



# 20 23

ANNUAL  
REPORT



# From the CEO



Growing Think Together's reach in order to impact more students has long been a hallmark of Think Together's history. However, the magnitude of our expansion this year is truly remarkable. The opportunity to scale our impact has never been greater, and we are committed to making the most of it.

Coming out of the pandemic, the students we serve face more obstacles than ever before. We are seeing more behavioral problems due to mental health challenges and the lack of social development during the pandemic. Academic performance across the country has dropped to levels not seen in 30 years. Our students need us now more than ever.

In the wake of this crisis, Governor Gavin Newsom and the State Legislature created the Expanded Learning Opportunity Program (ELO-P) to enable universal access to afterschool and summer programs for vulnerable students

from transitional kindergarten through Grade 6. This increased the state investment from roughly \$800 million per year to \$4.8 billion per year.

While Think Together was fortunate to have built the largest infrastructure in the state supporting expanded learning over the past 15 years, it is still no match for the task of implementing at a universal access scale.

We are in the midst of a multi-year growth cycle. In fiscal year 2023, we grew by more than 70%. Since fiscal year 2021, the organization has tripled in size. Despite this growth, many high-potential students and mission-critical programs are dependent on investments from the private sector to support innovation, the next generation of college students, and our future workforce. It takes a village.

I want to express my deepest gratitude for the dedication, passion, and unwavering commitment to our village: our school partners, policy partners, private funding partners, volunteers including our Board of Directors, and our amazing staff.

Together, we can make a greater impact than we could ever have imagined just a few years ago. Thank you for joining us on this incredible journey!

**RANDY BARTH**  
Founder and CEO

# From the Board Chair



As we close out another year, Think Together finds itself on the verge of a significant milestone: serving more than 2 million students through expanded learning and school improvement since our inception. It's a goal that embodies unshakeable dedication to closing the achievement gap and providing exceptional educational opportunities to students of all backgrounds.

Our vision encompasses a holistic approach to education, starting with early learning programs that lay the foundation for future success. From there, our K-8 STEM, arts, sports, and enrichment programs spark curiosity and creativity in young minds. And for our high school students, we are committed to preparing them for their future through college and career readiness initiatives. We wrap these student programs in a data-driven, equity-based school improvement approach with teachers and education leaders that closes the achievement gap that has persisted far too long in our society.

However, our journey isn't solely about numbers; it's about cultivating stronger partnerships with the communities we serve. It's about innovative collaborations that prioritize the success of our students, which amplify our impact and create opportunities that extend well beyond the classroom.

As we continue on this journey together, I want to express my deep appreciation for our board members, donors, school partners, and community leaders. With their steadfast support and belief in our mission, we have already changed the odds for 2 million students over 25 years, and we can look to impacting 2 million more in the years to come.

I am proud to serve as chair of the board during this transformative moment in Think Together's history as we scale our growth to provide even more students with enriching opportunities to achieve their greatness.

**DAN YOUNG**  
Chair, Board of Directors

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# A Year in Review

## A Year of Growth

The past year has been a tremendous time of transformation for Think Together. Increased investments from the state to support Expanded Learning Opportunity Programs (ELO-P) continue to transcend our field in ways we have only before imagined. In 2023, we have seen more than 70% growth in revenue, which translates into more students served and at a deeper level. To meet the moment, Think Together has stepped up our leadership, infrastructure, and support of partners to ensure students receive the opportunities to succeed and thrive in their education journeys.



## Think Staff

Think Together can only meet our mission to change the odds for kids with high-quality, well-trained staff. In 2022 in response to the nationwide staffing shortages, Think Together built a talent acquisition team, and over the past year we maximized and stabilized this vital part of our infrastructure. Think Together began the 2023 school year 94% staffed—a metric to celebrate. We also expanded our training capacity, improved our student registration platform, and strengthened our IT infrastructure.

## Program Quality to Maximize Learning

The masks might be off, but the effects of COVID remain damaging to student learning and progress throughout our state. To support more learning, we enhanced our program design with an innovative, research-based curriculum to maximize the time students are with Think Together. Our program development team has created more than 4,000 new lessons, activities, and experiences for students of all age groups heading into the 2023-2024 school year.



## College and Career: A Path for Success

Think Together's college and career readiness programs are designed to empower students to dream big, set ambitious goals, and take the steps necessary to realize their potential. These programs provide guidance with college admissions, financial aid, and scholarship opportunities, ensuring that no student is left in the dark about higher education prospects. Yet, state and federal grants do not come close to meeting the demand or need. By partnering with community leaders like Bank of America, we introduced students to a wide array of career options, allowing them to make informed decisions about their future.

*"Think Together has helped me become a better speaker because I was a timid kid. They taught me leadership skills and how to be outspoken or when to speak. They showed me numerous ways to improve myself for my public speaking and branch out to others when needed."*

**—High school senior, Compton Unified School District**



## What's Next?

**Think Together continues to look to the horizon to ensure we meet today's and tomorrow's important moments in education.**



To meet the staffing needs of the state's school districts, we launched the **California Schools Talent Collaborative** to bring best-in-class staffing solutions to education. Led by former superintendent of San Bernardino City Unified School District, Dr. Dale Marsden, the Talent Collaborative is already creating partnerships to staff afterschool and high dosage tutoring programs to transition kids off of waiting lists and provide much-needed support.



Think Together recognizes the importance of creative outlets and physical activity to academic success. Through innovative pilot programs and partnerships made possible by the support of state and private grants, we have harnessed the potential of **arts, STEM activities, and sports** to enrich education and ignite the interests of the next generation.



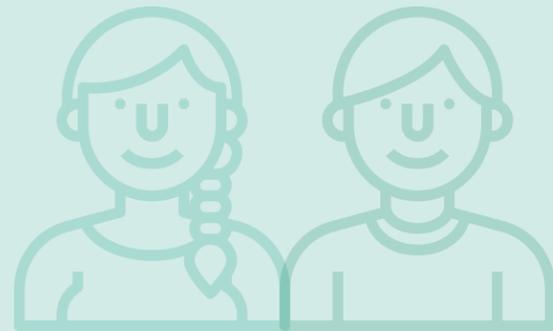
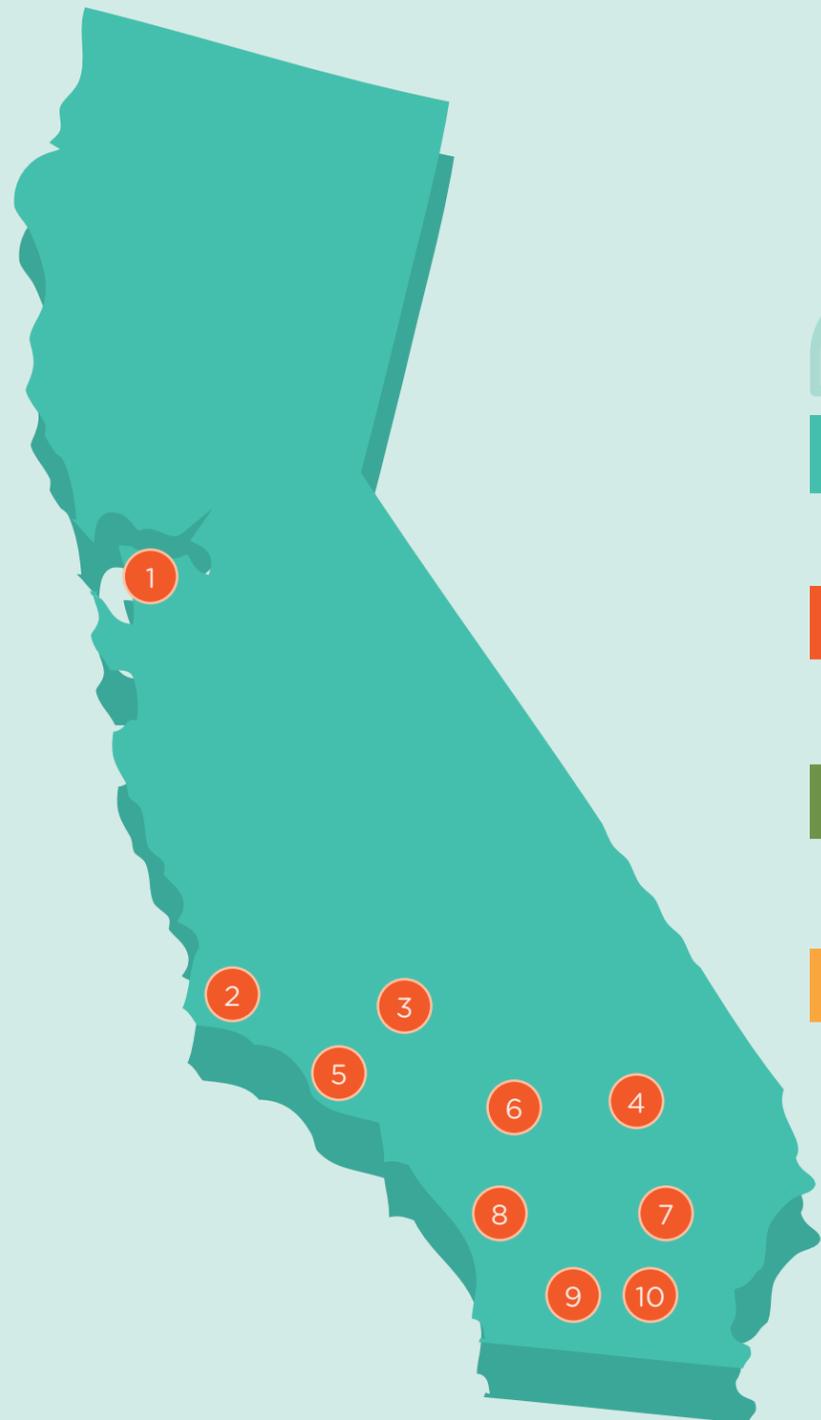
Think Together is the first expanded learning provider to partner with **AVID** to extend its nationally recognized learning practices from classroom to after school. Through this unique partnership, Think Together leaders are trained on AVID's proven college-readiness strategies at 80 existing AVID middle and high school sites.



To truly close the opportunity gap, we must start at the top with leadership. We continue to strengthen leadership coaching in education through our school improvement division, **Orenda Education**, and have been working with some of the most prominent leaders in our state to create new levels of support. Stay tuned!

As we continue to build and scale Think Together programs and partners, we always remain focused on our mission: to partner with schools to change the odds for kids. Whether operating one program serving 100 students or a growing statewide organization serving 200,000 or more, we never lose sight of who we are and why we do what we do.

# Our Reach



**199,408**  
STUDENTS

**607**  
SCHOOL SITES

**51**  
DISTRICT PARTNERS

**23**  
CHARTER PARTNERS

## Think Together's mission is to partner with schools to change the odds for kids.

To fulfill our mission, Think Together has partnered with schools since 1997 to deliver high-quality education and enrichment programs to students throughout California. Our programs are designed to supplement students' traditional school day, providing more opportunities for learning through early learning programs, before school, after school, summer, during breaks and more.

Our school-improvement division, Orenda Education, supports Think Together's mission by providing teachers and school leadership with systems and tools to ensure every student, no matter their demographic or circumstance, receives the premium education they deserve.

- 1 **BAY AREA**  
14,291 STUDENTS  
5 DISTRICTS
- 2 **SANTA BARBARA COUNTY**  
18,490 STUDENTS  
2 DISTRICTS
- 3 **KERN COUNTY**  
2,822 STUDENTS  
1 DISTRICT
- 4 **SAN BERNARDINO COUNTY**  
62,415 STUDENTS  
8 DISTRICTS
- 5 **VENTURA COUNTY**  
734 STUDENTS  
1 DISTRICT
- 6 **LOS ANGELES COUNTY**  
39,701 STUDENTS  
16 DISTRICTS  
22 CHARTERS  
6 GENERAL CHILDCARE PARTNERS
- 7 **RIVERSIDE COUNTY**  
36,505 STUDENTS  
14 DISTRICTS

*We are very pleased with the Think Together team members who have become a part of our Foothills community this year. Each day, they support student safety, helping students who require assistance at lunch, and building relationships with students. Their reliability, consistency, flexibility, and positive attitudes all contribute to the mission and vision of Foothills Middle School, and the Arcadia Unified School District.*

**—Administrator, Arcadia USD**

- 8 **ORANGE COUNTY**  
13,737 STUDENTS  
2 DISTRICTS  
1 CHARTER  
15 GENERAL CHILDCARE PARTNERS
- 9 **SAN DIEGO COUNTY**  
2,150 STUDENTS  
1 DISTRICT
- 10 **IMPERIAL COUNTY**  
8,563 STUDENTS  
1 DISTRICT

# Our Focus Areas



## Early Learning Program

Think Together's Early Learning Programs focus on our youngest learners to ensure they start their education journey off right. Through preschools, parent education, family engagement, and a new program that supports in-home daycare providers with early learning training, we're making an impact with children from birth to 5-years-old.

**21** General Childcare providers served 72 children

**40** Parents enrolled in Parent Education Program

**160 Students Served**

*It has been such a good introduction for (my son) to get a head start in his schooling and even a little academics. Thank you so much for being his first teachers.*

—Parent Education Program, Orange County

**67,288 Students Served**



## Expanded Learning

Think Together's expanded learning programs operate daily around a student's school day to provide the academic support and enrichment that they may not receive otherwise.

**Before and After School Programs for TK-8**

**High School and Workforce Readiness Programs**

**Summer Programs and Other Non-Instructional Days**

### Transitional Kindergarten-8th Grade

Think Together's before and after school programs enrich education through academics, arts, sports, physical fitness, STEM activities, and much more. Leaders inspire students to learn more, build confidence, and find their passions.

*Think Together staff is always nice, kind, and friendly. They help me fit in with other kids as well, and I do my homework fast and accurate!*

—4<sup>th</sup> grade student, Alum Rock Union School District

# Our Focus Areas



11,255 Students Served

## High School

High school afterschool programs are essential to the pivotal years that lead students into adulthood. Think Together high school programs provide enrichment, mentorship, and a safe space for teens at this critical age. Students engage in college continuum support; workforce readiness education program (WREP); student-led clubs, such as art, gardening, gaming, and dance; and life-skills workshops, including financial literacy, driver's education, food handlers' certification, and more.

**94%** of students said they know how to set goals for their future

**93%** of students have developed skills for their future career

**93%** of students want to learn more about the subjects they learned at Think Together

*Through WREP, I received the support needed to discover my career aspirations and become a leader for my peers.*

**—High school student, Azusa Unified School District**



23,300 Students Served

## Think Summer

Additional funding this year allowed for more Think Summer students and experiences than ever before. Nine weeks of summer enrichment kept young minds learning and engaged during summer months. In 2023, students enjoyed over 200 field trips across 45 locations and a wide variety of on-site experiences.

In addition to Think Summer, school partners had the opportunity to offer Think Together programs during winter and spring breaks, totaling 30 additional days of expanded learning that benefited both students and their families.

### Field trips included:

- Aquarium of the Pacific
- Dodger Stadium
- Discovery Cube
- San Diego Zoo
- California Science Center
- J. Paul Getty Museum

### Experiences included:

- Magic of Science Show
- Forces and Motion
- Sky Dome Planetarium
- Reptile Show
- Game Truck and Laser Tag
- STEAM Activities Day

*Think Summer is important because we provide students with opportunities they wouldn't have if they were just sitting at home being bored; so for Think Summer they get to play, socialize, and we're closing the achievement gap.*

**—Quality Assurance Coach, Ontario-Montclair School District**

# Student Story

## Meet Jacquese

During his time at Think Together, Jacquese, a senior at Compton High School, experienced something he had never dreamed of: learning to program and fly drones. This program, made possible through a grant from The Boeing Company, ignited an interest in Jacquese that will carry him into his future.

Jacquese plans to double major in mechanical engineering and computer science. He also wants to help his community by encouraging young people like him to be the best they can be and steer them toward pursuing higher education.

Jacquese highlighted the impact Think Together's workforce readiness education program (WREP) had on preparing him for college: "I've been introduced to so many opportunities when I completed the WREP program. It basically jump-starts you in a way that you can't do by yourself."



# Our Focus Areas

# Donor Stories



113,679  
Students  
Impacted

## School Improvement

Think Together's school improvement division, Orenda Education, guides school and district leaders with an equity-driven, research-based approach that improves student outcomes and increases their chances of graduating high school college-ready. Orenda schools find their students have improved grade-level mastery, graduation rates, and the requirements needed to enter a four-year university.

142 Schools served

762 Educators attended five Summer Institutes

*I feel like this created a more consistent expectation for our students across the different schools. It also provided a focus for my instruction.*

—Participating educator from Orenda's Summer Institute



## Partnerships with Purpose

Think Together's success story lies in its ability to forge partnerships with a diverse set of stakeholders who share a common goal: to provide equitable access to high-quality educational opportunities for all students.

By joining forces with foundations, corporations, and individual donors, Think Together has not only expanded its reach but also diversified its resources. This synergy has resulted in innovative programs and initiatives that have touched the lives of countless young learners.

**Boston Consulting Group, Inc. (BCG)**, provided Think Together with pro bono hours valued at almost \$3 million. BCG's strategic counsel has been instrumental in helping chart a clear and sustainable path forward for enhancing our organizational infrastructure and innovating new initiatives.

Think Together's work with the **W. M. Keck Foundation** culminated after two years of investing in the development of expanded learning programs for more than 10,000 K-12 students at more than 45 public charter schools in our Los Angeles Metro region. The \$200,000 two-year allocation allowed Think Together to integrate these programs into our existing infrastructure, while improving accounting and operations systems within the region.

Think Together's "Coding For All" initiative aims to introduce coding to more than 400 schools in California. Only 13% of partner schools have the technology necessary for coding programs, and **Broadcom Inc.** has been a critical partner in answering this need, donating thousands of laptops to ensure students have access to coding education. The donation reflects Broadcom Inc.'s commitment to fostering a diverse talent pipeline and making a lasting impact on the communities they serve.

**The Boeing Company** continues its role as a dedicated partner for Think Together, contributing more than \$500,000 in support of STEM, coding, and robotics programs, which benefit more than 12,000 students in Los Angeles and Orange counties. Boeing's commitment to education and creating opportunities for students has made a significant impact on young people's lives, aligning with its mission to ensure all students have access to resources for success.

# Corporate and Foundation Partners

## VISIONARY \$250,000 and above

Boston Consulting Group  
LA84 Foundation  
Silicon Valley Community Foundation

## INNOVATOR \$100,000-249,999

Broadcom Corporation  
The Boeing Company  
Kaiser Permanente  
Ralph M. Parsons Foundation  
W. M. Keck Foundation

## PARTNER \$50,000-99,999

Ahmanson Foundation  
Au Energy  
Camino Enterprises  
Cisco  
DevTo Support Foundation  
The David and Lucile Packard Foundation  
Target  
Ueberroth Family Foundation  
Worah Family Foundation

## SUSTAINER \$25,000-49,999

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Bank of America Charitable Foundation  
Dwight Stuart Youth Fund  
Impact Through Golf Foundation  
Majestic Realty Foundation  
Pioneer Circuits  
Ross Stores Inc.  
Southern California Edison

State Farm Mutual Automobile Insurance Company  
The Green Foundation

## SUPPORTER \$10,000-24,999

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DJM Capital  
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Golden State Foods Foundation  
Los Angeles Dodgers Foundation  
NASCAR Foundation  
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Wayne and Jo Ann Moore Charitable Foundation

## ADVOCATE \$100-9,999

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Association of California School Administrators  
BNY Mellon Wealth Management, Newport Beach  
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Comerica Bank  
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Edwards Lifesciences  
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Great Public Schools Now

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Ready Office Furniture  
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USI Insurance Services LLC

## THINK GIVING CIRCLE

### INNOVATOR \$100,000-249,999

Sangeeth and Sindhu Peruri

### PARTNER \$50,000-99,999

Dale and Jill Hurd  
Worah Family Foundation

### SUSTAINER \$25,000-49,999

Eric and Connie Boden  
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General Manager  
Santa Fe Springs Region

**EDDIE GARCIA**  
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**LESLEY MARTIN**  
General Manager  
Southeast L.A. Region

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San Gabriel Valley Regions

**HARLYN SANTOS**  
General Manager  
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General Manager  
North East San Bernardino Region

**LISA TABAREZ**  
General Manager  
Palm Springs Region

**RICHARD TRAN**  
General Manager  
Bay Area Region

# Executive Leadership

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Founder & CEO

**TIA DWYER**  
Chief Operating Officer

**MARIA REICHEL**  
Chief of Growth Strategy

**AMY HEMSRI-SABALA**  
Chief Financial Officer

**JOSHUA FELIX**  
Chief People Officer

**DAVE CUMMINGS**  
Chief Digital 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

**STACY GALDAMEZ**  
Executive General Manager

**JACQUELINE LICARDIE**  
Executive General Manager

**JOHANNA LIZARRAGA**  
Executive General Manager

**SUSAN METCALF**  
Executive General Manager

**ROSA LOPEZ**  
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**MARTY MAYA**  
Chief of Staff

**PAYEL CHATTERJEE**  
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**SARAH MOTT GONZALES**  
College and Career Readiness

**JEANETTE SALINAS**  
Leadership and Instruction

**GENNY SOSA**  
Educational Partnerships

# Board of Directors

# In Memoriam



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Co-Founder & Managing Partner  
Arc Capital Partners

**RANDY BARTH**  
Founder & CEO  
Think Together

**DAWN BEHNKE**  
Executive VP  
Pacific Life Insurance

**ERIC BODEN**  
Philanthropist

**VICTOR CHIANG**  
Start-up Advisor/Investor  
Silicon Valley

**MARY LYNN COFFEE**  
Sr. Environmental Partner  
Nossaman Law, LLP

**DANIEL FRIEDMAN**  
Managing Director & Senior Partner  
Boston Consulting Group

**TRACY HERNANDEZ**  
CEO  
BizFed

**DALE HURD**  
Retired EVP/CFO  
All-Tex Pipe & Supply, Inc

**FRAN INMAN**  
Senior VP  
Majestic Realty Co.

**JOHN LEE**  
Executive VP  
PIMCO

**PAOLO LEON**  
Principal  
AO

**LILLIAN MALDONADO FRENCH**  
Ed.D. Retired Superintendent

**D. JOHN MILLER**  
Founder & CEO  
DJM Capital Partners, Inc.

**JULIE MILLER-PHIPPS**  
Co-Owner and Principal Consultant  
Collaborative Innovation Partners

**SANGEETH PERURI**  
Chief Strategy Officer  
PDI

**VINAY PRABHU**  
Global Co-Head of Consumer  
and Retail  
Jefferies Investment Bank

**STEVEN ROBERTSON**  
CFO  
HDMI Licensing Administrator, Inc.

**LEONARD SPEISER**  
Entrepreneur  
Silicon Valley

**BILL TAMBLYN**  
Financial Consultant

**SUMMER TAYLOR**  
Managing Director  
Deloitte

**JULIE VENNEWITZ-PIERCE**  
Director, Corporate Social  
Responsibility  
Ross Stores, Inc.

**MARLENE WASHINGTON**  
Head of Sales, North America  
Thermo Fisher Scientific

**ANU WORAH**  
Owner and Director  
Rebalance Physical Therapy

**DAN YOUNG**  
*BOARD CHAIR*  
President  
Camino Enterprises

On July 15, 2023, we lost a leader, colleague, and friend, **Mike Frobenius**.

Mike joined Think Together in 2007 as Chief Financial Officer. During his tenure, he led not only the finance team, but also IT, risk management, facilities, and production. In 2013, Mike was honored by the Orange County Business Journal with CFO of the Year. Mike was an integral part of the executive team and made key decisions that helped Think Together grow to serving over 200,000 students throughout California today.

Mike led with purpose, empathy, and kindness. He was an influential leader, and those who had the good fortune to work with him were better for it.

# Statement of Activities

For fiscal year ending on June 30, 2023.

## REVENUES

EXPANDED LEARNING (A,B)	175,603,899
EARLY LEARNING (A)	1,972,711
SCHOOL IMPROVEMENT (A)	7,426,580
OTHER	2,773,809
<b>TOTAL REVENUES</b>	<b>187,777,000</b>

## EXPENSES

PROGRAM SERVICES	
EXPANDED LEARNING (B)	159,341,274
EARLY LEARNING	1,856,296
SCHOOL IMPROVEMENT	9,645,345
<b>TOTAL PROGRAM SERVICES</b>	<b>170,842,915</b>

FUNDRAISING	1,692,582
GENERAL & ADMINISTRATIVE	13,581,112
<b>TOTAL EXPENSES</b>	<b>186,116,609</b>

<b>NET INCOME</b>	<b>1,660,392</b>
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<b>ENDING NET ASSETS</b>	<b>14,327,293</b>
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(A) Includes allocated portions of \$4.6m total combined philanthropic support received during the fiscal year.

(B) Includes recognition of \$17.6m In-Kind program services, such as facility, snack costs, and administrative costs contributed by school district partners.





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