Dear Friends and Colleagues,

Now more than ever we are hearing that the community needs support for programs that make a positive and measurable difference in people’s lives.

This year’s annual report showcases how organizations we support are improving the lives of those who call Maryland home.

With our mission to strengthen communities in the Archdiocese of Baltimore, we take great pride and care in our responsibility to understand and respond to people’s needs while stewarding the legacy of our founders, Marion I. & Henry J. Knott. Through our work, multiple generations of the Knott family come together to give back to the community in ways both large and small and to honor our founders’ faith, character, business acumen, and family values.

Along with the entire Board of Trustees, we thank you for your interest in our mission and this important work.

Owen Knott
President, Board of Trustees

Kelly Medinger
Executive Director

BY THE NUMBERS

ABOUT US

$57 MILLION
in assets as of December 31, 2013

83% OF TRUSTEES
conducted a site visit in 2013

30 FAMILY MEMBERS
serve on our Board of Trustees

15 YEARS
is the average tenure of our Trustees

3 FULL-TIME
staff members work in our office

ABOUT OUR GIVING

3 GRANT CYCLES
are held in February, June, and October

EDUCATION
is our largest program area

APPROXIMATELY 50
GRANTS TOTALING
$2 MILLION
are awarded each year

$120,000
was our largest grant in 2013

$40,000
was our median grant in 2013

ABOUT THE KNOTT FAMILY LEGACY

13 CHILDREN
were born to Marion & Henry Knott

MORE THAN $50 MILLION
in grants have been awarded since 1977

3 GENERATIONS
serve on our Board of Trustees

257 PEOPLE
now make up the Knott family

were awarded since 1977

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257 people
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The hallways of St. Elizabeth School bustle with activity as students return to class after lunch in the cafeteria. In some ways, it seems like a typical school, but in other ways, it feels more special than that.

**A SPECIAL PLACE**

St. Elizabeth School, a ministry sponsored by the Sisters of St. Francis of Assisi, opened in 1961. Today, the School serves 120 students in the Baltimore metro area, ages 6-21, who have been diagnosed with disabilities such as autism, traumatic brain injury, emotional disabilities, intellectual disabilities, orthopedic or other physical impairments, or multiple disabilities.

“Every child with special needs deserves an appropriate education, and at St. Elizabeth School, we do more than that,” affirms Christine Manlove, Ed.D., Executive Director. Oftentimes students have struggled in other environments but flourish at St. Elizabeth, benefiting from skilled teaching, onsite clinical and therapeutic services, integrated use of assistive technology, a robust workforce development and transition program, and above all, an atmosphere of mutual respect and a sense of belonging.

**INVESTING IN SMART INFRASTRUCTURE**

The Knott Foundation has awarded St. Elizabeth School more than $100,000 over the past decade for capital needs, academic programs, and technology purchases. Most recently, the School received a $45,000 grant to install SMART Boards in seven classrooms, which advanced their focus on integrating technology to improve students’ learning experience.

Witnessing a lesson on the SMART Board, it is clear that the interactive animation and instant feedback that the SMART Board offers captivates the students. “Hearing automatic applause in front of the whole class when choosing the right answer is uplifting and encouraging,” Dr. Manlove observes. “It’s different than a teacher simply saying ‘right answer’ or ‘good job.’”

**SMART MEASUREMENT**

St. Elizabeth approached measuring the impact of the SMART Boards in their classrooms in a unique way. Through pre- and post- surveys, and comparisons to behavioral incident reports filed through the national School-Wide Information Systems (SWIS) database, they were able to observe measurable improvements in both student behavior and time devoted to educational tasks when the SMART Boards were in operation.

For example, when a SMART Board is being used in the classroom, the number of behavior incident reports decreases by 28.5%. And better behavior means more time focused on task. St. Elizabeth estimates that they earn back nearly seven educational days from the use of the SMART Boards over the course of an academic year.

Dr. Manlove concludes: “Without technology, our students would be isolated from the world in so many ways. No one would know how brilliant they are. Technology has allowed us to give them the tools they need to realize their full potential.”
A national network, headquartered in Baltimore, the Ignatian Volunteer Corps (IVC) provides retired men and women opportunities to volunteer in their local communities while deepening their faith. Volunteers typically work two days per week in a social service agency and also participate in organized group meetings and spiritual reflection exercises.

Growing the number of volunteers in Baltimore
The Knott Foundation made an early investment in IVC to help test their plans for dramatically increasing the organization’s number of volunteers. The grant allowed IVC’s Baltimore regional office – which had been in danger of closing - to hire a Regional Director who, in just one year, demonstrated significant results: Ten new volunteers recruited. Seven partner agencies added. An extra 4,500 hours of service performed. $20,000 in new partnership fees secured. And nearly $13,500 in individual gifts and fundraising event income raised.

These results, along with important data about the retiring population and rising social service needs, led IVC to launch a national campaign to raise $1 million and double the number of IVC volunteers over three years.

Launching a national campaign
“The Magnify! Campaign recognizes the tremendous talent and opportunity that exists in the growing retired population,” states Mary McGinnity, National Executive Director. “Every day over the next two decades, 10,000 Baby Boomers will celebrate their 65th birthday. IVC is a great outlet for them to stay active, give back to the community, and grow in their faith.”

“Many IVC volunteers have lived their lives without really having known or worked with the poor,” continues McGinnity. “When they come to us, they are transformed through their experience.”

Volunteer experience
One such couple is George and Mary Jean Schuette, married 39 years, who joined IVC last year. George, a former Social Security employee, now works at Project PLASE, a housing and support services provider for the homeless. Mary Jean, a former Catholic school teacher, tutors GED students at Christopher Place Employment Academy, an intensive residential program for formerly homeless men. Each night George and Mary Jean recall the discerning question of their spiritual reflector, “Where do you find God in your work with these men?”

Sr. Marilyn Dunphy, MHSH, Baltimore’s Regional Director, sums it up: “Volunteer service in and of itself is wonderful. Volunteer service rooted in faith, like Ignatian spirituality, has a deeper meaning. Prayer and reflection allow our volunteers to take back a new understanding of, and a new perspective to, their work and their lives.”

Through our focus on Catholic activities, we support churches, faith communities, religious orders, retreat houses and spiritual centers.

CATHOLIC ACTIVITIES
IGNATIAN VOLUNTEER CORPS

“Love is shown more in deeds than in words,” St. Ignatius wrote. Today, the Ignatian Volunteer Corps lives out this principle by serving the poor, by working for a more just society, and by imparting the Catholic tradition of Ignatian spirituality.
As a full-service print and mail house operation, League Industries utilizes an array of commercial-grade automated equipment and an affirmative business model employing people with and without disabilities to do over $1 million of business every year.

League Industries was founded in 1933 to provide employment opportunities for people with disabilities. Over the past 80 years, the operation has evolved from a small workshop where people with disabilities constructed lampshades, to an affirmative, social enterprise that has successfully secured major direct mail and printing contracts from local, state, and private business entities.

The League for People with Disabilities (“The League”) offers individuals the opportunity to gain independence, increase self-sufficiency, and improve their overall quality of life through rehabilitative and support programs. League Industries is a special program of The League that provides employment for skilled individuals with physical, cognitive and neurological disabilities, while also helping to subsidize The League’s general programming.

“League Industries was founded as a way to keep people employed and perform job training. But it’s become a real social enterprise,” shares David A. Greenberg, CEO of The League. Indeed, League Industries’ business has grown 35% over the last two years. It generated nearly $170,000 for The League last year. “Frankly, the financial support from this operation helps us run important programs like our state-of-the-art wellness center and provide more scholarships to Camp Greentop, which are important to both our clients and the broader community,” remarks Greenberg.

The Knott Foundation has awarded more than $150,000 to The League since 2000. The most recent grant allowed League Industries to hire a Customer Service Representative and purchase commercial-grade mail house equipment, including a high capacity paper cutter, binding machine, printer and envelope inserter.

With the help of the added staff, League Industries was able to focus on more intense business development activities. Thanks to the Knott Foundation’s support, the added staff and machinery enabled League Industries to secure new, multi-year contracts worth over $250,000. Meanwhile, the new staff person was able to implement a more regular billing system, which reduced the number of outstanding account balances four-fold and increased the cash flow of the operation.

The benefits, however, extend far beyond financial subsidies. “Seeing League Industries makes you think about how important work is to life. In the typical workplace, you tend to hear people complain about work. Here, people love to work. Work is like gold,” says Greenberg.
Since 1991, Shepherd’s Clinic has grown from a small medical clinic located in the basement of Seventh Baptist Church to an integrative health center recording, at its height, 18,000 volunteer hours and 9,440 patient visits in one year. The Clinic serves patients whose income falls below 200% of the federal poverty index, and their catchment area includes the Waverly, Coldstream-Homestead-Montebello, Hampden and surrounding neighborhoods of Baltimore City.

A MISSION CONNECTION TO UNION MEMORIAL HOSPITAL
“The Clinic was originally founded to help the many non-urgent, uninsured patients going to Union Memorial’s emergency department,” shares Melissa DeLong, M.D., Medical Director. The connection to Union Memorial became deeper when Dr. William H.M. Finney, former Chief of Staff at Union Memorial, became the Clinic’s first volunteer Medical Director. “Dr. Finney set the tone for the Clinic, bringing an inspiring spirit of service and steadfast dedication to patient care,” DeLong remarks.

Today, Shepherd’s Clinic’s holistic approach to serving patients is a hallmark of the Clinic. Their campus includes a medical clinic, lab, as well as a full-service wellness center. The Joy Wellness Center offers psychiatric consultations, massage therapy, acupuncture, yoga classes, walking groups, and cooking lessons, among other things.

A VOLUNTEER-DRIVEN CLINIC
Notably, all of Shepherd’s Clinic’s direct patient care services are provided by a vast and committed volunteer base. Volunteers range from the enthusiastic pre-med students from Johns Hopkins University manning the front desk, to the pharmacy students from Notre Dame of Maryland University’s School of Pharmacy, to the nurses, primary care physicians and specialists seeing patients every day.

Even with these new measures in place, however, it is still expected that patients will experience gaps in coverage. Care will not be seamless, and people will still need an advocate to help them understand the system and reassure them that they will be taken care of. Shepherd’s Clinic will continue to meet the demand for free and affordable health care by adapting into a hybrid model that includes the existing free clinic for the uninsured, a new fee-based clinic, and a navigation service to help people acquire health coverage.

DeLong concludes, “While our model may shift some in the coming years, our mission to provide quality comprehensive care in the community to those who need it most will remain constant.”
Sometimes we forget the importance that Baltimore plays in this nation’s history... and sometimes we can forget the role that museums, like the Star Spangled Banner Flag House, play in reminding us of this history.

A JOURNEY BACK IN TIME
Touring the Star-Spangled Banner Flag House is like taking a 200-year journey through time and back again. On the Flag House’s campus in downtown Baltimore sits both a home built in 1793 and a modern museum that opened in 2004. Together, these buildings tell the story of the American flag that Mary Pickersgill sewed, which inspired the poem that became our National Anthem.

“Flags were a very important means of communication,” explains the museum’s docent. “They would signal everything from a company name, to a ship’s cargo, to a country’s land.” The American flag that Mary Pickersgill sewed came with special instructions: make a flag so large that the British could not miss it.

When it was finished, the flag measured 40 feet by 32 feet. Today, the Flag House’s campus contains a two-story Great Flag Window, which is the same size and design as the original.

VISITING THE FLAG HOUSE
Each year 12,000 visitors come to the Flag House to learn about domestic life in early America, the making of the Star Spangled Banner, the War of 1812, and the writing of the National Anthem. More than half of these visitors are students from Baltimore City and Baltimore County. “In 2012, we saw a large uptick in the number of classes coming to the Flag House due to the bicentennial celebration of the War of 1812. Since then, our numbers have remained high,” shares Annelise Montone, Executive Director.

Over the past several years, the Knott Foundation has awarded the Flag House multiple discretionary grants to support the organization’s general operations and exhibits. The Foundation’s discretionary grant program generally provides awards between $500 and $2,500 and serves as a way for trustees to support organizations that most interest them – such as telling the story of Baltimore’s role in our nation’s great history to students and families who live here.

A NEW EXHIBIT
While telling a story that is 200 years old, the Flag House also has its eyes set on the future. On February 12, 2014, the birthday of Mary Pickersgill, a new permanent exhibit detailing Mary’s creation of the most famous flag in American history opened on campus. “It is the first of its kind,” relays Montone. “There has never been a museum exhibit exclusively focused on this extremely important moment in history. We think it is high time there was.”

In our arts and humanities program area, we support performing arts organizations, visual art and history museums, as well as instructional art programs.
### 2013 GRANT AWARDS

**FOUNDATION GRANTS**
- Acts4Youth, $15,000
- Adoptions Together, Inc., $74,231
- ARC of Howard County, Inc., $40,000
- Athletes Serving Athletes, $29,945
- Baltimore Reads, $35,000
- Boys Hope Girls Hope, $50,000
- Calvert Hall College High School, $26,120
- CASA of Baltimore, $36,363
- CASA of Baltimore County, $30,000
- Cedar Ridge Ministries, $30,000
- Cristo Rey Jesuit High School, $25,000
- Dyslexia Tutoring Program, $40,000
- Enterprise Community Partners, Inc., $35,000
- Fire Museum of Maryland, $10,000
- Habitat for Humanity of the Chesapeake, $30,000
- Harford Family House, $40,000
- Hearing and Speech Agency, $29,500
- Ignatian Volunteer Corps, $35,000
- Institute of Notre Dame, $83,685
- Itineris, $40,000
- Joseph Richey Hospice, $45,000
- Jr Achievement of Central Maryland, $42,500
- Living Classrooms Foundation, $45,000
- Maryland Food Bank, $50,000
- Maryland New Directions, $48,800
- Maryland Preparatory School, $71,030
- Monsignor O’Dwyer Retreat House, $15,850
- Mount St. Mary’s University, $38,956
- Our Lady of Perpetual Help School, $45,000
- Our Lady of Victory School, $45,000
- Parks & People Foundation, Inc., $30,000
- Partners in Care, $35,000
- Red Devils, $50,000
- Resurrection St. Paul School, $27,798
- Sacred Heart of Mary Parish, $120,000
- Seton Heritage Ministries, $60,000
- Sisters Academy of Baltimore, $50,000
- Soccer Without Borders Baltimore, $13,500
- South Baltimore Learning Center, $36,500
- St. Agnes Catholic School, $48,380
- St. Augustine Catholic School, $45,000
- St. Clare of Assisi, Inc., $45,000
- St. Francis Neighborhood Center, $45,000
- St. John the Evangelist Catholic School (Hydes), $25,000
- St. John the Evangelist Catholic School (Severna Park), $40,000
- St. Louis School, $49,500
- St. Mary Catholic School, $41,802
- St. Mary’s Elementary School, $25,050
- St. Thomas Aquinas School, $27,139
- St. Vincent De Paul Society, $70,000
- Unified Community Connections (UC2), $54,598
- Visitation Academy, $79,724

**DISCRETIONARY GRANTS**
- Baltimore Area Special Hockey, Inc.
- Baltimore International Seafarers’ Center, Inc.
- Baltimore Tennis Patrons
- Casey Cares Foundation
- Catholic Charities
- Cool Kids Campaign Foundation, Inc.
- FOCUS (Fellowship of Catholic University Students)
- Good Shepherd Services
- HopeWell Cancer Support
- Irvine Nature Center
- Karina Association
- Living Classrooms Foundation
- Mount Saint Joseph High School
- Mount St. Mary’s University
- Signal 13 Foundation
- St. Ignatius Loyola Academy
- The Star Spangled Banner Flag House

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**MISSION**
The Marion I. & Henry J. Knott Foundation is a Catholic family foundation committed to honoring our founders’ legacy of generosity to strengthen our community.

**VISION**
Our founders Marion and Henry Knott had a vision: To provide resources for nurturing and sustaining family unity through cultural, educational, health care and human service activities in the Roman Catholic community and through the activities of other deserving agencies that the Knott family encouraged and supported. This vision resulted in the establishment of the Marion I. & Henry J. Knott Foundation, Inc. a 501(c)(3) corporation, in 1977.

**VALUES**
Working as a family, we are guided by the following shared beliefs and values:

- **UNDERSTANDING**
  and responding to the needs of our community

- **RESPECTING**
  the values of the Roman Catholic Church

- **ENCOURAGING**
  open communication, compassion, respect and trust among community, staff and family

- **ENSURING**
  good stewardship of the resources entrusted to our use

- **ENGAGING**
  in the ongoing education of trustees and staff in the field of philanthropy and the nonprofit community
KNOTT FOUNDATION TRUSTEES

Dan Gallagher
Lindsay Gallagher
E.B. Harris
Kelly Harris
Thomas Harris
Erin Knott
Marion Knott
Martin Knott, Jr.
Martin Knott, Sr.
Owen Knott
Teresa Knott
Brian McDonald
Meghan McDonald
Peter McGill
David Porter
Laurel Porter
Martin Porter
Joanna Porter
Margie Riehl
Michael Riehl
Brooke Rodgers
Michael Rodgers
Patrick Rodgers
Geralynn Smyth
John Smyth
Patrick Smyth
Peggy Smyth
Jan Steendam
Alice Voelkel
Emmett Voelkel

KNOTT FOUNDATION STAFF

Kelly Medinger
Executive Director

Carol Hoffman
Executive Manager

Kathleen McCarthy
Grants and Information Technology Manager