



ANNUAL  
REPORT | 2021

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[thinktogether.org](http://thinktogether.org)



# FROM THE BOARD CHAIR

Think Together stands at an inflection point. As I write this letter, the California educational system is characterized by both a need to address learning losses and a dramatic change in the public funding environment to address these issues.

When the state legislature passed the historic 2021-2022 California budget, it committed to growing public funding for expanded learning and summer programs by more than seven times its current \$650 million. We know this is a momentous call to action for all of us who have been a part of this movement.

And as we have demonstrated many times before, Think Together is prepared to meet this clarion call. While we have faced tests before, this moment will require us to take on our greatest challenge ever. We intend to grow across a number of dimensions, whether measured by student lives impacted, revenue dollars earned, or employee head count reached. With increased resources comes a responsibility to serve those in need, and I am confident we will be an important player statewide in improving the lives of the more than 2 million vulnerable students in California who need us most.

We accomplish this work through several elements that make us best in class at what we do: a phenomenal team that epitomizes diversity, equity, and inclusion; a passion for changing lives; a strong set of time-tested systems and processes; and an entrepreneurial spirit that enables us to pivot quickly and effectively.

As always, I would like to thank the entire extended Think Together family for your unwavering support. We are blessed to dedicate ourselves to this work, and we strive to make a lasting difference in the lives of these students, their schools, and our communities for another year and for years to come.



# FROM THE CEO

As we reflect on the past year, I want to be sure we also look to the future. While seemingly unpredictable, one thing remains clear, Think Together continues to change the odds for our students.

In the fall of 2020, as educators made plans to welcome students back to classrooms, a second wave of COVID-19 landed shifting students back to distance learning. We pivoted our program department to develop curriculum that could be adapted for in-person instruction or digital delivery. We worked closely with school partners to find solutions for the digital divide, serving students who don't have access to internet at home, as well as students who are experiencing homelessness, foster youth, or children of first responders, with our on-campus learning hubs during the school day. We continued to work with school and district leaders to support teaching and leading excellence even in the most unprecedented of situations.

As schools started to reopen, credit recovery and social emotional learning became front and center, with Think Together staff leading the way, aligning with our school partners' goals, and helping students get the resources they need—a safe place to learn and a caring mentor—to help them overcome the educational and societal challenges laid bare by the pandemic. Through it all, our students persevered.

And now we stand at a turning point. Research shows that for every student in afterschool programs across the U.S., there are three students on a waiting list. With achievement gaps widening and state tax revenues rising, Governor Newsom and the legislature made a down payment on "afterschool for all" through the creation of the Expanded Learning Opportunities Program. Over the next five years, the state projects that it will increase its investment several-fold in this arena. The vision is that all underserved students will have nine hours of school and enrichment, 210 days per year. Today, most students have access to six hours of school, 180 days per year, with just 15% of underserved students having access to afterschool or summer programs.

Since the Governor's announcement of this vision and investment, we've been working proactively to build our organizational capacity around staffing, strengthening our balance sheet, and ensuring we can deliver quality to a much greater volume of students. Staffing is the biggest challenge for all of us, so we are working with others to build a statewide staffing collaborative to address this challenge more strategically.

As we continue to endure the pandemic's impacts to education, it's become clear we stand at a transformational moment in Think Together's history as we work to finally have within reach the ability to impact two million of the six million students in need of quality schools and a quality support system to achieve academically and move forward into bright futures.

The last 18 months since the pandemic upended education as we knew it. Think Together has continued to embrace creative problem solving, meeting each moment and putting our students, their families, and our school partners above ourselves. There's no silver bullet to meeting their needs. It's up to all of us to be strategic stewards of this new era in education, and we continue to need private investment to leverage the public funding to optimize this opportunity.

The great pandemic continues to create uncertainty and leave scars on our students. Yet, I'm so humbled and impressed with their optimism and determination. With your support, we can continue to partner with schools to change these students' odds, ensuring a bright future for them, for California, and for America.





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# 2020-2021: A YEAR IN COVID

The 2020-2021 academic year was like no other. In the face of the COVID-19 pandemic, Think Together followed the guidance of health organizations and assessed the needs of our school partners. We pivoted our typical afterschool, early learning, enrichment, and school improvement programs to ensure the safety of students and staffs, while adjusting and expanding our programs to keep kids learning and engaged. We never faltered from our mission but created new ways to impact the children we serve.



845,822



3,595,241

## JULY – SEPT

Newsom orders distance learning for California schools.

## OCT – DEC

Non-essential businesses are closed.

## JAN – MAR

Governor Newsom lifts stay-at-home order but slows school reopenings.

## APR – JUNE

California reopens on June 15<sup>th</sup>.

**3,500 STUDENTS**  
**81 SCHOOLS**  
Think Summer distance learning programs

**1,600 STUDENTS**  
in new Palm Springs region

**700 LESSONS**  
for Distance Learning



Think Together opens first in-person learning hubs in Compton



**20,000 BACKPACKS**  
of school supplies assembled for Los Angeles County students

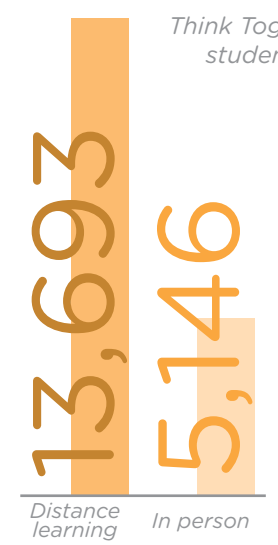
**89 EQUITY STUDIES**  
conducted by Orenda Education

**13,443 CHILDREN**  
participated in Early Literacy programs

**81 SCHOOLS**  
benefited from virtual sports programs

**14 YOUNG INVENTORS**  
advanced to compete at state-level Invention Convention

**51,266 BOOKS**  
distributed to children



**\$560,000**  
raised through our Raise a Hand fundraiser

**779 LA STUDENTS**  
graduated college-ready through GEAR UP cohort

**13,770 STUDENTS**  
**220 SCHOOLS**  
attended Think Summer Student Learning Recovery

# FOCUS AREAS

We find ourselves at a pivotal moment, with many students falling behind after a year of learning loss and acute anxiety. The unfortunate reality is that many of these kids are the same ones that were already far behind in school. Year after year, students of color and those whose families experience poverty and homelessness demonstrate lower proficiency than their peers in core subjects like English and Math.

We believe that by working together we can close this achievement gap. Think Together partners with schools to ensure all students have access to early learning, afterschool, enrichment activities, tutoring, physical education, and mentoring. Our school improvement affiliate, Orenda Education, works with the teachers and leaders to provide an approach that focuses on data to understand where students need to improve and help them get there.

All of this is to empower and elevate students to succeed, break the cycle of poverty, and create stronger communities and brighter futures for kids.

Our mission is to partner with schools to **Change the Odds for Kids**. We do this by providing whole-child support in the following four focus areas.

### EARLY LEARNING

Promotes school readiness for children from birth to 5 years of age.

Includes: Early Literacy, Math, Parent Education, Preschool

### AFTERSCHOOL

Enhances and reinforces learning for students K-12. Hosted on school campuses and community sites.

Includes: Academics, STEM/Coding, Youth Development, SEL, Arts and Enrichment

### STUDENT SUPPORT SERVICES

Meets the needs of districts, schools, and individual students with tailored programs.

Includes: Summer, STEM, Tutoring, Physical Education, Noon Aides

### SCHOOL IMPROVEMENT

Provides professional development to education leaders to build equity-based school systems.

Includes: Equity Studies, Instructional and Leadership Strategies, Guidance Alignment



## EARLY LEARNING GONE VIRTUAL

Students across the world have been impacted by the COVID-19 pandemic, but the greatest impact has been for our youngest learners with little classroom experience at all.

When the pandemic hit in spring 2020, Think Together's Early Learning Programs had to adapt to give parents the resources needed to start their children's education on the right foot. In a normal year, parents enroll their children ages 0-5 in Early Learning Programs to introduce them to an academic setting and help them feel ready to start their school years.

"We want to ensure our children are prepared to know what a school day looks like. Our students are 95% ready to enter kindergarten with a better understanding of language and math," said Yecenia Cardenas, M.Ed., Think Together's Executive Director of Early Learning & School Age Programs. "Even our parents are more aware of how to help support students in the school system."

Parents who would normally enroll their children in a traditional onsite preschool hesitated to expose their young children to the dangers of COVID-19 in a potentially unsafe setting, where kids are often just beginning to learn how to keep their hands to themselves, let alone to social distance.

To address these concerns while continuing to offer high-quality early learning programs, Think Together offered distance learning classes twice a week over 15 weeks; a blend of parent-child and child-only components, to keep our youngest scholars learning. Thanks to state and

private grants, the cost was free for families, not income-based like many other programs.

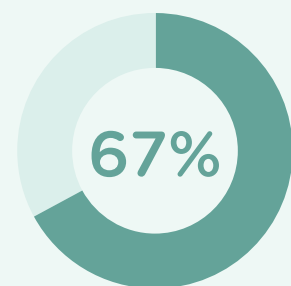
"No one was prepared to move into a remote environment, and normally we think about the K-12 system, and we don't always think about the very young kids. Their learning is through play, interactions, and in-person activities," Yecenia added. "We weren't sure if the young students would have the attention span for distance learning, but in fact, they loved it and stayed very engaged."

Our program staff was able to pivot program operations and provide instruction through reading, music, and online activities in a distance learning format. In Think Together's Stanton site, 25 families enrolled for students ages 0-5. Had the program been offered in-person, Think Together would have had to limit classes to 15 families due to heightened safety restrictions amid the pandemic.

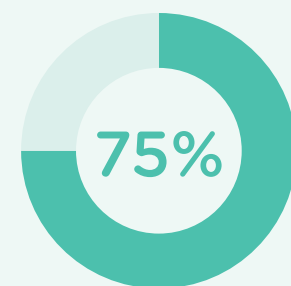
"What's really interesting is that a year in, we now know that parents are seeking early learning opportunities for their children, even in a distance learning environment. There's a need and a desire to keep kids learning, and technology can greatly assist in their education," Yecenia said.

Parents also stepped up to help students, assisting with Zoom functionality and attending parent classes that help with understanding young children's emotions and provide basic parenting advice.

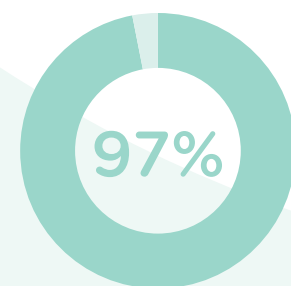
"I think this program has been very successful, and even the small kids try," said parent Sreenivasulu Peram. "They're doing a fantastic job."



67%  
of 0- to 5-year-old students  
met or exceeded GOLD standards  
in literacy

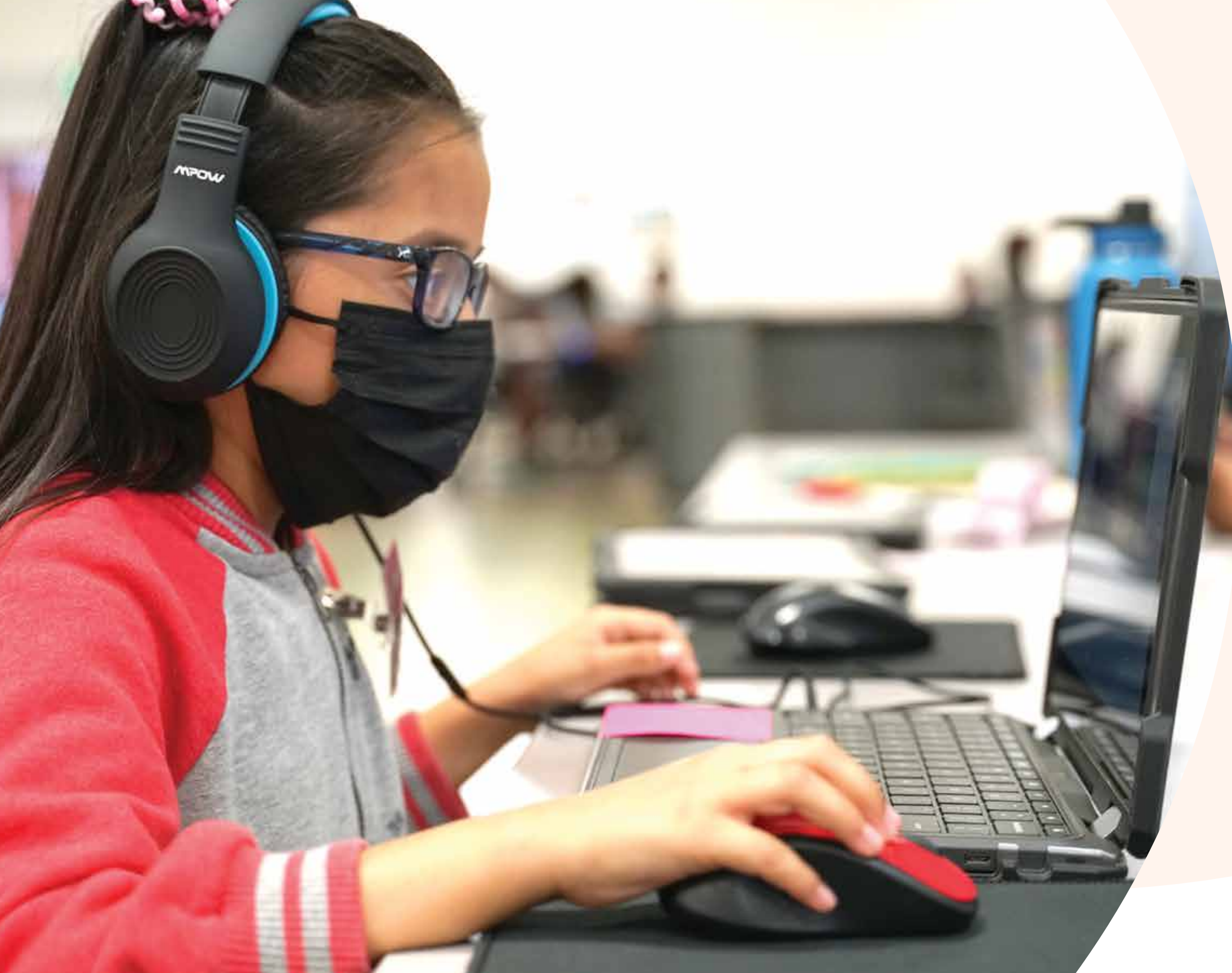


75%  
of 0- to 5-year-old students  
met or exceeded GOLD standards  
in math



97%  
of parents are more involved  
with their child's learning  
because of Think Together





## FLEXIBILITY AND CREATIVITY HELP STUDENTS CONTINUE LEARNING

The 2020–2021 school year started amid many uncertainties around the COVID-19 pandemic. Ahead of bringing students back to school, California Governor Gavin Newsom issued new guidelines limiting in-person instruction for most K-12 students to mitigate the spread of illness. Almost immediately, educators across the state needed to pivot their plans to offer distance learning.

But that wasn't the only obstacle facing educators in the fall of 2020. Lack of connectivity at home, limited adult support, food scarcity, and even homelessness created barriers to learning. Educators were already prepared with possible solutions to these issues before the Governor's announcement and looked to afterschool and expanded learning providers like Think Together for support.

In alignment with our school district partners, Think Together opened the school year offering online afterschool activities across all regions to keep kids learning, engaged, and connected socially with other students. This included converting lessons traditionally facilitated in person to distance learning formats, training on internet safety and privacy, and regular communication with school leaders to identify potential challenges and offer flexible and creative solutions.

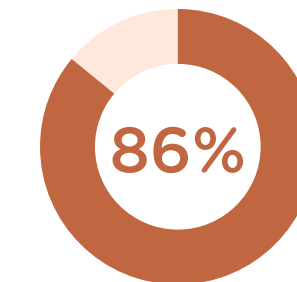
In Los Angeles County, for example, a direct approach was taken to ensure students stayed on track with their distance learning in response to higher case rates and stricter health mandates. Compton Unified School District (CUSD) was the first Think Together school district partner to work with the organization to operate full-day learning hubs, offering in-person support for students receiving online instruction from their teachers.

These in-person hubs were designed to support students with limited access to technology at home, children of essential workers, and children experiencing homelessness, by providing a safe and stable learning environment and much-needed academic support during and after the school day. Think Together worked closely with the district to create strict protocols using CDC, state, and county guidelines to keep kids and staff members safe.

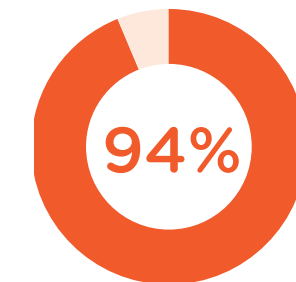
Throughout the 2020–2021 academic school year, in-person learning hubs opened at 184 Think Together sites across the state, eventually reaching over 5,000 students with in-person support services including tutoring, credit recovery, and technical assistance.

At Compton Unified, Think Together took their support of students a step further. With the help of longtime corporate donor Broadcom Inc., 25 students at Roosevelt Elementary School in Compton received their own laptops. In all, Broadcom donated 600 digital devices to Think Together staff and students to support distance learning and the transition to in-person learning.

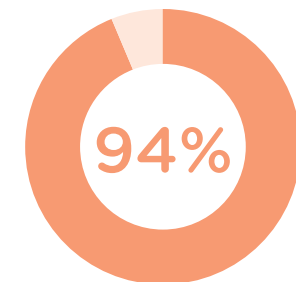
The availability of vaccines and an overall decrease in the spread of COVID-19 allowed Think Together to support students with the transition of distance learning to in-person learning. By spring of 2021, many school district partners were able to welcome students back on campus and send graduates off on their next chapter with in-person ceremonies, closing out an unpredictable school year with hope and resilience.



of students enjoy school more since coming to Think Together



of students in Think Together feel that they belong



of school partners would recommend Think Together to another district or principal

## A BRIGHT FUTURE FOR HIGH SCHOOL STUDENTS AFTER A DARK YEAR

For the graduating class of 2021, students' senior school year looked much different than it did when they started their academic career. Distance learning, hybrid schedules and health mandates meant these students had anything but a typical send-off.

Many Think Together high school students shared with our staff stories about juggling school, family life, and even jobs to contribute to family income. Still, like so many during the pandemic, students met the moment with tremendous perseverance, resilience, and grit.

Think Together high school programs build upon the many support systems already in place within a school by expanding and aligning with academic, career, and college readiness goals of our school partners. With an estimated reach of up to 4,000 students, Think Together's high school programs embrace creativity, student agency, and leadership skills.

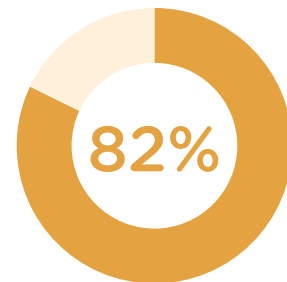
For example, in Think Together's Workforce Readiness Education Program (WREP), students have the opportunity to participate in a hands-on employment process that incorporates application and resume workshops, mock interviews, as well as basic employment conduct and expectations training.

One Think Together student, Diego of Hemet Unified School District, earned a paid internship with Bank of America as well as Think Together's Good to Great scholarship. Diego will be attending Mt. San Jacinto College and plans to major in engineering—a subject he grew to love as the leader of Think Together's Hack Club.

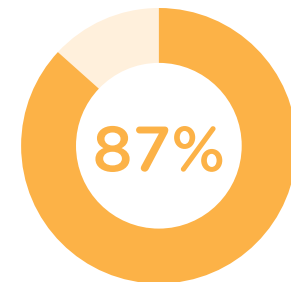
"One of the biggest challenges Think Together helped me overcome has been my lack of confidence. During my freshman year, I was an introverted student who primarily focused on schoolwork and sports. Through programs, such as robotics, tutoring, American Sign Language club, and Hack Club, I became exposed to roles where leadership was required."

Diego isn't the only high school student to report a boost in confidence—87% of Think Together students said they also feel confident in classes at school, and 82% of Think Together students feel they have developed the skills and knowledge they will need to pursue their chosen career path. Another 88% of Think Together students believe college is an option for them.

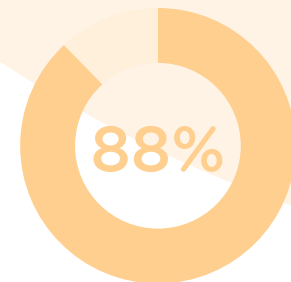
Now more than ever, it takes collaboration between public and private sectors to prepare our young people with the necessary academic, technical, and soft skills needed to succeed in today's economy. Think Together and its coalition of education leaders and corporate donors are doing just that for the next generation of workforce talent.



of Think Together students have developed skills and knowledge they will need to pursue their chosen career path



of Think Together students feel confident in classes at school



of Think Together students believe college is an option for them





## SUMMER BRINGS NEW OPPORTUNITIES FOR LEARNING TO STUDENTS

Across the state, summer 2021 was like no other year. On the heels of an unprecedented \$4.6 billion budget passed in March to address student learning recovery and get students back in the classroom, educators and program providers across the state worked above and beyond to offer larger and more robust summer programs on a scale greater than ever before.

At Think Together, this equated to nearly tripling the number of school sites offering summer programs from 3,500 students at 81 sites in 2020 to 13,770 students across 220 sites in 2021. Think Together hired and trained hundreds of program leaders and site coordinators to support summer programs, and pivoted program expectations like never before.

Think Together's summer programs run from 8 a.m. to 2 p.m. with a packed schedule. Students attending our summer programs learn core curriculum, STEM, arts and enrichment and physical activity. One new and unique component this summer has been using Voyagers curriculum to take the students on a virtual field trip to Ancient Greece to strengthen foundational reading skills, improve vocabulary acquisition, and increase fluency resulting in improved comprehension.

From Garden Grove in Orange County to Palm Springs Unified in the Coachella Valley and Little Lake City School District and Ingenium Charter Schools in Los Angeles County, Think Together's Student Support Services team launched new sites for Think Summer across the state.

Not only did we expand our offerings to get more students back in the classroom, we also experienced meaningful moments where we changed the odds for kids. In the San Bernardino region, Cucamonga School District was ready to welcome students back onto campus for

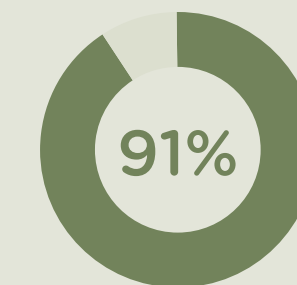
Think Summer when, days before the program was set to begin, Think Together was asked to support the district by sourcing and providing two daily meals for enrolled students. Think Together sprang into action and found local restaurants willing to step in at a moment's notice for our students.

In addition, site coordinators became certified in food handling and safety, becoming Think Together's first "lunch ladies." Think Together worked closely with school district liaisons and their nutrition services to ensure our staff met district and state requirements.

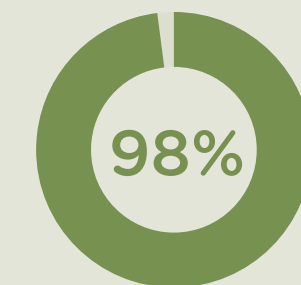
Food security is something that many don't think about when it comes to expanded learning programs, but providing students with meals is just as vital as providing them with educational programs.

"At least 75% of students qualify for free or reduced lunch, so ensuring these students got meals over the last few weeks has been crucial," said Mike Chaix, Cucamonga School District Superintendent. "We are so grateful that Think Together was able to go above and beyond to help make this possible."

Summer had an incredibly positive impact for students enrolled in Think Together with 98% of families sharing that they felt the program met their child's needs and believe their child gained better social emotional skills. This summer's successes could only be met through the ingenuity, passion, and dedication of our site-level staff, regional leaders, and school partners all working together to help students achieve.



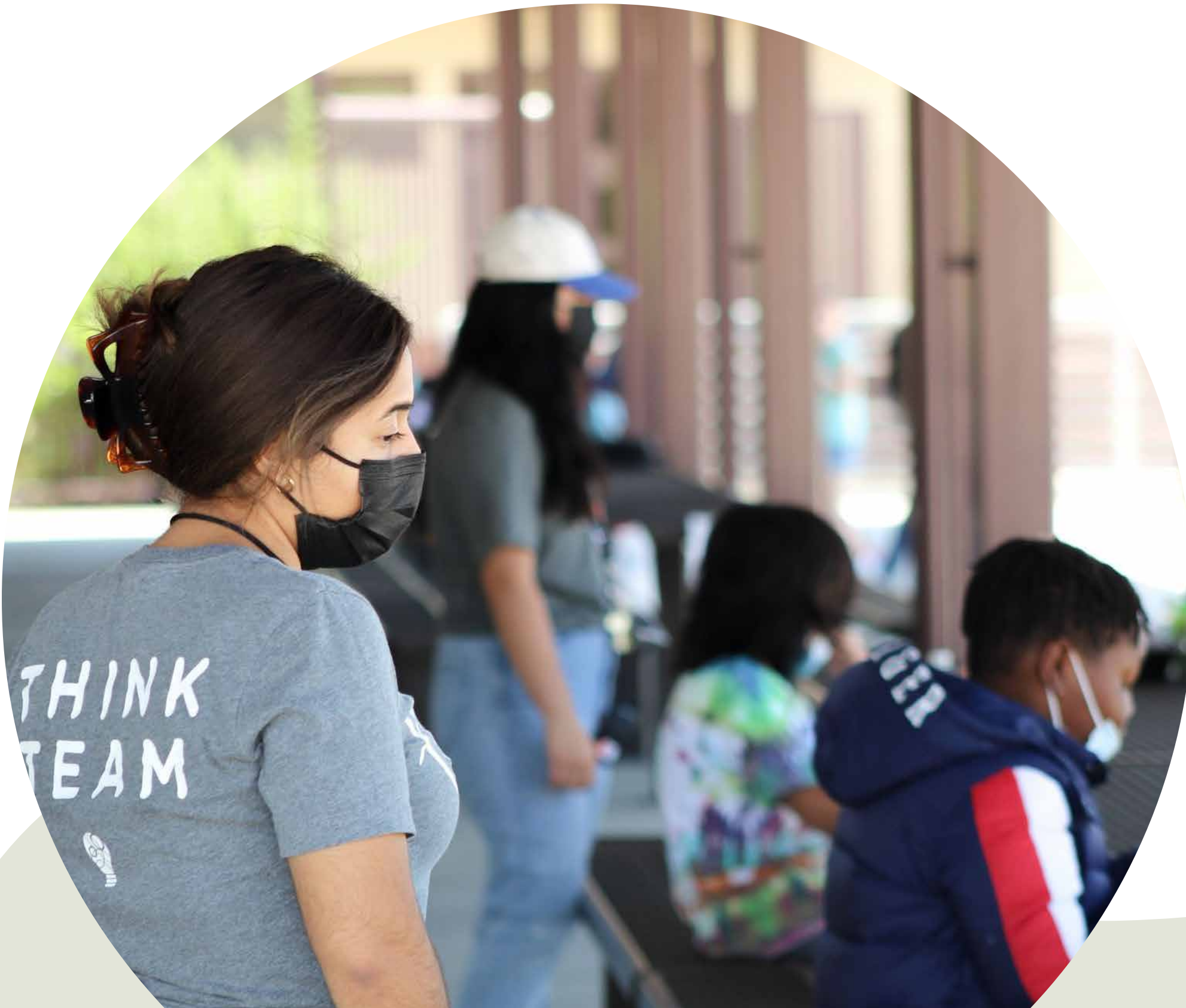
of students liked to participate in Think Together summer programs



of parents believed Think Together summer programs met their child's needs



of certified teachers believed students gained comprehensive skills



## A SOLUTION TO THE DISRUPTION

COVID-19 disruptions to classrooms through much of the 2020-21 academic year prompted concern from government representatives, educators, and parents alike to support student recovery after a year of learning loss. While all students felt the sting of distance learning, students in lower-income communities were hit the hardest, widening the already persistent achievement gap in education. A McKinsey & Company study published in late 2020 predicted that these children lost two to six more months of learning during the pandemic than their more affluent peers.

Think Together's school improvement affiliate Orenda Education has a proven, data-driven approach to close the achievement gap. Orenda partners with school district leaders and educators to identify inequities in schools and then transform their systems to ensure all students have access to the premium education every student deserves. Orenda saw an instant uptick in demand from school districts to guide their teachers and leaders to more equitable school conditions to ensure student success, knowing inequities were exacerbated by COVID-19 and distance learning.

Like many educators, Orenda took to remote meetings to expand their ability to consult and guide school district leaders throughout the state; even in the most restrictive counties experiencing COVID-19 surges, Orenda was able to keep partnerships moving forward and foster new district relationships, so that the equity work never stopped. Over the past year, Orenda has expanded into four new counties, including Orange, Santa Barbara, Imperial, and Kern. One teacher from Orange Unified School District said about Orenda's approach: "I learned that

the focus on specific standards with assessments will provide me with the most accurate data in measuring my students' growth." Orenda has increased its impact to more than 108,000 students statewide, double from the previous year.

Orenda also conducted 89 Equity Study "needs assessments," a 93% increase over the 2019-2020 year. An Orenda Equity Study examines and benchmarks the current state of a school, allowing the Orenda team to understand the conditions that are producing current student outcomes, and then determine priority areas and recommend methods for accelerating academic achievement of students. These Equity Studies often lead to partnerships with Orenda to begin their school improvement approach.

Aligned with our mission to change the odds for kids, Think Together and Orenda together continue to demonstrate a commitment to educational excellence, to provide opportunities to every student, no matter their demographic, challenges, or conditions.

89

Equity Study Needs Assessments

30

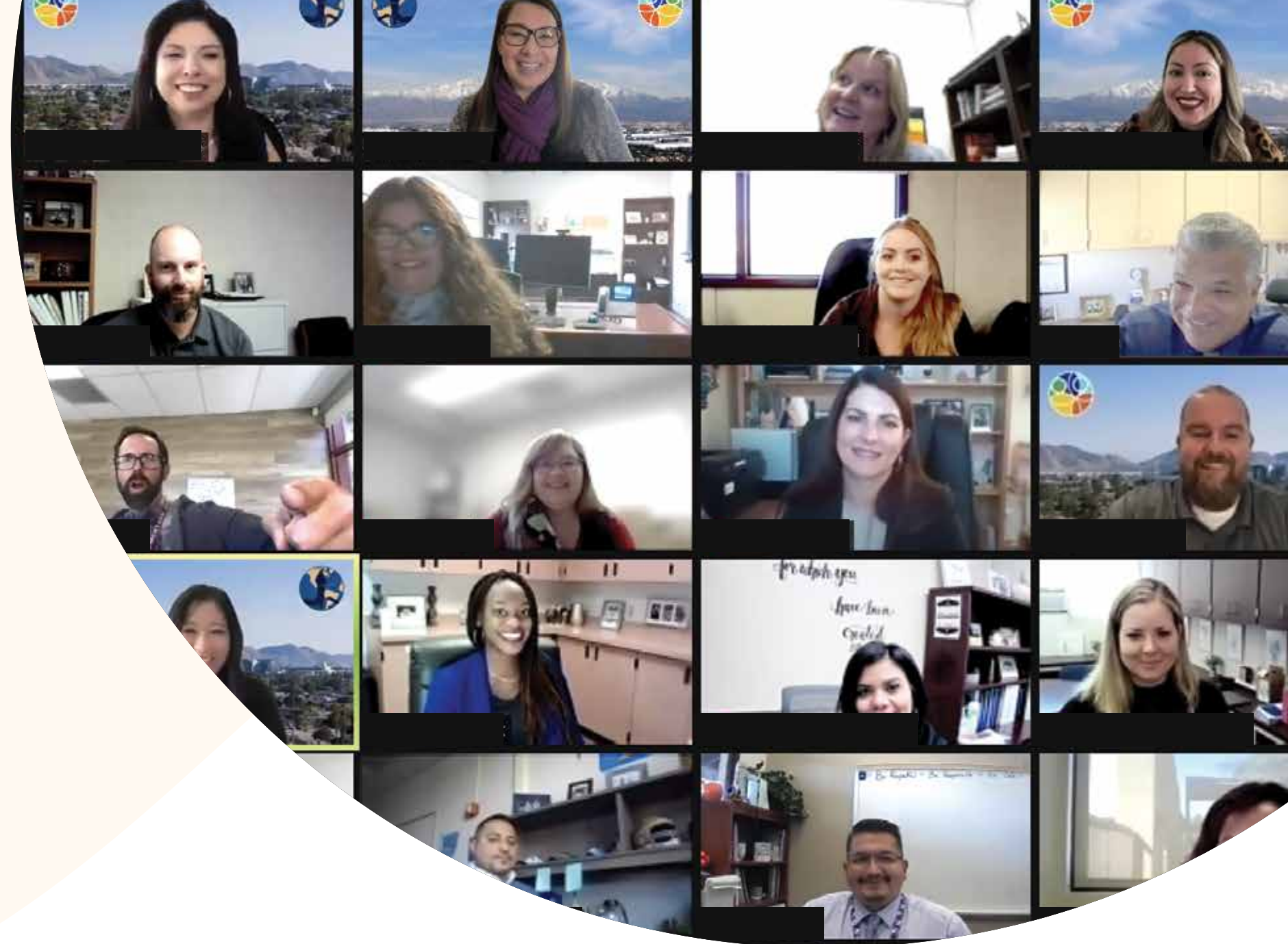
Education Leader  
Speaking Engagements

108,000

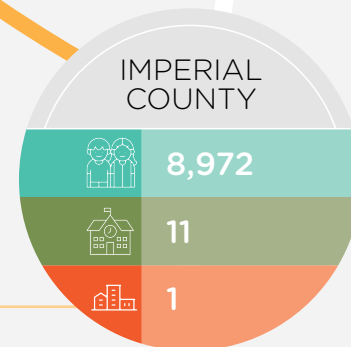
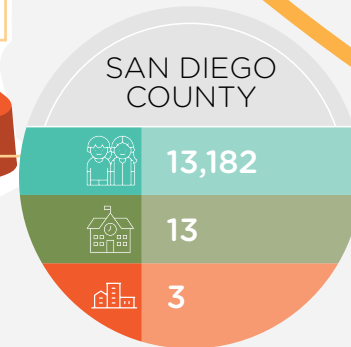
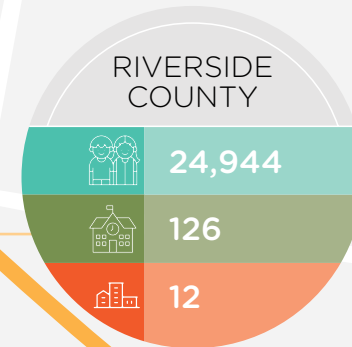
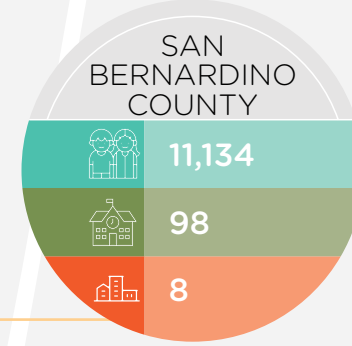
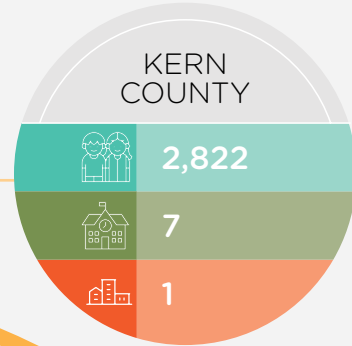
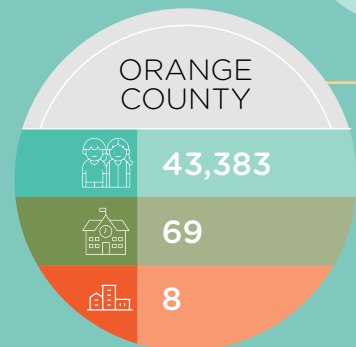
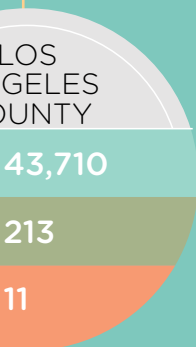
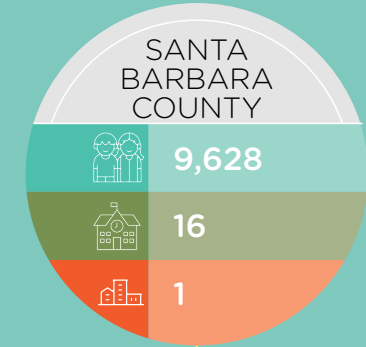
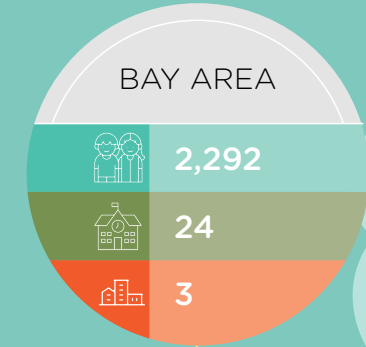
students impacted



Throughout the past year, the Orenda Education team relied on virtual Zoom meetings to continue their equity work with school and district leaders, teachers, and administrators. Orenda was even able to expand its district partnerships into new counties like Kern, Imperial, and Santa Barbara.



# OUR REACH



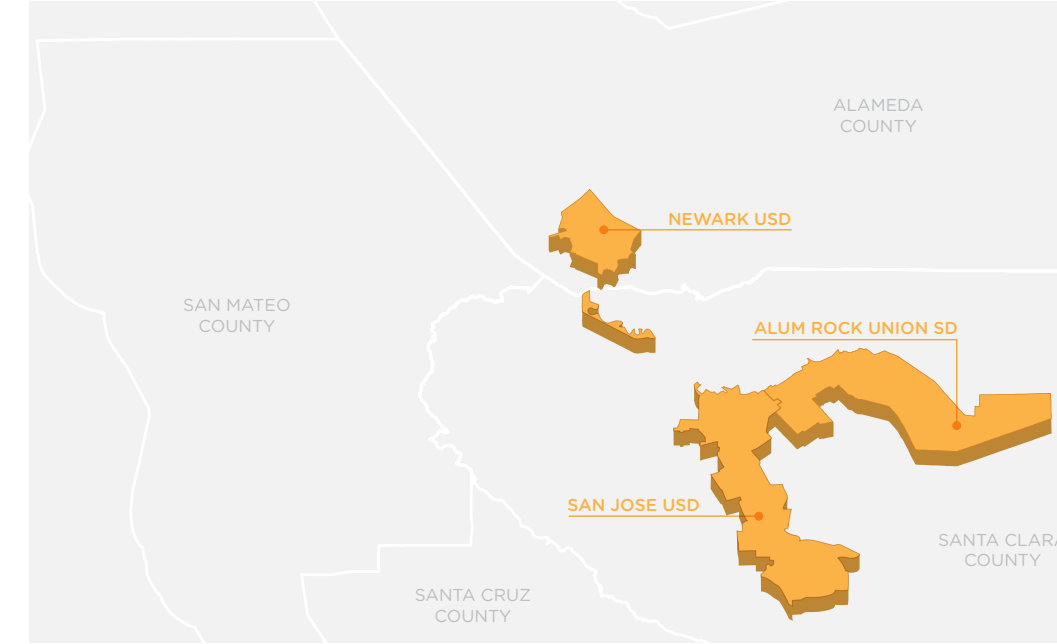
## OVERVIEW

	THINK TOGETHER	ORENDA
	53,850 STUDENTS	108,858 STUDENTS
	454 SCHOOL SITES	148 SCHOOL SITES
	40 DISTRICT PARTNERS	15 DISTRICT PARTNERS
	26 CHARTER PARTNERS	

## BAY AREA REGION

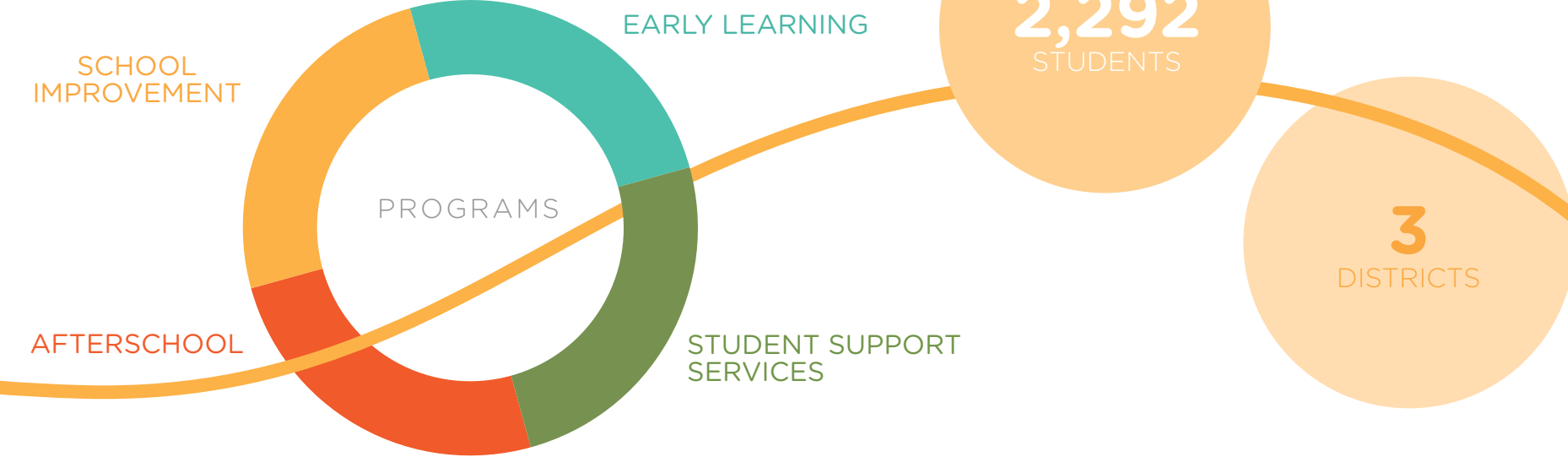


**STACY GALDAMEZ**  
Executive General Manager



“Because of Think Together we have been able to manage through this chaotic time. As the only income at home, my children need this so I could go to work and know they’re getting the support they need.”

—Parent, Alum Rock Union USD



SAN GABRIEL VALLEY REGION



SAMIRA MEJIA  
General Manager

3,556  
STUDENTS

4  
DISTRICTS

1  
DISTRICT

19,552  
STUDENTS

24  
CHARTER PARTNERS

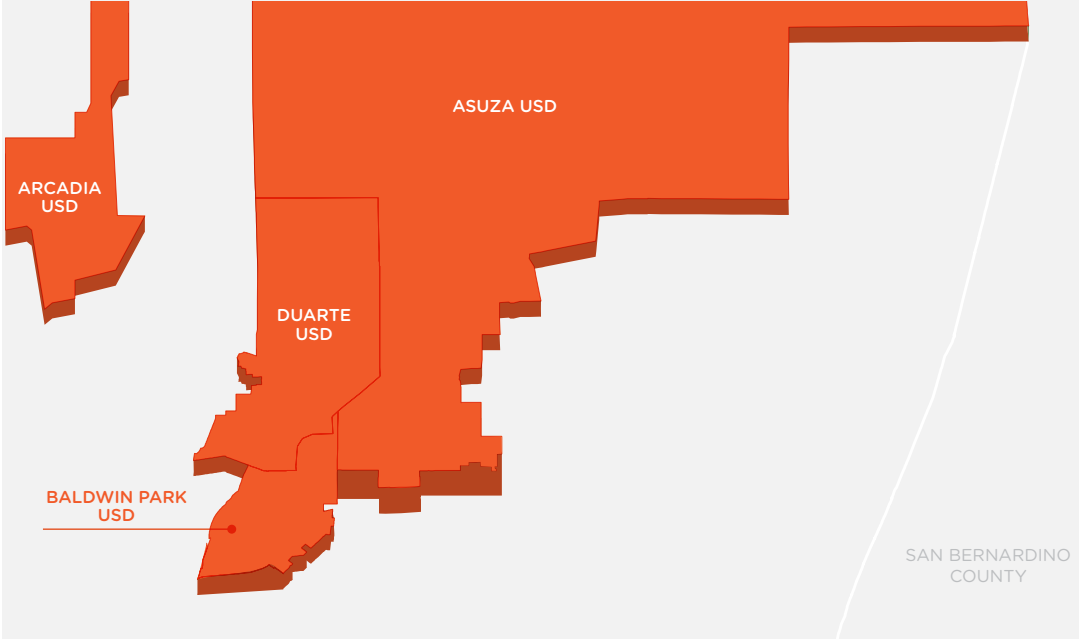
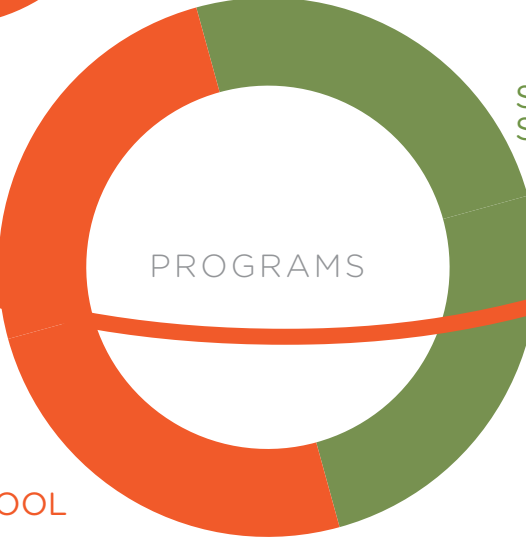
LA METRO REGION



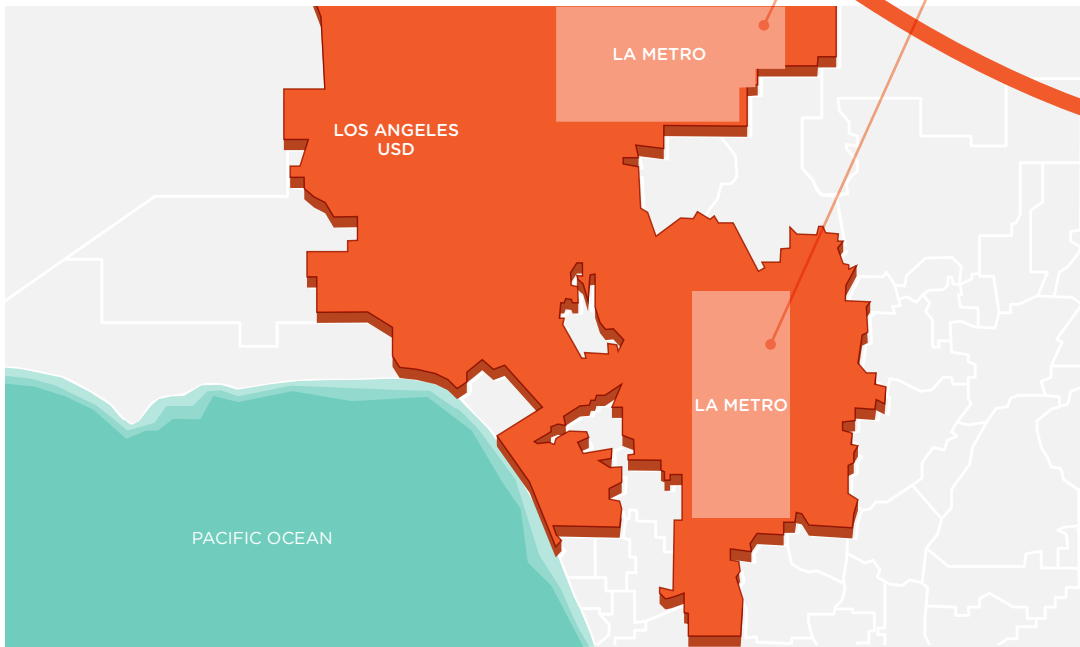
IRENE BOBADILLA  
General Manager

*It's a great program and a place where you can study, catch up on schoolwork, and an even better place to talk to the staff of the Think Together program about life, school, and our futures.*  
—High school student, PUC Community Charters

- Fenton Charter Public Schools
- Granada Hills Charter
- Los Angeles College Prep Academy
- Magnolia Public Schools
- Montague Charter Academy
- New Horizons Charter Academy
- Pacoima Charter Elementary
- Partnerships to Uplift Communities
- Vaughn Next Century Learning Center
- YPI Charter Schools
- Alliance College-Ready Public Schools
- Alta Public Schools
- APEX Academy
- Camino Nuevo Charter Academy
- City Charter Schools
- Discovery Charter Prep
- Endeavor College Prep
- Ingenium Schools
- Los Angeles Leadership Academy
- Los Angeles Unified School District
- New Designs Charter Schools
- New Heights Charter School
- Resolute Academy Charter School
- STEM Prep
- Vista Charter Public Schools



*The biggest success was providing students with a safe place to learn. It was a stable part of the day that many students don't have at home. Students want to be on campus and looked forward to it.*  
—School administrator, Baldwin Park USD





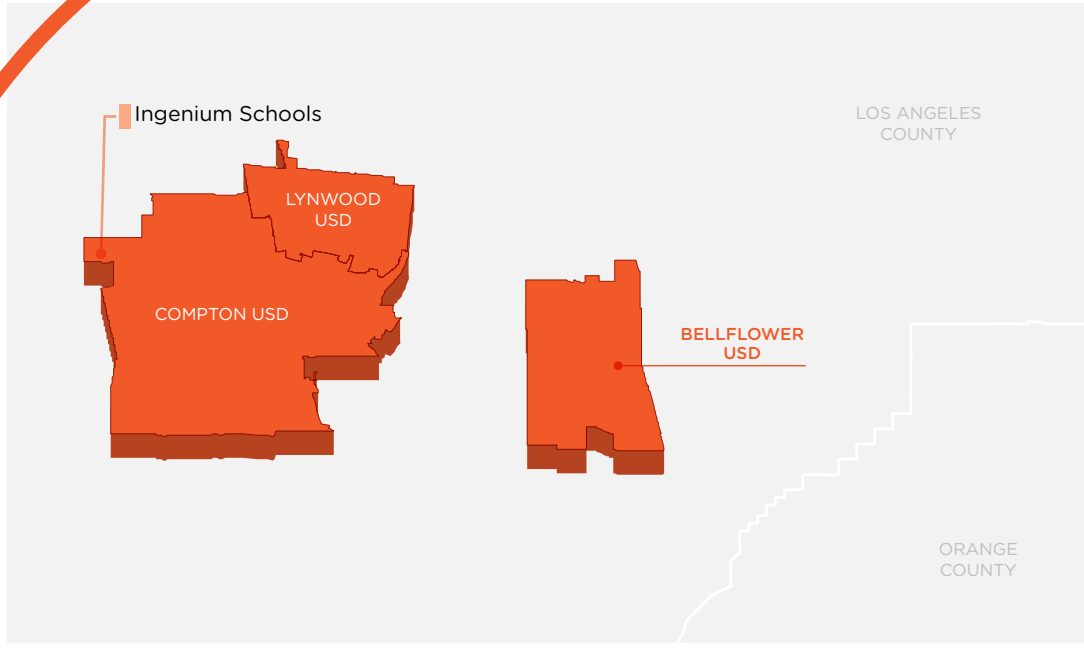
**DAVID ANDERSON**  
General Manager

**SOUTHEAST LA COUNTY REGION**

**16,936**  
STUDENTS

**1**  
CHARTER PARTNER

**3**  
DISTRICTS




STUDENT SUPPORT SERVICES

AFTERSCHOOL

SCHOOL IMPROVEMENT

PROGRAMS

*The Think Together program is very helpful in learning new things to have a great life when I grow up.*  
—Elementary student, Compton USD



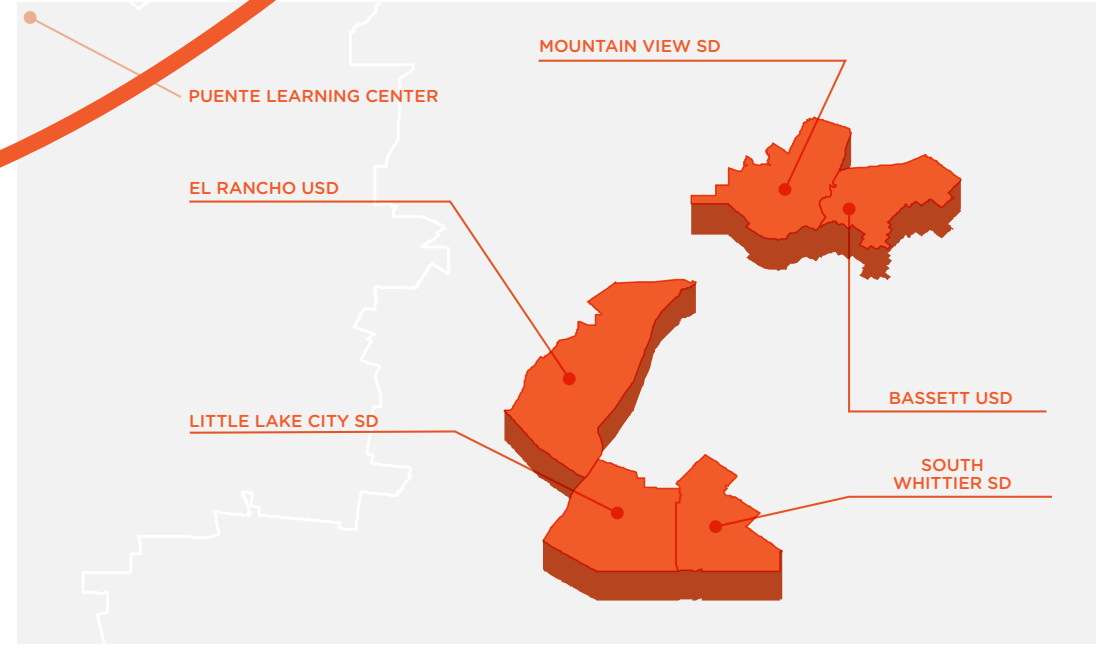
**YVONNE PAUL**  
General Manager

**SANTA FE SPRINGS REGION**

**1**  
CHARTER PARTNER

**5**  
DISTRICTS

**3,666**  
STUDENTS



STUDENT SUPPORT SERVICES

AFTERSCHOOL

PROGRAMS

*One of the biggest successes we experienced with Think Together this past year was being able to offer extended childcare to our families with the most need.*  
—School administrator, Mountain View SD



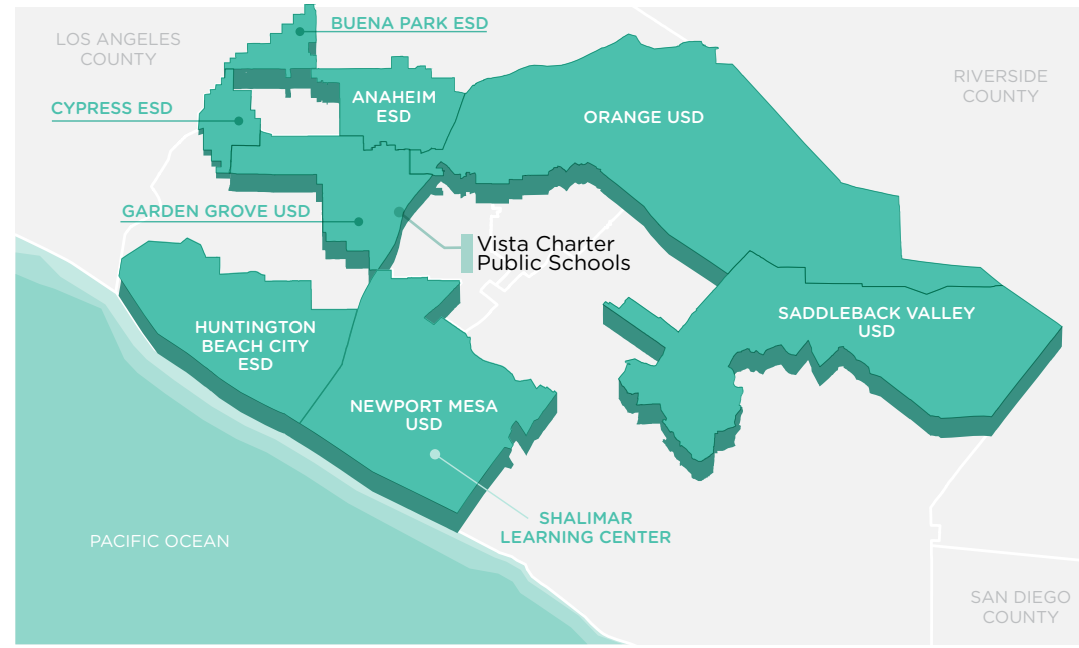
ORANGE COUNTY REGION



**YECENIA CARDENAS**  
Executive Director of Early Learning and School Age Programs

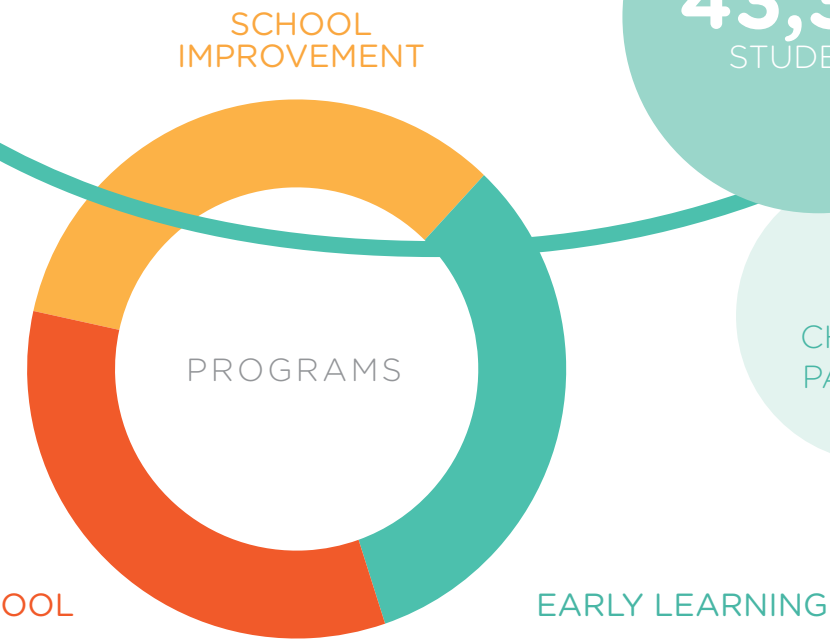
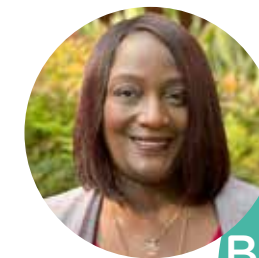
*This is an incredible program that allows children of color to gain access to quality early childhood education and important learning experiences. I am grateful my kids have access to this program that will help them thrive academically.*

—Early Learning parent, Anaheim ESD



**RHONDA SCOTT**  
General Manager

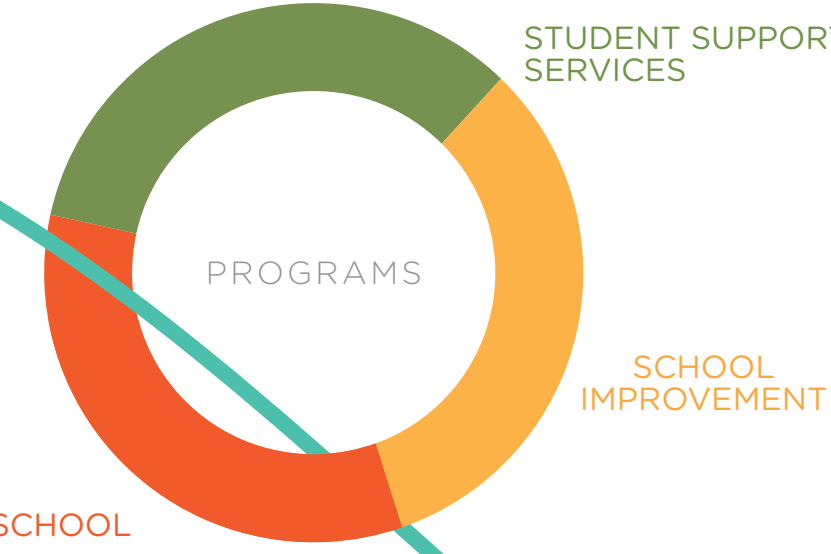
SAN BERNARDINO COUNTY REGION



43,383 STUDENTS

8 DISTRICTS

1 CHARTER PARTNER



PROGRAMS

AFTERSCHOOL

*The Think Together staff are amazing people! I am a foster parent, and I am so happy that the amazing staff handles my kiddos with so much respect, compassion and love.*

—Parent, Victor ESD

11,134 STUDENTS

8 DISTRICTS

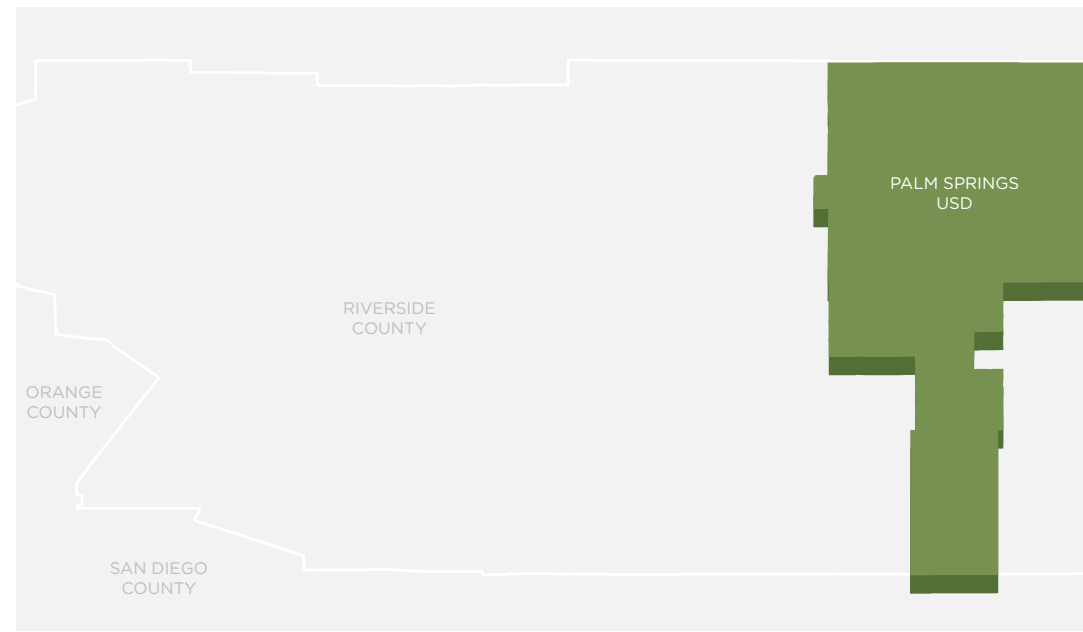
RIVERSIDE COUNTY REGION



HARLYN SANTOS  
General Manager

19,494  
STUDENTS

11  
DISTRICTS

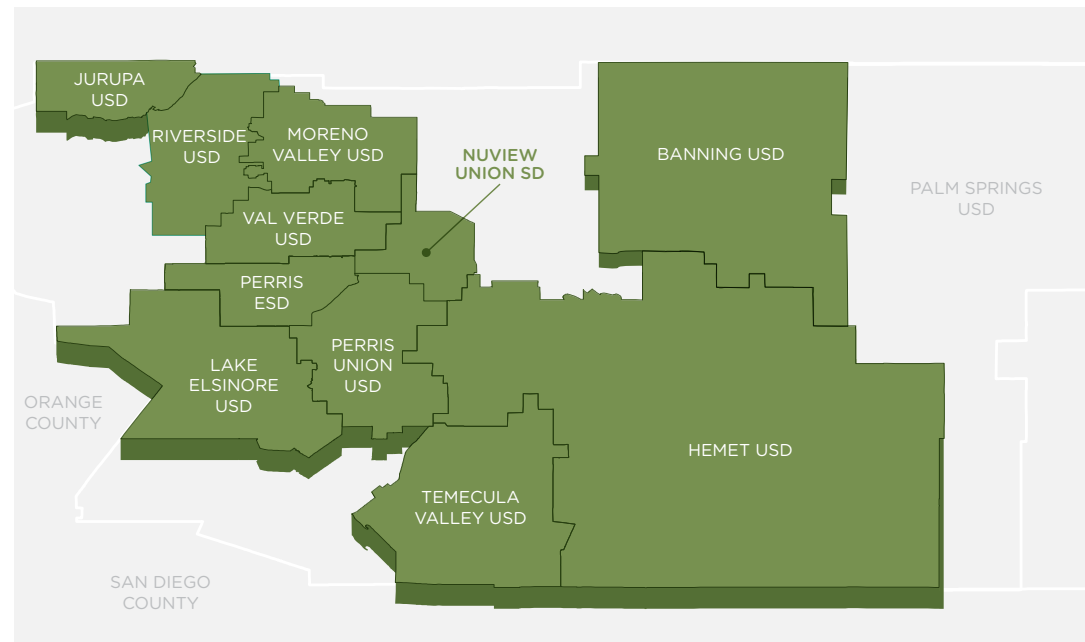


JACLYN AVILES  
General Manager

PALM SPRINGS REGION

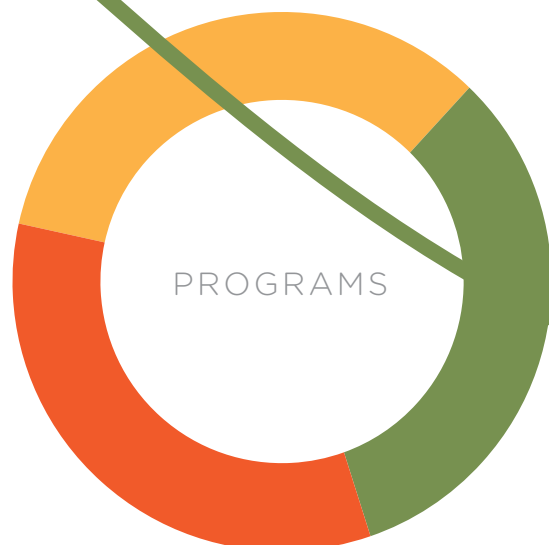
*The staff is amazing and so helpful with my kiddos. They are special needs, and Think Together helps them complete their work and keeps my kiddos attitudes toward learning in a positive light. This year my daughter has had the best grades she has ever had in four years! Thank you, Think Together Staff!*

—Parent, Palm Springs USD



SCHOOL IMPROVEMENT

AFTERSCHOOL



STUDENT SUPPORT SERVICES

AFTERSCHOOL

5,450  
STUDENTS

1  
DISTRICT



SCHOOL IMPROVEMENT

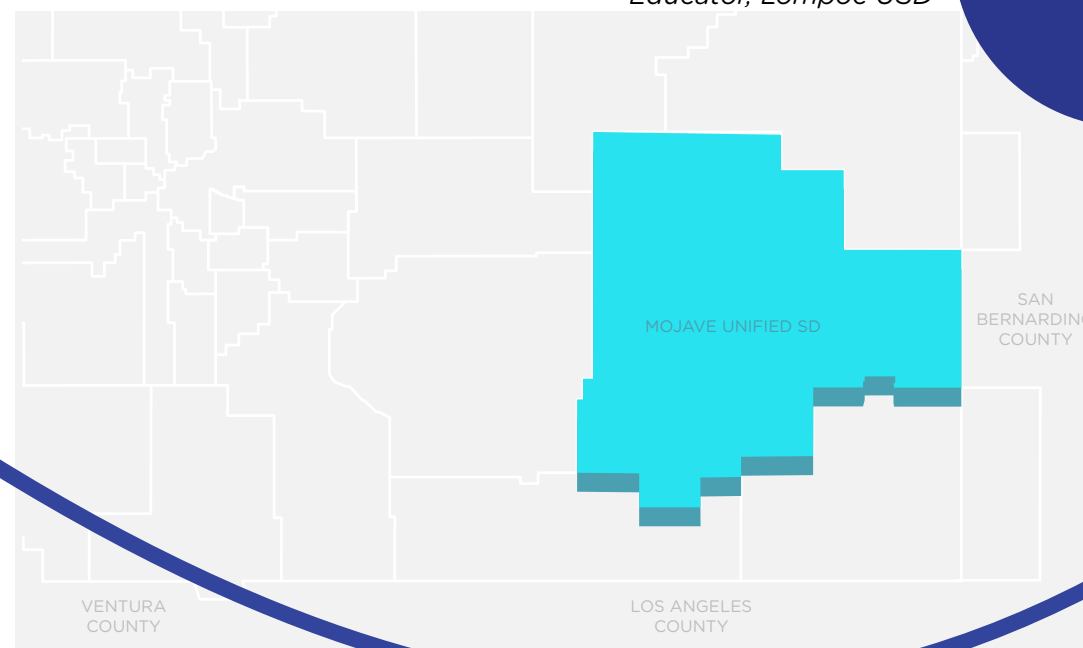


*Think Together provided a safe place for a cohort of students in need of a structure to maintain the focus on instruction. This provided an additional layer of support for students.*

—Administrator, Perris UHSD

*I really appreciate that (the Orenda leader) has already lived and breathed this whole process from the teacher's point of view. It helped me to really see how to make this process work in real life.*

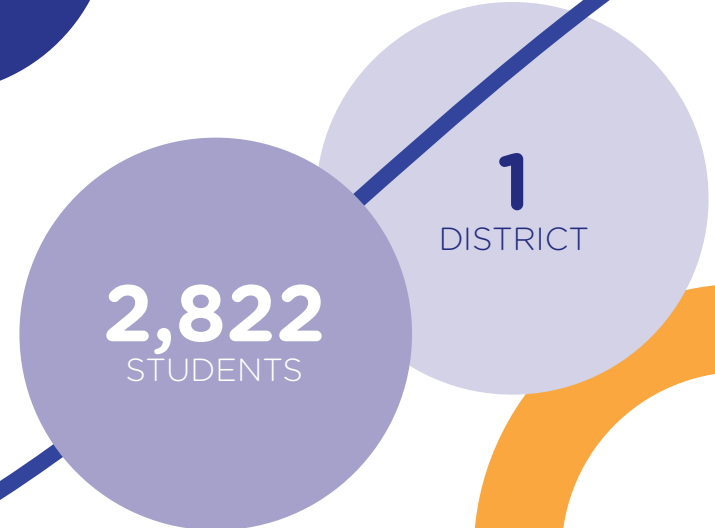
—Educator, Lompoc USD



**KERN COUNTY**



**CYNTHIA HERRERA**  
Director of Education Services,  
Orenda Education



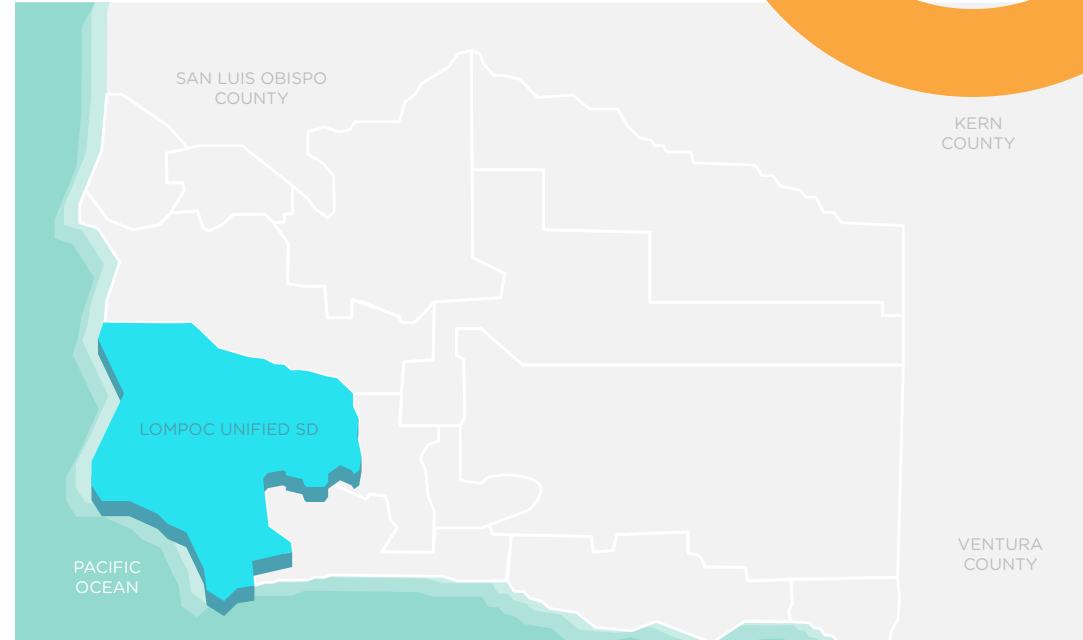
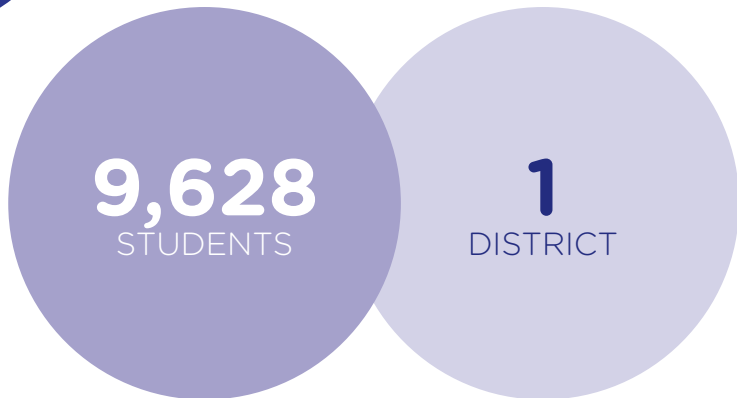
SCHOOL IMPROVEMENT



**SANTA BARBARA COUNTY**



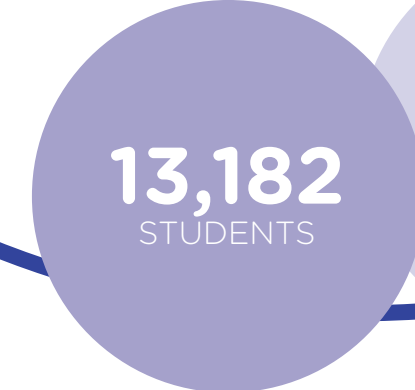
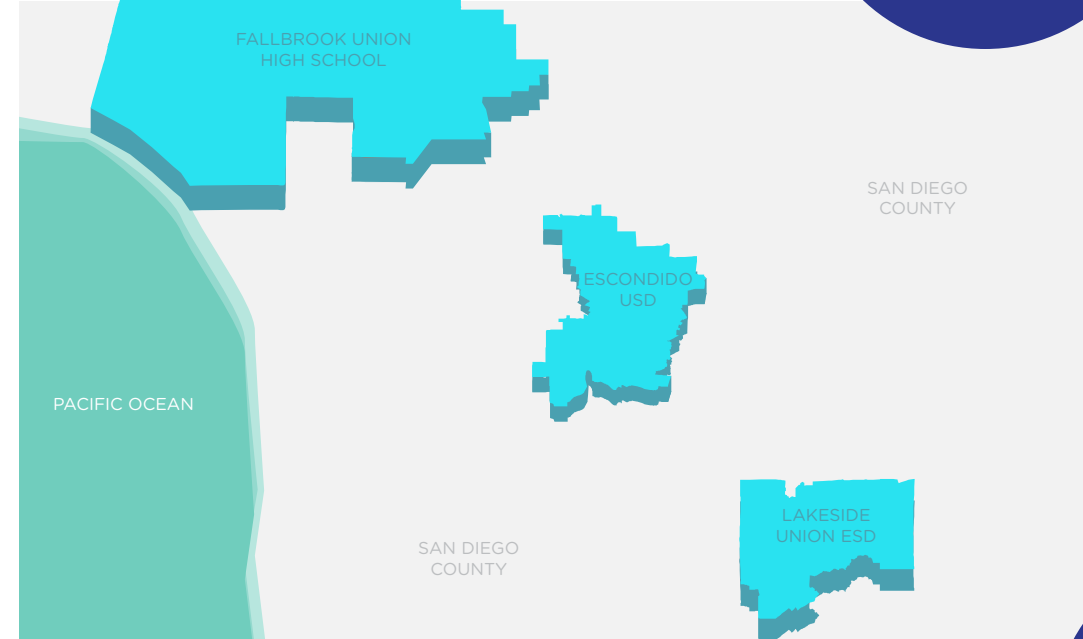
**SARAH MOTT GONZALES**  
Sr. Director of College Readiness,  
Orenda Education



**CHRISTINE RICH**  
Director of Education Services,  
Orenda Education



**SAN DIEGO COUNTY**



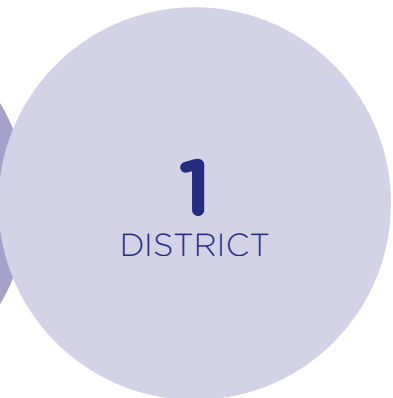
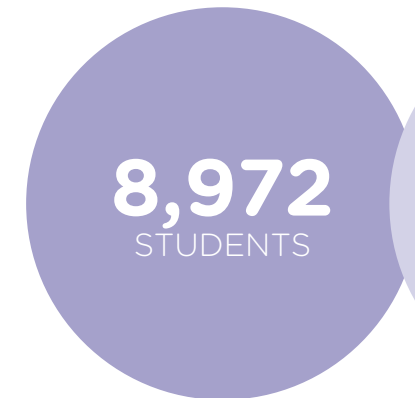
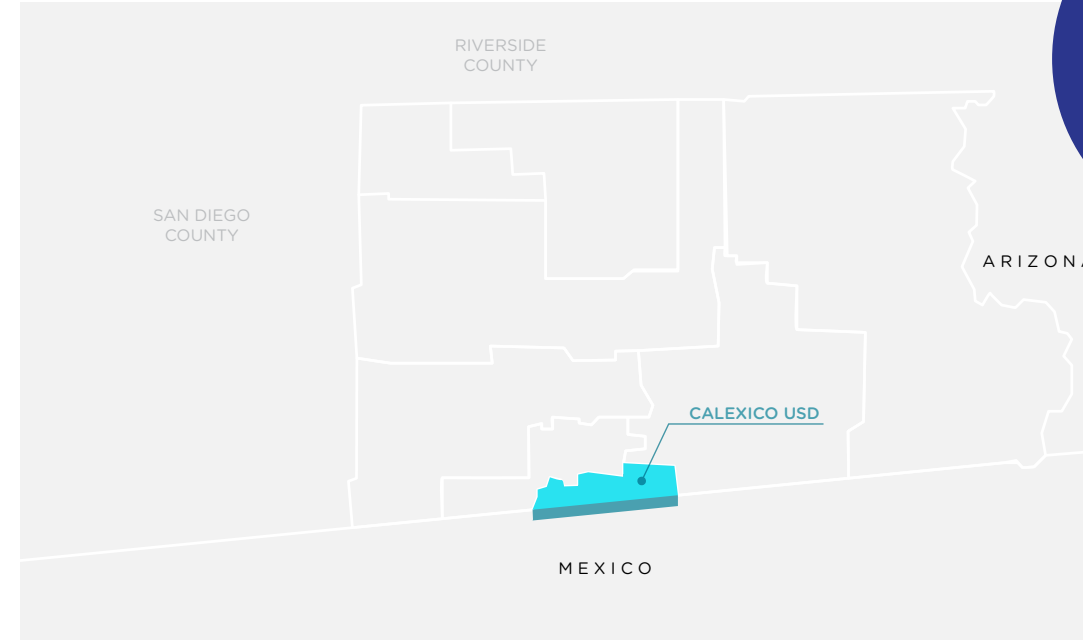
These four counties represent school improvement partnerships led by Orenda Education in non-Think Together regions. Combined with the district partnerships represented in the nine Think Together regions, Orenda partnered with a total of 148 school sites in 16 districts, impacting more than 108,000 students.



**IMPERIAL COUNTY**



**JEANETTE SALINAS**  
Sr. Director of Education Services,  
Orenda Education





## LEONA ARONOFF-SADACCA: LEAVING A LASTING LEGACY

After 13 years of service on the Think Together Board of Directors, Leona Aronoff-Sadacca retired this year, marking the occasion by announcing a legacy gift for Think Together which she established in her estate more than two decades earlier. “Children inherit what we leave them,” Leona shared as she accepted the Think Legacy Award at this year’s Raise a Hand celebration. “We are all standing on the shoulders of others, and it’s up to us who are here now to leave a legacy for future generations.”

Like many Think Together board members and families, Leona is a first-generation immigrant. Born in the 1930s into a Jewish family in Germany, her family fled to France from the horrors of the Holocaust during World War II. After the war, her family immigrated to New York before moving to Los Angeles and finally raising her own family in Rialto while running Gate City Beverage in San Bernardino as president, CEO, and owner.

Leona has been a tremendous support for Think Together and the students we serve. “We’ve been able to do some great work together,” said Randy Barth to Leona in the presentation of the Legacy Award, “And I’m forever changed because of our friendship.”

The Board of Directors added their appreciation for the ways Leona always inspired them. “Thank you for the tremendous impact you’ve had on tens of thousands of kids,” said Eric Boden, former board chair.

Leona desires to give students opportunities to develop and grow into the next generation of leaders, community members, and odds changers. “I look at Think Together as this family that puts their arms around these kids and says, ‘We are going to help you succeed.’”

If you are interested in joining Leona and including Think Together in your estate plans, visit [thinktogether.giftplans.org](https://thinktogether.giftplans.org) for more information.



*“Leona brought to the board that special something all organizations need, but particularly nonprofits need. She truly cares about her constituency, for the community, and for other board members. The board of directors is not going to be the same without her, and the organization as a whole is better for having her involved for all these years.”*

*—John Lee, Chair, Board of Directors*

*“Leona is the first Think Together a board member and one of the first Think Together insiders to make an estate gift to Think Together. Leona is ensuring that the generosity from her estate will continue to support Think Together long into the future.”*

*—Randy Barth, Founder and CEO of Think Together*



*“No matter how difficult the challenges are—and they are—when Leona is in the room, you’re always left with a feeling of hope, positivity, and excitement about the future.”*

*—Dr. Robin Avelar La Salle, Founder and CEO of Orenda Education*

THINK LEGACY



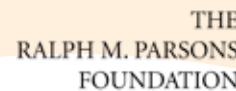
Think Legacy has been established so that we can accurately capture the wishes of our donors who would like to include Think Together in their estate planning. These types of gifts help ensure long-term sustainability of our mission for generations to come.

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\$250,000  
AND ABOVE



INNOVATOR  
\$100,000-  
249,999



PARTNER  
\$50,00-99,999



SUSTAINER  
\$25,000-49,999



SUPPORTER  
\$10,000-24,999

ANONYMOUS



### \$100-\$9,999

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*I feel the Think Together program has helped me a lot to be smarter and more confident in myself.*  
—Elementary student, Colton Joint USD

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Chief of Staff  
Orenda Education

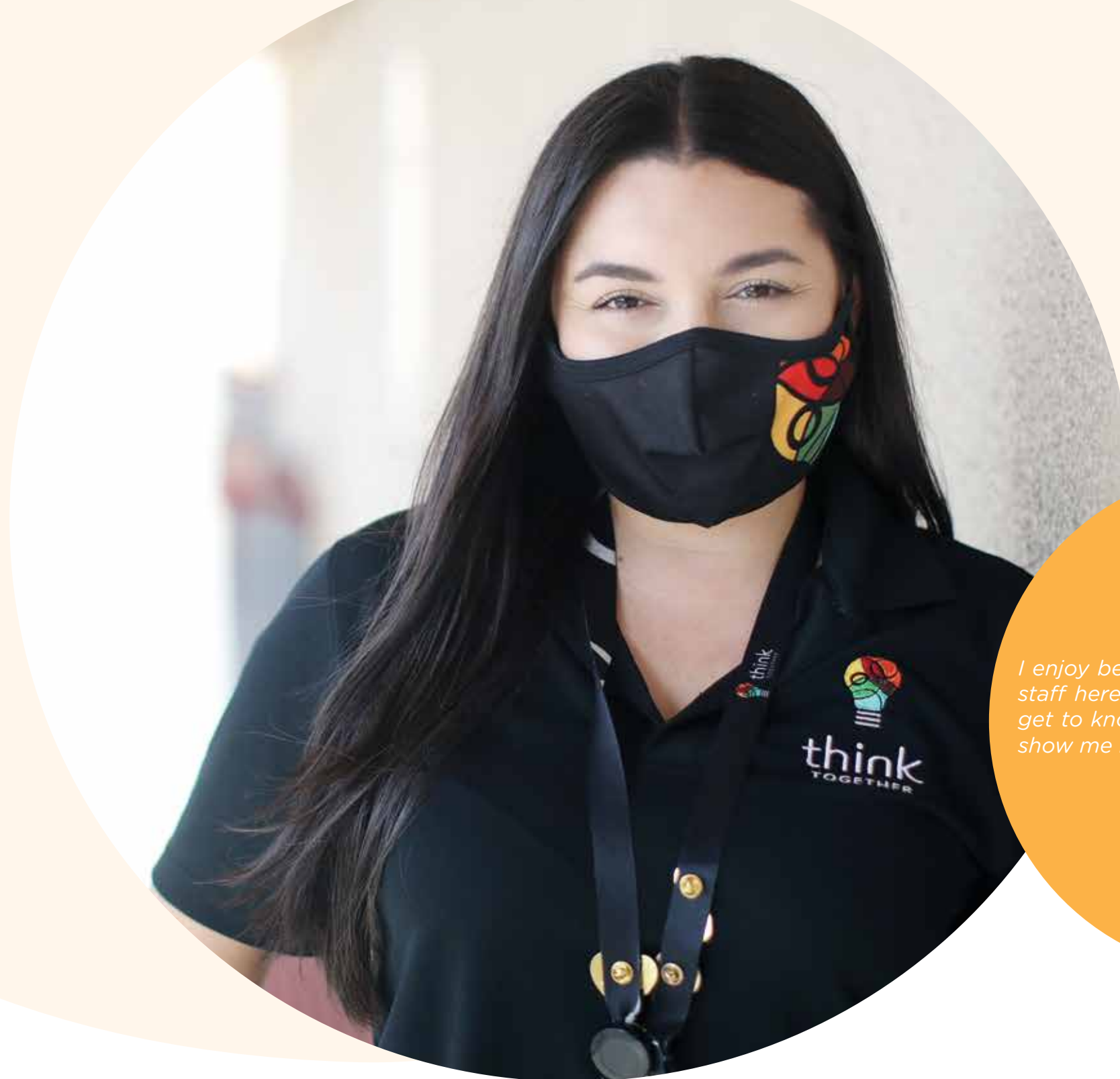
## STATEMENT OF ACTIVITIES

FOR FISCAL YEAR ENDING ON JUNE 30, 2021

REVENUES	THINK TOGETHER	ORENDA EDUCATION
AFTERSCHOOL (A,B)	87,560,222	-
STUDENT SUPPORT SERVICES (A)	2,685,170	-
EARLY LEARNING (A)	83,831	-
SCHOOL IMPROVEMENT (A)	-	5,042,618
OTHER	1,160,889	389,525
<b>TOTAL REVENUES</b>	<b>91,490,112</b>	<b>5,432,143</b>
<b>EXPENSES</b>		
PROGRAM SERVICES		
AFTERSCHOOL (B)	79,757,305	-
STUDENT SUPPORT SERVICES	2,537,615	-
EARLY LEARNING	47,524	-
SCHOOL IMPROVEMENT	-	3,201,497
<b>TOTAL PROGRAM SERVICES</b>	<b>82,342,444</b>	<b>3,201,497</b>
FUNDRAISING	1,410,441	-
GENERAL & ADMINISTRATIVE	6,761,028	1,035,465
<b>TOTAL EXPENSES</b>	<b>90,513,913</b>	<b>4,236,962</b>
<b>NET INCOME</b>	<b>976,199</b>	<b>1,195,181</b>
<b>ENDING NET ASSETS</b>	<b>5,972,837</b>	<b>1,436,174</b>

(A) Includes allocated portions of \$3.9m total combined philanthropic support received during the fiscal year.

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



*I enjoy being in this program because the staff here is nice and helps me know and get to know things I never knew, and they show me how to do new things.*

*—Student, Mountain View Elementary*