



ANNUAL
REPORT

2022



think
TOGETHER

FROM THE CEO



RANDY BARTH
Founder and CEO *Randy Barth*

Think Together was founded 25 years ago from a need to provide a safe and welcoming place for children and youth to receive academic support.

For more than two decades, Think Together has worked side by side with education leaders across California to grow our services from its humble beginnings as a single afterschool center in Costa Mesa funded solely by the generosity of our earliest donors to the state's largest nonprofit provider of expanded learning programs serving close to 200,000 students.

While there's much to celebrate, there's also much to reflect on and respond to. There's a deepening divide of outcomes for students. Those hit hardest by the COVID-19 pandemic—mostly lower-socio-economic individuals and families—are lagging even further behind academically and feeling the mental-health and social-emotional effects.

This divide was made clear when results from the National Assessment of Educational Progress (NAEP), often called The Nation's Report Card, revealed that two out of three students did not meet state math standards, and more than half did not meet English standards on state assessments taken in the spring of 2022.

Yet, there's hope. As California has grappled with the impacts of the pandemic, it has also increased its investment in education and supports including plans for universal expanded learning. Previous funding served about 15% of the students at a typical school. In the new environment, all students will have access. This implies a growth of six times current program levels just at schools we currently serve!

To meet this moment, we need the same kind of village of supporters from Think Together's earliest days to bring their ingenuity, creativity, and resources to continue the growth trajectory, enhance program quality, and recruit and retain the best talent for our young people. Together we can forge ahead with renewed hope and determination in our work with schools to change the odds for kids.

FROM THE BOARD CHAIR

As I reflect on the three years in which I had the opportunity to lead Think Together's board, it's been a whirlwind of activity. In the fall of 2019 we launched a strategic planning initiative with the pro bono support of Boston Consulting Group. In the midst of that process, we acquired the expanding learning division of the nonprofit organization, Youth Policy Institute, which had suddenly closed its doors. The acquisition saved programs for 10,000 students as well as 450 jobs.

In March 2020, the pandemic hit and schools closed. With no idea of what the future might bring, we needed to respond with new supports for our communities.

Think Together also recently completed the acquisition of Orenda Education, which trains school leaders to improve the academic performance of their school systems. Now, with a grant from the U.S. Department of Education, Orenda Education is turning its data-driven school improvement methodologies into software tools in order to scale its impact.

Why are we doing all of this work? Pre-pandemic, only about half of California's 6 million students were performing at grade level, whereas 2 million students were—by any definition—struggling academically. In response to this, the Think Together board created a moonshot goal to close this gap—a vision we call Project 2 Million. We know there are examples of schools and districts that have closed these gaps, and we believe that Think Together can help replicate and scale these bright spots so that no child is left behind.

As you think about your time, talent, and treasure and how you might invest those valuable resources to make the world a better place, I would encourage you to join us at Think Together in our journey to change the odds for vulnerable kids. My life has been greatly enriched by my time being involved here, and I bet yours will be, too.



JOHN LEE
Chair, Board of Directors
From 2019-2022 *John Lee*

OUR
MISSION



Think Together’s mission is to partner with schools to **change the odds for kids.**

To meet our mission, Think Together works with school districts and charter management organizations to deliver high-quality education and enrichment programs to students throughout the state. These programs wrap around students’ traditional school day, supporting their academic journeys before school, after school, during summer, breaks, and more.

Think Together’s school-improvement division, Orenda Education, supports Think Together’s mission further by providing teachers and school leadership with systems and tools to help ensure every student —no matter their demographic or circumstance— receives the premium education that only some students currently receive.

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Think Together Turns 25

This past year, Think Together celebrated 25 years of impacting students. Established as a nonprofit in 1997, the organization has grown from one volunteer-run program to serving 200,000 students in more than 500 schools throughout the state. Over the past 25 years, the organization has supported an estimated two million students throughout their education journey.

Now Hiring!

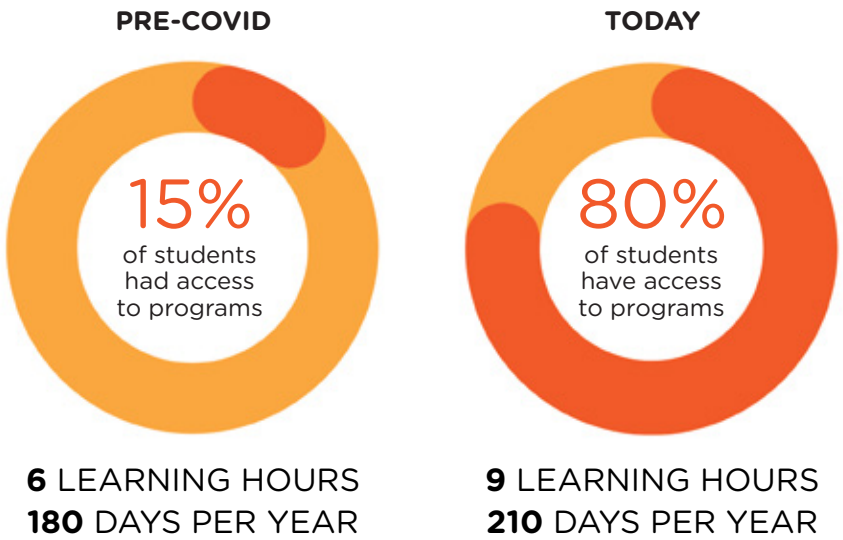
Over the past year, staffing became a top priority for Think Together. With new state grants helping to serve more students, the need to hire and train more Program Leaders to run expanded learning programs increased. Coupled with the challenge of statewide staffing shortages for all industries, Think Together invested in a new Talent Acquisition department to source, recruit, and hire quality applicants.

School Improvement Division

Think Together fully acquired school-improvement organization Orenda Education, formerly an affiliate of Think Together, to provide long-term sustainability and scalability for Orenda's data-driven, equity-focused approach for educators. Now a Think Together division, Orenda was recently awarded a \$4 million Education Innovation and Research grant by the U.S. Department of Education to digitize and distribute its school-improvement approach through an online platform to reach educators throughout the United States and impact more students.

Expanded Learning Opportunities Programs

Two years of pandemic-disrupted learning continued to negatively affect student performance in school. California lawmakers allocated additional funding and identified expanded learning organizations to provide the academic, social, and emotional support that students need. This historic funding allowed more students to be served for more days per year and more hours per day than ever before.



Project 2 Million

Think Together continues to envision a state where the two million students who are currently not meeting grade-level standards receive the academic support they need to prepare them for college and a fruitful career. Although the pandemic has intensified this challenge, this year's exciting developments, including Expanded Learning Opportunities Programs grants, universal pre-kindergarten, and Orenda Education's digitized platform, are steps toward transforming our vision into reality.

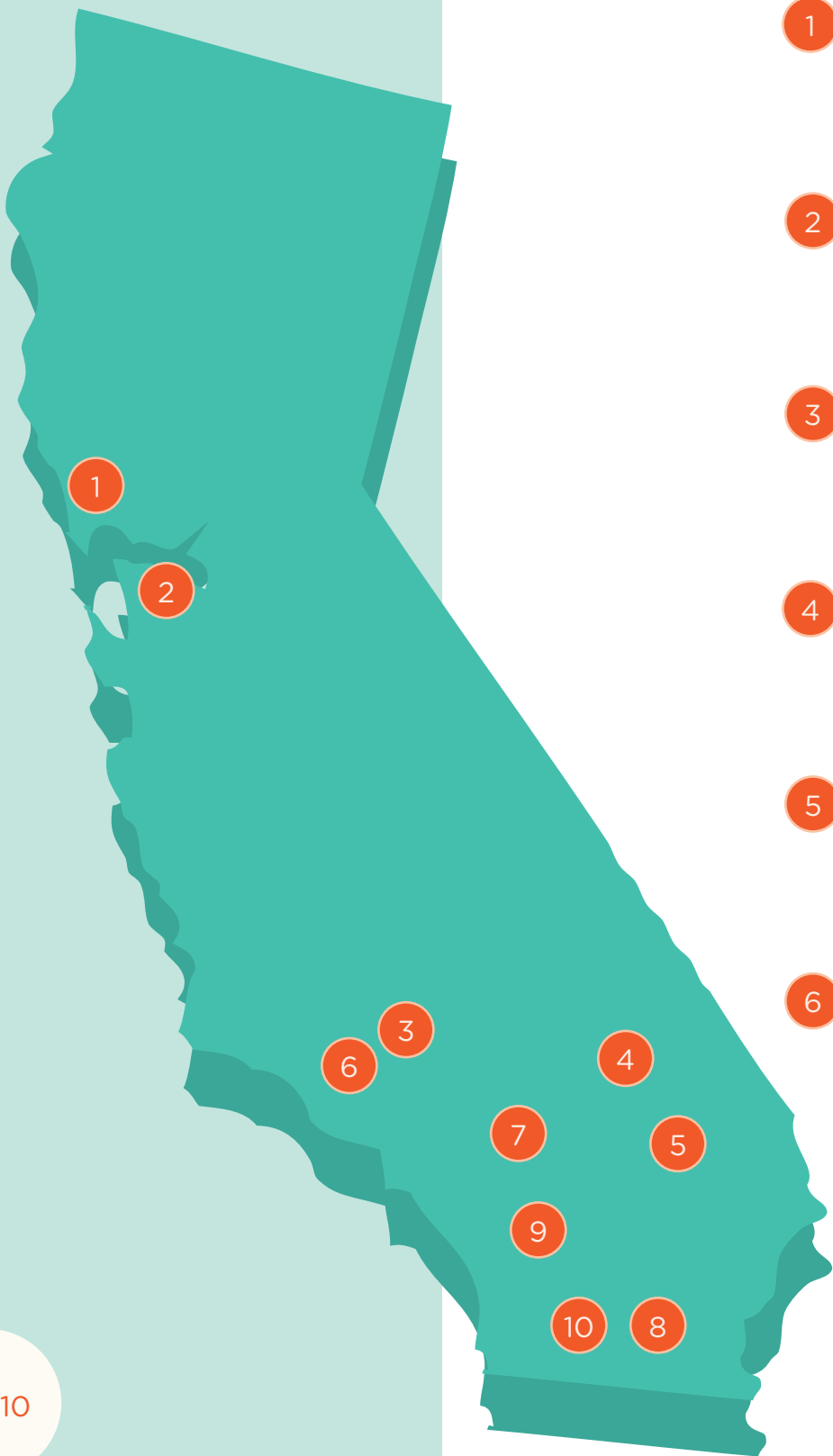


For 25 years, there has been an undercurrent of our original motto still coursing through our daily work: Teaching, Helping, Inspiring, Nurturing Kids—Together.

—Randy Barth

OUR
REACH

Think Together is proud to partner with school districts and charter management organizations throughout California to support our mission.



1	SONOMA COUNTY	6,761 STUDENTS	1 DISTRICT
2	BAY AREA	2,665 STUDENTS	3 DISTRICTS
3	KERN COUNTY	2,822 STUDENTS	1 DISTRICT
4	SAN BERNARDINO COUNTY	44,967 STUDENTS	8 DISTRICTS
5	RIVERSIDE COUNTY	25,900 STUDENTS	13 DISTRICTS
6	SANTA BARBARA COUNTY	9,628 STUDENTS	1 DISTRICT

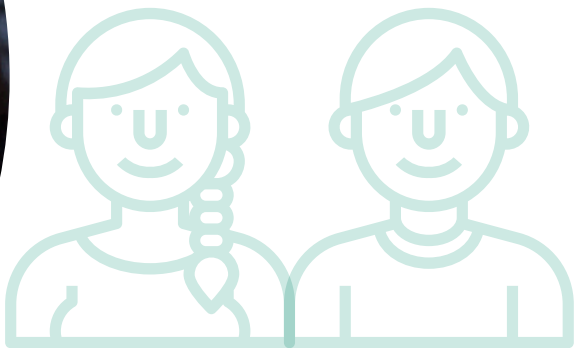
572
SCHOOL
SITES

49
DISTRICT
PARTNERS

27
CHARTER
PARTNERS

7	LOS ANGELES COUNTY	26,181 STUDENTS	13 DISTRICTS	26 CHARTERS
8	IMPERIAL COUNTY	8,972 STUDENTS	1 DISTRICT	

9	ORANGE COUNTY	59,660 STUDENTS	7 DISTRICTS	1 CHARTER
10	SAN DIEGO COUNTY	2,150 STUDENTS	1 DISTRICT	



189,706
STUDENTS

For a list of the districts we serve,
please visit:
thinktogether.org/annualreport2022



I love Think Together, and I have been here since kindergarten!

—4th grade student,
Orange Unified School District in Orange County

OUR
FOCUS AREAS

Our mission is to partner with schools to change the odds for kids. We do this by providing academic and enrichment support in the following focus areas:



EARLY LEARNING

Think Together’s Early Learning programs promote school readiness for children from birth to 5 years of age. Programs include early literacy, early math skills, preschool, and parent education.



EXPANDED LEARNING

Expanded learning programs wrap around a student’s typical school day to provide academics, enrichment, physical fitness, and social-emotional support. Programs include after school programs, summer (and other non-instructional days), and tailored student support services. Programs are free of charge for families.



SCHOOL IMPROVEMENT

Orenda Education is Think Together’s school improvement division, partnering with schools’ teachers and leadership teams to close the achievement gap and improve student outcomes, such as mastery of English-language and math curriculum, increased graduation rates, and college readiness.

Early Learning

Think Together’s Early Learning programs provide the youngest students and their families with the tools and skills they need to start their academic journey with success. Programs include state preschools, parent academies, Learning Link, early literacy and math programs, Read for the Record, and Raising a Reader.



IMPACTED

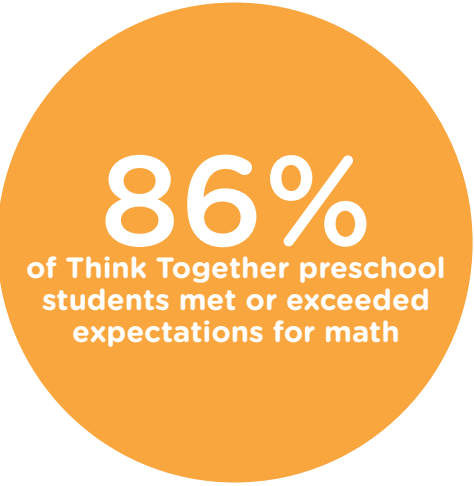
54,324

STUDENTS &
THEIR FAMILIES



I am happy with the program and that there are funds for families like me, as a single mom.

—Early Learning parent, Orange County



EXPANDED
LEARNING



Afterschool K-8

Afterschool, Think Together’s flagship program, is only one component of expanded learning, which includes all programs that wrap around a student’s typical school day. Think Together offers programs free of charge for families on school sites.



Additional Funding Provided
Enhanced Programs After
School for Students

282	schools benefited from...	sports programs
134		STEM programs
60		AVID
33		visual and performing arts programs
42		other enhanced programs

High School

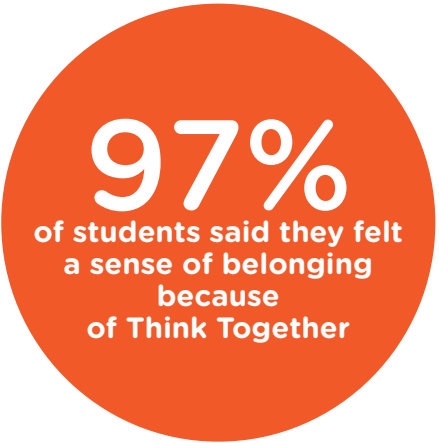
Think Together High School afterschool programs are drop-in programs, providing enrichment, college and career guidance, mentorship, and a safe space for teens.

Students engage in college continuum support; workforce and career readiness; enrichment in subjects, such as art, gardening, ceramics, gaming, and dance; and life-skills workshops, including lessons in financial literacy, driver’s education, food handlers’ certification, and more.



It’s amazing. It lifts up communities into a better way and helps everyone find their interests they never knew they had.

—High school student,
Lakeview Charter High School in L.A. Metro region



EXPANDED
LEARNING

Think Summer

Students join Think Together for up to nine weeks of summer, receiving academic support and enrichment to mitigate learning loss. This past year, additional funding allowed students to expand their horizons with field trips to off-site locations, such as zoos and museums, and on-site experiences with cultural performances and special guests.

SUMMER 2022

18,568 STUDENTS
SERVED

40%
INCREASE SINCE 2021

99%
INCREASE FROM
PRE-COVID (2019)



I have been fortunate enough to have had four children in Think Together at elementary school, middle school, and high school level over the past 10 years. It has been such a life saver for me as a working mom and such a fun place that all of my kids have enjoyed.

—Parent, Rialto USD in San Bernardino



SCHOOL
IMPROVEMENT

Orenda Education partners with teachers and school leadership to close the achievement gap by building and refining systems and practices to improve student outcomes.



94,647
STUDENTS

134

SCHOOL
SITES

14

DISTRICT
PARTNERS



Breaking down the barriers to opportunity, equity and access in education by keeping students and their success as the centered focus is one of the most meaningful investments for our future generations. We are pleased to partner with Think Together and Orenda Education as they continue to transform the trajectory of students and the schools they attend."

—Alyssa Santino, Program Director of the Joseph Drown Foundation



orenda
Shattering Inequitable Education Systems

Statewide Staffing Solution

Think Together is leading the way to create solutions to support California's increased need to hire qualified individuals to run critical expanded learning programs. Think Together is partnering with school districts, colleges and universities, and the top talent-acquisition professionals in the United States to form a Staffing Collaborative. This collaborative will enable expanded learning providers to hire the staff that is needed for universal expanded learning across the state, fulfilling California's investment in educating today's students.

Accelerate Learning

The pandemic amplified the need for students in underserved communities to have access to enrichment programs. These vital programs—which take place during afterschool hours and spring and summer breaks—provide the additional education, exploration, and enrichment that are essential for students to learn new skills and discover their passions. Think Together is forming key partnerships to offer enrichment “accelerators” in the arts, STEM subjects, and sports statewide. Accelerator pilot programs will begin in select schools by spring 2023.



*When I grow up, I want to be
a teacher or a Think Together
Program Leader.*

**—5th grade student,
Bellflower Unified School
District in South East Los
Angeles region**

Closing the Achievement Gap

Imagine an education system where all students master grade-level curriculum each year and graduate high school ready for college. Think Together's school-improvement division, Orenda Education, has a proven approach to empower systemic changes within school systems to accelerate student learning and close the achievement gap. Orenda will be leveraging a \$4 million Education Innovation and Research grant from the U.S. Department of Education to digitize and distribute their approach through an online platform. Soon, teachers and school leaders across the nation will have free access to tools, training, and modules that can improve student outcomes and impact the academic success and lives of students.



New Opportunities Will Expand Early Learning

California has adopted Universal Prekindergarten; by 2026, all 4-year-olds in the state will have access transitional kindergarten in public schools to better prepare them for school success. Think Together is now supporting school districts with before- and after-school programs designed specifically for these young students.

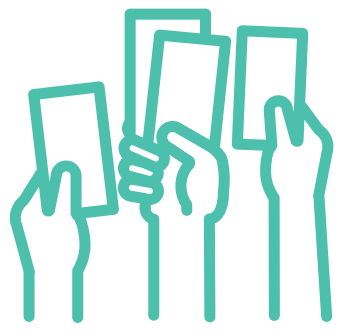
Additionally, Think Together Early Learning has been awarded more than \$2 million for General Child Care and Development (CCTR) grants with the California Department of Social Services. Our goal is to provide contracted sites with a comprehensive and cost-effective system of childcare and development services for children 0 to 3 years old and their parents.

PHILANTHROPY

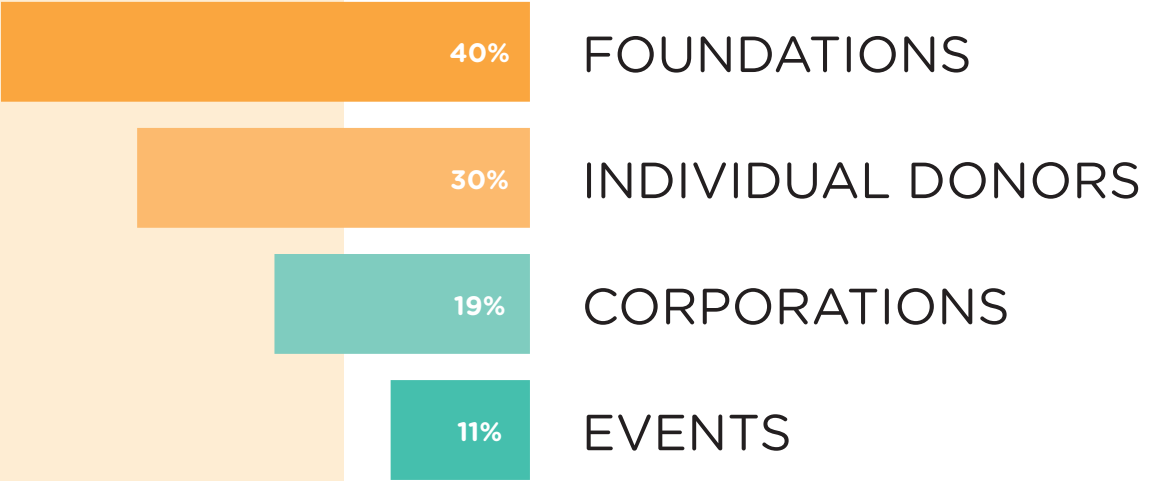
Think Together’s generous donor community came together this past year to continue to fund excellence, innovation, and infrastructure to augment state and federal grants. We thank our corporate and foundation partners and individual donors for their gifts.

TOTAL RAISED
\$3,550,000

\$0.90
OF EVERY DOLLAR GOES
DIRECTLY TO STUDENT
PROGRAMS



Philanthropic Funding Sources



Raise A Hand event raised \$645,000



Think Together’s work is important because it is fundamentally elevating the success curve for thousands of students. Their ability to impact the kids and narrow achievement gaps through education and targeted programming is powerful, and it’s rewarding to be involved in the process.

—Khary Espy,
Sr. Relationship Manager, Northern Trust
Think Together supporter for more than 10 years

RAISE A HAND



Donors in Orange County raise their hands to benefit student learning. To become a sponsor of our 2023 Raise a Hand event, please visit thinktogether.org/raiseahand



VISIONARY
\$250,000 and above

Children and Families Commission of Orange County

LA84 Foundation

INNOVATOR
\$100,000–249,999

Boeing Co.

Broadcom

California Community Foundation

Great Public Schools Now

Joseph Drown Foundation

W. M. Keck Foundation

PARTNER
\$50,000–99,999

AmeriCorps

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SUSTAINER
\$25,000–49,999

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Orange County Department of Education

ORION Property Partners

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\$100–9,999

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Judy Saxon
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LEADERSHIP



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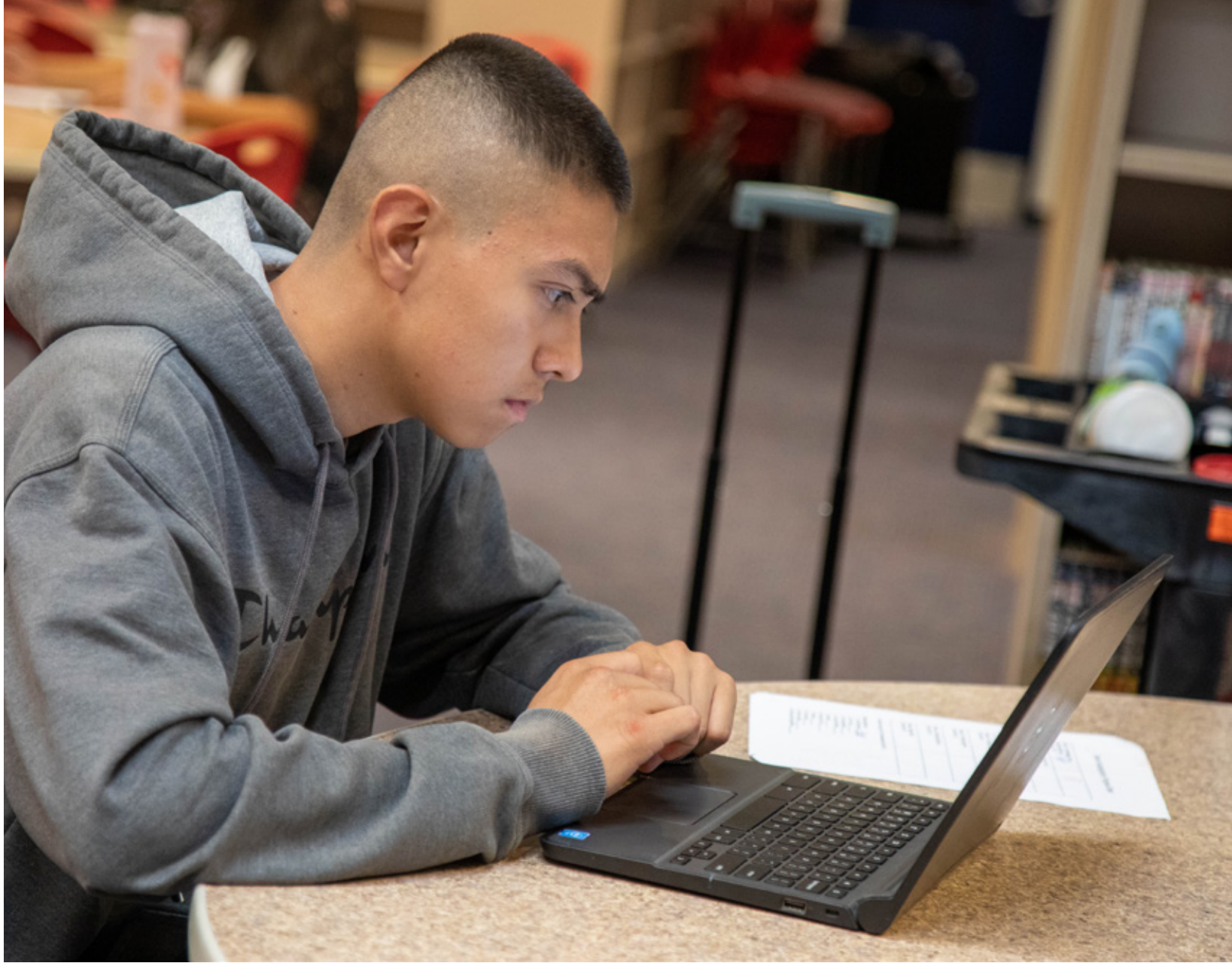
HARLYN SANTOS
General Manager
RIVERSIDE COUNTY



CHRISTOPHER MIREE
General Manager
RIVERSIDE COUNTY



LISA TABAREZ
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RICHARD TRAN
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CHRISTINE RICH
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RIVERSIDE COUNTY



CYNTHIA HERRERA
Director of Education Services
KERN AND ORANGE COUNTIES



SCOTT MCGUIRE
Sr. Director of Education Services
RIVERSIDE, SAN BERNARDINO,
AND L.A. COUNTIES



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Sr. Director of College Readiness
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JEANETTE SALINAS
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Founder & CEO

TIA DWYER
Chief Operating Officer

MARIA REICHEL
Chief of Growth Strategy

MIKE FROBENIUS
Chief Financial Officer

JOSHUA FELIX
Chief People Officer

MELISSA CRAWFORD
Chief of Staff to the COO

KECIA BAILEY ALEXANDER
Deputy Chief of Human Capital

TOMMY E. BREWER, II
Deputy Chief of Innovation
and Partnerships

NATALIA FLORES
Deputy Chief of Programs
and Operations

STEVE AMICK
Executive Director of
Policy and Partnerships

KATIE ROTH
Executive Director of Philanthropy

YECENIA CARDENAS
Executive Director, Early Learning and
School Age Programs

JOHANNA LIZARRAGA
Executive General Manager

STACY GALDAMEZ
Executive General Manager

SUSAN METCALF
Executive General Manager

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Executive General Manager

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Founder & CEO,
Orenda Education

MARTY MAYA
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STATEMENT OF
ACTIVITIES

FOR FISCAL YEAR ENDING
ON **JUNE 30, 2022**

REVENUES	THINK TOGETHER	ORENDA EDUCATION
EXPANDED LEARNING (A, B)	107,865,834	-
EARLY LEARNING (A)	2,281,200	-
SCHOOL IMPROVEMENT (A)	1,277,950	7,114,783
OTHER	1,110,989	-
TOTAL REVENUES	112,535,973	7,114,783
EXPENSES		
PROGRAM SERVICES		
EXPANDED LEARNING (B)	92,992,728	-
EARLY LEARNING	2,586,003	-
SCHOOL IMPROVEMENT	675,823	3,785,960
TOTAL PROGRAM SERVICES	96,254,554	3,785,960
FUNDRAISING	1,335,691	-
GENERAL & ADMINISTRATIVE	8,251,662	1,622,279
TOTAL EXPENSES	105,841,907	5,408,239
NET INCOME	6,694,066	1,706,544
ENDING NET ASSETS	12,666,903	2,892,719

(A) Includes allocated portions of \$3.7m total combined philanthropic support received during the fiscal year.

(B) Includes recognition of \$15M In-Kind program services, such as volunteer time and facility and snack costs, contributed by school district partners.



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2101 EAST FOURTH STREET, SUITE 200B | SANTA ANA, CA 92705