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FROM THE BOARD CHAIR

Think Together stands at an inflection point. As I write this letter, the California educational system is characterized by both a need to address learning losses and a dramatic change in the public funding environment to address these issues.

When the state legislature passed the historic 2021-2022 California budget, it committed to growing public funding for expanded learning and summer programs by more than seven times its current $650 million. We know this is a momentous call to action for all of us who have been a part of this movement.

And as we have demonstrated many times before, Think Together is prepared to meet this call. While we have focused on this moment and will continue to require us to take on our greatest challenge ever. We intend to grow across a number of dimensions, whether measured by student lives impacted, revenue dollars earned, or employee head count reached. With increased resources comes a responsibility to serve those in need, and I am confident we will be an important player statewide in improving the lives of the more than 2 million vulnerable students in California who need us most.

We accomplish this work through several elements that make us best in class: a phenomenal team that epitomizes diversity, equity, and inclusion; a passion for changing lives; a strong set of time–tested systems and processes; and an entrepreneurial spirit that enables us to pivot quickly and effectively.

As always, I would like to thank the entire extended Think Together family for their unwavering support. We are blessed to dedicate ourselves to this work, and we strive to make a lasting difference in the lives of these students, their families, and our communities for another year and for years to come.

The last 18 months since the pandemic upended education as we knew it. Think Together has continued to embrace creative problem solving, meeting each moment and putting our students, their families, and our school partners above ourselves. There’s no silver bullet to meeting these challenges laid bare by the pandemic. Through it all, our students persevered.

As schools started to reopen, credit recovery and social emotional learning became front and center, with Think Together staff leading the way, aligning with our school partners’ goals, and helping students get the resources they need—a safe place to learn and a caring mentor—to help them overcome the educational and societal challenges laid bare by the pandemic. Through it all, our students persevered.

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And now we stand at a turning point. Research shows that for every student in afterschool programs across the U.S., there are three students who need more help.

The great pandemic continues to create uncertainty and leave scars on our students. Yet, I’m so humbled and impressed with their optimism and determination. With your support, we can continue to partner with schools to change these students’ odds, ensuring a bright future for them, for California, and for America.

As we reflect on the past year, I want to be sure we also look to the future. While seemingly unpredictable, one thing remains clear, Think Together continues to change the odds for our students.

In the fall of 2020, as educators made plans to welcome students back to classrooms, a second wave of COVID-19 landed shifting students back to distance learning. We pivoted our program department to develop curriculum that could be adapted for in-person instruction or digital delivery. We worked closely with school partners to find solutions for the digital divide, serving students who don’t have access to internet at home, as well as students who are experiencing homelessness, foster youth, or children of first responders, with our on-campus learning hubs during the school day. We continued to work with school and district leaders to support teaching and leading excellence even in the most unprecedented of situations.

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FROM THE CEO

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In partnership,
The 2020–2021 academic year was like no other in the face of the COVID-19 pandemic. Think Together followed the guidance of health organizations and assessed the needs of our school partners. We pivoted our typical after-school, early learning, enrichment, and school improvement programs to ensure the safety of students and staff, while adjusting and expanding our programs to keep kids learning and engaged. We never faltered from our mission but created new ways to impact the children we serve.

**JULY – SEPT**

- Newsom orders distance learning for California schools.

**OCT – DEC**

- Non-essential businesses are closed

**JAN – MAR**

- Governor Newsom lifts stay-at-home order but slows school reopenings.

**APR – JUNE**

- California reopens on June 15th.

**COVID-19 cases in California**

- 399,340
- 845,822
- 3,595,241

**2020–2021: A YEAR IN COVID**

- 20,000 BACKPACKS of school supplies assembled for Los Angeles County students
- 89 EQUITY STUDIES conducted by Orenda Education
- 14 YOUNG INVENTORS advanced to compete at state-level Invention Convention
- 13,443 CHILDREN participated in Early Literacy programs
- 51,266 BOOKS distributed to children
- 14,852 students
- 779 LA STUDENTS graduated through GEAR UP cohort

**THINK TOGETHER**

- 3,500 STUDENTS
- 81 SCHOOLS
- 1,600 STUDENTS
- 700 LESSONS
- 9,891 students
- 13,981 students
We find ourselves at a pivotal moment, with many students falling behind after a year of learning loss and acute anxiety. The unfortunate reality is that many of these kids are the same ones that were already far behind in school. Year after year, students of color and those whose families experience poverty and homelessness demonstrate lower proficiency than their peers in core subjects like English and Math.

We believe that by working together we can close this achievement gap. Thrus Think Together partners with schools to ensure all students have access to early learning, afterschool, enrichment activities, tutoring, physical education, and mentoring. Our school improvement affiliate, Orenda Education, works with the teachers and leaders to provide an approach that focuses on data to understand where students need to improve and help them get there.

All of this is to empower and elevate students to succeed, break the cycle of poverty, and create stronger communities and brighter futures for kids.

Our mission is to partner with schools to Change the Odds for Kids. We do this by providing whole-child support in the following four focus areas:

**EARLY LEARNING**
Promotes school readiness for children from birth to 5 years of age. Includes: Early Literacy, Math, Parent Education, Preschool.

**AFTERSCHOOL**
Enhances and reinforces learning for students K-12 living on-school campuses and community sites. Includes: Academics, STEM/Coding, Youth Development, SEL, Arts and Enrichment.

**STUDENT SUPPORT SERVICES**
Meets the needs of families, schools, and individual students with tailored programs. Includes: Summer, STEM, Tutoring, Physical Education, Noon Aides.

**SCHOOL IMPROVEMENT**
Promotes professional development to education leaders to build equity-based school systems. Includes: Equity, Studies, Instructional and Leadership Strategies, Guidance Alignment.
Students across the world have been impacted by the COVID-19 pandemic, but the greatest impact has been for our youngest learners with little classroom experience at all.

When the pandemic hit in spring 2020, Think Together’s Early Learning Programs had to adapt to give parents the resources needed to start their children’s education on the right foot. In a normal year, parents enroll their children ages 0–5 in Early Learning Programs to introduce them to an academic setting and help them feel ready to start their school years.

“We want to ensure our children are prepared to know what a school day looks like. Our students are 95% ready to enter kindergarten with a better understanding of language and math,” said Yecenia Cardenas, M.Ed., Think Together’s Executive Director of Early Learning & School Age Programs. “Even our parents are more aware of how to help support students in the school system.”

Parents who would normally enroll their children in a traditional onsite preschool hesitated to expose their young children to the dangers of COVID-19 in a potentially unsafe setting, where kids are often just beginning to learn how to keep their hands to themselves, let alone to social distance.

To address these concerns while continuing to offer high-quality early learning programs, Think Together offered distance learning classes twice a week over 15 weeks; a blend of parent-child and child-only components, to keep our youngest scholars learning. Thanks to state and private grants, the cost was free for families, not income-based like many other programs.

“No one was prepared to move into a remote environment, and normally we think about the K–12 system, and we don’t always think about the very young kids. Their learning is through play, interactions, and in-person activities,” Yecenia added. “We weren’t sure if the young students would have the attention span for distance learning; but in fact, they loved it and stayed very engaged.”

Our program staff was able to pivot program operations and provide instruction through reading, music, and online activities in a distance learning format. In Think Together’s Stanton site, 25 families enrolled for students ages 0–5; had the program been offered in-person, Think Together would have had to limit classes to 15 families due to heightened safety restrictions amid the pandemic.

“What’s really interesting is that a year in, we now know that parents are seeking early learning opportunities for their children, even in a distance learning environment. There’s a need and a desire to keep kids learning, and technology can greatly assist in their education,” Yecenia said.

Parents also stepped up to help students, assisting with Zoom functionality and attending parent classes that help with understanding young children’s emotions and provide basic parenting advice.

“I think this program has been very successful, and even the small kids try,” said parent Sreenivasulu Peram. “They’re doing a fantastic job.”

Parents are more involved with their child’s learning because of Think Together.

67% of 0–5 year-old students met or exceeded GOLD standards in literacy
75% of 0–5 year-old students met or exceeded GOLD standards in math
97% of parents are more involved with their child’s learning because of Think Together

Students across the world have been impacted by the COVID-19 pandemic, but the greatest impact has been for our youngest learners with little classroom experience at all.
The 2020–2021 school year started amid many uncertainties around the COVID-19 pandemic. Ahead of bringing students back to school, California Governor Gavin Newsom issued new guidelines limiting in-person instruction for most K–12 students to mitigate the spread of illness. Almost immediately, educators across the state needed to pivot their plans to offer distance learning.

But that wasn’t the only obstacle facing educators in the fall of 2020. Lack of connectivity at home, limited adult support, food scarcity, and even homelessness created barriers to learning. Educators were already prepared with possible solutions to these issues before the Governor’s announcement and looked to afterschool and expanded learning providers like Think Together for support.

In alignment with our school district partners, Think Together opened the school year offering online afterschool activities across all regions to keep kids learning, engaged, and connected socially with other students. This included converting lessons traditionally facilitated in person to distance learning formats, training on internet safety and privacy, and regular communication with school leaders to identify potential challenges and offer flexible and creative solutions.

In Los Angeles County, for example, a direct approach was taken to ensure students stayed on track with their distance learning in response to higher case rates and stricter health mandates. Compton Unified School District (CUSD) was the first Think Together school district partner to work with the organization to operate full-day learning hubs, offering in-person support for students receiving online instruction from their teachers.

These in-person hubs were designed to support students with limited access to technology at home, children of essential workers, and children experiencing homelessness, by providing a safe and stable learning environment and much-needed academic support during and after the school day. Think Together worked closely with the district to create strict protocols using CDC, state, and county guidelines to keep kids and staff members safe.

Throughout the 2020–2021 academic school year, in-person learning hubs opened at 98 Think Together sites across the state, eventually reaching over 5,000 students with in-person support services including tutoring, credit recovery, and technical assistance.

At Compton Unified, Think Together took its support of students a step further. With the help of longtime corporate donor Broadcom Inc., 26 students at Roosevelt Elementary School in Compton received their own laptops. In all, Broadcom donated 600 digital devices to Think Together staff and students to support distance learning and the transition to in-person learning.

The availability of vaccines and an overall decrease in the spread of COVID-19 allowed Think Together to support students with the transition of distance learning to in-person learning. By spring of 2021, many school district partners were able to welcome students back on campus and send graduates off on their next chapter with in-person ceremonies, closing out an unpredictable school year with hope and resilience.
A BRIGHT FUTURE FOR HIGH SCHOOL STUDENTS AFTER A DARK YEAR

For the graduating class of 2021, students' senior school year looked much different than it did when they started their academic career. Distance learning, hybrid schedules and health mandates meant these students had anything but a typical send-off.

Many Think Together high school students shared with our staff stories about juggling school, family life, and even jobs to contribute to family income. Still, like so many during the pandemic, students met the moment with tremendous perseverance, resilience, and grit. Think Together high school programs build upon the many support systems already in place within a school by expanding and aligning with academic, career, and college readiness goals of our school partners. With an estimated reach of up to 4,000 students, Think Together’s high school programs embrace creativity, student agency, and leadership skills.

For example, in Think Together’s Workforce Readiness Education Program (WREP), students have the opportunity to participate in a hands-on employment process that incorporates application and resume workshops, mock interviews, as well as basic employment conduct and expectations training.

One Think Together student, Diego of Hemet Unified School District, earned a paid internship with Bank of America as well as Think Together’s Good to Great scholarship. Diego will be attending Mt. San Jacinto College and plans to major in engineering—a subject he grew to love at the leader of Think Together’s Hack Club.

“Diego isn’t the only high school student to report a boost in confidence—60% of Think Together students said they also feel confident in classes at school; and 83% of Think Together students feel they have developed the skills and knowledge they will need to pursue their chosen career path. Another 88% of Think Together students believe college is an option for them.

Now more than ever, it takes collaboration between public and private sectors to prepare our young people with the necessary academic, technical, and soft skills needed to succeed in today’s economy. Think Together and its coalition of education leaders and corporate donors are doing just that for the next generation of workforce talent.
Across the state, summer 2021 was like no other year. On the heels of an unprecedented $4.6 billion budget passed in March to address student learning recovery and get students back in the classroom, educators and program providers across the state worked above and beyond to offer larger and more robust summer programs on a scale greater than ever before.

At Think Together, this equated to nearly tripling the number of school sites offering summer programs from 3,500 students at 81 sites in 2020 to 13,770 students across 220 sites in 2021. Think Together hired and trained hundreds of program leaders and site coordinators to support summer programs, and pivoted program expectations like never before. Think Together’s summer programs run from 8 a.m. to 2 p.m. with a packed schedule. Students attending our summer programs learn core curriculum, STEM, arts and enrichment and physical activity. One new and unique component this summer has been using Voyagers curriculum to take the students on a virtual field trip to Ancient Greece to strengthen foundational reading skills, improve vocabulary acquisition, and increase fluency resulting in improved comprehension.

From Garden Grove in Orange County to Blythe Springs Unified in the Coachella Valley and Little City School District and Ingenium Charter Schools in Los Angeles County, Think Together’s Student Support Services team launched new sites for Think Summer across the state. Not only did we expand our offerings to get more students back in the classroom, but we also expanded the reach of our services, where we changed the odds for kids in the San Bernardino region, Cucamonga School District was ready to welcome students back onto campus for Think Summer when, days before the program was set to begin, Think Together was asked to support the district by sourcing and providing two daily meals for enrolled students. Think Together sprang into action and found local restaurants willing to step in at a moment’s notice for our students.

In addition, site coordinators became certified in food handling and safety, becoming Think Together’s first “lunch ladies.” Think Together worked closely with school district liaisons and their nutrition services to ensure our staff met district and state requirements.

Food security is something that many don’t think about when it comes to expanded learning programs, but providing students with meals is just as vital as providing them with educational programs.

“At least 75% of students qualify for free or reduced lunch, so ensuring these students get meals over the last few weeks has been critical,” said Mike Chaix, Cucamonga School District Superintendent. “We are so grateful that Think Together was able to go above and beyond to help make this possible.”

Summer had an incredibly positive impact for students enrolled in Think Together with 98% of families sharing that they felt the program met their child’s needs and believe their child gained better social emotional skills. This summer’s successes could only be met through the ingenuity, passion, and dedication of our site-level staff, regional leaders, and school partners all working together to help students achieve.
COVID-19 disruptions to classrooms through much of the 2020–21 academic year prompted concern from government representatives, educators, and parents alike to support student recovery after a year of learning loss. While all students felt the sting of distance learning, students in lower-income communities were hit the hardest, widening the already persistent achievement gap in education. A McKinsey & Company study published in late 2020 predicted that these children lost two to six more months of learning during the pandemic than their more affluent peers.

Think Together’s school improvement affiliate Orenda Education has a proven, data-driven approach to close the achievement gap. Orenda partners with school district leaders and educators to identify inequities in schools and then transforms their systems to ensure all students have access to the premium education every student deserves. Orenda saw an instant uptick in demand from school districts to guide their teachers and leaders to more equitable school conditions to ensure student success, knowing inequities were exacerbated by COVID-19 and distance learning.

Like many educators, Orenda took to remote meetings to expand their ability to consult and guide school district leaders throughout the state; even in the most restrictive counties experiencing COVID-19 surges, Orenda was able to keep partnerships moving forward and foster new district relationships, so that the equity work never stopped. Over the past year, Orenda has expanded into four new counties, including Orange, Santa Barbara, Imperial, and Kern. One teacher from Orange Unified School District said about Orenda’s approach: “I learned that the focus on specific standards with assessments will provide me with the most accurate data in measuring my students’ growth.” Orenda has increased its impact to more than 108,000 students statewide, double from the previous year.

Orenda also conducted 89 Equity Study “needs assessments,” a 65% increase over the 2019-2020 year. An Orenda Equity Study examines and benchmarks the current state of a school, allowing the Orenda team to understand the conditions that are producing current student outcomes, and then determine priority areas and recommend methods for accelerating academic achievement of students. These Equity Studies often lead to partnerships with Orenda to begin their school improvement approach.

Aligned with our mission to change the odds for kids, Think Together and Orenda together continue to demonstrate a commitment to educational excellence, to provide opportunities to every student, no matter their demographic, challenges, or conditions.
Because of Think Together we have been able to manage through this chaotic time. As the only income at home, my children need this so I could go to work and know they’re getting the support they need.

—Parent, Alum Rock Union USD
The biggest success was providing students with a safe place to learn. It was a stable part of the day that many students don’t have at home. Students want to be on campus and looked forward to it.

—School administrator, Baldwin Park USD

It’s a great program and a place where you can study, catch up on schoolwork, and an even better place to talk to the staff of the Think Together program about life, school, and our futures.

—High school student, PUC Community Charters
One of the biggest successes we experienced with Think Together this past year was being able to offer extended childcare to our families with the most need.

—School administrator, Mountain View SD

The Think Together program is very helpful in learning new things to have a great life when I grow up.

—Elementary student, Compton USD

Ingenium Schools
This is an incredible program that allows children of color to gain access to quality early childhood education and important learning experiences. I am grateful my kids have access to this program that will help them thrive academically.

—Early Learning parent, Anaheim ESD

The Think Together staff are amazing people! I am a foster parent, and I am so happy that the amazing staff handles my kiddos with so much respect, compassion and love.

—Parent, Victor ESD
Think Together provided a safe place for a cohort of students in need of a structure to maintain the focus on instruction. This provided an additional layer of support for students.

—Administrator, Perris UHSD

The staff is amazing and so helpful with my kiddos. They are special needs, and Think Together helps them complete their work and keeps my kiddos attitudes toward learning in a positive light. This year my daughter has had the best grades she has ever had in four years! Thank you, Think Together Staff!

—Parent, Palm Springs USD

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—Parent, Palm Springs USD
I really appreciate that [the Orenda leader] has already lived and breathed this whole process from the teacher’s point of view. It helped me to really see how to make this process work in real life.

—Educator, Lompoc USD

These four counties represent school improvement partnerships led by Orenda Education in non–Think Together regions. Combined with the district partnerships represented in the nine Think Together regions, Orenda partnered with a total of 148 school sites in 16 districts, impacting more than 108,000 students.
After 13 years of service on the Think Together Board of Directors, Leona Aronoff-Sadacca retired this year, marking the occasion by announcing a legacy gift for Think Together which she established in her estate more than two decades earlier. “Children inherit what we leave them,” Leona shared as she accepted the Think Legacy Award at this year’s Raise a Hand celebration. “We are standing on the shoulders of others, and it’s up to us who are here now to leave a legacy for future generations.”

Like many Think Together board members and families, Leona is a first-generation immigrant. Born in the 1930s into a Jewish family in Germany, her family fled to France from the horrors of the Holocaust during World War II. After the war, her family immigrated to New York before moving to Los Angeles and finally raising her own family in Rialto while running Gate City Beverage in San Bernardino as president, CEO, and owner.

Leona has been tremendous support for Think Together and the students we serve. “We’ve been able to do some great work together,” said Randy Barth to Leona in the presentation of the Legacy Award, “and I’m forever changed because of our friendship.”

The Board of Directors added their appreciation for the ways Leona always inspired them. “Thank you for the tremendous impact you’ve had on tens of thousands of lives,” said Eric Bezek, former board chair.

Leona desires to give students opportunities to develop and grow into the next generation of leaders, community members, and odds changers. “I look at Think Together as this family that puts their arms around these kids and says, ‘We are going to help you succeed!’”

If you are interested in joining Leona and including Think Together in your estate plans, visit thinktogether.giftplans.org for more information.

LEONA ARONOFF-SADACCA: LEAVING A LASTING LEGACY

“Leona brought to the board that special something all organizations need, but particularly nonprofits need. She truly cares about her constituency, not just the community, and for other board members. The board of directors is not going to be the same without her, and the organization as a whole is better for having her involved for all these years.”

—John Lee, Chair, Board of Directors

“No matter how difficult the challenges are—and they are—when Leona is in the room, you’re always left with a feeling of hope, positivity, and excitement about the future.”

—Dr. Robin Avelar La Salle, Founder and CEO of Orenda Education

“Leona is the first Think Together a board member and one of the first Think Together insiders to make an estate gift to Think Together. Leona is ensuring that the generosity from her estate will continue to support Think Together long into the future.”

—Randy Barth, Founder and CEO of Think Together

Think Legacy has been established so that we can accurately capture the wishes of our donors who would like to include Think Together in their estate planning. These types of gifts help ensure long-term sustainability of our mission for generations to come.
CORPORATE AND FOUNDATION PARTNERS

$100–$9,999

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The Capital Group Companies
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Trinity United Presbyterian Church
TrueCar
University Synagogue
Wells Fargo Foundation
Wescom Foundation

$100,000–249,999

Aston Martin
Boston Consulting Group
City National Bank
Cityspan, Inc
Comerica Bank
Costa Mesa Police Association
Culver Financial Partners
Cyphertech
Doctor’s Best Inc
Eaton-Provident Group
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KRR & Co. Inc.
Law Offices of Robert P. Friedman
Mayfield
Michelle Writing & Associates
Mobility 4U
National Charity League Newport Chapter
National Charity League Orange/Villa Park Chapter
Northern Trust Corp
Novation LLP
Orange Coast Title Company
Oxford Capital Group
PayPal Inc.
Property Management Associates
Southern California Gas Company
The Capital Group Companies
Charitable Foundation
The David Salon
Terra Real Estate Services Inc
Trinity United Presbyterian Church
TrueCar
University Synagogue
Wells Fargo Foundation
Wescom Foundation

$250,000 AND ABOVE

Aston Martin
Boston Consulting Group
City National Bank
Cityspan, Inc
Comerica Bank
Costa Mesa Police Association
Culver Financial Partners
Cyphertech
Doctor’s Best Inc
Eaton-Provident Group
Edwards Lifesciences
Frome Family Foundation
Gannett Lumber Company
Global EPC, Inc
Golden State Foods Foundation
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National Charity League Newport Chapter
National Charity League Orange/Villa Park Chapter
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Oxford Capital Group
PayPal Inc.
Property Management Associates
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Barbara Bestor

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Michael and Jenni Rue

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Mark Moses and Barbara Lubash

$100–$499
Mark Moses and Barbara Lubash

$50–$99
Mark Moses and Barbara Lubash
I feel the Think Together program has helped me a lot to be smarter and more confident in myself.
—Elementary student, Colton Joint USD
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Owner and Orthopedic
Physical Therapist
Rebalance Physical Therapy

DAN YOUNG
President
Camino Enterprises

RANDY BARTH
Founder & CEO
TIA DWYER
Chief Operating Officer

MARIA REICHEL
Chief of Strategy

MIKE FROBENIUS
Chief Financial Officer

JOSHUA FELIX
Chief People Officer

TOMMY E. BREWER, II
Deputy Chief of Innovation
and Partnerships

NATALIA FLORES, M.E.D.
Deputy Chief of Programs
and Operations

STEVE AMICK
Executive Director of Policy
and Partnerships

ADRIANA GARCIA-KINGSTON, M.E.D.
Executive General Manager

JOHANNA LIZARRAGA
Executive General Manager

STACY GALLEMEZ
Executive General Manager

DR. ROBIN AVELAR LA SALLE
Founder & CEO,
Orenda Education

MARTY MAYA
Chief of Staff
Orenda Education

EXECUTIVE TEAM

RANDY BARTH
Founder & CEO
TIA DWYER
Chief Operating Officer
MARIA REICHEL
Chief of Strategy
MIKE FROBENIUS
Chief Financial Officer
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DR. ROBIN AVELAR LA SALLE
Founder & CEO,
Orenda Education
MARTY MAYA
Chief of Staff
Orenda Education
## Statement of Activities

### For Fiscal Year Ending on June 30, 2021

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Think Together</th>
<th>Orenda Education</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Afterschool (A,B)</strong></td>
<td>87,560,222</td>
<td>-</td>
</tr>
<tr>
<td><strong>Student Support Services (A)</strong></td>
<td>2,685,170</td>
<td>-</td>
</tr>
<tr>
<td><strong>Early Learning (A)</strong></td>
<td>83,831</td>
<td>-</td>
</tr>
<tr>
<td><strong>School Improvement (A)</strong></td>
<td>-</td>
<td>5,042,618</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1,160,889</td>
<td>389,525</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>91,490,112</td>
<td>5,432,143</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Think Together</th>
<th>Orenda Education</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Afterschool (B)</strong></td>
<td>79,757,305</td>
<td>-</td>
</tr>
<tr>
<td><strong>Student Support Services</strong></td>
<td>2,537,615</td>
<td>-</td>
</tr>
<tr>
<td><strong>Early Learning</strong></td>
<td>47,524</td>
<td>-</td>
</tr>
<tr>
<td><strong>School Improvement</strong></td>
<td>-</td>
<td>3,201,497</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>82,342,444</td>
<td>3,201,497</td>
</tr>
<tr>
<td><strong>Fundraising</strong></td>
<td>1,410,441</td>
<td>-</td>
</tr>
<tr>
<td><strong>General &amp; Administrative</strong></td>
<td>6,761,028</td>
<td>1,035,465</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>90,513,913</td>
<td>4,236,962</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>976,199</td>
<td>1,195,181</td>
</tr>
<tr>
<td><strong>Ending Net Assets</strong></td>
<td>5,972,837</td>
<td>1,436,174</td>
</tr>
</tbody>
</table>

(A) Includes allocated portions of $3.9m total combined philanthropic support received during the fiscal year.

(B) Includes recognition of in-kind program services, such as volunteer time, and facility and snack costs contributed by school district partners.

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I enjoy being in this program because the staff here is nice and helps me know and get to know things I never knew, and they show me how to do new things.

—Student, Mountain View Elementary