



ANNUAL REPORT

2023



THE CONNOR GROUP
**KIDS & COMMUNITY
PARTNERS**

\$139 million

Seems like a big number, doesn't it?



\$139 million is the monetary value of the work Kids & Community Partners did in 2023 on behalf of the people it serves.

See, unlike traditional foundations, Kids & Community doesn't measure success based strictly on how much money we give away or how many people we give it to. We want to do

the MOST good for the MOST people in need.

Not counting the money devoted to The Greater Dayton School's campus construction, K&C invested \$13.4 million in non-profit programs. Each dollar invested translated to \$10.40 in added lifetime health and income to people from under-resourced backgrounds.

$$\mathbf{\$13.4M} \times \mathbf{\$10.40} = \mathbf{\$139M}$$

invested by Kids & Community
in non-profit programs

in added lifetime health and
income to people from under-
resourced backgrounds

in monetary value for 2023

Founder's Message

It happened again recently. It seems to be happening more and more often.

There I was, in the middle of an interview with Inc. Magazine for its annual Best in Business publication – an interaction one would expect to focus on how The Connor Group makes money – when the reporter continued to steer the conversation toward The Connor Group Kids & Community Partners.

No matter the time or place – it could be a speaking engagement, a job candidate interview, a social function or conversation with the media – people want to talk about our non-profit work.

Notice I used the word “our” just there. The money we invest in programs that help people in need, the programs we create from scratch to produce game-changing outcomes – this isn’t “my” thing. I’m not just sitting back and writing checks. If you work at The Connor Group, you play a vital role in these endeavors. We are all making a difference in the world by doing our jobs at a high level.

We have a fundamental responsibility to share the wealth.

I’ll be honest, when we started Kids & Community Partners, we simply thought it was the right thing and that we had a fundamental responsibility to share the wealth. That’s it.

We had no idea how much this work would resonate with others – particularly you, our associates. There’s a lesson there. (We’re always looking for the lesson.) If you do things for the right reasons, you’ll find there are



ancillary benefits. At least that’s been our experience.

In recent months we’ve talked about the importance of purpose, and the role it plays in the lives of our associates. Everybody needs a paycheck. High performers need a **purpose**.

Our collective accomplishments as an organization allow us to do incredibly impactful and important work. Dominic, one of the fourth-graders at The Greater Dayton School, is reading at a ninth-grade level. Rylee, a patient at The Connor Child Health Pavilion, receives regular mental health therapy instead of sitting on a months-long waiting list. Cleveland Clinic is using our funding to revolutionize modern healthcare through AI. Connor Kids Academy has helped Jamarion “stay focused, with a positive attitude, while creating healthy eating habits and exercising” according to his mother.

These are just a few real-life examples of the impact you’re having. You’ll find more examples in this report. We hope they continue to fuel your sense of purpose.

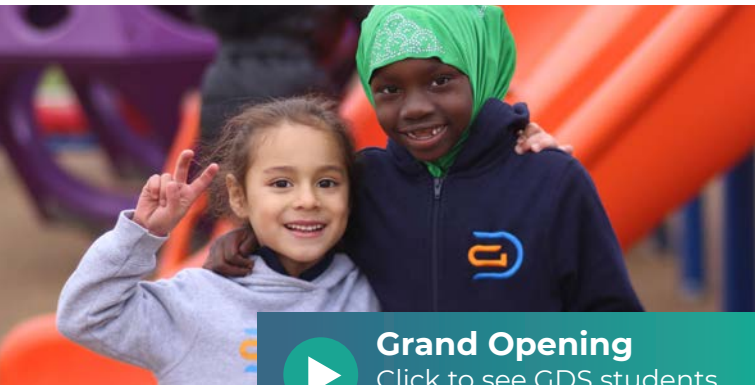
Larry Connor
Founder of Kids and Community Partners

An Educational Revolution

The Greater Dayton School's new campus has drawn plenty of attention locally, regionally and even nationally. And it's easy to see why. The \$60 million property is pretty breathtaking in its design, its views and its features.

But those focusing on the physical facilities are missing the point. For those closest to the project, the focus remains unwaveringly on the students, who, in our revolutionary model are experiencing revolutionary success.

After just one year at GDS, students are more than twice as likely to be advanced in an academic subject. At the beginning of our first school year, roughly half our students were proficient or advanced in academics and fitness. Just nine months later, 83 percent were.



Grand Opening
Click to see GDS students enjoying their new campus!

“Our number one core value always is and always will be ‘student-first and student-centered,’” said founding principal A.J. Stich. “Obviously the campus is incredibly nice. It might be the nicest elementary school in the country. But it’s always going to be the people on the campus – the students, teachers and staff – who truly make the difference.”

The Greater Dayton School is Ohio's first private non-religious school for low-income students. And it doesn't look or operate like the school you went to. In fact, it likely doesn't look or operate like an elementary school that anyone has ever gone to.

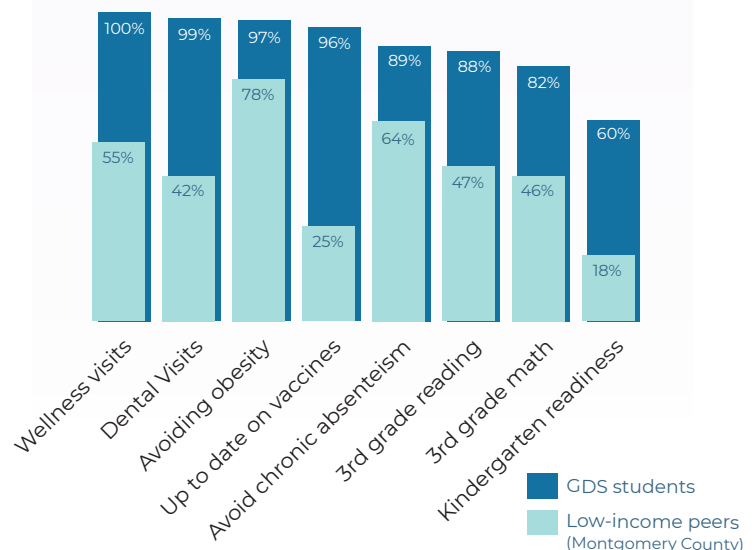


Compared to their peers, GDS students are...

- Threetimes more likely to be prepared for kindergarten, a key predictor of long-term academic success.
- Twice as likely to be physically fit.
- 60% more likely to score proficient or advanced on Ohio's state tests.
- Twice as likely to have an annual medical and dental checkup.
- Nearly four times as likely to be up-to-date on their vaccines.

Evidence based

Through one year, GDS students have greatly outperformed their peers in several key metrics.



GDS takes a long-term whole-child approach to everything it does. The curriculum has been designed specifically to create adults who are happy, healthy, financially independent and successful by their own definition of success.

The school operates on an extended-day and extended-year calendar. Students get all their pediatric, vision, dental care and therapy at an on-site clinic. The school's staff handles all the scheduling and logistics. An on-site chef prepares nutritious meals – the students get breakfast, lunch and dinner from GDS – which are eaten family-style along with staff. All students attend fitness class every day. They also attend classes on mindfulness/meditation and financial literacy. And after-school activities and clubs are baked into the school day.



alerted instantly when a student is struggling and provide real-time support.

The school operates on a “circle of trust” – meaning students who have earned the privilege can complete their work anywhere in the building.

“It’s just like at The Connor Group,” said Ryan Ernst of Kids & Community Partners. “It works because we have the right people, plans and processes – in that order. We recruit the best teachers in the country. And when we put them in our system, they change lives.”

Currently the annual per-student cost is roughly \$45,000. As the school grows, that cost will come down, eventually settling at less than \$30,000. Families must pay a nominal fee (and are expected to be highly engaged in their child’s education), but the majority of funding comes from Connor Group associates’ ability to re-engineer properties.



Click to listen to founding principal A.J. Stich discuss GDS’ transformative educational model on a podcast for principals.

Classrooms consist of 20 students (of multiple grade levels) and two teachers. (Another intervention teacher works between two classrooms to provide more intense instruction.) There is no whole-class instruction. Instead, students work one-on-one with teachers, in small groups or independently so they can focus on specific concepts while learning at their own pace and in their own way. Teachers leverage learning software and tablets so they can be



Rewarded & recognized

In November, the Dayton Business Journal named GDS its Startup of the Year in the region.



On the big screen?

Academy Award winner Steven Bognar has been shooting footage at GDS for a potential documentary.

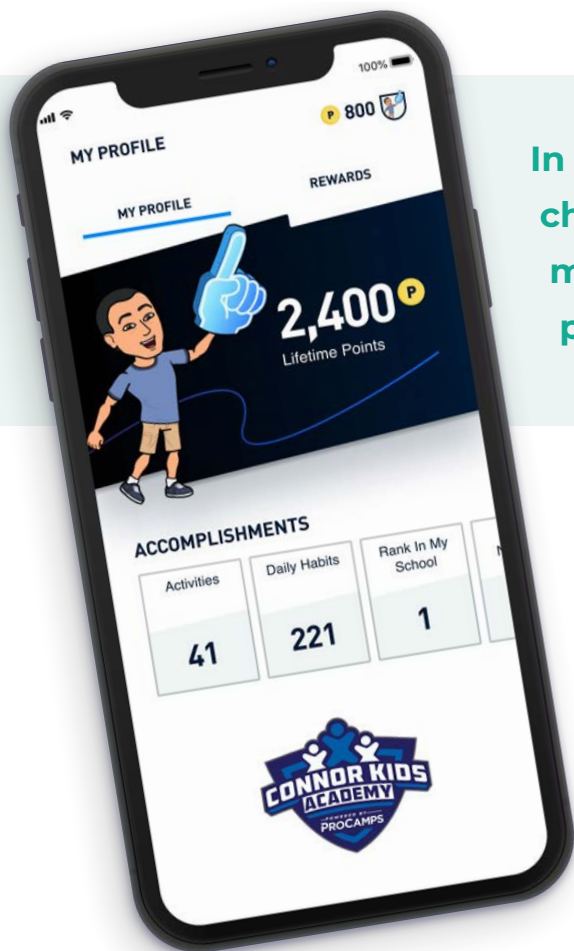


National acclaim

GDS hosted a photo shoot when Inc. Magazine did a story on The Connor Group and its non-profit work.

There's an app for that

Four years in, CKA turns a corner



In the summer of 2020, while COVID challenged The Connor Group's business model, our non-profit arm tackled another potentially debilitating problem.

three in-person events per year, including a three-day basketball camp. But when students aren't at events, they're receiving mentoring via a custom app that delivers CKA curriculum and content – helping them create good habits and make good decisions.

“We've really doubled down on the app to be that mentoring piece,” Alex said. “There is room for improvement, but for 360 days of the year, the app really IS the program. And it's making a difference.”

Last year app content consisted of 339 activities, 32 videos, and 24 daily habit exercises. Students who complete the most app-related tasks are rewarded and recognized for their efforts. More than 77 percent of CKA's newest cohort accesses the app at least once a week.

While developing a mentoring program for middle school boys, Kids & Community Partners associates struggled to identify a model that would work. Paid mentors would be expensive and limit the program's growth potential. Volunteer mentors came with their own set of issues – liability, accountability, fidelity, etc.

They envisioned this new program – Connor Kids Academy – reaching thousands of under-resourced kids while scaling to various Connor Group markets. They wanted it to have a profound impact, using sports to help under-resourced youth develop healthy habits and sound decision-making skills.

Four years later, CKA director Alex Klein has made that vision a reality.

CKA is a three-year model, which consists of





More than 240 kids will participate in CKA this year. Programming is delivered through partnerships with the men's college basketball programs at Dayton, Cincinnati and Louisville. Ohio State could be added as early as this summer.

Regardless of the timeline, we've proven that CKA is a model that can scale and grow.

"We talk quite a bit when we're evaluating programs that some programs are just 'nice.' That kind of means that they mean well and they have some good elements, but they're not making an impact," said Kids & Community VP Chuck Denning. "We don't do 'nice' programs. I think we can officially say CKA has turned the corner from being a 'nice' program to making a true impact."

Parents **KNOW BEST**

What parents say about their sons' CKA experience...

"Our son loves to share the activities on the app. We have seen a change in how he handles things; he does not get upset as easily and will think things through. Love the positive changes we see in him."

"He's demonstrating better choices and positivity in difficult situations."

"I am so proud of my child's improvement in many ways such as school, home and health due do the CKA program."

"I love you guys. My son is more active and the app gives a lot of good and healthy info. I just love it."

"My son is constantly working out and looking at nutrition labels for sugar count."

"He has shown more compassion and demonstrated his leadership skills. He is now Student Council President for his school. We have had a lot more talks about consistency, stepping up, showing up and doing your best."

5 years AND COUNTING

Colin's Lodge celebrates milestone made possible by Connor Group associates

It takes a village. And sometimes, it takes a village of Connor Group associates to turn a vision into a reality.

Colin's Lodge, a startup program funded by Kids & Community Partners, officially turned five in October. The Lodge opened its doors in 2018 with roughly 30 members and 11 programs. Over the last five years, it grew exponentially, now serving 75 members and offering more than 30 programs. Year to date, members participated in more than 22,000 hours of programming.

Behind the scenes, these successes are driven by Connor Group associates.

"Colin's Lodge would not be a high-performing non-profit without the resources of The Connor Group. We don't have Tech Ops, Accounting, Marketing," said partner and director of Colin's Lodge Gayle Horton.



"All these functions are critical in making the non-profit a success."

On her best guess sheet of paper, Gayle believes that nearly 20 full-time Connor Group associates have also gone out of their way to help the Lodge.

"Everyone steps up. It's 2 a.m., and I had a problem with the facility. (Partner) Dave Peacock answered the call and came straight over, no questions asked. (Partner) Wendy Green is exceptional; she volunteers and is part of Colin's Lodge's DNA," Gayle added. "And (partner) Ryan Ernst is instrumental in our strategic planning, vision and holds me accountable. His impact goes above and

'Answer to our prayers ...'

Colins Lodge members' families rave about its impact.

"Our daughter's fitness, self-esteem, and willingness to try new things have all grown. We hadn't realized how much she was missing until The Lodge helped make her life more fulfilling."

"An oasis in a world which too often functions as a desert void of consistent norms where all people are safe, protected and valued for who they are."

"Colin's Lodge is an answer to our prayers for our daughter."

"An extraordinary gift to those who are so often excluded while navigating the challenges of life in ways most of us cannot imagine."

"For the first time in two decades our daughter belongs, fits in and has real friends."

"Colin's Lodge is the best thing to happen in our son's adult life."



beyond what anyone could ever imagine. The list goes on.”

In October, members of Colin’s Lodge gathered for a dance and celebration of their first five years. The center allows adults with cognitive differences to be their best selves. They enrich their lives and take ownership of the facility through social, physical and healthy programs.

“What I’ve enjoyed the most is watching the camaraderie and the excitement of the members wanting to be there,” Wendy said. “I’ve watched them come out of their comfort zones to welcome new friends and build new relationships.”

Since the Lodge opened its doors, Wendy estimates she’s dedicated 400 - 500 hours to the Lodge between volunteering at dances and completing payroll. She’s also added her own fun twist to the dances, dressing up in costume to match the themes.

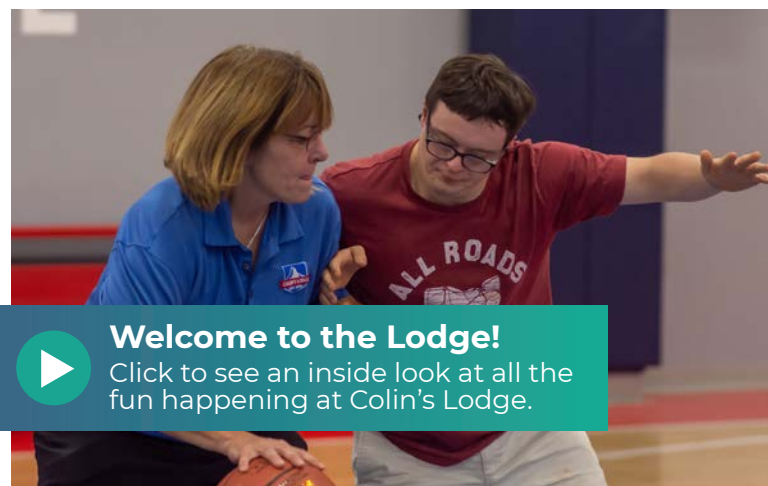
“I think it’s great to see how The Connor Group gives back to our communities, and I just wanted to be a part of it,” Wendy added.

The Connor Group’s culture is woven into Colin’s Lodge’s operations. It tracks absolutely everything. From the miles the members walk, to attendance numbers, personal training sessions and beyond – the Lodge even has its own awards dinner, core value cards and even established its own version of a systems check.



“We’ve also gotten better at vetting the right members, just like we do with our apartment communities,” Gayle added. When a new member joins Colin’s Lodge, the current members bring them into the gym for a ceremonial welcome. In 2019, Gayle watched as Cody, a member who had just joined the Lodge one month before, turned to the newest member and said, “Welcome to the family.”

“That moment was totally unscripted,” Gayle said. “It’s when Colin’s Lodge found its heartbeat. The members took ownership and continue to build camaraderie to this day. I couldn’t be more proud.”



Welcome to the Lodge!

Click to see an inside look at all the fun happening at Colin’s Lodge.

Making a measurable difference

This work truly begins on the frontlines – at Connor Group properties – where our associates generate money for Kids & Community Partners by improving net operating income. Below are the associates who generated the most future K&C revenue in 2023.



Somerset at Deerfield Cincinnati

The Somerset team of Tiffany Montoya, Nina Galbraith, Camille Rivera, Josh Gunn, Jacob Hausfeld and Derick Wolbert beat their NOI goal for the year by more than \$209,000, adding more than \$500,000 in value for Kids & Community.



Bayside Arbors sales team Tampa

The Bayside Arbors team of Chrissy Beard, Laura Brennan, and McKinney Snyder posted \$142,000 in rent roll growth, adding \$344,000 in value for Kids & Community.

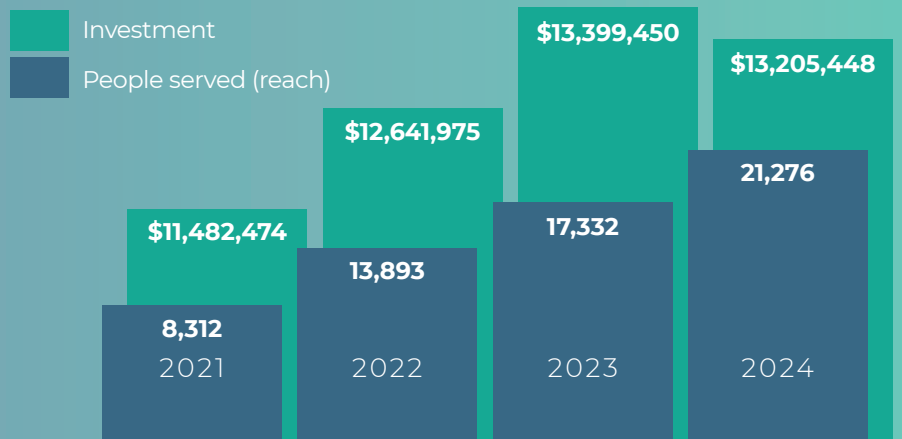


David Hemme of Dock Street Flats

Minneapolis

David Hemme of Dock Street Flats beat his budget by \$17,413 for the year. That translates to \$42,000 in value for Kids & Community.

In 2023 (not counting construction of The Greater Dayton School), Kids & Community Partners invested \$13,399,450 in non-profit programs. These investments helped reach more than 21,000 people and resulted in a \$139 million net benefit to the people we serve.



Portfolio Summary

Program	Description	Investment
The Greater Dayton School	Ohio's first, private, non-religious school dedicated to low-income students.	\$5,015,458
Connor Child Health Pavilion	Support mental health initiatives for patients, staffing and training.	\$1,170,000
Road to Hire	Support underrepresented high school students, college students and young professionals on their way to strong, sustainable tech careers.	\$1,000,000
SproutFive	Develop skills and behaviors of kids in disadvantaged neighborhoods to be kindergarten ready.	\$900,000
Task Force Antal	Provides humanitarian aid and trauma care training to civilians impacted by the war in Ukraine	\$900,000
Mayo Clinic	Support Dr. Kirkland's research with the Kogod Center on Aging. Advance regenerative medicine solutions	\$600,000
Connor Kids Academy	Three-year enrichment program, using sports as the hook, to teach healthy habits and how to make good choices.	\$557,800
Bottom Line	Helps first-generation-to-college students from low-income backgrounds get to and through college. Bringing programming to the Dayton/Cincinnati/Columbus region.	\$550,320
Code Nation	Provide students in under-resourced high schools with the skills, experiences, and connections for careers in tech.	\$500,000
Learn To Be	Free, one-on-one, online tutoring for kids in underserved communities.	\$500,000
Colin's Lodge	Recreation/enrichment program for young adults with special needs.	\$395,540
Wheeler Project	Scholarship and professional development program for military veterans transitioning to civilian life.	\$335,000
Dayton Early College Academy	K-12 charter school system dedicated to preparing urban students to become first-generation college students.	\$250,000
Alliance for Decision Education	Develop decision education to become a key component of all educational curriculum.	\$165,000
College Promise	Supports 50 students per year by assigning them an individual mentor through high school.	\$104,500
TreBenAsh Connor Project	Provide NOLS courses for under-resourced individuals, training opportunities for staff and capital improvements to the Alaska facilities.	\$100,000
East End Community Service / Miracle Makers	Provide after-school and summer programming to under-resourced kids at Ruskin Elementary.	\$85,000
Victory Project	Provides intense after-school character education and job training for at-risk teen boys.	\$70,000
Players in the Community	Partners charitable organizations with student athletes who use their influence and leadership to impact the program participants and give back to the community.	\$58,000
Misc.	Scholarships, Celebration Reinvestment Fund, etc.	\$57,832
Special Operations Warrior Foundation	Supports the families of fallen Special Operation soldiers.	\$50,000
CityLink Center	Funded innovative online college completion for young adults	\$35,000

Total:



\$13,399,450



THE CONNOR GROUP
**KIDS & COMMUNITY
PARTNERS**

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