

PEOPLE • JOBS • COMMUNITIES

FEDCAP

2011 ANNUAL REPORT



Our Mission

To create OPPORTUNITIES
for people with barriers
to move toward
ECONOMIC INDEPENDENCE
as VALUED and
CONTRIBUTING
MEMBERS of society



Dear Friends, In this challenging economy and fiercely competitive job market, it is more important than ever to be forward thinking and innovative. Sustainable solutions must be found to strengthen the long-term impact of our work.

In that spirit, we are pleased to announce that Wildcat Service Corporation (founded in 1972) and The Way to Work (founded in 1936) are combining forces with Fedcap. Both agencies have long and successful histories; these combinations bring experience, exceptional talent and energy to exceed our singular goals and to achieve our shared missions.

Wildcat and Fedcap are a perfect fit whose combined efforts offer consumers a wider range of job opportunities. Fedcap and The Way to Work will complement each other's efforts to prepare young people to go on to higher education and to take their places in the workforce. Together we will diversify funding, institute efficiencies and implement best practices, allowing all of us to do more with less, expand our reach and achieve the best possible outcomes for our consumers.

These outcomes can be achieved despite current uncertainties. That said, maintaining the status quo can too easily become our focus when a different and bold approach is required. We are—and will be—better working together to address the hardships caused by joblessness that permeate every area of life. We can no longer rely on an already vulnerable social safety net that may never be fully restored. Rather, through workforce and economic development, we will help people who have trouble getting jobs, even in the best of times.

Today, Fedcap is strong. We are deeply grateful to our partners, donors, Board of Directors, staff and, most importantly, to our consumers, the people whose lives and futures hinge on our success.

Sincerely,

Mark O'Donoghue
Chair, Fedcap Board of Directors

Christine McMahon
President and Chief Executive Officer

fedcap is workforce development

Our goal is simple: guide the people and communities we serve to self-sufficiency through the development of long-term jobs at a living wage. Our approach is direct: develop untapped human resources to meet the needs of business and industry using innovative rehabilitative and workforce development strategies.

Fedcap matches work-ready people with jobs with a future. While our goals and approach are straightforward, we know that a job alone cannot break the cycle of poverty. Our approach integrates the pillars of workforce development—strategically designed education, training, market-driven job development, and career advancement support.

Our results make sustainable differences in the lives of individuals, families and communities.

Fedcap reaches more than 7,000 adults and young people each year, working side-by-side with other leading businesses, service-providers, community partners and government. We provide professional evaluation and career counseling. We prepare people for higher education, for the National Work Readiness Credential, for interviews. We offer training and certification in 10 trades from culinary and hospitality arts to facilities management, from office skills and home healthcare to security and public safety. This year, we expanded our reach and our impact. We combined with Wildcat Service



Corporation, a NYC workforce development pioneer, and The Way to Work, an innovator in youth employment programs. We achieved accreditation so that thousands of veterans coming home to this tough job market can use the Post-9/11 GI Bill to learn a trade through Fedcap programs.

Fedcap bases its business development strategies on forward-looking labor market research and sector analysis. Our placement efforts build on strong relationships with targeted and committed employers. Our longtime partnership with Restaurant Associates regularly translates into jobs for our culinary and hospitality trainees. Ocean Janitorial Supply and ISS Facility Services help us advance training, employment and professional development for people throughout New York and New Jersey. Our deep connections with business drive the success of our programs and consumers.

We use broad, ongoing dialogues to create better outcomes for our constituents. Supported by Mutual of America, in November 2011 we launched the Fedcap Solution Series, a twice-yearly discussion convening thought-leaders from all sectors. With our partners and stakeholders, we will challenge ourselves and our constituents to map out practical steps to level the employment playing field, one barrier at a time. Our consumers deserve no less.

Training at Fedcap is in the classroom and the workplace, maximizing employability.



fedcap is people



FERNANDO SANTIAGO

Fedcap Supervisor
Statue of Liberty/Ellis Island, New York

Born in the Bronx, Fernando Santiago struggled in school, lost his mother at a young age and battled substance abuse that landed him in prison for seven years at age 17. Released, married and a new father, he turned his life around. In 2001, he completed Fedcap training and was hired as a custodian. In 2009, he became a supervisor. Now he manages the 23-person team entrusted by the federal government with maintaining a national treasure: the Statue of Liberty and Ellis Island. He learned sign language to communicate with deaf co-workers and taught another with learning disabilities how to read. That employee, the only one of 10 children to finish high school, succeeded Mr. Santiago as work leader and has referred his siblings to Fedcap. "I watch out for everybody on my team," says Mr. Santiago. "I tell them, 'I'm just like you.'" No longer on public assistance, he and his wife, Danielle, are devotedly raising three children, Fernando Justin, 11; Nilah, 3, and Noah, 3 months. "We get no help from anything but work, hard work. Fedcap has given me and everyone an opportunity to work and prosper."

Fedcap's work at the Statue of Liberty and Ellis Island is a longtime federal government contract through NISH under the AbilityOne Program.



Fedcap has given me and everyone an opportunity to work and prosper.

fedcap is veterans



As a country [we need] to make sure that those who've sacrificed so much are well cared for not just by the Department of Defense or the VA when they return but literally by communities throughout the land. They have gone to war, sacrificed much, done what we have asked them to do, and we owe them a great debt, not just of gratitude; we need to ensure that their American dream still has a future. And it's pretty simple—they want to go to school, they'd like to get married and have kids, they'd like a job and they want to own a house. It's not complex; it's just the path has changed.

—Admiral Mike Mullen, former Chairman of the Joint Chiefs of Staff

Veterans' unemployment is a complex problem that must be tackled on many levels and from many angles. While national unemployment hovered around 9 percent in Fall 2011, it jumped to more than 12 percent for veterans who served in Iraq and Afghanistan. Unemployment leading to poverty and homelessness is a reality for far too many service members.

Founded by veterans, Fedcap has been helping service members gain employment for more than 75 years. This year we obtained accreditation so that the Post-9/11 GI Bill can help veterans benefit from our career training and job placement. Fedcap works with each veteran to cut through confusing, multifaceted support networks and provides a direct link to career training and job placement.

Fedcap reaches out to many partners to help serve those who served their country, from Norman C. Chambers (top photo, third from right), Chairman of the US Chamber of Commerce's Let's Rebuild America Leadership Council, to local veterans' groups.

Fedcap is also working hard to understand and fix the broader disconnect between veterans and jobs. While countless veterans have anguished stories of looking for work, businesses often say they have trouble finding, much less hiring and advancing, veterans. We believe that, with a personal commitment by individual business leaders to more proactively hire service members, and minimal added support to both employers and service members, we can help drive both better employment outcomes for veterans and better business results.

The crucial employer commitment and goodwill are already there. As David Lissy, CEO of Bright Horizons, told an Alpha symposium: "We have this

adage: 'We hire for attitude and train for skill.' We think about people who can develop a passion around their mission; who can work as a member of the team; who can get a job done towards a common goal. Veterans represent that in spades." Added Joseph Berardo, Jr., CEO and President of MagnaCare: "There's a whole population out there that, if we take a few extra steps and put a little effort to find them, we can have employees who can, quite frankly, help our company while we help them create lives that they are proud of, and that we're proud of."

Fedcap agrees. That's why local veterans were among the initial hires when we opened our new South Bronx location in March.



fedcap is people



DENISE PEREIRA

Fedcap 2011 graduate
and cook at one of NYC's
hottest restaurants

At 16, a mother and a high-school dropout. At 28, she had a GED and a new job, but illness put her out of work for six years. Last year, Ms. Pereira entered Fedcap's culinary arts program and trained with instructor Ryan Kahler in his "scratch kitchen." Today, she works for world-renowned chef Marcus Samuelsson, she has moved off all public assistance, and she is saving to open a restaurant of her own.



NEWMAN FORTUNATO

Afghanistan veteran
Fedcap shipping clerk, Bronx, NY

After 3½ years in Afghanistan and 1½ in the US Army Reserves, Sgt. Fortunato spent 1½ years facing the harsh reality that service to his country offered no edge in this job market. Hired by Fedcap in his home borough of the Bronx, he now supports his family and studies for his BA in accounting at night.

fedcap is youth and young adults

If you think this job market is tough, try facing it without a high school diploma, or a caring adult to support you, or even a place to live. The disheartening numbers of people who are unemployed and in poverty turn heartbreaking when viewed through the lens of age. Unemployment among 16-19-year-olds approaches triple the national rate. The situation is even bleaker for the tens of thousands of young adults who “age out” of foster care each year. By some estimates, more than half fail to connect with the world of work.

Adolescence can be a time of tremendous discovery, growth and developing independence. But too many young people in our communities lack the nurturing, guidance and support to help them successfully transition to adulthood. We believe society can and must do better. Our comprehensive and innovative response is to help youth connect with a network of knowledgeable and caring adults who will sponsor their transition to a self-sufficient adulthood, helping them develop the skills to succeed in education—particularly post-secondary education—and in work.

Fedcap has been expanding our reach and strengthening our programs and services for youth and young adults. In 2010, we acquired a school for youth with disabilities in Orange, NJ; this fall The Fedcap School moved into a new building with room to grow. In neighboring West Orange, where Fedcap Aspirations provides mental-health care to adult patients, we will soon also open an after-school program serving youth.

Combining with Wildcat in June 2011 brought us the NYC-funded and Bronx-based Learning to Work, Summer Youth Employment Project and Transition to Adulthood programs. In September, we acquired the training and employment programs of The Way to Work, which since 1936 has helped thousands of NYC youths move into careers in administrative office technology, medical office administration, and security and public safety. We are launching an initiative in Washington, DC, that will help youth in the foster-care system complete their college educations.

Fedcap reaches approximately 1,000 youth and young adults each year. With programs based in our *Beyond Permanency*™ vision and top-notch staff and services, we ensure that the youth we serve succeed in both education and employment.

Youth facing the biggest barriers to a successful adulthood include high school dropouts, single mothers of young children and those who “age out” of foster care or the juvenile-justice system.



fedcap is people



YANG YANG HUANG

Fedcap custodian, Peter W. Rodino
Federal Building, Newark, NJ

In 2008, Ms. Huang arrived in America from China motivated to work but facing two steep barriers: She is deaf and didn't know how to sign or read English. Today, trained and employed by Fedcap, she supports herself and her husband and son.



BLESS BUTLER

Back to Work participant
Hired by Dean & Deluca, NYC

Mr. Butler, who grew up in foster care, graduated high school but took awhile "to put my best foot forward." Then he came to Wildcat's Back to Work program, found his motivation and got a job as a maintenance worker. Now he plans to train as a butcher. Wildcat and Fedcap build strong relationships with socially responsible businesses like Dean & Deluca to create jobs for our program participants.



fedcap is economic development

Consistent with long-run growth projections for our national and regional economies, we have developed an effective business model leading to the creation of more than 1,500 jobs for targeted populations and communities.

These jobs have been created in four core business areas: facilities management; document imaging, production mail and data entry; manufacturing, and home healthcare. Sophisticated training and education programs within each area enhance our capacity for sustainable impact.

For example, our Facilities Management business has grown

to a portfolio of 67 locations and 18M square feet of space. We have created over 600 jobs managing some of our nation's most prestigious facilities and landmarks—the Statue of Liberty; the US Coast Guard base in Staten Island; the US Capitol Visitor Center and Ford House Office Building in Washington, DC; the New Jersey State House in Trenton. Now, in partnership with commercial businesses, we plan to create hundreds more facilities-management jobs over the next 18 months.

Under a longstanding AbilityOne contract with ACR Electronics, Inc., a specialized Fedcap workforce in

Manhattan manufactures 40,000 life-saving devices for US service members each year. We continue to develop prospective new lines of products. And, as a national call went out for 2 million more home care jobs to meet the needs of aging baby boomers, we trained, certified and added 160 home health aides to our Home Care workforce of 400 and extended our license to include two additional New York counties.

For 75 years, Fedcap has promoted the economic and social well-being of individuals with significant barriers to employment and their communities where, not surprisingly, health and literacy indicators have rivaled those

of third world countries. Community economic and workforce development through specialized training and education, and critical infrastructure design to support and sustain the workforce, are strategies to improve health, literacy and focused development of a community's social capital.

Job creation, individual productivity and increased self-reliance are the measures of our success. But we can't do it alone. We partner with municipal, state and federal agencies, such as the AbilityOne Program/NISH, New York State's NYSID, ACCES-VR, ACCSES New Jersey, and many others to accomplish our goals.

Fedcap's professional teams build business partnerships that produce jobs for the people we serve via individual placements, full-service staffing solutions and outsource contracts.

Even a job with benefits can't engender long-term economic independence on its own. We also operate mental-health programs in New York and New Jersey, and a high school in New Jersey.



fedcap is people

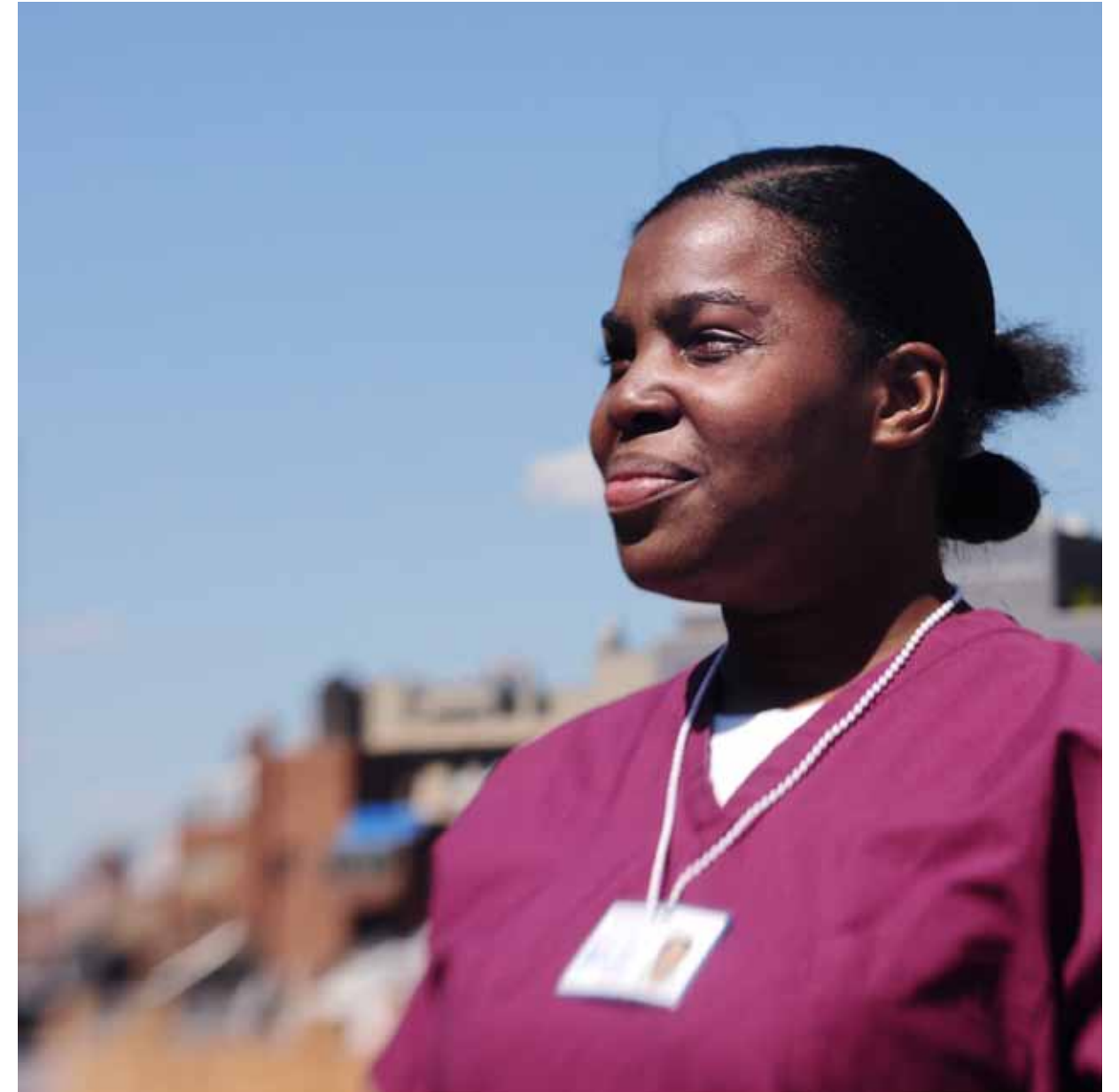


AISHA GOWINS

Fedcap Home Health Aide
Brooklyn, NY

In 2003, Aisha Gowins lived in a homeless shelter with her family. She hadn't finished high school. Today, she lives in her own home with her husband and their four children. She has a GED, a New York State Home Health Aide certification and, working for Fedcap Home Care, she is her family's primary wage earner. Ms. Gowins goes to school at night and expects to get her medical-assistant certification in June 2012; she is considering specializing in physical therapy or EKG. "When my husband lost his job with the city, the tables turned from me being the homemaker to having to go to work. We were still living in the shelter when I started my classes at Fedcap," she says. "Fedcap was my first job ever. Working and going to college was way too much to manage, so I'm doing it in steps. I'm building on my Fedcap home health training and learning anatomy, physiology and other basics of healthcare. Then I can go back to get my degree as a Registered Nurse. My training and job with Fedcap make it possible for me to help other people who are in need."

Fedcap Home Care employs 400 aides who provided 647,000 hours of care to 631 patients last year. We graduate 160 new aides annually following a 106-hour course, 40 percent more hours than are required for state certification.



*We were still living in the shelter when I started my classes.
Fedcap was my first job ever.*

fedcap is strong partnerships, real change, meaningful solutions



Through our Community Impact Institute and many other research efforts, Fedcap learns about and develops strategies to address the complex needs of the people and the communities we serve.



Recognizing the challenges of the economic, political and social landscapes of our time, the benefits of partnership to achieve our goals seem self-evident. We know we are better together. We understand that true partnership requires a unique kind of commitment—a commitment to suspend judgment, to question deeply, and to really listen to what individuals, businesses and communities have to say about the context of their work and their lives. It requires a commitment to examine seemingly unrelated factors, to try to understand their connections, and to devise solutions in direct response. From that dialogue, we begin to understand the challenges to self-sufficiency and empowerment and the full potential of individual and community assets. This is the foundation upon which real partnership and effective solutions can be built. Fedcap has accepted this challenge, to partner with our constituents to identify

paths to sustainable change. We confront the realities of the individuals and communities we serve—young people leaving foster care, veterans returning from war, residents and businesses facing high unemployment and escalating poverty. And we listen. Our Community Impact Institute and Solution Series are two examples of how this commitment results in promising initiatives. We partner and listen in the Bronx, where a Fedcap business unit employs local residents, where programs of our Wildcat division serve 500 young New Yorkers a year, and where we will soon open a mental-health clinic. We partner and listen in New Jersey and Washington, DC, where we are also expanding our youth programs.

And this is still just the beginning. Fedcap will continue to listen and learn and work with our partners to devise community-based solutions and to create meaningful change.



fedcap is partnerships that make success possible

THE TJX COMPANIES, INC.

The leading off-price retailer of apparel and home fashions in the US and worldwide



The TJX Companies, Inc., parent of T.J. Maxx, Marshalls and HomeGoods, is dedicated to recruiting and retaining a talented and diverse workforce, and to supporting the communities in which it operates. This year, Fedcap gratefully accepted TJX's philanthropic support and proudly recruited more than 165 employees for several of its Manhattan stores.

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We are grateful for your generous support of Fedcap, Wildcat and The Way to Work. If your name was inadvertently listed incorrectly or omitted, please let us know by calling the Development Department at 212-727-4245. Thank you.

NEW YORKERS FOR CHILDREN

Helping youth move from foster care into independent adulthood



Founded in 1996 as the non-profit partner to NYC's Administration for Children's Services, New Yorkers For Children is a strong supporter of the child-welfare community, in particular programs such as Fedcap's *Beyond Permanency*™ that focus on youth in foster care. Beyond Permanency has helped hundreds of NYC youth in foster care transition toward a successful and independent adulthood. "NYFC is proud to partner with Fedcap's innovative youth and workforce development programs," says NYFC Executive Director Susan Magazine.

fedcap is community

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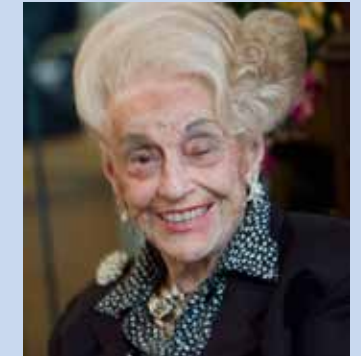
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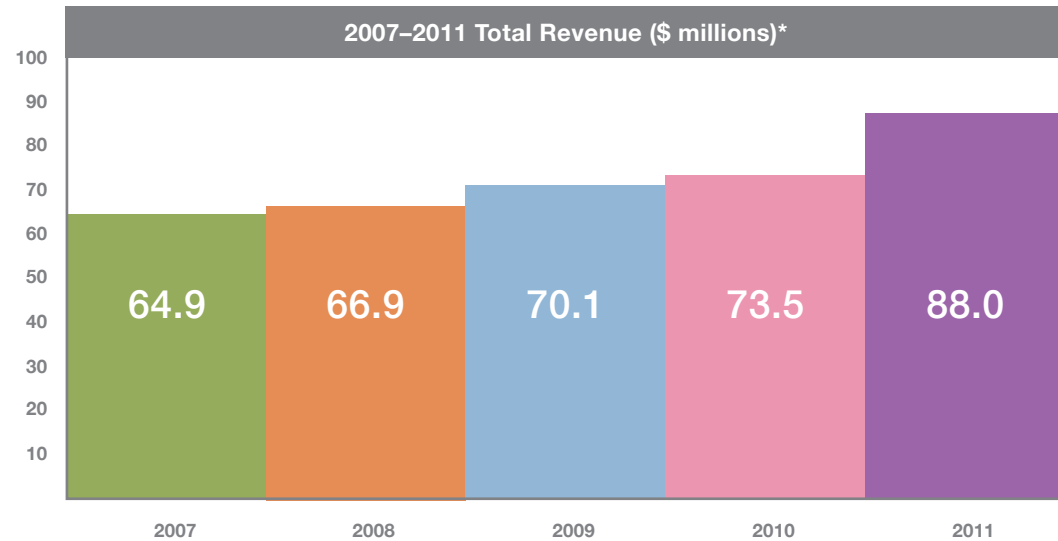
* Current or Past Board Member

DONOR PROFILE Shirley Harris



Shirley Harris has been a dedicated supporter of Fedcap for more than 40 years. She was introduced to us by her close friend and our first Board Chair, Dr. Leo Mayer. "Fedcap today reaches so many more people than in the days when we first met," she says. "I'm proud to have played a part in advancing this wonderful work." Mrs. Harris joined our Legacy Society by including Fedcap in her estate plans, so her support will continue to help us help even more people for many years to come.

financials



On June 1, 2011, Fedcap was honored to ring the NASDAQ Closing Bell.

*Audited financials are available upon request to the office of Fedcap's Chief Financial Officer.

fedcap is leadership

Board

Mark O'Donoghue, *Chair*
 Diane Shaib, *Vice Chair*
 Laurence Ach, *Treasurer*
 Judy Bergtraum, *Secretary*

Peter Aschkenasy
 Michael Brenner, *Immediate Past Chair*
 Jack Cage
 David Edwards
 Richard Fursland
 Diana Glass
 Cece Lane
 Félix Matos Rodriguez
 Lynn Morgen
 Theresa O'Neill
 Janice Oursler
 Peter Panken, *Past Chair*
 Gerald Prothro
 Michael Rendel
 Peter G. Samuels
 Jeanne Townend
 Charles Wardell III

Senior Management

Christine McMahon, *President and Chief Executive Officer*
 Michael Kurtz, *Chief Financial Officer*
 Joseph Giannetto, *Chief Operating Officer*

Maureen Bentley, *Vice President, Vocational Services*
 Steven Coons, *Vice President, Facilities Management*
 John Hughes, *Vice President, Development*
 Aisha Lucas, *Vice President, Home Care*
 Patti Mittelman, *Vice President, Human Resources*
 Lyell Ritchie, *Vice President, Strategic Business Development*
 Barbara Rosen, *Vice President, Communications*
 Richard Matist, *Director, Information Technology*



in combination with



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Photographs: James Cook of Fedcap



Fedcap's Board is active and very committed.

