



2020 ANNUAL REPORT

Concordance

●●● HEALING EQUITY HOPE

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A LETTER FROM OUR CEO

Dear Friends,

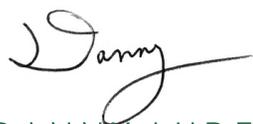
I have never been more grateful, inspired, and humbled as I have been this past year. While 2020 gave us challenges we could never have predicted, I stand in awe of the support that we received from our community, our board, our investors, and our team members.

We had a number of large strategic plans in place for 2020, and as March and April brought us the COVID pandemic, we had to change them. While we modified participant programming, sent some team members home to work virtually, and put COVID safety protocols into place, what I'm most proud of is that we never closed the doors of Concordance. Throughout the pandemic, we kept our doors open to the most vulnerable members of our community.

During the pandemic, participants attended half a day of mental health and substance use programming in person and did remote learning and self-guided work the other half. This allowed us to socially distance while still providing over 740 hours of quality mental health and substance use treatment in person to our 247 participants. We also scheduled 259 medical appointments for our participants and provided them over 7,000 rides to community appointments (to/from work, DMV, medical appointments, etc.). We enrolled 334 participants in prison for our pre-release phase of services. While some received in-person services, most received distance learning service materials due to the pandemic.

Looking forward, we hired several new team members and created new roles in preparation for expansion. We also signed agreements with new employment partners. We have continued and expanded our commitment as an organization to diversity and inclusion by creating the Concordance Diversity Council.

As of December 31, 2020, we had served almost 900 participants and lowered the reincarceration rate among them by 44%. None of this would have been possible without our dedicated team members, generous investors, committed supporters, our partners at the Missouri Department of Corrections, and our inspiring participants. We kept our doors open, partnered with our participants on their healing journey, and continued to plan for the future of Concordance. I am eternally grateful and humbled by the support this past year, and I cannot express my gratitude enough. Thank you!



DANNY LUDEMAN

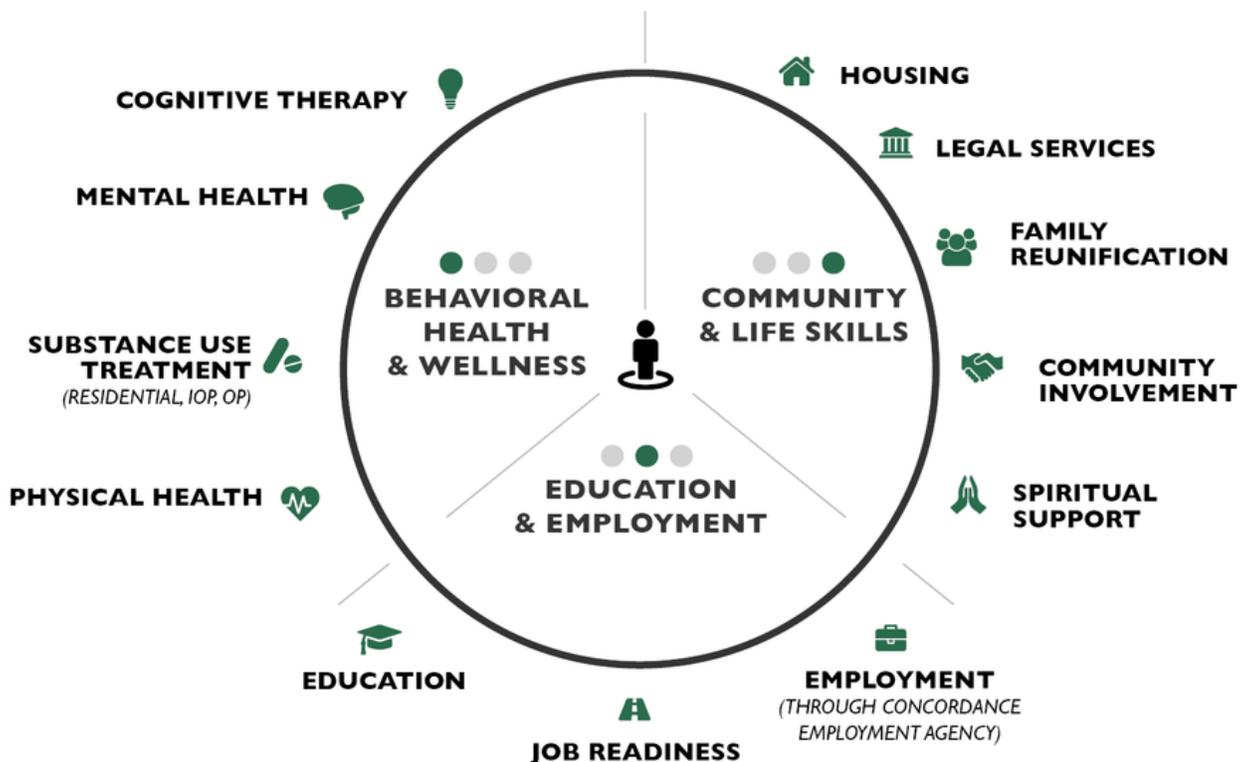
President & CEO

THE CONCORDANCE RE-ENTRY MODEL

Concordance is unlike other models that support individuals returning from prison. We focus first on helping individuals heal from past trauma, and we offer the first set of holistic, integrated, and evidence-informed re-entry services in the country. Our program is founded in research and validated through data, and services are delivered in phases beginning six months pre-release and continuing one year after release.

Each participant receives a bio-psycho-social assessment and works with their therapist and case manager to create a life plan that focuses on the following areas: behavioral health and wellness, education and employment, and community and life skills. From mental health, behavioral health, and substance use treatments to pro bono legal services, housing assistance and employment, Concordance partners with our participants every step of the way through their healing journey.

Our service wheel below shows the 12 integrated services offered within the three areas of our Concordance Re-Entry Model.



COVID UPDATE

Though 2020 presented new challenges due to COVID-19, we remained faithfully committed to our mission, participants, and team members of Concordance. We made changes to both programming and operations with these key principles in mind:

1. Protect the health and safety of team members and participants
2. Continue to offer services in person
3. Ensure long-term financial viability of Concordance

Our participants, team members, and their families were, and still are, our top priority, so we focused heavily on their safety and productivity throughout the year. We are proud to report that Concordance was able to keep our doors open throughout the pandemic. While telehealth is a great option for many people, the research shows that our participants needed in person treatment and programming. With the rise in substance use, overdoses, and mental health disorders reported nationwide throughout the pandemic, we know we made the right choice.

To minimize the risk while keeping our doors open, we asked non-participant facing team members to work from home for the majority of the year, rotating into the office one day every two weeks. Team members and participants in the office were screened daily upon arrival and asked to wear masks inside the building. We hired a cleaning service on-site throughout the day, continuously wiping down door handles and hard surfaces with EPA-approved chemicals specifically proven to disinfect against the coronavirus. All team members were tested for COVID every three weeks.

We enacted a shorter programming schedule for participants to limit the duration of personal interactions while ensuring that the most essential services were being offered to them each weekday. Group sessions were encouraged to meet outside when weather permitted. We provided participants with additional stipend funds to cover ride-sharing expenses and gas so that they could avoid public transportation during the height of the pandemic. We switched to purchasing individually wrapped food from our vendors to promote food safety and sanitation.

We are committed to thinking long term about our mission despite the short-term uncertainty. As the pandemic continued in to 2021, our team continues to remain committed to safety while also ensuring a consistency of care for our participants every day. While we don't know how long the pandemic will continue, we are confident that Concordance is in a position of good financial health and our plans for scaling services in the St. Louis region and nationwide are moving forward.



EDUCATION & EMPLOYMENT

With all of the challenges COVID presented, there is a lot of wonderful news to report from our Education & Employment department. We are proud to report that 38 participants earned their National Career Readiness Certificate (NCRC) last year. The NCRC measures and certifies the essential work skills needed for success in jobs across industries and occupations.

Our Concordance Employment Agency more than tripled its revenue to \$318,484 compared to \$101,465 in 2019. This increase in revenue was attributed to participants retaining employment at our industry partner sites for greater lengths of time. We held 20 workplace simulations, incorporating employment opportunities at six of our industry partners. These simulations were focused in the retail, food service, and light industrial verticals. Workplace simulations were offered every three weeks, and there were often multiple simulations being conducted simultaneously to provide participants the opportunity to choose their vertical of interest. There were 84 Concordance participants who completed workplace simulation in 2020. We are happy to report that 97% of participants who completed the simulation secured employment afterwards. Our team held 723 career coaching sessions with our participants last year.

COVID presented many employment challenges in 2020. When the shutdown began in March 2020, several industry partners were impacted. While the Concordance Employment Agency suspended on site visits, more efforts were placed on virtual meetings to keep the lines of communication open. The part-time employment model was reduced from ten weeks to four weeks in order to reduce the number of Concordance participants at the St. Louis Center for safety throughout the height of the pandemic.



EDUCATION & EMPLOYMENT

Also in 2020, the Concordance Employment Agency celebrated the addition of four new industry partners.

True Manufacturing was founded in 1945 and has grown to be a world class commercial refrigeration manufacturer in the food and beverage industry. True is a pioneer in hydrocarbon refrigerant technology and a leading manufacturer of commercial and residential refrigeration units employing well over 1,000 workers across four locations in Missouri. They are based in O'Fallon, Missouri.

Triad Manufacturing designs, develops, manufactures, distributes, and services custom store fixtures in the United States and throughout the world. They are dedicated to providing the finest fixtures, best service, and best value. Triad has been the recipient of numerous awards over the years and is in the Top 50 Fixture Manufacturers as designated by DDI Magazine. They are based in St. Louis, Missouri.

Lyons Blow Molding, a division of CL Smith Company, is a manufacturer of plastic bottles and containers of various resins. Lyons provides solutions for all industries by providing products in various sizes, quantities, shapes, neck finishes, and colors. They were formed in 1988 and are based in Berkeley, Missouri.

CTR Group is an international company based in Portugal. They produce components and sub-assemblies for the air care, pest control, personal care, and hygiene segments. CTR was formed in 1991 and currently operate in downtown St. Louis.



FIRST CHANCE CAMPAIGN

In the third quarter of 2020, Concordance launched the First Chance campaign, a \$50 million fundraising initiative to help us scale the Concordance Re-Entry Model in St. Louis and expand to 11 additional U.S. cities over the next five years.

The campaign's name came from our belief that our participants were never given a real first chance at success due to the circumstances in which they were born, including systemic racism and childhood trauma. Of the 30 million felons in the United States, Black and Hispanic Americans make up a disproportionate percentage. Black men are six times more likely to go to prison than white men; Hispanic men are three times more likely. Our participants have experienced significant trauma at a young age, and approximately 80% of people in prison suffer from severe mental health disorders. By helping our participants on their healing journey and ending the cycle of reincarceration, we are helping them find their first real chance at success.

We were honored that Dave Steward, Chairman and Founder of World Wide Technology, agreed to chair the campaign for us. Dave has been a board member and investor in Concordance from the very beginning, and we cannot thank him enough for his support! In the fall, we assembled a group of campaign co-chairs to work alongside Dave as we set our sights on a national campaign. The campaign grew quickly, and we had 65 co-chairs confirmed by the end of the calendar year. Our co-chairs are influential business leaders, presidents of HBCUs, and philanthropists from around the country. We are humbled to have such an extraordinary group working with us to raise the funds needed to expand the Concordance Re-Entry Model nationwide.

What was initially imagined as a short, six-month campaign quickly grew into a multi-year initiative. It was evident as we started meeting with potential investors that the Concordance message of healing first was resonating with people coast to coast. The Concordance model was seen as a shovel-ready solution to ending the cycle of reincarceration and working towards racial equity in our country. Each connection in the campaign lead to additional connections not only for potential investors but also for potential employment partners, expansion support, and more.

If you would like to learn more about the First Chance campaign and see a current list of campaign co-chairs and investors, visit www.FirstChanceCampaign.org.



2020 EVENTS

Due to the COVID pandemic, our 2020 events looked different than in years past. We had to cancel our annual gala and our monthly family dinners due to in person event restrictions. However, we were able to host the Recognition Ceremony in August and our Affordable Holiday Shopping Event in December. We also hosted a new virtual event - the Rise & Shine Jubilee.

The Recognition event honored participants who completed the Concordance Academy of Leadership program during the prior year. Family, friends, and current participants joined us at the drive through ceremony to celebrate our graduates.



To help alleviate the high cost of the holiday season and bring much needed joy, Concordance hosted our fourth annual Affordable Holiday Shopping Event. The event gave 48 participants the dignifying experience of buying gifts at affordable prices (\$1 to \$3) for the nearly 150 children in their lives. Thank you to everyone who donated toys or made monetary donations to help us make the holidays a precious time for our participants and their families.



Our newest virtual event, the "Rise & Shine Jubilee: A Wake-up Call for Racial Equity", brought together members of our community to talk about the important role re-entry plays in racial equity. We also shared updates and success from Concordance and had testimonials from supporters.

CONCORDANCE PARTICIPANT & ALUMNI SPOTLIGHTS



"I like the things that Concordance says to my family about me, and my family knows it's real. Concordance saved my life. Let these people show you a better way of life. It wasn't too late for me, and it'll never be too late for you!"
-Yvonne



"Concordance is a safe, good place. I feel it every time I pull into the parking lot. Concordance gives you hope that you can succeed and teaches you everything you need to be successful."
-Jimmy



"From the beginning to the end, Concordance was supportive in showing me how to set my mind frame to get back into society, with job experience and teaching me how to communicate better."
-Lawrenzo



"I can truly be who I am as a person at Concordance. I can let my guard down. They accept me and help me grow. Knowing where I came from and seeing the transition to where I'm going...seeing that I have what it takes is exciting."
-Housea

CONCORDANCE PARTICIPANT & ALUMNI SPOTLIGHTS



"When I first came to Concordance, nobody was yelling or talking to them like they're a felon. Everybody was smiling. It blew my mind. I will always be a part of Concordance. I will never forget none of them."

-Frank



"Having that support and that foundation motivated me. Talking with the employment agency about how they could help me. They are doing everything they can to help me. Concordance was a Godsend."

-Bobby



"I've waited for this opportunity for over two decades, to prove myself worthy of being a productive member of society. When you're ready, there are people at Concordance that want to help."

-Carl



"God led me to Concordance, and it made me a better man. So many people need this type of support. They were there for me from day one!"

-Demetrius

2020 INVESTORS

Concordance has received tremendous support at both the corporate and individual levels in our effort to build a stronger, healthier region. We couldn't do the work we do today without those who've believed and invested in us since day one – and for that, we are grateful. As we move toward national expansion, we are humbled to be partnering with such incredible organizations and individuals as listed below.

Julie Adamson
Bobbi & Tony Ambrosino
Ameren Corporation Charitable Trust
Ascension
Mary Atkin
Atlas Point LLC
Ballmer Group
Tim Beecher
Jeffrey Behm
Benjamin F. Edwards
BJC HealthCare
Sarah Black
Suzy & Beau Brauer
Emily & Scott Brown
Cherie & John Buijk
Frank Cannistraro
Mary Carpenter
The Carter Family Fund
Cass Information Systems, Inc.
Karen & Jim Castellano
Centene Charitable Foundation
Michael Chivell
Suzie & Kent Christian
Cigna Health and Life Insurance Company
Mary & Bill Clarkson
Clayco
Jim Coleman, Jr.
Margaret & Parker Condie, Jr.
Parker Condie, Sr.
Continental Grain Company
Alex David
Clarence Dinkins
Deborah Dolgin
Domaine Wine Storage
Sally & Derick Driemeyer
Dynamic Consulting
Kim & Tim Eberlein
Edward Jones
Catherine & Tad Edwards
Kate & David Eichhorn

Emerson Charitable Trust
Robert Endicott
Enterprise Holdings Foundation
Tim Farquhar
Sally & Gerald Feldotto
Sam & Marilyn Fox Foundation
Steve Fox
Mary & Mark Gambill
Gamble & Schlemeier, LTD
Mike & Karen Gibbons Charitable Fund
Thomas Gottwald
Mark Gray
Graybar Foundation
Jenny & Matthew Green
Brenda & Jed Hainlen
Jeffrey Hantover
Felicia & Reggie Harris
Tracy Hart
Hermann Family Foundation
Sal Hernandez
Brendan Herron
Vicki & Doug Hill
Mark Hirshorn
HLK Agency
Kerry & Bill Holekamp
Kristen & Rick Holton
Honey Foundation
Virginia & John Howell
Humphreville Family Foundation
Bill Ingram
Virginia & Dan Isom
The Janning Family Foundation
Bethany & Laurent Javois
Melissa Jones
Karlovic Family Fund
Diane & David Katzman
Frederick Keator
Keeley Companies
Laurell & Don Klitgaard
Carolyn Koenig

Kerrin & David Kowach
Mary & James Krafcik
Nancy & Ken Kranzberg
Greg Kraus
Paul Lazar
Janie & Joe Leahy
Mingu Lee
Pam & Kenny Lester
Joanne Levy Prewitt
Lilly Christy Busch Hermann
Charitable Foundation
The Ludeman Family
Lutheran Church of the Atonement
Michael Mara
Maritz Holding Inc.
Georgia & Paul Martin
Pat & James McAtee
Richard McClure & Sharon Buchanan-McClure
Family Fund
Shari & Ken McDonald
John F. McDonnell Fund
Sorrel & John McElroy
Mercy Health
Dick Miles
MiTek
Janice Moore
Tim Moran
DiAnne Mueller
Rona & Michael Muntner
Nestlé Purina Petcare
Kara & Bob Newmark
Jean & Steve Nystrom
David Oliver
Julia & Larry Otto
Kevin Pallardy
Melissa & George Paz
Jane & Dave Peacock
Penny & Mike Pennington
John Howard Percy
PNC Foundation
Nancy & Charles Pollnow
Eriko & Anthony Pope
Esther & Steve Portnoy
Post Holdings
Prudential
Madison Qualy
Jeremy Quek

Alexa & Peter Quinn
Lynn & Ben Rassieur
Kitty Ratcliffe
Catherine Redford
Jean & Michael Regan
Reinsurance Group of America
Paula & Rodger Riney
Rio Vista Foundation
Peggy & Jerry Ritter Family Fund
John & Barbara Roberts Charitable Gift Fund
Julie Russell
Marjorie Schmeerbauch
Nancy & Craig Schnuck
Stephanie & Mark Schnuck
Julie & Todd Schnuck
Susan & Michael Scully
Sheri Sherman
Susan Sherman
Stuart Smith Charitable Fund
Spire, Inc.
Mark Spurrier
St. Louis Community Foundation
Staenberg Family Foundation
Chichi Steiner & Tom Rassieur
Steward Family Foundation
Stifel Financial Corp.
John Strangfeld
Jon Stypula
Technology Partners
Lawrence Thomas
Thompson Family Foundation
Pam & Greg Trapp
Eileen Traugher
Lynn & Jim Turley
U.S. Bank
United Way of Greater St. Louis
Vahey Giving Fund
The Van Cleve Family Fund
Verizon
Lisa & Tony Vogel
Sara Wade
Wells Fargo Advisors
Timothy & Robin Wentworth Charitable Fund
Patricia Whitaker
World Wide Technology Foundation
Risa & Mark Wrighton
Jackie Yoon
YPO Gold St. Louis

2020 BOARD OF DIRECTORS

At the heart of Concordance is a desire to help our participants move forward. Our board of directors include a wide range of backgrounds and expertise in criminal justice, Fortune 500 leadership, behavioral sciences, and beyond. We are grateful for their support throughout the year!

Kelvin Adams - Superintendent, St. Louis Public School District

Angela Adler - President & CEO, Adler Associates, LLC

Lynn Britton - President & CEO, Mercy

James Bullard - President & CEO, Federal Reserve Bank of St. Louis

Scott Carter - SVP, COO of Distribution Operations & President, Spire Missouri

Ken Cella - Principal, Client Strategies Group, Edward Jones

Tad Edwards - Chairman, President & CEO, Benjamin F. Edwards & Co.

David Eichhorn - CEO & Head of Investment Strategies, NISA Investment Advisors, LLC

Sal Hernandez - Former Assistant Director, FBI

Rick Holton, Jr. - Managing Partner, Holton Capital Group

Dan Isom - Retired Chief of Police, City of St. Louis

Laurent Javois - Regional Executive Officer, MO Department of Mental Health

Diane Katzman - President, Diane Katzman Fine Arts

Rusty Keeley - CEO, Keeley Companies

Rob Kirkland - Senior Vice President and CFO, Stanley Black and Decker

David Kowach - Head of Community Banking, Wells Fargo

Ken Kranzberg - Chairman Emeritus, TricorBraun

Greg Kraus - Managing Director, Resident Director, Merrill Lynch Wealth Management

Ron Kruszewski - Chairman of the Board & CEO, Stifel

Marc Lazar - Founder, Domaine Wine Storage

Joe Leahy - Partner, Chief Creative Officer, HLK

Danny Ludeman - President & CEO, Concordance

Steve Maritz - Chairman & CEO, Maritz

Rich McClure - Former Co-Chair, The Ferguson Commission

Ken McDonald - Senior Director of Business Development, Covenant Theological Seminary

Dick Miles - Former Chairman & CEO, Valitas Health Services, Inc.

Michael Moehn - Chairman & President, Ameren Missouri

Michael Neidorff - Chairman, President & CEO, Centene Corporation

Carrie Nelson - CEO & Founder, Atlas Point LLC

Bob Newmark - Partner, Bryan Cave Leighton Paisner LLP

Steve Nystrom - Retired Senior Vice President, U.S. Bank

Kathy Osborn - President & CEO, Regional Business Council

Larry Otto - Retired St. Louis Market President, U.S. Bank

Steve Poncioli - Associate Vice President – Partnership Strategy and Growth, North Highland

Eriko Pope - CEO & Founder, Katalyst STL

Nick Ragone - Executive Vice President, Chief Marketing & Communications Officer, Ascension

Ben Rassieur - President, Paulo Products Company

Kitty Ratcliffe - President, Explore St. Louis

Joe Reagan - Founder & CEO, One Stone Development

B.T. Rice - Pastor, New Horizon 7th Day Christian Church

Julie Russell - Executive Director, Leap Ambassadors Support Team, Morino Ventures

Michael Scully - Missouri Regional President, PNC Bank

Susan Sherman - Co-Founder, St. Louis Fashion Fund

Craig Silliman - EVP & Chief Administrative, Legal, and Public Policy Officer, Verizon

Joe Sivewright - Chairman, Nestlé Purina PetCare

David Steward - Chairman & Founder, World Wide Technology

Donald Suggs - Publisher & Executive Editor, St. Louis American

Susan Talve - Founding Rabbi, Central Reform Congregation

Mark Thom - Chairman & CEO, MiTek

Greg Trapp - Former Division President & General Manager, Progressive Corporation

Mary Unnerstall - Executive Manager, Office of the Chairman, World Wide Technology

Rob Vitale - President & CEO, Post Holdings

Sara Wade - Former Chief Human Resources Officer & SVP, Express Scripts

Caprina Wakefield - Senior Director, Human Resources, SSM Health – Health Business

Chip Walker - Former Managing Director, Client Experience and Growth, Wells Fargo Advisors

Tim Wentworth - CEO, Evernorth

Jimmy Williams, Jr. - President & CEO, Estel Foods, Inc.

Craig Workman - President, Workman Communications Group

Mark Wrighton - Professor & Chancellor Emeritus, Washington University in St. Louis

Jackie Yoon - President, YFB Consulting

FINANCIAL OVERVIEW

REVENUE:

| | |
|--|---------------------|
| Contributions: | \$6,299,161 |
| Collected on Existing Pledges: | \$2,041,342 |
| New Pledges: | \$2,780,000 |
| Event Revenue (no 2020 gala): | \$1,415 |
| Concordance Employment Agency Revenue: | \$318,484 |
| Total Revenue: | \$11,440,402 |

EXPENSES:

| | |
|-------------------------------|--------------------|
| Behavioral Health & Wellness: | \$2,296,374 |
| Community & Life Skills: | \$2,044,403 |
| Employment & Job Readiness: | \$1,385,842 |
| Management Expenses: | \$1,044,252 |
| Fundraising & Marketing: | \$422,923 |
| Total Expenses: | \$7,193,794 |

TOTAL ASSETS:

| | |
|---------------------------------------|--------------------|
| Total Assets as of December 31, 2019: | \$5,212,825 |
| Total Assets as of December 31, 2020: | \$6,546,664 |
| Increase in Total Assets: | \$1,333,839 |

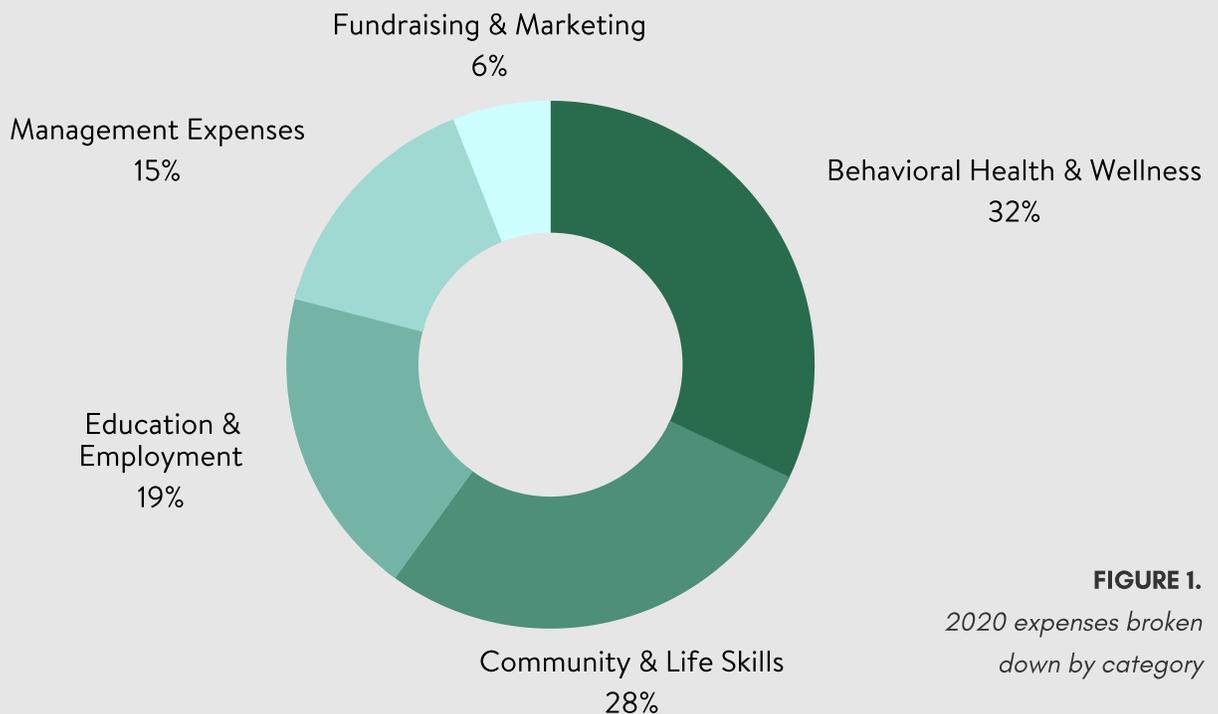


FIGURE 1.
2020 expenses broken
down by category

WAYS TO SUPPORT

Incredibly generous investors make the work being done at Concordance possible. Through corporate, foundation, and individual giving, we are able to partner with our participants throughout their journey from pre-release through full-time employment. There are many ways to support Concordance - some of which are listed below. Together, we can help make a truly multi-generational impact on thousands of families across our country. We encourage you to visit our website to learn more: www.ConcordanceAcademy.org.



Financial Investment

Support Concordance with a financial investment and help us provide much-needed services to participants throughout the year. Financial support is needed now more than ever as we scale our program in St. Louis and expand nationally.



Be an Ambassador

Share the work that Concordance is doing with your ecosystem of friends, family, and coworkers. Encourage them to visit our website, attend events, and learn more about the societal issue of mass incarceration and the cycle of reincarceration.



Volunteer

While volunteering opportunities were not possible in 2020 due to COVID, we look forward to welcoming volunteers back soon. Opportunities include speaking with participants as part of workplace simulation, offering career advice to our alumni participants, and helping wrap gifts at the holiday event.



Attend an Event

From participant recognition events and holiday celebrations to the annual gala held in St. Louis, we invite you to join us in support of our participants and team members throughout the year.



Join the Community

By joining Concordance on Facebook, Twitter, Instagram, and LinkedIn, you can stay connected and up to date throughout the year. Share and like posts and encourage others to join as well.

STAY IN TOUCH

Website:

www.ConcordanceAcademy.org

National Headquarters

6 CityPlace Drive, Suite 522, St. Louis, MO 63141
(314) 396-6001

St. Louis Center

1845 Borman Court, St. Louis, MO 63146
(314) 396-6001

Social Media Accounts:



<https://www.facebook.com/ConcordanceAcademy>



<https://www.linkedin.com/company/concordance-academy-of-leadership/>



<https://www.instagram.com/concordanceoutforgood/>



<https://twitter.com/ConcordanceAcad>



<https://www.youtube.com/channel/UChd8n15FPWQb5JMo2429pHg>



