



Annual Report

Non-profit. Activist. Investing.



THE CONNOR GROUP
**KIDS & COMMUNITY
PARTNERS**

kidsandcommunitypartners.org

2024

To our core...

One of the most important and influential moments in the history of The Connor Group came in 2012, when we formalized our core values. They encapsulated who we are as an organization and what has made us successful. Although you might not know it, our non-profit arm, The Connor Group Kids & Community Partners, has its own core values (below). They detail not just who we are but the good we're able to do in the world if we do our jobs at a high level.

Look far and wide; act narrow and deep

Much like the work we do on the for-profit side to find the correct acquisitions, we'll vet hundreds of non-profit programs to make one investment. Instead of writing checks to hundreds of different organizations, we want to be all-in with a portfolio of 20-30 programs.

Achieve impossible goals

Because impossible is just someone else's opinion.

Transform kids' lives

Before making any investment, we ask ourselves how much value it will bring to the kids we want to serve, in terms of their lifetime health and lifetime income. We even use that information to calculate a return on investment. On average, for every dollar we invest, the kids we want to serve receive \$15 in value.

Excellence in everything

We expect our in-house programs to be national leaders in their respective fields and our investment model to provide unrivaled returns for people in need.

Invest for the long term

The programs we invest in should produce long-term outcomes and have sustainable strategic plans.



In these pages, you'll find examples of those values in deeds and actions. How we've created a national educational revolution from scratch. How we've found life-changing programs and helped them dramatically improve their outcomes and increase their impact. And how we've done roughly \$190 million worth of good in 2024 alone.

Notice our choice of words. This is a "we" game, not an "I" game. If you work at The Connor Group, you play a role in this work.

We all need a job. We all want to have professional success. But there is a much higher standard that we – again, the collective "we" – get to strive for. This annual report details that high standard. I can't think of a more impactful reason to come to work each day. And I hope you feel the same.



Larry Connor
Managing Partner

Making the world a better place

... one close, one turn, one work order at a time

Dennis Thewlies, lead tech at the Approach in Cincinnati, paid for a low-income kid to get a world-class education this year. The team at Olivine funded two years' worth of cutting-edge research at the Mayo Clinic. Over at Sycamore Ridge, manager Joe Stephens produced enough rent roll growth to provide professional advising services for 50 first-generation college students.

These are the kinds of impacts Connor Group associates can make by doing their jobs at a high level.

The Connor Group Kids & Community Partners owns a percentage of most properties in our portfolio. That means every associate who helps a property beat its NOI goal is adding value for Kids & Community. When we refinance or sell a property, that value becomes the money used to fund our non-profit work.

With that in mind, below are the teams and associates who provided the most value for Kids & Community Partners in 2024.

Teams

- **Olivine** (Aaron Schroeder, Lia Wilson, Parker Scannell, Tim Danner) **\$938k**
- **Everly** (Cecily McWilliams, Trey Smith, Elkin Diaz, Maria Diaz Amaya) **\$664k**
- **Alas** (Derek Pellett, Edgar Guzman, Aaron Lichti, Dylan Langenbrunner, Hannah Boyd) **\$172k**

Lead techs

- **Dennis Thewlies** (Approach) **\$25k**
- **Brad Wells** (Trinity Commons) **\$20k**
- **Peter Terantino** (Boulevard) **\$20k**
- **Parker Scannell** (Olivine) **\$14k**

Sales

- **Joe Stephens** (Sycamore Ridge) **\$142k**
- **Lindsay Watts, Megan Stewart, Alyssa Conley, Michael Anthony Harvey** (Carmel Center) **\$130k**
- **Kim Whitesell, Maria McDustrell, Amanda Goldfarb** (Paddock) **\$112k**
- **Jasmine McLaurine** (Approach) **\$67k**

Turn techs

- **Brad Wells and Brandon Tedder** (Trinity Commons) **\$27k**
- **Elkin Diaz and Trey Smith** (Everly) **\$19k**
- **Amber Hisel and Chris Larson** (Domain) **\$11k**
- **Donovan Young and Colleen Somoles** (Elizabeth Station) **\$10k**
- **Daniel Woodward** (Dock Street Flats) **\$8k**

Sell a property, make a huge impact

There is no greater success at The Connor Group than a property sale. It is the culmination of years of hard work implementing our systems to re-engineer an underperforming business. Every property sale comes with team accolades, personal accomplishment, reward and recognition.

But for the associates at a recently sold property, it also comes with the satisfaction of knowing they are making the world a better place.

The Connor Group Kids & Community Partners, our non-profit arm, has an ownership stake in the majority

of our properties. And when we effectively sell those properties, a significant portion of the revenue generated funds our non-profit work. On average, a property sale generates \$1.5 million for under-resourced kids. And a percentage of that money will go toward funding a non-profit of the selling team's choosing.

With that in mind, below are some of the properties we're most likely to sell in 2025 and the non-profit proceeds those sales will produce:



PROPERTY

PROCEEDS

Somerset	\$3,058,287
Alas Over Lowry	\$1,450,685
Gardens at Cherry Creek	\$1,421,120
1660 Peachtree	\$987,787
Dock Street Flats	\$817,634
Allura	\$477,563
Highland Station	\$391,713
Paddock	\$285,295
The Coil	\$272,038

'Part of my job is to fund the school'

Sales associates see impact first-hand

In November, some of The Connor Group's most tenured sales associates visited The Greater Dayton School as part of their ongoing development. And although they arrived expecting training, they left with a newfound appreciation for the company's non-profit work and the impact they have on it.

"It's the most amazing school I've ever seen in my whole life," said Dovetree sales lead Brooke Cunningham. "Everything is so different than anything I've ever seen. You can see it with all the kids. They're getting a life-changing education."

The Greater Dayton School, operated by The Connor Group Kids & Community Partners, is Ohio's first private non-religious school for under-resourced students. Now in its

third year of operation, the school is growing in its size, scope and impact. Connor Group associates are largely responsible for this growth. Since our properties are partially owned by Kids & Community Partners, any time associates improve the bottom line, they create value for The Greater Dayton School and programs like it.

Brooke and her sales associate counterparts spent part of their day learning more about how to assess their own performance and calculate how much income it generated for our non-profit work. Then they got to see the non-profit work firsthand, touring classrooms and eating lunch with students.

"You can talk about it, but to actually see the impact changes everything for me," she said. "Part of my job is to fund the school. It's more rewarding knowing that you're not just hitting goals to help the company grow, but it's going toward something so amazing and so impactful."

The Greater Dayton School provides a world-class education for its students, who receive individualized instruction and wraparound services that serve the whole child. GDS students grow their math and reading skills twice as fast as the national average, regardless of income levels. They're twice as likely as their low-income peers to be physically fit.

These outcomes are difficult to replicate. And they're not cheap to produce. A GDS education costs roughly \$30,000 per student per year. To put that number in perspective, in order to put one student through a GDS school year, a team at a Connor Group property has to beat its monthly NOI budget by \$1,000.

That's also difficult work. But it's worth it.

Just ask Jasmine McLaurine, senior sales associate at Approach. She said the trip to GDS was eye-opening.

"When I answer the phone at the property, I used to be thinking of grabbing that bag of money," she said. "Now I'm thinking about how I'm helping others. It's a mindset change. It's changing the way I look at reward and recognition. Helping others and knowing you're making the world a better place by achieving at the office, to me that's reward and recognition."



K&C entering new markets

Since its inception, Kids & Community Partners has invested in non-profit programs at inflection points – moments in time when an influx of money can take them from good to great, or from serving some to serving many.

The organization now finds itself in a similar situation. The programs it started are on the precipice of having a much larger impact. And, as a result of Connor Group associates' hard work and success, the company's non-profit can afford to invest in and scale its own programs.

"We don't see this as charity," said managing partner Larry Connor. "This is non-profit investing. So if a program is truly life-changing for the people it serves and we think it can scale and serve more people, that's an investment we're going to make.

"And on a factual basis, we know our programs are life-changing and we think with the correct people, plans and processes, we can scale them."

Scaling plans

At scale, these endeavors will serve approximately 1,400 children and young adults.



Three years after opening The Greater Dayton School, the organization is planning a second school. The Greater Cincinnati School will open as early as 2028.



Connor Kids Academy, a character education program for middle school boys, will open 1-2 new markets in 2025. It currently operates in Dayton, Cincinnati and Louisville.



Colin's Lodge, a recreation and enrichment program for young adults with special needs, is working on developing a second campus in the northern suburbs of Cincinnati.





Investing at an inflection point

Accelerating the good work done by non-profits

The Connor Group Kids & Community Partners doesn't view its work as charity or philanthropy. We make non-profit activist investments – identifying good causes and helping transform them into great programs.

Nowhere is that work more apparent than in the “Accelerator Program” investment tranche in our portfolio. Accelerator Programs have a proven track record of success and growth-oriented strategic plan. They have a model capable of transforming tens of thousands of lives, but need a partner to help them scale.

That's where we come in.

In 2024, two of our Accelerator Programs took massive steps in their development, due in large part to our investments and expertise.

Learn to Be, an online tutoring program for low-income students saw a 40 percent increase in tutoring sessions. The program conducted more than 102,000 hours of tutoring in 2024 and served more than 6,300

kids, compared to 4,200 last year. The program's founder credited Kids & Community Partners for much of the growth, citing our funding and help with hiring, business planning and process improvement.

Bottom Line, a college access and success program, launched site-based programming in Ohio. The program previously operated in Boston, New York and Chicago, but the Ohio market opening was its most successful in program history. Furthermore, the investment we made in their “Blueprint” software – which leverages AI and allows them to work in more rural markets – has been a success. It's no longer a pilot. They're seeing 70-percent persistence rates and think they'll be serving 5,000 students with it by 2030. The program should be serving more than 700 students in Ohio by 2027.

In addition to a financial contribution, Kids & Community Partners helped Bottom Line get other funding and get the program into local schools.



Skilled volunteerism

TCG associates using their time, talents to make a difference

Back in March, Connor Group director of debt Kevin Jones was looking at the company's debt portfolio when he had an interesting idea. We had successfully financed the construction of The Greater Dayton School, building a one-of-a-kind educational environment for under-resourced students.

But what if we refinanced the loan? Could we leverage the asset to help pay for the school's operations?

Six months later, with the help of Alex Sibilsky and Dakota Hoffman, Kevin completed the refinance, which he called, "the coolest project of (his) career." The deal produced \$15 million, enough to fund the school for 2½ years.



WATCH A SPECIAL THANK YOU MESSAGE FROM GDS STUDENTS TO CONNOR GROUP ASSOCIATES

Connor Group associates impact our non-profit work every day by doing their jobs at a high level. However, from time to time, associates like Kevin get an opportunity to leverage their skills to have a multiplying effect on The Connor Group Kids & Community Partners' work.

"We call this 'skilled volunteerism,'" said Kids & Community Partners director Ryan Ernst, "and it can have a massive impact."

Connor Group associates made this impact on multiple fronts in 2024. Below are some examples:

- **Michelle Davy, Recruiting:** Recruited nine teachers to join the elite staff at The Greater Dayton School
- **Zach Wood, Accounting:** Produced financial reporting and oversight for our three in-house programs.
- **Dave Peacock, Training:** Provides regular maintenance and inspections at Colin's Lodge.
- **Rodney Johnson, CapEx:** Oversaw multiple projects at The Greater Dayton School and Colin's Lodge.
- **Kevin Hyland and Alex Sibilsky, Legal:** Executed a data-sharing agreement for student healthcare, a wellness school lease with Dayton Children's and various other contracts.
- **Dakota Hoffman and Emily Lazar, DARS:** Provided project management support in the development of a public park next to The Greater Dayton School.
- **Aaron Helfferich, Communications:** Redesigned the GDS website, recorded and edited videos for GDS and Connor Kids Academy.
- **Ross Johnson, Marketing:** Created ad campaigns to aid teacher recruiting and student admissions.
- **Brian English, Marketing:** Helped redesign the GDS and CKA websites, as well as streamline the enrollment process.
- **Chris Riva, Communications:** Conducted PR work that landed our non-profit work in several national publications.
- **Zach Rainwater, Investor Department:** Provided referrals for fundraising.
- **Ethan Watson, TechOps:** Led the installation of new cameras at Colin's Lodge.
- **Wendy Green, Accounting:** Provided benefits support for Greater Dayton School associates.
- **Hope Collins, Recruiting:** Organized the Relentless Pursuit, a race and community-building event at GDS.
- **Dylan Burchfield, Marketing:** Designed a landing page for a new scholarship program.



Thinking long-term

Early K&C investment paying dividends

In 2015, The Connor Group Kids & Community Partners made at the time its biggest and most strategic non-profit investment. The investment was in a new Dayton non-profit called the Montgomery County College Promise.

Around that same time, a high school student named Darius Beckham (pictured above) was participating in the program, which assigns mentors to students with academic promise. The mentors and students meet weekly for four years of high school and, if the student fulfills their obligations, they go to college at little to no cost to their family.

“My mentor believed in me from Day 1,” said Darius, now a senior policy aide in the Dayton Mayor’s Office who also serves on the College Promise board. “That does a lot for a kid. To have someone else thinking about your future. He’s still someone I value and share life updates with.”

Now serving its 14th cohort of students, the program has been a huge success – due in large part to Kids & Community Partners. In 2015, we contributed \$250,000 in matching funds, which was then invested in a Connor Group fund and eventually produced more than \$1 million for the program. We’ve since committed another \$500,000 and have produced more mentors than all but one Dayton organization or business.

And the investment of our time and money is working as intended. Roughly 700 students have participated in College Promise. They are more than twice as likely to go to college than their low-income peers, more than two and a half times as likely to persist at college and more than three times as likely to graduate college.

“It’s been full circle for me; I’m a real champion for it,” said Darius. “The more I engage with young people and mentor young people myself, I realize how much having a mentor at a young age is extremely powerful. And if they get money for college, all the better.”



By the numbers ...

A look at the profound and measurable differences we're making in the lives of others.

Non-profit portfolio

- In 2024, Kids & Community Partners invested \$19,391,498 in nonprofit programs reaching 19,918 people. We estimate that these investments resulted in \$190 million in net benefit to the people we serve.
- We helped 7,386 kids access mental healthcare. Without the programs we fund, it is likely that 80% of them would not have otherwise received the care they need.
- Our educational investments helped 6,767 students improve their grades.
- We helped 4,426 students enroll in college. We estimate 1,885 of these students would not have enrolled otherwise.
- Our work supported 1,300 students earning their high school diploma.

The Greater Dayton School

- Our students are nearly three times as likely as their peers to be prepared for kindergarten (63% vs 22%).
- Students who have been with GDS since it opened grew from 50% proficient-advanced on Ohio's state test to 72% proficient-advanced. (Their peers went from 44% to 48% in the same time period.)
- 100% of GDS students received their annual health and dental care compared to only 42% and 55% of peers respectively.
- 97% of GDS students avoided obesity, compared to only 78% of peers.
- GDS students are twice as likely to be physically fit as their peers.
- GDS students lose only half as much learning over the summer compared to their peers.

Colin's Lodge

- Colin's Lodge participation results in a 14% increase in wellbeing across five key metrics, namely a 44% increase in physical health.

Connor Kids Academy

- Kids who engage with Connor Kids Academy the most report having grades one-and-a-half letter grades higher than those who engage the least.
- On average, Connor Kids Academy members report being 23% more confident, being 19% more physically active, and setting 10% more goals over the course of the program.

Program	Description	Investment
The Greater Dayton School	Ohio's first, private, non-religious school dedicated to low-income students.	\$9,617,719
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.	\$1,073,730
Connor Child Health Pavilion	Support mental health initiatives for patients, staffing and training.	\$1,031,345
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
Connor Kids Academy	Three-year enrichment program, using sports as the hook, to teach healthy habits and how to make good choices.	\$874,949
Task Force Antal	Provides humanitarian aid and trauma care training to civilians impacted by the war in Ukraine.	\$800,000
Mayo Clinic	Support Dr. Kirkland's research with the Kogod Center on Aging. Advance regenerative medicine solutions.	\$800,000
Learn To Be	Free, one-on-one, online tutoring for kids in underserved communities.	\$600,000
Cincinnati Children's	To increase children's access to mental healthcare by training school-based mental and behavioral healthcare providers and increase the number of schools with school-based mental healthcare.	\$500,000
Colin's Lodge	Recreation/enrichment program for young adults with special needs.	\$413,097
Wheeler Project	Scholarship and professional development program for military veterans transitioning to civilian life.	\$352,074
Dayton Early College Academy	K-12 charter school system dedicated to preparing urban students to become first-generation college students.	\$350,000
TreBenAsh Connor Project	Provide NOLS courses for under-resourced individuals, training opportunities for staff and capital improvements to the Alaska facilities.	\$210,000
Alliance for Decision Education	Develop decision education to become a key component of all educational curriculum.	\$185,000
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.	\$114,584
College Promise	Supports 50 students per year by assigning them an individual mentor through high school.	\$100,000
East End Community Service / Miracle Makers	Provide after-school and summer programming to under-resourced kids at Ruskin Elementary.	\$85,000
Misc.	Scholarships, Community Investments, Discretionary Investments etc.	\$84,000
Special Operations Warrior Foundation	Supports the families of fallen Special Operation soldiers.	\$50,000
		Total: \$19,141,498

Our non-profit portfolio at a glance

In 2024, Kids & Community Partners invested \$19,141,498 in non-profit programs. These investments helped reach roughly 20,000 people and resulted in a net benefit of roughly \$190 million to the people we serve.



THE CONNOR GROUP
**KIDS & COMMUNITY
PARTNERS**

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