



2020-21 ANNUAL REPORT

Presented by Kathryn Tate, President & CEO



THE
LEGACY
CENTER

FOR COMMUNITY SUCCESS

CEO's Report

A YEAR IN REVIEW



When I think back on program year 2020-21, I will always remember it as a year that kept us on our toes and forced us to be creative. Nimble and adaptive. We started the program year by opening to the public on July 6, 2020. Given that the pandemic was still raging on, we took every precaution to keep our volunteers, learners, and staff safe and healthy. In-person tutoring started slowly, at first, with a few individuals whose learners struggled with virtual tutoring. Through the fall, things picked up a bit until we had to pause again from November through January. By then, most of our pairs had learned to tutor online, so tutoring continued.

Our Barton Reading & Spelling program and adult literacy programs both continued, with most pairs meeting remotely and the remainder meeting in our office. In the spring, we held a Tutor Thank You event online and enjoyed a spectacular music video created by our own literacy staff. "Our tutors are amazing! (We keep on cleaning.)" they sang. In June, we finally decided it was time to see everyone in-person and hosted an adult learner and tutor picnic at a local park. Everyone enjoyed being together again.

As our literacy team assessed needs this year, we recognized a need to start a math tutoring program. We launched JUMP Math in the fall, accepting our first student to work with a very dedicated volunteer tutor.

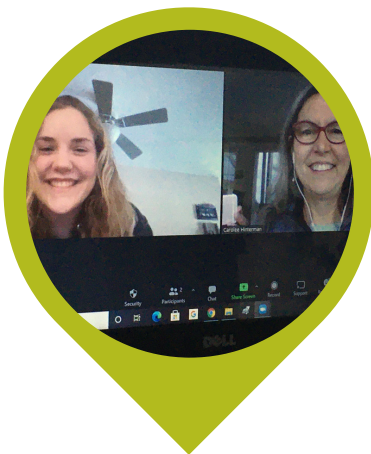
Throughout 2020-21, we accepted three "JUMPers." The first two students grew by leaps and bounds in their math skills during 8 months of tutoring. In May, we welcomed a new staff member to lead our youth and adult math programs, Mark Miller.

Our prevention team faced a different set of problems. Many of our prevention programs are offered in schools, but due to COVID, the schools were not allowing visitors into the building. However, the need for our programs continued and our staff were able to adapt the INDEPTH vaping intervention program to a remote format. Our prevention team met with several students who were caught with vapes at school using this format. While not ideal, we were effective at helping students consider their vaping habits and alternatives.

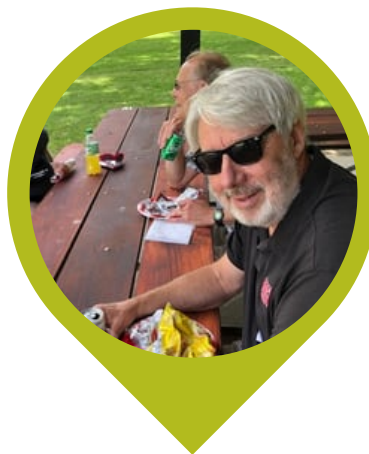
The Too Good program was offered remotely during the spring of 2021. Scheduling issues resulting from pandemic-related disruptions at school left us with only 7-8 of the 10 sessions, but students still gained knowledge and skills.

We welcomed one additional new staff member this year, Mathew Human. Mathew is our new office administrator.

It was a year of change, of being nimble and adapting to the circumstances. I am beyond proud of this team for their exceptional commitment to our work and our clients.



3133
HOURS OF
BARTON
TUTORING



77
VOLUNTEER
TUTORS



45
ADULT
LEARNERS

68
BARTON
STUDENTS



1507
HOURS OF
ADULT
TUTORING

LITERACY SERVICES

Due to the pandemic, tutoring looked very different than in the past. During program year 2020-21, tutoring pairs met indoors with masks and social distancing, outdoors without masks, or virtually. Our staff and volunteers built new skills and methods of tutoring that are likely to remain in our repertoire. 66% of Barton students who progress-tested improved their age-related standard reading score on the norm-referenced reading test (e.g. moved from 12th percentile to 16th percentile for their age). Fourteen of these students reached the 40th percentile for their age. Students reading above the 30th percentile are 4x more likely to graduate high school. Among adult learners who progress-tested, 44% increased by an educational functioning level, and 32% made a measurable skill gain. These growth rates are typical for low-skilled adult learners, like those we serve.

PREVENTION



INDEPTH

INDEPTH is a vaping intervention program for students who are caught vaping at school. The program is offered one-on-one or in small groups and helps students examine their vaping habits and consider cessation. During the 2020-21 schoolyear, we offered INDEPTH remotely and in-person. Each participant reported a better understanding of the role nicotine plays in their lives, and 83% reported being a little or a lot motivated to quit using nicotine products.

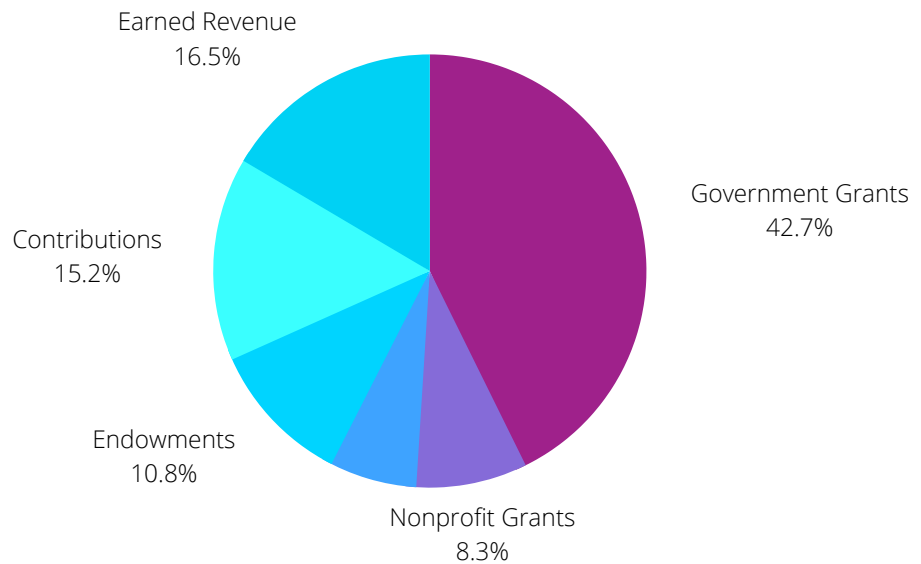
PODCAST

The Legacy Center's Directions NOT Included podcast launched in September 2020. Directions NOT Included is a monthly podcast that informs parents about Developmental Assets (protective factors) and risk-taking behaviors. The goal is to help parents and community members play an active role in preventing youth from engaging in risk-taking behaviors and helping them reach their potential. Directions NOT Included had 675 listens during program year 2020-21. The podcast is complementary to our Youth Connections Magazine.

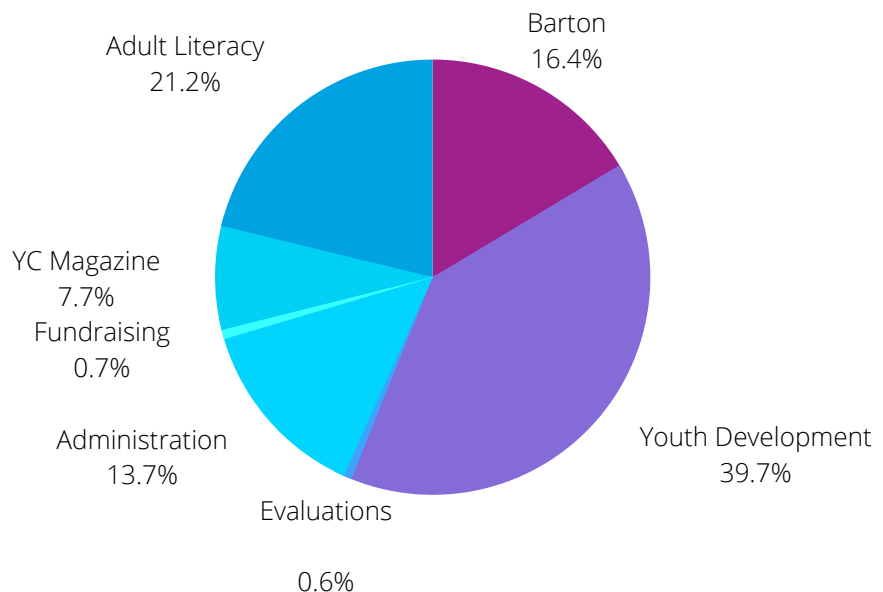
TOO GOOD

For the third year in a row, The Legacy Center offered the Too Good program with local middle school students. This year, due to the pandemic, staff were required to teach the program remotely in one school. Our team remained nimble and adapted the program format so it could be offered using a video conferencing application. Though not ideal, students still made significant learning gains in *Goal Setting and Decision Making, Managing Emotions, Effective Communication, Social and Peer Influence, Conflict Resolution, and Anger Management*.

Total Revenue
\$577,752*



Total Expenses
\$483,895



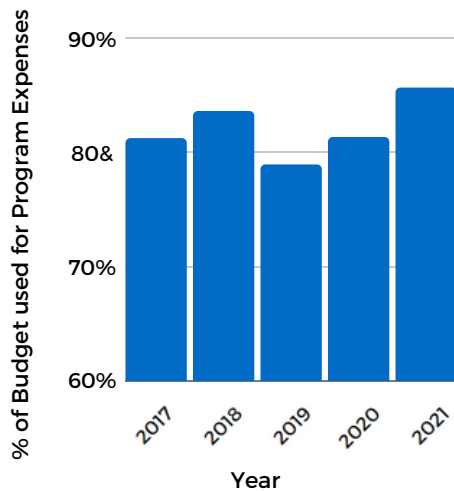
*Revenue includes Paycheck Protection Program loan forgiveness. Also included are sponsorships for August 2021 Gus Macker Tournament, and funds raised for 2021 Midland County Youth Study. Expenses for each of these appear in FY 21-22.

FINANCIAL REPORT

In fiscal year 2020-21, the Legacy Center received \$577,752 in revenue and expended \$483,895. The revenue includes standard forms of income, such as earned revenue, contributions, endowments, nonprofit grants, and government grants, which are reported in the breakdown above. Additionally, in 2021, we received forgiveness of the Paycheck Protection

Program loan we took in 2020. This is an intangible source of revenue, as funds were received nearly a year prior. We have not represented this revenue on the chart above. Further, we did significant fundraising for the Gus Macker Tournament and the 2021 Midland County Youth Study, both of which were slated for fall 2021, after the start of our fiscal year.

Program Expense Ratio



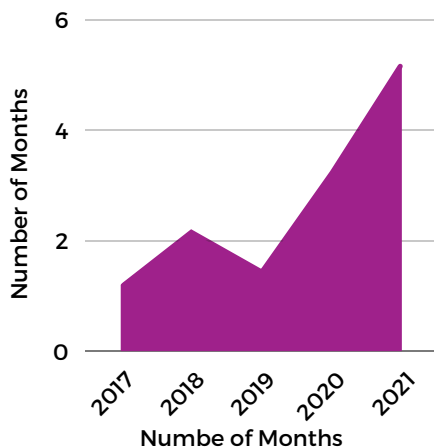
85.6%

Program Expenses

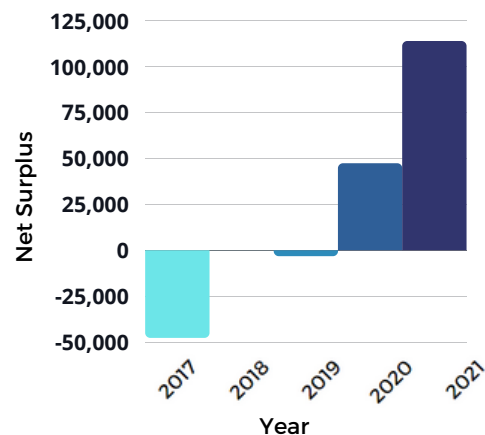
14.4%

Administrative & Fundraising Expenses

Cash Reserve Ratio



Net Surplus



FINANCIAL HEALTH

We know it is important to you to know that you are investing in a healthy organization. Following our mergers in 2011 and 2012, it took several years for our agency to rebound financially. Each year, we have become healthier. This page demonstrates this through ratios over the past five years. The program expense ratio shows how much of our spending is directly program-related, rather than fundraising or

administrative services. The cash reserve ratio demonstrates how many months of expenses we can cover through reserves (it is a best practice for nonprofits to have 6-12 months of liquid assets available). Finally, our net surplus has grown in recent years from a negative to a positive. These trends demonstrate our improving financial health.