



# Sowing Seeds— mind, body and soul



**BY  
THE  
HAND  
CLUB  
FOR  
KIDS**

By The Hand Club For Kids  
2017 Annual Report



**By The Hand** is a Chicago-based, after-school program that emphasizes academic excellence while nurturing the whole child—mind, body and soul. Located within some of America's most under-resourced, high-risk neighborhoods, By The Hand helps kids have abundant life.



Praise God! With His blessings and your generous support, By The Hand was able to love and serve 1,270 kids during the 2016–2017 school year.

As you may know, our vision is to help kids who live in high-risk, inner-city neighborhoods have abundant life. To awaken in them a vision for their lives, our 2016–2017 theme was “Sowing Seeds. Harvesting Dreams.” By dreams, we are not referring to fantasies—but, rather, the reality that every child is created with a God-given purpose and uniquely gifted to fulfill it. Many of us are where we are today because someone inspired or helped us along the journey. Recognizing this, the learning project was designed to inspire our kids to discover their dream—and to identify steps they can take to achieve it.

To sow seeds of success, By The Hand emphasizes academic excellence while nurturing the whole child—mind, body and soul. And motivated by the love of Jesus, we care for kids as our own, literally and figuratively taking them by the hand and walking alongside them—from the time they enroll all the way through college. We provide a safe place to learn during the most dangerous time of day—the after-school hours when most crimes by and against youth are committed. And we meet their most pressing needs to break down barriers to learning and to develop their God-given talents.

During the 2016–2017 school year, we served 87,823 hot, nutritious meals and provided 862 eye and 1,007 dental exams—providing eyeglasses and extra dental work when needed. We provided 112 kids with professional counseling for anger, trauma and grief. Working closely with school principals and parents, we also conducted 2,940 home visits and 3,222 school visits.

Many of our kids are reading below grade level when they first enroll in By The Hand, so we provide personalized instruction with our technology-enabled, blended learning program. Combining computerized and direct instruction, this program accelerates their reading comprehension and language skills.

This is critically important because children who can't read at grade level by the third grade are four times more likely to drop out of high school—eight times if they are from poor, minority neighborhoods like the ones we serve. Illiteracy is also predictive of whether a child enters a life of violence and crime. Over 70 percent of inmates in America's prisons cannot read above a fourth-grade level, according to the Department of Justice. The burden on society is estimated to be \$2.1M for every child that enters a life of crime and drugs. Now imagine the impact of every 1,000 children saved from this kind of life, transformed by the power of human and divine love.

We are thrilled every time a child like Eric reaches and exceeds his or her grade level within a remarkably short time frame. When Eric joined By The Hand, he was in the seventh grade reading at a third-grade level—and his grades were sinking to Ds and Fs. At first, he was too embarrassed to read aloud. But with encouragement and our technology-enabled program, he finally learned to decode multi-syllable words. It unlocked his ability to comprehend what he read, and within one year, Eric improved an astounding five levels. He is currently in ninth grade and on track to graduate, reading at grade level and earning all ABCs!

This experience is not unusual at By The Hand. During our 2016–2017 year, our kids earned one of their best GPAs (2.82), with a record number of them passing all of their classes (85 percent) and 61 percent earning all ABCs. Moreover, 46 percent of our students made the honor roll, and 92 percent of our high school seniors graduated. Of these graduates, 86 percent have begun their post-secondary education. Finally, we are particularly grateful that 88 percent of our kids accepted Jesus Christ as their Lord and Savior, with 227 new professions this year.

These achievements have only been possible with God’s blessings and the support of people like you. We are not endowed, so we can only serve as many kids as allowed through the generosity of others. To make every dollar count, we’ve kept overhead low relative to programming and maintained an annual cost of approximately \$6,300 per child. This allowed us to finish our 17th consecutive year with a fully funded operating budget, approximately \$8M during the 2016-2017 year, including double digit revenue growth while adding 90 kids. Praise God!

We are also grateful for the capital gift that enabled us to pay down debt on our 50,000-square-foot facility in Austin, which opened August 2015. Now, the rent we receive from Moving Everest (ME)—a separate 501(c)(3) charter school that leases our Austin facility—services the remaining debt.

In fact, August 2017 began the third school year that By The Hand and Moving Everest Charter School partner together. It is confirming that 86 percent of Moving Everest parents enrolled their students in By The Hand for after-school support, and none opted out of religious training. As By The Hand—ME began serving third grade, we enrolled 90 more students this year.

The school-plus-after-school model is helping us to sow more seeds—and to sow them earlier during the kids’ most formative years. Benefiting from an all-day learning experience in a safe, rigorous environment within the same building, kids who attend both Moving Everest and By The Hand are advancing nearly 50 percent faster than if they only attended By The Hand during the after-school hours. Building on this success, we hope to open a second By The Hand—Moving Everest location, possibly in 2019. We have already received a \$3.5M faith promise for its construction.

One cannot overstate the impact of investing in the life of a child. As an acorn produces a tree that in turn produces many other trees—sowing seeds in our kids is life-transforming not only for them but for generations to come—producing an ever increasing harvest with eternal value.

On behalf of our kids, thank you for your continued interest and support.

Sincerely,



Donnita Travis  
Founder and Executive Director

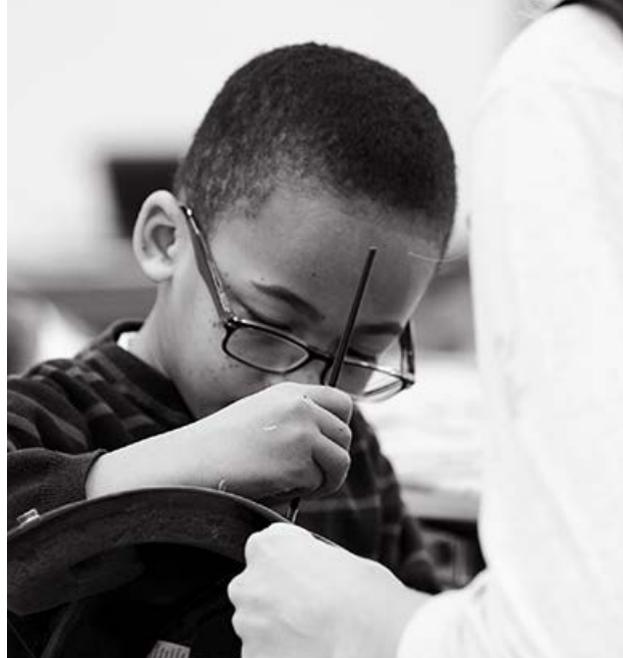
## Sowing Seeds. Harvesting Dreams.

Often people can attribute their success to someone. Perhaps you can recall something someone did or said that awakened a sense of purpose and direction in your life—or that helped you in your journey to where you are today. Recognizing the importance of a positive influence in our lives, our theme and learning project for 2016–2017 was “Sowing Seeds. Harvesting Dreams.”

By dreams, we are not referring to fantasies—but, rather, the reality that God implants a purpose and gifting in each child. As such, the objective of this year’s learning project was to awaken children to their God-given purpose.

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“They will be called oaks of righteousness, a planting of the Lord for the display of his splendor.” Isaiah 61:3



### Putting their dreams on display

Throughout the learning project, the kids honed their oral and written communication skills as they prepared and presented a drawing of a vessel with plants. The illustration of plants represented dreams growing inside, and the decorated vessels represented their goals and the process for achieving them.



### Seeding a success story

During the initial phase of the learning project, guest speakers shared how they discovered their God-given purpose—and how a purpose of serving others rather than themselves energizes and fills them with joy. During the next phase, the kids were encouraged to relate to their own lives what they learned from guest speakers.

Afterward, our children participated in an exercise entitled “My Seed Story.” A series of questions challenged them to identify seeds of effort they need to sow this year and in the future in order to realize their dreams. “What are my weeds?” “How do I soften/prepare my soil and water the plants?” “Who is investing in me?” “What are some of my dreams?” “What can I learn by listening to others’ seed stories, and what seed steps did they take to get where they are?”

Of the 800 projects that were submitted, 40 students were selected to present their vessels to a panel of judges at an Art Fair. From these, 21 winners were chosen, and their completed displays containing live plants and flowers were featured during our Annual Spring Benefit. Each winner received a prize in the form of a field trip or an externship—an opportunity to shadow someone in their dream field.

MY DREAM IS TO BECOME A MOVIE EDITOR,  
DIRECTOR OR PHOTOGRAPHER. ANYTHING  
TO DO WITH CAMERAS INTERESTS ME.

TO REACH MY DREAM, I PLAN TO LEARN  
HOW TO USE A VIDEO CAMERA,  
GO TO FILM SCHOOL AND WORK HARD.

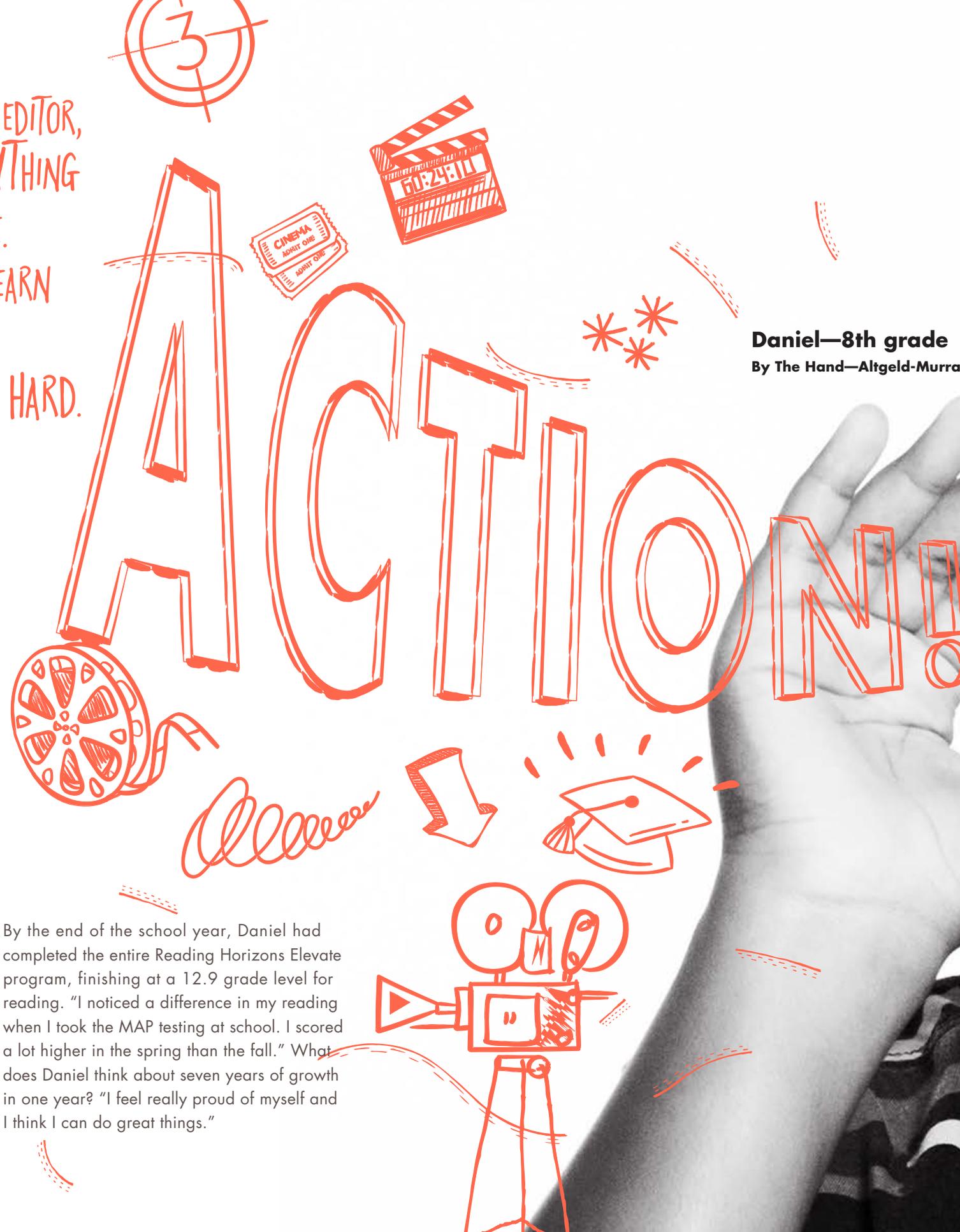
I ALSO PRACTICE ON MY PHONE.  
I HAVE SIX OR SEVEN EDITING  
APPS TO EDIT PHOTOS THAT I TAKE.

### Sowing Seeds—Mind

"Achieve high. Don't settle." That's what Daniel's parents tell him. And he certainly has taken their words to heart. Charismatic, outgoing and a lot of fun—and a bit mischievous—Daniel is a driven bundle of energy.

But Daniel was entering the eighth grade reading at a 5.7 grade level, putting him at a disadvantage in school. Focusing on blended learning, he worked hard every day at the club. What motivated him? "The competition helped," Daniel said. "Kenterious is one of the smartest kids in the class so I wanted to catch up to him. We were having fun doing it. As soon as blended learning time would start, we'd get right on it and work as fast as we could while still getting the answers right."

By the end of the school year, Daniel had completed the entire Reading Horizons Elevate program, finishing at a 12.9 grade level for reading. "I noticed a difference in my reading when I took the MAP testing at school. I scored a lot higher in the spring than the fall." What does Daniel think about seven years of growth in one year? "I feel really proud of myself and I think I can do great things."



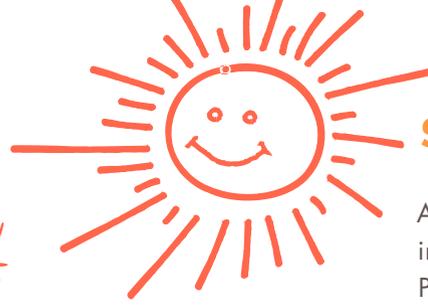
Daniel—8th grade  
By The Hand—Altgeld-Murray





I want to be a news reporter and weather reporter. I can imagine myself doing that after my eyesight is gone because I can still do a good job.

I need to turn in all my work and be on my best behavior, pay attention and walk away from bullies.



### Sowing Seeds—Body

At school, Kisshay spent most of the day in self-contained Individualized Education Program classes, constantly encouraged to wear eyeglasses. Angrily, Kisshay would say, “The glasses do not help at all. I can’t see.” But it seemed as if nobody heard her.

When she was referred to By The Hand in September 2016, she received one-on-one attention. But she’d still quip “I’m done!” during computer time after noticing how everyone else was engaged. Finally, when chosen for a special trip, she whispered “I can’t see” to the spiritual director. He spoke to the reading specialist, who suspected something besides poor vision was preventing Kisshay from reading beyond a pre-K level. Kisshay’s team leader then contacted her mom, who wanted to know whether eye surgery would help but was confused about how to get help. The coordinator of wraparound services arranged for

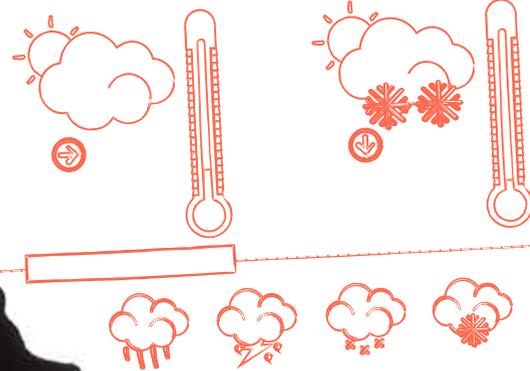


an appointment with an eye specialist, who eventually diagnosed a rare condition called retinitis pigmentosa. “I felt sad because I couldn’t believe it! I wasn’t gonna see.”

With additional support throughout the process, Kisshay was transferred to a Level 1 Magnet school with a program for blind and visually impaired students. There she is actively engaged in school and being prepared for the future. “I left my friends but have good friends at my new school. I even have blind friends too.” After school, Kisshay is transported to By The Hand, where she has had an amazing “aha” moment. Using a tool from her new school, Kisshay finally saw letters clearly and how their sounds correlate with their shapes. Upon decoding a word, she said, “Oh, I get it—is that all there is to it? The sounds just slide together to make the word.”

Throughout it all, Kisshay has also discovered that she has caring adults in her life. Recognizing how much God loves her, she says, “Yes, there’s always hope.”

BREAKING NEWS



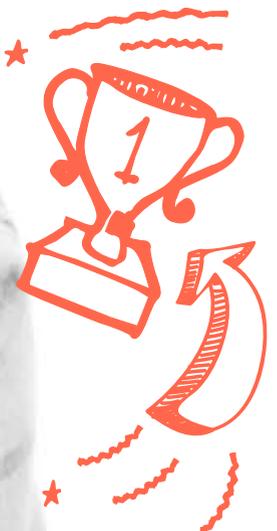
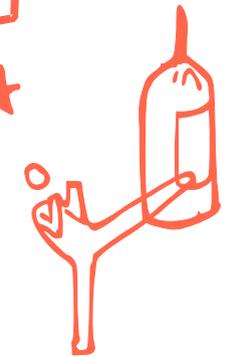
**Kisshay—7th grade**  
By The Hand—Austin



COURTESY

PERSEVERANCE

INTEGRITY



I WANT TO BECOME A MARTIAL ARTS  
TEACHER. MY PLAN IS TO GET  
GOOD GRADES IN SCHOOL  
AND AN A IN GYM. I WILL TAKE  
A KARATE CLASS. THEN I WANT  
TO GO TO COLLEGE TO LEARN  
HOW TO TEACH MARTIAL ARTS TO KIDS!

### Sowing Seeds—Soul

Originally from Belize, Jovon loves going to church with his mom, two sisters and three brothers. "I talk to my pastor each week and tell him what I learned in By The Hand chapel and Bible study. I like to tell him stories. Sometimes he will use what I told him that I learned in one of his sermons. That's pretty cool. My church is for people who can't hear. I am learning sign language and how to sign Bible stories to tell people about Jesus." Noah's story is his favorite. "It is amazing how he got all different kinds of animals in there."

Jovon prayed with his mom, Sharette, when he was six years old. And he loves learning about God at By The Hand, which he joined in December 2014. He'll tell you that his favorite verse (John 10:10) reminds him "that Jesus came to earth to help us so the devil doesn't destroy us."

Today, Jovon says "Jesus is teaching me every day how to love Him. He wakes me up every morning. He helps me make good choices. Like when I see people who are hurt, I ask Jesus to help me help them. I like being a good helper. Jesus helps me calm down when I get mad at school. I pray when I don't know how to do my schoolwork. I prayed last year before I took a big test that measures what I learned and asked God to help me do good on it. I found out later that I did great. I want to read the Bible more on my own so I can learn about God."

What does Sharette think? "I love By The Hand!"

**Jovon—5th grade**  
By The Hand—Englewood

## Technology-enabled, blended learning

### Sowing seeds of literacy

Literacy is critical for academic success in school—and life. Children who can't read at grade level by the time they are in third grade are much more likely to drop out of high school because in fourth grade, education shifts from learning to read to reading to learn.

Because many of our children are reading well below their grade level when they join By The Hand, we need to help them catch up in reading. For this reason, By The Hand provides personalized instruction with our technology-enabled, blended learning program for all of our first- to eighth-grade students.

Ever since we piloted this program, it has helped our kids advance to their grade level in reading. On the average, our kids' reading improved more than one grade level during the past academic school year, with some improving five or more levels. As a result, our kids are earning better grades and higher GPAs.

### Cultivating academic success

When students enroll in our blended learning program, they are assessed to determine their appropriate learning level. We then divide them into three groups according to their grade level, and each group rotates between three stations. Kids spend 30 minutes at each station for a total of 90 minutes of personalized instruction at their learning level—three times a week.

At station one, students work individually at their pace on computers. At station two, they receive homework assistance from team leaders and volunteers, including one-on-one instruction for improving reading skills. At station three, they read aloud material that is challenging for their level of reading comprehension.

Throughout the process, personalized data is correlated with Common Core State Standards in real time. This data lets By The Hand know how each child is doing and whether he or she needs additional help. Students are encouraged to set weekly goals and track their progress. Ongoing feedback lets them know how they are doing, which is motivating. We also make a point to celebrate successes.

## The Harvest of Leveling Up



### Initial assessment

Each student is assessed at the beginning of the program and placed at an appropriate learning level. Three groups of kids then rotate between three stations, with each group spending 30 minutes at each station for a total of 90 minutes—three times a week.



### Self-paced technology station

Students work individually at their own pace on computers. Technology correlates real-time personalized data with Common Core State Standards to let By The Hand know how each child is doing—and whether any challenges need to be addressed. Kids are motivated by the ongoing feedback—and encouraged to set weekly goals and track their progress. Successes are celebrated.



### Homework assistance

Students receive homework assistance from team leaders and volunteers, including one-on-one instruction for improving reading skills.



### Read-aloud station

Students read challenging material to improve their reading comprehension. They are encouraged to set their weekly goals and track their progress.



## By The Hand Club— Moving Everest (ME)

### Sowing more seeds

August 2017 began the third school year that By The Hand has partnered with Moving Everest (ME)—a separate 501(c)(3) charter school that leases our 50,000-square-foot Austin facility.

Moving Everest Charter School opened August 24, 2015 with 90 kindergarten and 90 first-grade students. Since then the school has added a class of 90 each year as students advanced to the next grade.

Consequently, By The Hand added third grade for the 2017–2018 school year. This means we are serving a total of 360 kindergarten to third-graders at By The Hand—ME. At capacity, we will serve 810 students in kindergarten through eighth grade.

We are grateful for every child and family that God brings our way, and for your enabling us to take our kids by the hand and walk with them from kindergarten all the way through college. We can only reach as many kids in critical need of intervention as allowed through the generosity of people like you.

### Sowing seeds all day long

As separate entities, the school-plus-after-school model enables us to have an even greater impact on our kids. Starting with kindergarten enables us to begin working with students before they fall so far behind. Kids have the benefit of learning in a rigorous, safe environment during school hours. Then, in the same building, they can receive wraparound services from By The Hand during the after-school hours. This way, each child can receive the kind of personalized, holistic attention needed to fulfill his or her God-given potential from kindergarten on, five days a week from 7:30 a.m. to 6:30 p.m.

### Sowing seeds sooner— and longer

Working interdependently, Moving Everest Charter School and By The Hand align their learning emphasis and initiatives to produce a combined effect greater than what could be accomplished by either alone. For example, to reinforce the school's emphasis on reading, programming at By The Hand includes shared reading, guided reading and word work—all supported by holistic wraparound services during the after-school time frame.

As a result, kids at By The Hand—ME progressed nearly 50 percent faster than kids at district sites in reading. Considering that only 40 percent of By The Hand—ME children were reading at or above grade level at the beginning of the school year, we are greatly encouraged that 95 percent of them were able to by the end of the school year. Moreover, some kids, progressed an astounding four grade levels. Our goal is for every child to be reading at or above grade level by the end of his or her first school year with us.

safe passages to and from our clubs on school buses

# 206,470

# 2.82

fourth quarter GPA

# 61%

of kids with all ABCs

## 862

eye exams

## 2,231

lunches during our summer learning program

## 2,940

home visits

# 85%

of kids had all passing grades

# 46%

of kids making honor roll

## 1,007

dental exams



## 3,222

school visits

# 92%

high school graduation rate

# 86%

college/technical school enrollment rate among graduating seniors

# 87,823

hungry stomachs fed a warm, healthy meal during the school year



## 112

kids provided with counseling for anger, trauma and grief

## 96

hours for each student in chapel and Bible study

# 57%

of students enrolled in college/technical school or have graduated

# 227

new professions of faith, for a total of 88% of our kids



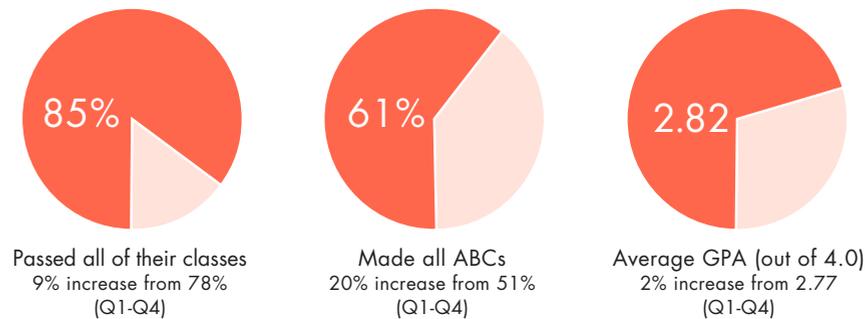
## Setting measurable goals

By The Hand has always emphasized a holistic approach to child development, working towards measurable goals for academic, physical and spiritual development.

So we are pleased that our students achieved one of their highest overall GPAs last year, with 46 percent of them making the honor roll. Of our high school seniors, 92 percent graduated. Of our graduating class, 86 percent are in either college or a technical school. We are especially pleased that 88 percent of our kids have professed faith in Jesus—the foundation for an abundant and eternal life.

Watching our kids grow—mind, body and soul—is a constant source of encouragement. We are grateful for your help in sowing seeds and harvesting dreams.

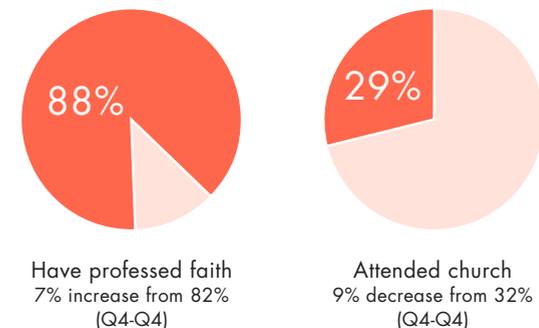
### MIND



### BODY

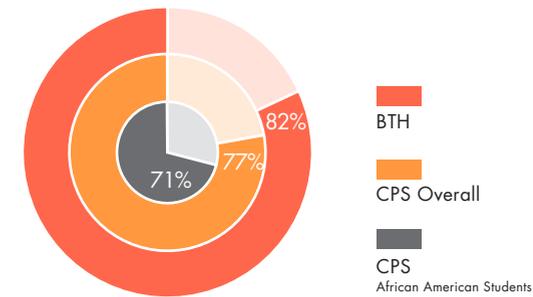


### SOUL



### MATRICULATION RATES

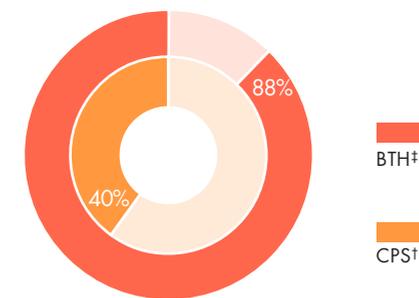
#### High school freshmen who graduated from high school\*



\*CPS neighborhood-zoned high schools for our clubs is 52%

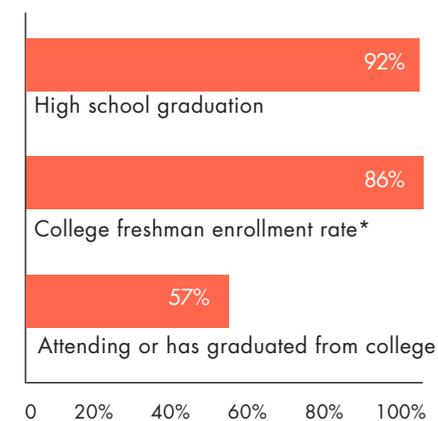
#### High school graduates who enrolled in college

Matriculation rates since By The Hand first had college students (2008\*–2017)



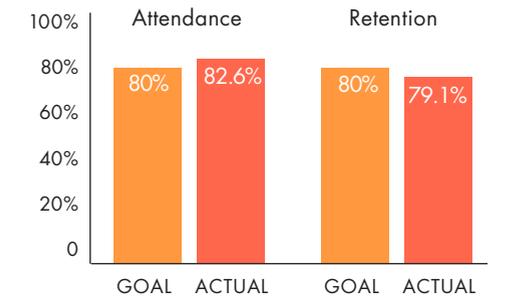
\* First year By The Hand students matriculated to college  
 ‡ Enrolled in a college, university or certified technical school  
 † High school freshman who enrolled in college

#### BTH MATRICULATION RATES: 2017



\*2017 high school graduates who enrolled or are in the process of enrolling in a college, university or certified technical school

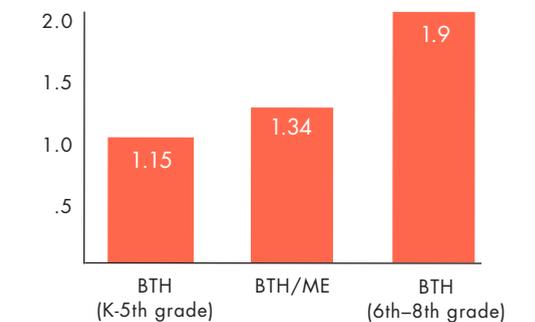
### CLUB ATTENDANCE AND RETENTION FROM Q1 TO Q4



Reasons for disenrollment: Low attendance, 33%; moved, 27%; behavior, 13%; changed schools, 9%; all other reasons, 18%

### TECHNOLOGY-ENABLED, BLENDED LEARNING PROGRAM

(Lexia Reading Core5) 2016–2017



### ECONOMIC IMPACT OF HARVESTING DREAMS

The U.S. Census Bureau estimates that on average a person with a bachelor's degree will earn \$2.4M over the course of 40 years—more than twice what he or she would earn with just a high school diploma. In contrast, every high school dropout who enters a life of crime and drugs costs society \$2.1M over his or her lifetime.

For every child, this represents a total ROI of \$4.5M on \$107,100 invested over 17 years. And this doesn't include the "compounding" effect of generations to come.

### POTENTIAL SOCIETAL IMPACT: ROI PER CHILD

42:1

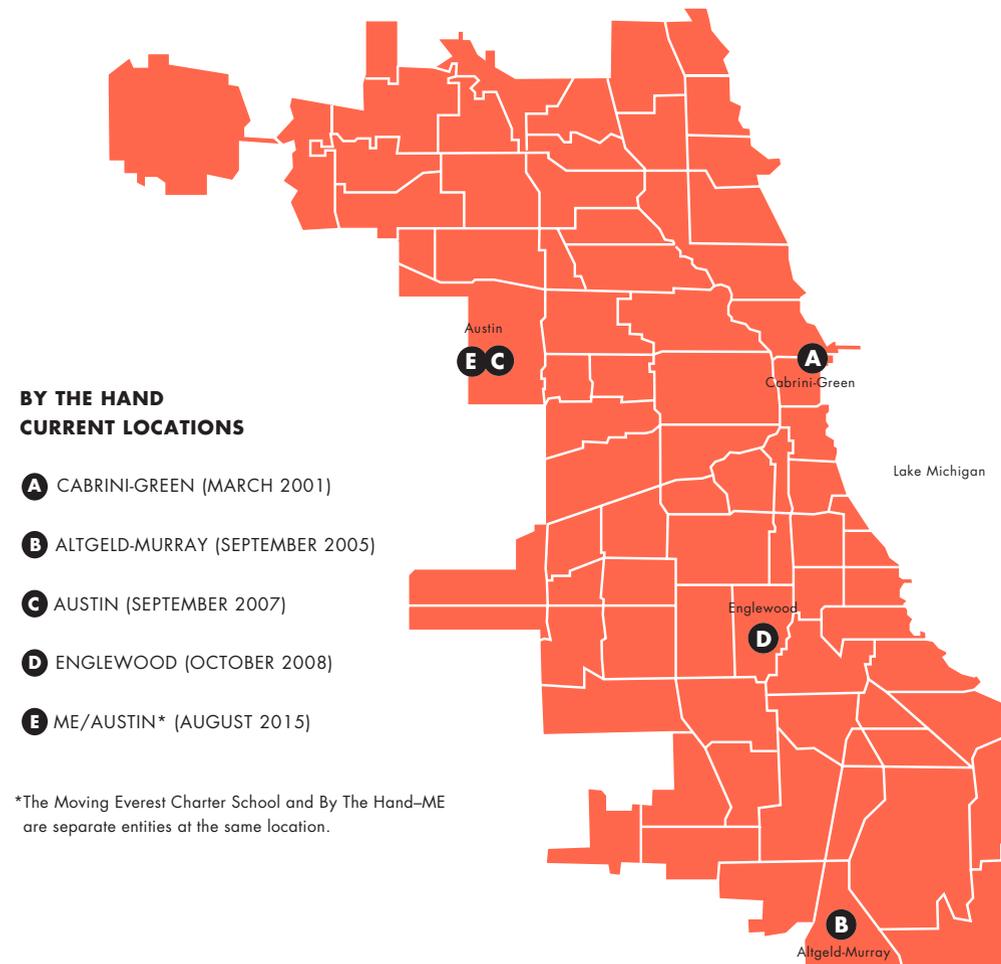
## Sowing seeds and harvesting dreams where the need is greatest

Having begun in 2001 with 16 kids from Cabrini-Green, By The Hand has grown from one to five locations. Each of our sites is strategically located in one of Chicago's most under-resourced, lowest academic-performing neighborhoods.

During the 2016–2017 year, our Altgeld-Murray, Austin, Cabrini-Green and Englewood sites served grades one through 12. These four sites are at capacity with 264 students—or 22 kids per class from first to twelfth grade.

Our By The Hand—ME site in Austin served 270 students from kindergarten through second grade during the 2016–2017 year. Last fall, this location added 90 more kids to serve third grade as well.

God willing, we hope to add three more charter school plus after-school locations, with the next one opening as soon as 2019. Eventually, this will allow us to love 4,240 kids—mind, body and soul.



## 2016-2017 our strongest year

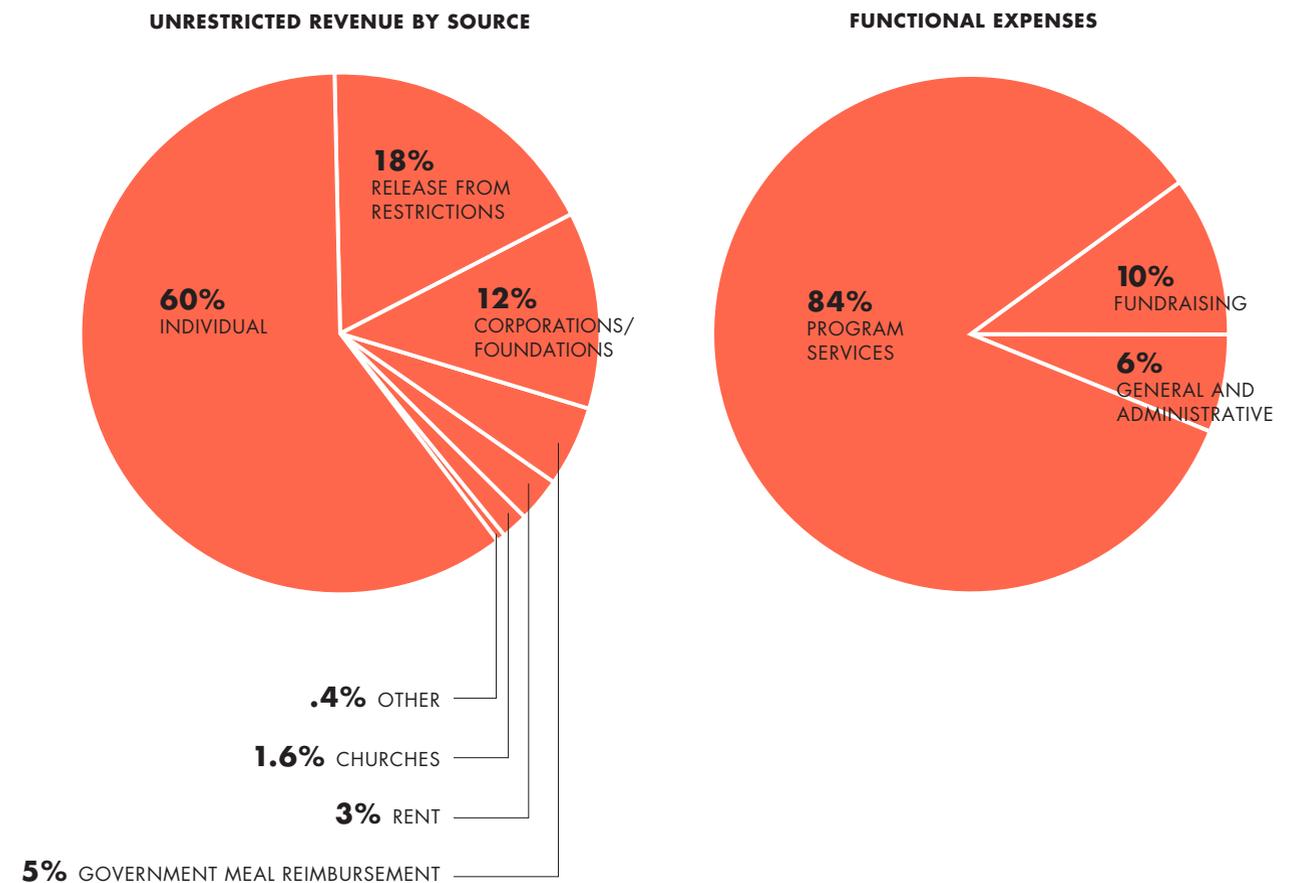
Praise the Lord! We finished our 17th consecutive year with a fully funded operating budget, approximately \$8M during the 2016-2017 year, including double digit revenue growth while adding 90 kids.

We are also pleased to announce that a capital gift enabled us to pay down the debt on our By The Hand—ME facility in Austin, another example of God's provision and guidance. As a result, rent received from the Moving Everest Charter School services the remaining debt on the building.

By minimizing our fund development and administrative expenses, we've been able to maintain an annual cost of approximately \$6,300 per child, investing 84 cents of every dollar into programming. Yet, as an independent 501(c)(3) nonprofit organization, we are not endowed, and government funding accounts for only five percent of our revenue. We are grateful for generous people like you who make it possible for us to love and serve kids—mind, body and soul.

With God's leading and provision, we plan to open a second By The Hand—ME site in 2019. We have already received a \$3.5M faith promise for its construction. This would allow us to reach even more kids who are in critical need of intervention.

SEPTEMBER 2016 - AUGUST 2017 ALLOCATIONS



**Statements of Activities** Years ended August 31, 2017 and 2016

	2017	2016
Changes in unrestricted activities:		
Revenue and support:		
Contributions	\$ 3,401,933	\$ 3,840,790
Donated goods and services	100,000	100,000
Special events, net of direct costs of \$197,381 in 2017 and \$232,256 in 2016	2,429,937	2,094,707
Government grants	385,623	197,462
Rental income	269,625	167,175
Other	9,521	168
Net assets released from restrictions:		
Satisfaction of time and purpose restrictions	1,474,116	528,465
<b>Total revenue and support</b>	<b>8,070,755</b>	<b>6,928,767</b>
Expenses:		
Program services	6,421,318	5,772,734
General and administrative	458,209	436,045
Fundraising	758,150	675,939
<b>Total expenses</b>	<b>7,637,677</b>	<b>6,884,718</b>
Change in unrestricted net assets	433,078	44,049
Changes in temporarily restricted activities:		
Contributions	2,842,523	2,340,033
Net assets released from restrictions:		
Satisfaction of time and purpose restrictions	(1,474,116)	(528,465)
<b>Change in temporarily restricted net assets</b>	<b>1,368,407</b>	<b>1,811,568</b>
<b>Change in net assets</b>	<b>1,801,485</b>	<b>1,855,617</b>
Net assets at beginning of year	15,009,391	13,153,774
<b>Net assets at end of year</b>	<b>\$ 16,810,876</b>	<b>\$ 15,009,391</b>

See accompanying notes to financial statements.

**Statements of Financial Position** August 31, 2017 and 2016

	2017	2016
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 1,818,941	\$ 4,103,614
Prepaid expenses and other	113,597	83,560
<b>Total current assets</b>	<b>1,932,538</b>	<b>4,187,174</b>
Property and equipment, net	18,025,226	18,376,417
<b>Total assets</b>	<b>\$ 19,957,764</b>	<b>\$ 22,563,591</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable	\$ 155,757	\$ 78,958
Accrued payroll expenses	120,293	83,211
Deferred income	51,000	39,250
Line of credit	321,160	951,160
Note payable, current portion	87,088	207,433
<b>Total current liabilities</b>	<b>735,298</b>	<b>1,360,012</b>
Note payable	2,411,590	6,194,188
<b>Total liabilities</b>	<b>3,146,888</b>	<b>7,554,200</b>
Net assets:		
Unrestricted	2,773,277	2,340,199
Temporarily restricted	14,037,599	12,669,192
<b>Total net assets</b>	<b>16,810,876</b>	<b>15,009,391</b>
<b>Total liabilities and net assets</b>	<b>\$ 19,957,764</b>	<b>\$ 22,563,591</b>

See accompanying notes to financial statements.

**Statements of Cash Flows** Years ended August 31, 2017 and 2016

	2017	2016
Cash flows from operating activities:		
Change in net assets	\$ 1,801,485	\$ 1,855,617
Adjustments to reconcile change in net assets to net cash provided by operating activities—		
Depreciation	523,857	511,679
Contributions restricted for long-term investment	(1,840,000)	(2,270,000)
Changes in operating assets and liabilities:		
Prepaid expenses and other	(30,037)	157,440
Accounts payable	76,799	(52,913)
Accrued payroll expenses	37,082	31,416
Deferred income	11,750	16,750
<b>Net cash provided by operating activities</b>	<b>580,936</b>	<b>249,989</b>
Cash flows used in investing activities:		
Cash paid for property and equipment	(172,666)	(468,241)
<b>Net cash used in investing activities</b>	<b>(172,666)</b>	<b>(468,241)</b>
Cash flows provided by financing activities:		
Proceeds from contributions restricted for long-term investment	1,840,000	2,270,000
Payments on construction retainage	—	(2,703,787)
Payments on note payable	(3,902,943)	(98,379)
Proceeds from line of credit	300,000	—
Payments on line of credit	(930,000)	—
Proceeds from construction loan	—	2,757,630
<b>Net cash provided by (used in) financing activities</b>	<b>(2,692,943)</b>	<b>2,225,464</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(2,284,673)</b>	<b>2,007,212</b>
Cash and cash equivalents at beginning of year	4,103,614	2,096,402
<b>Cash and cash equivalents at end of year</b>	<b>\$ 1,818,941</b>	<b>\$ 4,103,614</b>
Supplemental disclosures of cash flow information:		
Cash paid for interest	\$ 214,326	\$ 314,820

See accompanying notes to financial statements.

**Statement of Functional Expenses** Year ended August 31, 2017 (with comparative amounts for 2016)

	SUPPORTING SERVICES			TOTAL 2017	TOTAL 2016
	PROGRAM SERVICES	GENERAL & ADMINISTRATIVE	FUNDRAISING		
Compensation, benefits and taxes					
Salaries and wages	\$ 3,013,006	\$ 223,695	\$ 375,452	\$ 3,612,153	\$ 3,161,150
Benefits	277,193	6,272	31,590	315,055	282,617
Payroll taxes	220,169	14,479	25,645	260,293	223,361
Total salaries and wages, benefits and payroll taxes	3,510,368	244,446	432,687	4,187,501	3,667,128
Insurance	80,689	—	—	80,689	85,489
Printing	10,228	838	39,653	50,719	32,073
Telephone	61,688	1,625	4,330	67,643	58,430
Supplies	23,966	229	730	24,925	17,583
Building repair and maintenance	326,283	—	—	326,283	285,357
Utilities	162,284	—	—	162,284	183,768
Training	102,904	40	—	102,944	28,881
Transportation	518,663	60	5,402	524,125	462,871
Non-capital equipment	128,612	33	5,226	133,871	57,594
Rent	78,741	—	—	78,741	56,900
Meals - students	299,785	151	—	299,936	242,207
Meals - staff	590	2,014	212	2,816	5,015
Curriculum	2,287	—	—	2,287	3,348
Benevolence	58,059	—	—	58,059	57,653
Academic evaluation	25,944	—	—	25,944	33,106
Children's and other special events	70,564	3,322	8,878	82,764	57,813
Publicity	—	—	24,831	24,831	24,321
Memberships	1,169	—	4,158	5,327	3,399
Postage	10	3,110	5,970	9,090	8,537
Legal fees	270	27,895	3,421	31,586	38,091
Professional fees	159,440	102,450	217,632	479,522	482,502
Bank charges	7	28,694	—	28,701	23,478
Volunteer support	13,616	384	—	14,000	12,030
Travel	10,651	3,795	2,312	16,758	31,531
College scholarships	18,993	—	—	18,993	27,681
School and college resources	17,334	—	—	17,334	20,140
Other	4,323	37,498	—	41,821	51,293
Interest	209,993	1,625	2,708	214,326	314,820
Depreciation	523,857	—	—	523,857	511,679
Total expenses	\$ 6,421,318	\$ 458,209	\$ 758,150	\$ 7,637,677	\$ 6,884,718

See accompanying notes to financial statements.

**INDEPENDENT AUDITORS' REPORT**

Board of Directors  
By The Hand Club For Kids

We have audited the accompanying financial statements of By The Hand Club For Kids, which comprise the statements of financial position as of August 31, 2017 and 2016, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of By The Hand Club For Kids as of August 31, 2017 and 2016, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

*Paul J. Smit & Associates*

Paul J. Smit & Associates  
November 14, 2017

**Notes to Financial Statements:** August 31, 2017 and 2016

**(1) DESCRIPTION OF ORGANIZATION**

By The Hand Club For Kids (By The Hand) is a faith-based, after school program that helps children have a new and abundant life by nurturing the whole child – mind, body and soul. For the mind, By The Hand has homework help, tutoring, language and reading literacy programs. For the body, By The Hand provides health education and access to health services, as well as a meal program. For the soul, By The Hand teaches and models biblical truths.

**(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements of By The Hand have been prepared on the accrual basis of accounting; consequently, revenues are recognized when earned and expenses when the obligation is incurred. The significant accounting policies followed are described in the paragraphs that follow to enhance the usefulness of the financial statements to the reader.

**BASIS OF PRESENTATION**

By The Hand maintains its accounts in accordance with the requirements of the Financial Accounting Standards Board (FASB) and the American Institute of Certified Public Accountants (AICPA), *Audit and Accounting Guide for Not-for-Profit Organizations*, which requires that resources be classified for reporting purposes based on the existence or absence of donor-imposed restrictions. This is accomplished by classification of balances into three classes of net assets – unrestricted, temporarily restricted, and permanently restricted. Descriptions of the three net asset categories and the types of transactions affecting each category follow:

- Unrestricted – net assets that are not subject to donor-imposed restrictions. Items that affect this category principally consist of unrestricted contributions and all expenses incurred in connection with the activities of By The Hand. In addition, changes in this category of net assets include investment income whose use is unrestricted, restricted contributions whose donor-imposed restrictions were met during the fiscal year, as well as restricted contributions for buildings and equipment that have been amortized over the useful life of the assets acquired or constructed.
- Temporarily restricted – net assets subject to donor-imposed restrictions that will be met either by actions of By The Hand or the passage of time. Items that affect this category are contributions, including those for buildings and equipment, for which donor-imposed restrictions have not been met. Expirations of restrictions on temporarily restricted net assets, including amortization of restricted contributions for buildings and equipment, are reported as net assets released from restrictions.
- Permanently restricted – net assets subject to donor-imposed restrictions to be maintained permanently by By The Hand. Items that affect this category include contributions wherein donors stipulate that the corpus be held in perpetuity and only income be made available for program operations. By The Hand currently does not have any permanently restricted net assets.

**CASH AND CASH EQUIVALENTS**

Cash and cash equivalents include all monies in banks and highly liquid investments with maturity dates of less than three months. The carrying value of cash and cash equivalents approximates fair value because of the short maturities of those financial instruments.

**PROPERTY AND EQUIPMENT**

Property and equipment are carried at cost or, if donated, at the approximate fair value at the date of donation. Expenditures for property and equipment and items which substantially increase the useful lives of existing assets are capitalized at cost. Acquisitions of property and equipment in excess of \$5,000 are generally capitalized. Depreciation is computed on the straight-line method over the estimated useful lives of the assets, ranging from 25 to 40 years for buildings and building improvements, 2 to 6 years for vehicles, and 3 to 15 years for furniture and equipment.

Building repair and maintenance costs for facilities leased by By The Hand, where the lease is short-term in nature or where the leases can be cancelled by the lessee or lessor at any time, are expensed as incurred and not capitalized and depreciated because they are not deemed to have any realizable, long-term economic value to By The Hand. For owned facilities and those subject to long-term leases, building repair and maintenance costs that increase the value or estimated useful life of such facilities are capitalized and depreciated over their estimated useful lives. Building repair and maintenance costs that do not increase the value or estimated useful life of such facilities are expensed as incurred.

**CONTRIBUTIONS AND GRANTS**

Contributions are recognized in the appropriate category of net assets in the period received. Contributions received without donor stipulations are reported as unrestricted revenue and net assets. Contributions of assets other than cash are recorded at their estimated fair value at the date of gift. Contributions received with a donor stipulation that limits their use are reported as temporarily or permanently restricted revenue and net assets. When a donor stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as net assets released from restrictions.

Contributed property and equipment is recorded at fair value at the date of donation. In the absence of donor stipulations regarding how long the contributed assets must be used, By The Hand has adopted a policy of implying a time restriction on contributions of such assets that expires over the assets' useful lives. As a result, all contributions of property and equipment, and of assets contributed to acquire property and equipment, are recorded as restricted support that increases temporarily restricted net assets. As depreciation expense is recorded over the useful lives of these assets, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as net assets released from restrictions.

Revenue from government grants is recognized as it is earned through expenditure in accordance with the agreements. Any funding received in advance of expenditure is recorded as deferred income on the statements of financial position.

**RENTAL INCOME**

Rental income is recorded when earned. Rental income is primarily from a new charter school, Chicago Education Partnership, which is leasing By The Hand's Moving Everest-Austin facility during school hours. At the close of school each day, parents may choose to have their children attend By The Hand Club, which provides wrap-around holistic services after school, including tutoring, social activities and spiritual guidance.

**FUNCTIONAL ALLOCATION OF EXPENSES**

Expenses are recorded when the obligation is incurred. The costs of providing various program and supporting activities have been summarized on a functional basis in the accompanying statements of activities. Accordingly, certain occupancy and administrative costs have been allocated among the programs and supporting services benefited based on estimates made by management. The supporting services are indispensable to the conduct of the program activities and to By The Hand's existence.

**INCOME TAXES**

By The Hand is a not-for-profit organization. By The Hand has received a determination letter from the Internal Revenue Service indicating that it is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code of 1986, except for income taxes pertaining to unrelated business income. No provision has been made for income taxes in the accompanying financial statements, as By The Hand has had no significant unrelated business income.

Accounting principles generally accepted in the United States of America require management to evaluate tax positions taken and recognize a tax liability (or asset) if the organization has taken an uncertain tax position that more likely than not would not be sustained upon examination by

taxing authorities. Management has analyzed the tax positions taken and has concluded that as of August 31, 2017 and 2016, there are no uncertain income tax positions that would require recognition of a liability (or asset) or disclosure in the financial statements. By The Hand has filed income tax returns through the year ended August 31, 2016 and believes it is no longer subject to income tax examination for years prior to the year ended August 31, 2013.

**USE OF ESTIMATES**

The preparation of financial statements in accordance with generally accepted accounting principles requires that management make estimates and assumptions related to the reporting of assets and liabilities at the date of the financial statements, and the reported amounts of revenues, expenses, gains, losses, and other changes in net assets during the period. Actual results may differ from those estimates.

**CONTRIBUTED SERVICES**

A substantial number of unpaid volunteers, including members of the Board of Directors and The Moody Church, have made significant contributions of their time to the By The Hand policy-making, program and support functions. The value of this contributed time does not meet the criteria for recognition of contributed services defined by professional accounting standards, and, accordingly, is not reflected in these financial statements.

**RECLASSIFICATIONS**

Certain amounts in the accompanying 2016 financial statements have been reclassified to conform to the 2017 presentation.

**NEW ACCOUNTING PRONOUNCEMENTS**

In August 2016, Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU 2016-14), Presentation of Financial Statements of Not-for-Profit Entities. ASU 2016-14 represents Phase 1 of FASB's Not-for-Profit financial reporting project and reduces the number of net asset classes from three to two which are based on the existence or absence of donor restrictions, requires expense presentation by functional and natural classification, requires quantitative and qualitative information in liquidity, retains the option to present the cash flow statement on a direct or indirect method as well as includes various other additional disclosure requirements. ASU 2016-14 is effective for annual reporting periods beginning after December 15, 2017 with retrospective application. The requirements of this statement are effective for By The Hand for the year ending August 31, 2019.

In February 2016, FASB issued ASU 2016-02, Leases. ASU 2016-02 requires entities to recognize a liability to make lease payments (the lease liability) and a right-of-use asset representing its right to use the underlying asset for the lease term. The recognition, measurement, and presentation of expenses and cash flows arising from a lease by a lessee have not changed significantly from previous generally accepted accounting principles. Entities will also be required to present additional disclosures regarding the nature and extent of leasing activities. ASU 2016-02 is effective for nonpublic business entities for the annual reporting period beginning after December 31, 2018. The requirements of this statement are effective for By The Hand for the year ending August 31, 2020.

Management is currently evaluating the new accounting standards above and their potential impact on the financial statements of By The Hand.

**(3) PROPERTY AND EQUIPMENT**

Property and equipment at August 31, 2017 and 2016 consisted of the following:

	2017	2016
Building and building improvements	\$ 17,573,435	\$ 17,573,434
Land	1,394,010	1,394,050
Vehicles	87,701	87,701
Furniture and equipment	631,700	458,997
	19,686,846	19,514,182
Less accumulated depreciation	(1,661,620)	(1,137,765)
Property and equipment, net	\$ 18,025,226	\$ 18,376,417

Depreciation expense was recorded in the amount of \$523,852 and \$511,679 for the years ended August 31, 2017 and 2016, respectively.

During the year ended August 31, 2015, By The Hand began construction of a new facility in the Austin community. The building was capitalized during the year ended August 31, 2016 at a total cost of \$10,964,481. The facility is being used by a new charter school, Moving Everest, which is leasing the facility from By The Hand during school hours. At the close of school each day, parents may choose to have their children attend By The Hand Club, which provides wrap-around holistic services after school, including tutoring, social activities and spiritual guidance.

**(4) LINE OF CREDIT**

By The Hand maintains a \$1,500,000 secured line of credit expiring February 2019. At August 31, 2017 and 2016, \$321,160 and \$951,160, respectively, had been drawn and was outstanding on the line of credit. Interest on the line varies with an independent index which is the Wall Street Journal Prime Rate, and is payable monthly. As of August 31, 2017 and 2016, the interest rate on the line was 4.25% and 3.50%, respectively. Interest paid on the line of credit during the years ended August 31, 2017 and 2016 was \$27,081 and \$33,000, respectively.

The line of credit is secured by a Mortgage and Assignment of Rents to the lender on real property commonly known as 415 North Laramie Avenue, Chicago, Illinois.

**(5) CONSTRUCTION LOAN**

By The Hand signed a promissory note with a financial institution during 2015 that allowed for borrowings of up to \$6,500,000. Interest on the promissory note varied with an independent index, the Wall Street Journal Prime Rate, and was payable monthly. Interest paid on the promissory note during the year ended August 31, 2016 was \$128,431. During fiscal year 2016, there were additional borrowings of \$2,757,630 on the promissory note through February 23, 2016, at which time principal balance was

converted to a five year mortgage with a twenty year amortization and a fixed interest rate, as discussed in Note 6.

The note was secured by a Mortgage, Assignment of Rents and Commercial Security Agreement to the lender on real property commonly known as 416 North Laramie Avenue, Chicago, Illinois and 415 North Laramie Avenue, Chicago, Illinois.

**(6) NOTE PAYABLE**

In order to refinance the construction promissory note discussed in Note 5 prior to its expiration, By The Hand signed a note payable in February 2016 for \$6,500,000 with a financial institution. The note payable expires February 2021 and bears interest at a fixed rate of 4.75%. Principal and interest payments are payable monthly.

Principal payments are due under the note payable as follows:

YEARS ENDING AUGUST 31:	
2018	\$ 87,088
2019	91,316
2020	95,749
2021	2,224,525
Total	2,498,678
Less current portion	(87,088)
Note payable, excluding current portion	\$ 2,411,590

Interest expense incurred under the note payable for the years ended August 31, 2017 and 2016 was \$187,245 and \$153,389, respectively.

The note is secured to the lender by a Mortgage and Assignment of Rents on real property commonly known as 416 North Laramie Avenue, Chicago, Illinois, and a Commercial Security Agreement and a Mortgage and Assignment of Rents to the lender on real property commonly known as 415 North Laramie Avenue, Chicago, Illinois, and a Commercial Security Agreement, all for collateral granted by By The Hand Club.

**(7) TEMPORARILY RESTRICTED NET ASSETS**

Temporarily restricted net assets are available for the following purposes at August 31, 2017

	AUGUST 31, 2016	CONTRIBUTIONS	NET ASSETS RELEASED FROM RESTRICTIONS	CHANGE IN DONOR RESTRICTIONS	AUGUST 31, 2017
College scholarships	\$ 35,269	\$ 28,000	\$ (18,913)	\$ —	\$ 44,356
Capital campaign	5,304,682	—	(162,596)	—	5,142,086
Capital campaign – AU K-5	7,220,585	1,840,000	(266,274)	—	8,794,311
Line of Credit repayment	—	930,000	(930,000)	—	—
Lend to the Lord Fund	8,656	44,523	(46,333)	—	6,846
Evan's Life Fund	100,000	—	(50,000)	—	50,000
	\$ 12,669,192	\$ 2,842,523	\$ (1,474,116)	\$ —	\$ 14,037,599

Temporarily restricted net assets are available for the following purposes at August 31, 2016:

	AUGUST 31, 2015	CONTRIBUTIONS	NET ASSETS RELEASED FROM RESTRICTIONS	CHANGE IN DONOR RESTRICTIONS	AUGUST 31, 2016
College scholarships	\$ 33,034	\$ 29,915	\$ (27,680)	\$ —	\$ 35,269
Special projects	9,635	—	(9,635)	—	—
Capital campaign	5,485,110	—	(180,428)	—	5,304,682
Capital campaign – AU K-5	4,913,000	2,270,000	(212,415)	250,000	7,220,585
Capital campaign – Altgeld	250,000	—	—	(250,000)	—
Lend to the Lord Fund	16,845	40,118	(48,307)	—	8,656
Evan's Life Fund	150,000	—	(50,000)	—	100,000
	\$ 10,857,624	\$ 2,340,033	\$ (528,465)	\$ —	\$ 12,669,192

**(8) CONCENTRATIONS**

During the years ended August 31, 2017 and 2016, By The Hand maintained deposits in excess of federally insured limits. Statement of Financial Accounting Standards No. 105 identifies these items as a concentration of credit risk requiring disclosure, regardless of the degree of risk. The risk was managed by maintaining all deposits in high quality financial institutions.

During fiscal year 2017, By The Hand received 48% of total contributions from 6 donors. During fiscal year 2016, By The Hand received 42% of total contributions from 5 donors. Contributions include both unrestricted contributions which are used for operations, and temporarily restricted contributions (Note 7), a significant amount of which were received in conjunction with the capital campaign and line of credit repayment.

**(9) RELATED PARTY ACTIVITY**

Prior to fiscal year 2016, By The Hand outsourced certain accounting, human resources, payroll and information technology services to The Moody Church’s Department of Finance and Administration. Effective in early fiscal 2016, these services were outsourced to an unrelated party or were assumed internally. By The Hand incurred and paid The Moody Church \$30,000 for outsourced services during the year ended August 31, 2016.

During each of the years ended August 31, 2017 and 2016, The Moody Church made contributions from its general operating fund of \$100,000 to By The Hand.

Members of The Moody Church can designate gifts for By The Hand through member envelope giving to The Moody Church. During the years ended August 31, 2017 and 2016, The Moody Church received gifts designated for By The Hand of approximately \$22,535 and \$21,548, respectively, and in turn remitted these amounts in full to By The Hand.

Chicago Education Partnership established Moving Everest Charter School, a tuition-free public charter school that dramatically transforms the lives of K-8 students and prepares them for success in college and in life through the delivery of a rigorous and personalized academic program, a focus on holistic education and the development of strong character. By The Hand and Chicago Education Partnership are working together in the Austin neighborhood of Chicago to deliver a synergistic program that meets students’ academic, social and emotional needs. The Executive Director of By The Hand is a member of the Board of Directors of Chicago Education Partnership, a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code.

During fiscal 2014, By The Hand established a line of credit with Chicago Education Partnership to assist the organization with start-up costs until funding was obtained by the organization to repay such loans. The line of credit allowed for borrowings of up to \$150,000, bore an interest rate of prime plus 0.25%, and expired January 2016. The loan was paid in full during fiscal year 2015. In addition, as discussed in Note 10, By The Hand entered into an operating lease agreement with Chicago Education Partnership for a building owned by By The Hand.

**(10) OPERATING LEASE**

During the year ended August 31, 2015, By The Hand entered into an operating lease agreement with Chicago Education Partnership for a newly constructed facility owed by By The Hand, as discussed in Notes 3

and 9. The property being leased is a three story school building with a gymnasium located at 416 North Laramie Avenue, Chicago, Illinois, which consists of approximately 48,000 square feet of space. The lease term is five years commencing on August 1, 2015 and ending on July 31, 2020. Under the lease agreement, the tenant has the right and option to renew the lease for one additional five year period subject to the terms set forth in the lease agreement.

Future minimum rentals due under the terms of leases in effect at August 31 are as follows:

**YEARS ENDING AUGUST 31:**

2018	\$	275,625
2019		343,125
2020		371,250
	\$	990,000

Rental income under the above lease for the years ended August 31, 2017 and 2016 totaled \$208,125 and \$144,175, respectively.

During the year ended August 31, 2016, By The Hand entered into operating lease agreements with two not-for-profit organizations for use of certain classroom, conference room and common area spaces at By The Hand facilities. Rental income under these leases for the years ended August 31, 2017 and 2016 totaled \$61,475 and \$23,000, respectively.

**(11) RETIREMENT PLAN**

By The Hand participates in a tax deferred 403(b) retirement plan sponsored by The Moody Church for qualifying By The Hand employees. Total employer contributions to the plan during the years ended August 31, 2017 and 2016 were \$51,196 and \$37,799, respectively.

**(12) COMMITMENTS AND CONTINGENCIES**

By The Hand conducts its operations from both owned and leased facilities. By The Hand is responsible for funding all necessary repair and maintenance at one of the leased facilities due to the rental amounts required by the lease. Total rent expense under the leases amounted to \$78,741 and \$56,900 for the years ended August 31, 2017 and 2016, respectively. Future minimum base rental payments required under these operating leases are \$1,200 for each of the years ending August 31, 2018 through 2033.

By The Hand is involved in various legal proceedings and litigation arising in the ordinary course of business. Although the eventual outcome of these matters is not presently determinable, in the opinion of By The Hand’s management, the resolution of such proceedings and litigation will not have a material adverse effect on the financial position of By The Hand.

**(13) SUBSEQUENT EVENTS**

Management has performed an analysis of the activities and transactions subsequent to August 31, 2017, to determine the need for any adjustments to and/or disclosures within the audited financial statements for the year ended August 31, 2017. Management has performed their analysis through November 14, 2017, the date the financial statements were available to be issued. Activities subsequent to this date have not been evaluated by management. No subsequent events were identified that required recognition of or disclosure in the financial statements.

# Leading by serving

**By The Hand Board of Directors**

- Tom Sawyer, Chairman  
Attorney (Retired)
- Carol Simpson, Vice Chairman  
Attorney, Carol Simpson Law Offices
- Christine Parker, Secretary  
Attorney, Law Office of Christine A. Parker
- Mark Sauer, Treasurer  
Senior Strategic Account Manager at Salesforce
- James Fellowes  
Chairman, Fellowes, Inc.
- Nancy Hanson  
Teacher (Retired)
- Sharon Hickey-Kozek  
Founder and Owner of Lincoln Park  
Preschool & Kindergarten
- Peggy Lim  
Teacher (Former)
- Brian Musso  
Managing Partner, Promus Capital
- Roy Patterson  
Special Asst. to the President for Community  
Relations, Moody Bible Institute
- Julius Wilson  
Manager, Avaya (Retired)

**By The Hand Leadership Staff**

- Bethany Arvan  
Director of Compassion and Crisis
- Bernadette Ballenger  
Director of By The Hand—Austin
- Rebecca Bogner  
Director of Club For Big Kids (CBK) and  
Club For College Kids (CCK)
- Nancy Good  
Director of Fund Development
- Michele Hoekstra  
Senior Director of Learning
- Omokhosen “Osen” Imoukhuede  
Director of Human Resources and  
Volunteer Development
- Sarah James  
Senior Director of Program Operations
- Dezsiree Jones  
Director of By The Hand—Cabrini-Green
- Marc Kole  
Senior Director of Finance
- Martha Metcalfe  
Senior Reading Specialist
- Jamie Morriss-Benoit  
Director of By The Hand—Altgeld-Murray
- Miguel Rodriguez  
Director of Facilities
- Susannah Schwarcz Yount  
Senior Director of Fund Development
- Anwar Smith  
Managing Director of Operations
- Donnita Travis  
Founder & Executive Director
- Lamont Washington  
Director of By The Hand—ME/Austin
- Ben Waterman  
Senior Director of Fund Development  
and Brand Management
- Eddie Wilson  
Director of By The Hand—Englewood

**For more information or to schedule a visit:**

Contact Donnita Travis at 312.305.2622  
or donnita.travis@bythehand.org  
Visit [www.bythehand.org](http://www.bythehand.org)

**Contributors**

Design: Design360<sup>o</sup> Incorporated  
Photography: Ingram Photography  
Copywriting: Maurer Media/  
WordSlings For Hire



**By The Hand—Cabrini-Green**

312 W. Walton Street  
Chicago, IL 60610

**By The Hand—Altgeld-Murray**

13015 S. Ellis Avenue  
Chicago, IL 60827

**By The Hand—Austin**

415 N. Laramie Avenue  
Chicago, IL 60644

**By The Hand—Englewood**

8301 S. Damen Avenue  
Chicago, IL 60620

**By The Hand—Moving Everest/Austin**

416 N. Laramie Avenue  
Chicago, IL 60644

[www.bythehand.org](http://www.bythehand.org)

Helping children who live in high-risk,  
inner-city neighborhoods have abundant life

