However, the MUST mentoring model is resilient in the face of it. The model is built on one-on-one relationships. It is not based in schools or reliant upon a building or meeting space. It is rooted in relationships and because of that it can survive a heck of a lot.

Lastly, I am very grateful for Kelvin Washington, our Area Director. He has been such an amazing leader during a historic year with a lot of heart ache. Kelvin is the future of MUST and I am honored and proud to work with him.

Sincerely,

Rick

MUST
Executive Director

“It can change your life for the better.” - MUST Youth
After 9 years of serving the most vulnerable black male youth in Seattle, MUST has produced outstanding results.

**Estimated Social ROI:** 8.84
**Estimated Net Lifetime Value:** $15M
**College Attendance:** 71%
**Black Male HS Graduation Rate (5 Years)**
- Seattle Public Schools: 73%
- MUST: 83%
**Black Male College Graduation Rate**
- All Students: 73%
- Black Males: 83%
- MUST: 59%
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
FINANCIALS

Administration expenses are at 43% of the overall budget. As MUST grows to scale that number will continue to drop down close to 25%. Each of the last 7 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.

STATEMENT OF ACTIVITIES

REVENUE

- Individuals: $251,616
- Foundations and Grants: $111,012
- Corporations: $96,176
- Government: $18,796
- TOTAL REVENUE*: $477,600

EXPENSES

- Program: $207,056
- Administration: $164,849
- Fundraising: $7,773
- TOTAL EXPENSES: $379,678

ANNUAL BUDGET BY YEAR

- 2017-18: $234,297
- 2018-19: $354,549
- 2019-20: $407,835

“He has become more confident in school and eager to take on the next challenge.” — Guardian
Seattle Public Schools was reluctant to close schools because of the inequities that exist among its students. MUST serves the youth that are the most effected by the disruption in school. Youth like ours depend upon schools for basic services and may lack access to remote learning tools. Some of our youth who were gaining traction and were starting to head in a good direction were starting to call behind.

Enter Kelvin Washington, our incredible area director, and our awesome mentors. They hammered out how we can still serve our youth, encourage and empower them in their classes, and stay connected personally during this time. They came up with three ways to innovate how to connect with our youth.

1. A More Robust Homework Check In - Mentors talked with the youth, guardians and schools to make sure the youth had all the resources (laptops, books, homework... etc.) they needed to succeed when doing school from home.
2. MUST Eats Program - Usually, mentors and youth have breakfast each week to talk about life, school and go through 8 Things That Make a Man. Since we could not do the normal thing, Kelvin and the mentors decided to do our version of Uber Eats: MUST Eats or MUST Dash. Mentors brought their youth a meal once a week. One youth said, “When can we start breakfasts again? That is the highlight of my week.”
3. The third option was to give our youth a choice of three ways to interact with their mentor each week: Books/Videos, Exercise or Art Projects.
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Senior Finance Manager, Coffee Company

Rick Newell, Board Vice President
Executive Director, MUST

Andy Sullivan, Treasurer
Senior Finance Manager, Coffee Company

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Harvey Drake; Urban Impact,

Marcus Harden; The Academy for Creative Learning,

Juergen Kneifel; Everett Community College

Shawn Richard-Davis; Seattle Municipal Court

Doug Wheeler; Former Zion Preparatory Academy

“Becoming part of MUST means there’s always a family that has your back.” — MUST Youth
CONTRIBUTORS
July 1, 2019 - June 30, 2020

Aaron and Christy Quaresma
Adam and Sara Anderson
Alexander Kassan
All and Iris Engler
Allison Conner
Allynn Ruth
Alpine Education Foundation
Andrew and Corrie Crews
Andy and Jen Sullivan
Angelo Foundation
Ann Roesener
Aubrey Larsen
Barbara Wennerberg
Benjamin & Laura Rice
Benjamin and Flo Curtis
Bill Duffy
Bill and Kathy Lilleness
Drs Brad Shoup and Mimi Johnson
Bradley Corrigan
Brett and Rebecca Robinson
Brian and Darcy Wise
Brian and McKenzie Canlis
Caedon Jones
Cameron Harrison
Canlis Restaurant
Casey and Allison Bui
Chapman Canlis
Charles and Shizue Fuller
Chick-fil-A Foundation
Chris and Tiffany Acker
Chris and Kate Henderson
Chris and Melissa Roe
Christi Osburn
Church Family Trust
Collin Madden
Courtney Hamilton
Crystal Scheu
Daniel Ederer
Daniel Lee
Dao Lee
David and Kara Bazzi
David and Molly Sheffield
David and Monica Chin
David Kimball
David Pedersen
Drs. Derek Rodrigues and Larisa Kaukonen
Derek and Tammy Monson
DI Support
Don and Kathy Allen
Douglas Shaw
Durand Splater
Edmundo Macedo
Elizabeth Dexter-Mazza
Eric and Carrie Jones
Evergreen Covenant Church
Fred and Linda Wevodou
Gary and Darla Glenney
Gary Glenney
Geoff and Diane Harms
Glen Ehret
Gordon Grob
Gregory and Shawn Richard-Davis
Haley Peper
Harry and Joanne Thomas
Heather Haug
Ivan Phillips
Dr. James and Kellie Schneider
James and Karen Skaddan
Jason and Kenda Hall
Jason Lunz
Jay and Christy Perry
Jay and Carol Sigafous
Jeff Quinlan
Jerry and Gloria Newell
Jerry and Mary White
Jill Czarnecki
Jim and Karen Skadan
Dr. Jim and Kellie Schneider
Jimmy Hung
Jodi Hopkins
Jody and Steph Biggs
Joe Westfall
John and Pat Sweeney
Jon and Lynnea Paddock
Joshua de Lange
Judd Murphy
Julie D’Urso
Julie Kassan
Karen Satterberg and Martin Tull
Kathleen Bracy
Kati Rowe
Kay Fessler
Keenan Barr
Kelsie Haakenson
Kelvin and Cassandra Washington
Kengena Foundation
King County EER
Leah Murphy
Leslie Pierson
Linda Brown
Lindsey Whitford
Dr Lloyd and Marianne Johnson
Luke Williams
Madeline Pennington
Maggie Montgomery
Mark and Victoria Fanning
Matt and Julie Canlis
Melissa McGill
Mesa Inc
Michelle Boston
Mike and Kari Lovely
Mildred Jones
Molly Zeldner
Nancy & Jefferson Davis
Nathan and Kathy Hatch
Ned and Dr. Lia Erickson
Nicole Rule
Olympic Wealth Management LLC
OneAll Charitable Foundation
Parker & Stephanie Keehn
Patricia Howie
Peggy Campbell
Pemco Foundation
Peter Bullard
Pil Ho and Dao A Lee
Quality Auto Glass
Rebecca Dixon
Ricardo LaFluer
Richard Monroe
Rick and Rebecca Newell
Rob and Darby Carlisle
Robert Fulton
Rock Hunter Jenkins
Rod and Marilyn Madden
Ron and Peggy Johnson
Ronald Montesano
Rotary Club of Emerald City Foundation
Rudy & Pat Medlock
Saul and Seema Ciflasefi
Scott and Wendy S Martinez
Scott and Corl Anderberg
Sean and Shannon Sherman
Sean Schwender
Seattle Seahawks
Seth and Laura Jensen
Shannon Mauch
Sharon and Gene Chin
Dr. Stan and Lois Newell
Starbucks Coffee Company
Steve Paoli
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Suzanne Weston
Tara Parson
Teel Charitable Foundation
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Tim and Elizabeth Holt
Travis Bain
TRFF Grant
Vanguard Charitable Foundation - Berg
Vicki Conrad

*Please let us know of any omissions or errors.