Bridging the Distance to Economic Well-Being

2022 ANNUAL REPORT
The mission of The Fedcap Group is to ensure the long-term economic well-being of every individual we serve.

When people come to us, they have many diverse needs. In 2011, in order to effectively meet those needs, we established our four practice areas—Workforce Development, Health, Education and Economic Development. Research is clear that these areas are foundational to well-being.

Over the past decade we have created an array of evidence-based interventions in these practice areas, recruiting national and international experts to advance the quality and impact of our work. Additionally, we have strategically acquired top-tier nonprofit organizations with expertise in these areas of focus and when necessary, established new companies to house our proprietary work. The strategy has been tremendously successful.

When the efforts of Fedcap Rehabilitation were combined with Wildcat, Community Work Services, Fedcap Inc., Fedcap Employment, Fedcap Scotland and Fedcap Canada—our workforce development model became a national and international force, placing almost 170,000 people in jobs over the past decade.

The acquisitions of the Fedcap School, Apex Technical School, Single Stop, Civic Hall, and the New York Tech Alliance and our close partnership with Paul Smith’s College, has resulted in a full continuum of highly regarded educational services and supports—resulting in high school graduation, college entrance and graduation, and certifications in high growth trades for nearly 3,000 people each year.

The acquisitions of Easterseals, Granite Pathways, Seacoast Pathways, ReServe, Benevolent, MVLE, TOTs, and Dixon Center for Military and Veterans Services, has created a diverse array of essential health services and supports—enabling thousands to enter the workforce each year.

Our commercial businesses—which are the cornerstone of our economic development efforts today—employ over 1,000 people with barriers in high growth areas of facilities management, packaging, manufacturing, digital imaging, document management and more. In FY 22 alone, we added 156 new jobs in Total Facilities Management—our largest commercial enterprise, with an average annual salary of $42,550.

And when these offerings are integrated, our impact is amplified and people we serve achieve more than they thought possible.

These remarkable efforts are only possible because of you—our 124 board members, 3,400 staff, 300 funders and 10,000 business partners. Thank you—all of you—for believing in us and our ability to make a measurable difference in the world.

Sincerely,

Mark O’Donoghue
Board Chair, The Fedcap Group

Christine McMahon
President and CEO, The Fedcap Group
• Year-over-year revenue increase of 9% primarily reflects organic growth

• Served 324,670 people in 2022—an increase of 125,356 over FY 2021

• Achieved industry-leading outcomes; placed 24,000 people in jobs

• Significantly expanded Education and Workforce Development capabilities

• Civic Hall@Union Square, nation’s largest digital skills center under construction; set to open mid-2023

• Acquired Power52 Clean Energy Access Institute’s Solar Technician program, expanding high-demand, well-paying green energy job training to underserved communities

• Launched Virtual Reality Training Program

• Strengthened our partnership with Paul Smith’s College
A YEAR OF TOP TIER PERFORMANCE

- 300 Contracts Across 4 Countries
- Achieved 99% of Contract Deliverables
- Leveraged Evidence Based Tools and Interventions
- Ensured Value Through Governance, Corporate Policies and Structure
- Invested in Communities Where We Work
USI began in 1994 with a single office of $6.5 million of revenue and 40 associates. Today, USI is approaching $2 billion in revenue with more than 9,000 associates in approximately 200 offices across the country. USI’s culture is based on client advocacy, strong team interactions, shared knowledge, innovation and a desire for continual improvement. USI has been honored year after year for its industry-leading workplace culture and the service and expertise it delivers to clients.

“USI operates by understanding our clients and using information to expand underlying coverages and ultimately keep their risk trends down.”

Mike Sicard, Chairman and CEO USI.

The Fedcap Group’s partnership with USI began in 2010 for our healthcare benefits and in 2019 for our retirement benefits. Throughout the years USI has been effective in helping us manage health care premiums and supporting our efforts in dealing with the complexities of acquiring new companies on a regular basis. Additionally, they have provided comprehensive compliance oversight of our 403(b) plans.

“Finding partners that really understand our large, growing and complex organization is not easy,” said Christine McMahon, President and CEO of The Fedcap Group. “USI is absolutely essential to our day-to-day operations—they bring us critical expertise and invaluable technological solutions. Further, USI clearly believes in our mission. It is such a joy to honor them as our Corporate Partner of the Year.”

People want to earn their own way, but sometimes it is hard. That is why The Fedcap Group matters. They help people get healthy, complete their education and find a job so that they can chart their own future.”

— Mike Sicard, Chairman and CEO, USI
Dr. Leo Mayer served as the President of Fedcap (then called Federation of the Handicapped) for over 25 years and had a profound effect on the organization ... his presence is still felt today.

The Leo Mayer Award for Distinguished Service honors individuals from within The Fedcap Group family who have stood out—who year after year embody the spirit of volunteerism that is so critical to our organization.

2022
Peter Aschkenasy

2019
Mike Brenner

2018
Peter Panken

2012
Barry Bloomgarden

2010
Marty Silberberg
Special Education – For the third year in a row, 100% of seniors attending our Fedcap School in New Jersey graduated. Of these, 38% of youth were accepted into college and another 54% were accepted into trade schools and secured employment. 8% entered training at the Department of Vocational Rehabilitation.

Transitional Education – Greenleaf Neurodiversity Community Center in Austin, Texas assisted 75 youth/young adults with autism through our educational and vocational programs.

Technical Training – 2,028 students achieved certifications in high growth sectors from Apex Technical School and Career Design Schools.

We signed a lease for the launch of an innovative digital training center—leveraging Apex and Civic Hall. The estimated 85,000 sq foot digital training center is set to train up to 3,000 students a year.

We partnered with Paul Smith’s College to integrate our education programs into their curricula, enabling individuals who complete this new program to earn 6 college credits.

Apex Technical School partnered with Paul Smith’s College to create a college pathway for its Home Automation program—which will award six college credits to individuals who complete the program.

Early Education (Children Ages 0-8) Our Easterseals subsidiaries served 2,272 children ages 0-8 with 100% from inclusive childcare program entering regular kindergarten settings. In FY 2022 we broke ground for a greatly expanded preschool program in Port Jervis, New York and expanded our preschool program in Carmel.
**Fedcap UK** continues to grow, expanding revenue and people served. We partnered with 5,000 businesses to place over 12,000 people in jobs. In FY 2022, **Fedcap Canada’s** workforce development efforts served 27,000 people across the Hamilton-Niagara catchment area in the province of Ontario.

We were recently awarded a new contract totaling $12.8M to serve the Halton Region of Ontario. Services will begin in April of 2023.

**JOB PLACEMENTS**

- 24,000 individuals placed in jobs across our international footprint.
- This is compared to 13,316 individuals placed in jobs in FY 2021 and 8,889 job placements in FY 2020.

**Three Year Trend in Job Retention—Solid Performance**

- **30 day retention**
  - FH FY 2020: 81%
  - FH FY 2021: 93%
  - FH FY 2022: 88%

- **90 day retention**
  - FH FY 2020: 65%
  - FH FY 2021: 84%
  - FH FY 2022: 80%

- **180 day retention**
  - FH FY 2020: 57%
  - FH FY 2021: 77%
  - FH FY 2022: 72%

**SALARY**

- 29% (6,871) of new job placements earned $17.00 or more per hour.
Across The Fedcap Group footprint, over 43,177 people engaged in wellness services including health care, behavioral health care and housing services. These services are a critical part of many individuals’ journeys to sustainable economic well-being. Of note, 14,915 veterans and their families were impacted by an array of wellness services from Dixon Center for Military and Veterans Services. Additionally, ReServe received multiple contracts in New York City totaling $10M, deploying 734 ReServists to address the COVID-19 pandemic in some of the hardest hit neighborhoods in the city. Further, New Hampshire-based Granite Pathways continues to provide state-of-the-art peer recovery services through Safe Harbor Recovery Center. Our Clubhouses in New York and New Hampshire provide training and support for individuals with chronic and persistent mental illness to obtaining training and support to enter the workforce.
Fedcap’s commercial enterprises provide top quality business solutions including Total Facilities Management, Manufacturing and Packaging Services, Digital Imaging and Document Management, and Printing and Mailing Service. These businesses employ 1,100 people with barriers to economic well-being. In 2022 alone, 156 new jobs were added in Total Facilities Management—our largest commercial enterprise—with an average annual salary $42,550.

Additionally, The Fedcap Group was awarded a Federal Technical Assistance grant of $125,000 to develop the skills and resources to launch a Community Development Financial Institution—where entrepreneurs with barriers to economic well-being can secure loans to start small businesses.
In 2007 Single Stop asked a very important question: “How do we connect the 46 million Americans living in poverty with the billions of dollars of life-changing resources that go unclaimed each year?” Connecting families to these resources was a problem of information and logistics. So Single Stop set out to use technology to create a new pathway for economic mobility in America. We designed an accessible, user-friendly online platform that connects people to the financial resources critical to breaking the cycle of poverty.

- In FY2022 Single Stop served over 87,000 individuals, facilitating access to benefits and needed supports valued at $374M. Of these, 22,000 were college students.

- Our state-of-the-art Benefits Screener provides users with information about federal and state benefits that meet their needs, and our case management tool allows partner organizations to follow individuals throughout their continuum of benefits.

- Households who have completed our benefit screening were found eligible for an average value of $12,000 in needed supports per household.

- We have added Pell Grant, Affordable Connectivity Program and National School Lunch Program to our benefit screening.

- In FY 2022 we expanded operations to Connecticut, Maine, Massachusetts and Texas, and we are currently providing services across 50 college campuses.
The Fedcap Group’s 2022 financial performance was notable as evidenced by continued growth in core operating revenue, bottom-line profitability and strong balance sheet. The net “year to year” growth reflects the successful expansion of our international operations and domestic workforce development programs.

The Fedcap Group’s Fiscal Year 2022 balance sheet strengthened considerably. The improvement is due to our consistent profitability and the steady reduction of our funded debt. Our efforts to increase liquidity and reduce leverage will allow for additional strategic investments and infrastructure development that will become the next generation of operating success.

The Fedcap Group has achieved a 5-year compound first half growth rate of 6.8% from 2017 – 2022.
### BALANCE SHEET HIGHLIGHTS

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### KEY FINANCIAL RATIOS

**INCOME STATEMENT**
- Operating Margin: 1.48%
- Personnel Cost Ratio: 54%
- Program Expense Ratio: 88%

**BALANCE SHEET**
- Debt Coverage Ratio: 2.71%
- Current Ratio: 1.85
- Average DSOs: 50 Days
One month after Fernando entered Rikers Island, his mother was murdered. “The shock was overwhelming. I was all by myself,” recalls Fernando. “I decided I needed to change my whole way of thinking.” Because Fernando was provided the right tools, at the right time, he went from becoming a statistic to a valued employee and leader.

“From time to time, I run into people who just came home from prison. They are stressed out, don’t have any money, are living in a shelter and simply trying to find a way to fit in and do the right thing. I give them my card and tell them to call me. If I can keep someone from going back to prison, I’ll do whatever I can to help them.”

It was easy to fall into the wrong crowd growing up where Fernando did in the Bronx. The neighborhood was riddled with crime and eventually, despite the efforts of his Mom, Fernando ended up breaking the law, selling drugs and landed in prison.

He received training through Fedcap’s Career Design School, learning the skills involved in facility management. Soon he was hired by Fedcap and eventually became a supervisor.
Tiffany is just one of our many servicemen and women, who are capable, creative, and energetic people. They just need a chance, and they will succeed.

Her life was chaotic and unpredictable and exhausting. Tiffany turned to one of Dixon Center for Military and Veterans Services Work with Purpose programs for assistance. At Dixon Center, they have one goal—to make the lives of our veterans and their families better. The Center connected Tiffany to the Utility Workers Military Assistance Program (UWMAP) where she got the education, training, and skills she needed to have a meaningful career.

That’s work with purpose—and a powerful vision for the future.

Since their founding in 2012 Dixon Center for Military and Veterans Services’ collaboration and capacity building has impacted more than 2.4 million individuals and organizations by focusing on three pillars—working with purpose, healing with honor, and living with hope—and a share in the American Dream.
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Students like Melissa Aponte, a single mom in Philadelphia, often believe dropping out is their only option when faced with the high cost of college combined with the cost of living. Melissa was one of the 36 percent of students who don’t know where their next meal is coming from.

Melissa was studying at Community College of Philadelphia, where they have partnered with Single Stop to help all students gain access to the benefits, services, and resources they need to stay in school.

“I attended classes for three semesters online because I didn’t have childcare, and that was a struggle because I had an infant and I was managing a household,” Melissa recalls. “Single Stop gave me the ability to get the childcare that I needed to be active on campus.”

By obtaining support through Single Stop at Community College of Philadelphia, Melissa was able to stay enrolled and graduated with a degree in healthcare studies.
When Michelle Mora was just three years old, the doctors told her mother that she should consider taking Michelle off life support. Her case was hopeless.

Michelle had been playing with her big brothers, bouncing on the bed and screaming with laughter. Then the laughter stopped. Michelle had hit her head on the corner of a window frame.

At first, Michelle was able to run to her mother for comfort. Her mom tucked her onto the couch and went to get her a glass of milk. Then Michelle’s mother heard a thud. Michelle had crumpled to the floor.

Her mother remembers, “I was heartbroken knowing that my beautiful daughter would never again run to me for a hug. How do you explain to a three-year-old that they’ll never play again? That she would have to be content with watching the others play?”

Michelle withdrew. She did not talk to anyone outside of her family for years.

But then Michelle’s family found Easterseals North Texas, and she enrolled in the CLASS program. There, her case manager suggested the music therapy program. Michelle’s world opened up. She even began to sing.

“Easterseals went way, way beyond,” said Michelle. “Me, my mom, my family—we couldn’t have achieved anything like we did without Easterseals. I am so grateful. The therapies have been very, very helpful.”
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It's not easy being a teenager, and when you come from a family that's had a lot of pain, it's even harder. For the young people who attend the Fedcap School in New Jersey, they know this all too well.

Haneefah Edwards, a graduate of the Fedcap School, said it just took that special someone to really see her for the person she is inside. One of ten children, Haneefah was in a great deal of pain after one of her brothers was killed in a drive-by shooting. Another brother went blind due to a seizure, and two other brothers were incarcerated.

“I love my brothers and what was happening was so hard. It hurt to watch my mom go through all this pain. It impacted all areas of my life but mostly school. Focusing on school was really hard—I was angry and frustrated, and honestly I hated school. I never got the sense that they cared if I learned anything or not,” Haneefah recalled.

“What happened to our family was hard, and it was tough on Haneefah,” her mother recalled. “She was angry and had a nasty attitude, but once she got to the Fedcap School, she changed a lot. I want her to go to college and be happy and successful.”

On arrival at the Fedcap School, Haneefah found a clean and safe environment with caring teachers. She felt seen and heard, and although slowly things started to change, especially as she began an internship with the United Way. There, she soon found leadership skills emerging and encouraged her peers to resolve conflict and work together.

“I know there are a lot of young people who are angry and struggling just like I was. I want to tell them don’t give up, find something that motivates you and don’t be afraid to ask for help.”
Roderick Bonito did not have an easy time growing up. His parents died young, and while his Grandma tried her best to take their place, she struggled with mental health issues and did not have the health or resources to care for Roderick and his brothers. By the time Roderick was 11 he was out of control and ended up living in a group home. This only exacerbated his issues. It took some time but Roderick decided to change the course of his life and get an education. Soon he found Apex Technical School. This was when life started to change for the better for Roderick. He learned construction and became certified as a welder. Following his graduation, Roderick said, “I am so grateful to the Apex staff. Whenever I got frustrated and wanted to give up, they showed me compassion, and made me believe I could really do it and be successful,” said Roderick. “Even talking about it now is overwhelming. Graduating from Apex was the first thing I had ever accomplished. Today I am working as a construction site safety manager at Hudson Yards in Manhattan, with a lot of responsibilities. I work long hours and am self-sufficient. I have regained the trust of my two children by learning to trust myself.”
LEADERSHIP

Brian Bell
Fedcap UK

Ed Bolognini
ReServe, Wildcat, and Benevolent

Grant Collins
Fedcap Inc. and Fedcap Canada

Steve Coons
Fedcap Rehabilitation Services

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Ann Strachan
Seacoast Pathways

Colonel David W. Sutherland
Dixon Center for Military and Veterans Services

Erica Ungarelli
Granite Pathways

Company Leaders
Wayne Wadley grew up in Harlem in a close-knit family, but a traumatic incident at the age of nine caused him to become, in his own words, a “very angry little guy.” He began doing things “just to prove my manhood, doing senseless things I never would have ordinarily done.” Wayne’s family life fell apart, and tragically, he would spend much of his young adult life in prison.

While incarcerated at Rikers Island, Wayne began to turn his life around, entering a program established by Fedcap Inc. to help individuals in prison develop the skills and acquire the education needed to succeed outside the walls. Wayne took advantage of everything the program had to offer.

After his release, Wayne had a few setbacks but with the ongoing support of Fedcap, Wayne continued to grow and evolve. Wayne began working within Wildcat’s Neighborhood Improvement Program. It was a perfect fit. Not only did he learn new skills, earn a paycheck to support himself and his family, but he found a personal mission.

“When people come out of prison, I teach them to be patient with themselves and with others. Some people grow plants and have gardens. I like to say I grow people and help them become what they are supposed to be. When people come out of prison, I teach them to be patient with themselves and with others. I help them to learn how to channel their anger towards doing something better with their lives, something they can be proud of. That helps them focus and get their confidence back and makes them realize they are worth something.”

Wayne Wadley
Rachel Grygier has a developmental disability and bipolar disorder, making the dream of working and living independently that much more challenging to attain. Some people she’s met have a limited sense of what people with disabilities can achieve. But it does not matter because Rachel believes. “I am Rachel first and I just happen to have a disability. That is me and I like me.”

Since she graduated from high school, MVLE has been her rock. They taught her new skills, how to work effectively as part of a team, and how to manage her stress. They assisted her in finding her first job and stood by her through multiple psychiatric hospitalizations. The staff of MVLE have seen firsthand how hard Rachel works to manage her disabilities and have complete confidence in her ability to succeed.

During the pandemic, Rachel learned how to use Zoom and participated three times a day in MVLE’s remote workshops. She was determined to learn new skills and find a steady job. And she did, this time in an office environment.

MVLE helped her get closer to her dreams.
Decades of Bridging the Distance

Georgiana Pandelena’s road to recovery was long and hard. She traces her struggles with drugs and alcohol to a really tough, painful childhood where she experienced violence every single day of her life. She began experimenting with marijuana at ten years of age, and within a few years was using opioids to block out the pain. At 14, she was introduced to heroin; she remembers sniffing it off the kitchen table with her father and brothers. Georgiana was expelled from school after reaching the ninth grade. She drank and did drugs every night to the point of blacking out.

When Georgiana was 15, she became involved with an older, abusive man, and stayed with him on and off for 16 years. By the time she had the courage to leave him she was 31, had a seven-year-old little boy and was pregnant with her second child. Life was challenging after leaving her boyfriend—she was still using and having a very hard time making ends meet. She ended up being arrested, served 18 months in prison and lost custody of her children. That’s when Georgiana began to turn her life around.

“I decided to fight for my kids. But in order to do that I had to fight for me. I got clean and found Granite Pathways. They helped me believe I could stay sober—one day at a time. They helped me become a better parent. I went to AA and started to take care of my body. They taught me job skills. And during a few of the really rough patches, they made sure I had enough to eat.”

It is hard to imagine the kind of courage and inner strength it takes to go from prison and addiction to where Georgiana is today. She has regained full custody of her children. She has a job and is a full-time student at Granite State College. Her goal is to become a licensed drug and alcohol counselor so that she can help others as she was helped. Her journey is nothing short of awe-inspiring.

“I will forever be grateful to those incredible people who answered the phone, cried with me and were always there when I needed them … day and night.”

“I don’t know what I would have done without Granite Pathways. There were times when I wanted to give up, but they simply would not let me.
Yanette was emancipated from foster care when she was 17 years old. She was alone and trying to figure out a place to live and how to eat. She met a guy who was nice to her and started having kids—4 children by the time she was 21.

With no idea how to support her children, Yanette was in and out of shelters. With four children, finding and keeping a job was really hard. She often relied on temporary labor—heading to the site every day. Sometimes there would be work, sometimes not.

Then Yanette found Fedcap. She received work readiness training, attending the Power of Possible training and found a permanent job working in the laundry at a hospital. Yanette has been able to care for her children, and to date all are doing great in school and her oldest is looking at colleges!
Sally Banks spent all of her middle school years in foster care. She had minimal access to the internet or to a computer outside of school. When she entered high school, she took all of the math classes available to her and would study on her own after school as often as possible. Her math teacher rapidly became aware of her interest in coding and technology in general. He taught her as much as he could. He had read about the opening of Civic Hall and made a few calls to determine if Sally could enroll.

Civic Hall conducted an assessment and Sally was soon enrolled as a participant. She took classes while also working after school and on some weekends. She became certified in several high growth coding areas including Java and Python. These credentials helped Sally to become accepted at Hunter College where she earned her degree in computer science. Sally has an excellent job, and her future looks very bright.

Civic Hall paved the way for Sally—to sustainable economic well-being.
A special thanks to the members of the President’s Circle. These are employees who have contributed significantly to the mission of The Fedcap Group.

**George Bayiokos**, Controller, The Fedcap Group

**Kenneth Brezenoff**, Managing Director and General Counsel

**Grant Collins**, Sr. VP of Workforce Development, The Fedcap Group

**Steven Coons**, President, Fedcap Rehabilitation Services

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