




# Concordance

●●● HEALING EQUITY HOPE

2021 ANNUAL REPORT



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# Letter from the CEO

**DEAR FRIENDS,**

With each passing year, I am continuously humbled by the resilience of our participants and the support we receive from investors, partners, board members, and our team. Living with the COVID pandemic throughout 2021 required patience, grace, and collaboration. As an organization, we applied new processes and procedures, used innovative technology, and grew stronger as a team - all in support of helping our participants, their families, and our communities heal.

As we continued to lay the foundation for national expansion last year, we achieved many major organizational milestones along the way. In March, we received a three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) which spans the entire Concordance Re-Entry Model and positions Concordance as a trusted health and human services provider. In June, we celebrated our five-year anniversary of providing services to participants. In October, we announced a collaboration with Home State Health, a division of Centene Corporation, which offers insurance coverage to eligible participants through the Concordance Employment Agency. As we ended the year, we reached the halfway point in our \$50 million First Chance campaign.

I am excited for what is to come this year. By focusing on both the process and art of our model, we will be able to holistically support our participants. Our goal has and always will be to provide our participants with the highest standard of substance use and mental health treatment services, community programming and partnerships, and education and employment opportunities. To achieve this in 2022, we will leverage data-driven insights and weave technology, automation, and digital tools into every facet of our program and organization. Through embracing technology, we will be able to work more efficiently as we scale services in St. Louis and expand nationally to 11 new cities over the next five years.

None of these achievements would have been possible without your support, your belief in our mission, and your dedication to achieving racial equity in our communities. Together, we have the opportunity to impact millions of people and have a truly multi-generational impact on families across the country. I am eternally grateful to our committed team members, generous investors, dedicated supporters, and our inspiring participants. I am humbled to continue our partnership in this important work so that we may help our communities move forward, together. Thank you from the bottom of my heart!



**DANNY LUDEMAN**  
Chairman & CEO

# 2021 H

*While 2021 was a challenging year due to the continuing pandemic, we are proud of the success we had this past year. We were able to keep our doors open and provide vital in-person services, lower the reincarceration rate among our participants, and prepare for national expansion. Below are highlights of our success.*

***Concordance saw a 56% reduction in reincarceration rates among our participants who released from prison in the last three years, a testament to our participants' dedication to healing and our team's dedication to supporting them on their journey.***



A three-year Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation was secured in the spring of 2021, giving Concordance an industry-wide seal of approval for our behavioral health, mental health, and substance use treatments as well as employment services.

***Learn more about CARF Accreditation on page 11.***



**Concordance began to scale participant class sizes to an average of 43 participants per class, an increase of 49% year over year. This is in preparation of increasing the number of participants served annually in St. Louis from 250 to 500 in 2022.**

Through the Department of Justice's Second Chance Act, Concordance secured its first federal grant for \$900,000, putting our program on a national stage and helping to set the foundation for our national expansion. The Second Chance Act provides funding to innovative education, employment, treatment, and recovery programs across the country.



# Highlights



Through a partnership with Home State Health, **Concordance now offers insurance coverage to eligible participants through the Concordance Employment Agency.**



**Concordance laid the foundation for national expansion by opening a National Headquarters and creating a holding company comprised of administrative functions** (Human Resources, Finance, Development, Strategy and Policy, Marketing, and Communications). We also created an operations plan, legal and compliance templates, a communications strategy,

integrated technology tools and automation, and executed a recruitment campaign. To meet our goal of expanding to 11 new cities in the next five years, executive leadership began conversations about expansion with leaders in Georgia, Tennessee, Kentucky, Minnesota, Utah, and Illinois.



The St. Louis Post-Dispatch awarded Concordance with a *2021 Top Workplace* award in the nonprofit sector. This award recognizes our team members dedication to our mission and the impact they have in our organization and community.

***The First Chance campaign reached the half way mark of its total fundraising goal of \$50 million. The campaign secured 23 new campaign co-chairs.***

***Learn more about the First Chance campaign and campaign co-chairs on page 26.***

**Every Concordance participant has a face and a story. Those stories are too often filled with trauma, personal struggles, and systemic obstacles.**

*71% of individuals who return to their communities after being released from prison are rearrested within five years. The underlying core issues causing that cycle need to be addressed. Our research has shown that there are many factors that lead to reincarceration, including:*

**80%**  
*suffering FROM*  
**MENTAL HEALTH DISORDERS**

*experiencing*  
**HORRIFIC TRAUMA**  
*AT A VERY YOUNG AGE\**

**MEDIAN**  
*education*  
**9TH** LEVEL OF GRADE

*little*  
**OR NO WORK SKILLS OR EXPERIENCE**

# Acknowledging Their



FEW POSITIVE  
*support*  
SYSTEMS,  
SUCH AS  
**FAMILY**

**83%**  
HAVING A  
SUBSTANCE  
USE DISORDER

CARRYING A  
**PERPETUAL STIGMA**  
OF BEING A  
*felon for life*

# Stories

***As a result, individuals return to prison on average seven times. We can end that cycle of reincarceration!***

*Concordance provides a healing-first approach by meeting our participants where they are in their journey. Our model was created to lower the rate of reincarceration nationwide through a holistic, integrated, and evidence-informed approach. Learn more about our model and how Concordance is bringing healing, equity, and hope to participants and their communities throughout this report.*



JAMES



YVONNE



REGINALD



# Our 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. These services are delivered in phases beginning six months pre-release and continuing one year after release.

## SIX MONTHS Pre-Release

Each participant completes an assessment and receives weekly individual and group programming with therapists and career educators. They create a Life Plan, receive pro bono legal services, and are introduced to 12-step programming.

## TWO DAYS The Landing

Participants can begin post-release programming the day after leaving prison. In the Landing phase, they complete intake assessments, receive community transitional support services, and meet their support team. They receive a gift stipend of \$8/hour, providing financial support while they prioritize healing.

## SIX WEEKS Intensive Outpatient Services

Participants enter intensive full-day programming where they attend individual and group sessions with therapists, case managers, career educators, and peer support specialists. They also receive HiSET® education as well as NCRC education and job readiness training.

## OUR 12 ESSENTIAL SERVICES

Each participant receives a bio-psycho-social assessment and creates a Life Plan that focuses on the following areas: Behavioral Health & Wellness, Education & Employment, and Community & Life Skills.

### Behavioral Health & Wellness



#### COGNITIVE THERAPY

Therapy focused on changing behavior and gaining positive relational skills.



#### MENTAL HEALTH TREATMENT

Therapy addressing mental and behavioral health issues.



#### SUBSTANCE USE TREATMENT

Intensive outpatient program with ongoing access to support and residential treatment at Concordance House, as needed.



#### PHYSICAL HEALTH

Access to physicians, dentists, optometrists, and prescription medication in partnership with Federally Qualified Health Centers.



#### EDUCATION

HiSET® education, tutoring, classroom instruction, digital literacy, and more.



#### JOB READINESS

Resources and training (including NCRC education), soft skills, and workplace simulation.



## 14 WEEKS Workplace Simulation & Part-time Employment

Participants learn hard and soft skills, trade skills, and digital literacy through workplace simulation and job readiness training. They then begin part-time work through the Concordance Employment Agency while continuing mental and behavioral health treatment.

Participants are employed full time for the next 21 weeks through the Concordance Employment Agency. They continue to meet with their case manager, therapist, and career coach for ongoing job coaching and support.

## 21 WEEKS Full-time Employment

### Graduation



Upon completion of the program, participants are celebrated and honored at an annual graduation ceremony. Continued resources and support include career counseling, clinical after care, and housing assistance. Alumni are encouraged to participate in volunteer and mentoring opportunities and are invited back to Concordance for monthly family dinners.

### Community & Life Skills



#### EMPLOYMENT

Full-time work through our Concordance Employment Agency with opportunities in retail, food service, and light industrial roles.



#### HOUSING

Housing assistance through partnerships with national and regional low-income housing firms.



#### LEGAL SERVICES

Help with outstanding legal matters from the Bryan Cave Concordance Fellows.



#### FAMILY REUNIFICATION

Support groups for family members and loved ones to promote healthy communication and positive relationships.



#### COMMUNITY

Volunteer opportunities for participants and alumni within the community.



#### SPIRITUAL SUPPORT

Spiritual support for all faiths provided by our in-house chaplain.



"I'm most proud of the fact that I've been sticking through it. Everyone has to work and accept failures at times, but you can pick yourself up. Concordance is always here for me."

**LIDDELL**

# CARF Accreditation

***In March 2021, Concordance received a three-year accreditation spanning the entire Concordance re-entry program, including community housing, intensive outpatient treatment, outpatient treatment, employment planning services, employment skills training services, and service coordination. We also received special recognition for providing these services to the criminal justice population.***

The Commission on Accreditation of Rehabilitation Facilities (CARF) is an international, non-profit organization that recognizes health and human services as having met standards for quality of services in a variety of fields. CARF Accreditation is the gold standard for health and human service programs. By having received a three-year accreditation and external program audits, Concordance is well positioned as a trusted health and human service provider. This provides an extra layer of validation when applying for other recognitions and grants and as we expand our program into new states.



In the context of our program, the accreditation areas above correlate to our holistic, evidence-informed model in the following ways:

<b>INTENSIVE OUTPATIENT TREATMENT</b> <i>(Behavioral Health &amp; Wellness -- Full Day Programming)</i> Concordance provides six weeks of full-day substance use treatment services for participants during the crucial first weeks of transition from prison. 	<b>OUTPATIENT TREATMENT</b> <i>(Behavioral Health &amp; Wellness -- Part- and Full-Time Employment)</i> Concordance's substance use treatment support continues for participants throughout their part- and full-time work. 	<b>EMPLOYMENT PLANNING SERVICES</b> <i>(Employment &amp; Education -- Pre-Release)</i> Concordance works with participants to create a Career Blueprint and to tie career planning goals to each participant's Life Plan prior to release. 
<b>EMPLOYMENT SKILLS TRAINING SERVICES</b> <i>(Employment &amp; Education -- Workplace Simulation and Ongoing Career Coaching)</i> Concordance provides an industry-specific workplace simulation and on-the-job coaching for participants, to ensure they are developing the hard and soft skills needed to obtain and keep a job. 	<b>SERVICE COORDINATION</b> <i>(Community &amp; Life Skills -- Case Management)</i> Concordance Case Managers provide services coordination for participants and are the integral core of each participant's Support Team, which include a Case Manager, Therapist, Career Coach, and Peer Support Specialist. 	<b>COMMUNITY HOUSING</b> <i>(Community &amp; Life Skills -- Concordance House)</i> Concordance provides access to the Concordance House, a sober living facility staffed 24 hours by our Concordance team, for participants needing a higher standard of care in maintaining their sobriety. 

To achieve CARF accreditation, Concordance had to develop and implement CARF approved policies, procedures, and best practices across both participant and administrative teams. By leveraging integrated technology, we prepared and deployed a comprehensive Policies & Procedures manual and overhauled our Concordance Academy Participant System (CAPS), a participant treatment management system, which now includes the SAGE Assessment (a standardized diagnostic tool for clinicians) and a bio-psycho-social assessment that integrates into our participants' Life Plan. Now, our practices are aligned with recommended best practices from CARF.



# Concordance Institute

***The Concordance Institute is led by our Chief Quality & Research Officer who ensures fidelity to the Concordance Re-Entry Model by assessing quality and improvement and engaging in research and evaluation measures.***

In 2021, Concordance engaged with NORC at the University of Chicago, one of the largest independent social research organizations in the United States, to conduct two research studies which would demonstrate the effectiveness of the Concordance Re-Entry Model by a third-party evaluator. The first study, a Quasi-Experimental Design (QED) study was completed and published by NORC in July 2021. The second study, a Randomized Control Trial (RCT) will be completed and published in 2022.

NORC's review of the Concordance Re-Entry Model in their QED study, *The Concordance Academy Evaluation: A Quasi-Experimental Test of Recidivism*, found consistent decreases in the likelihood of reincarceration and the number of reincarceration events across Concordance participants. As noted in the report, "The Concordance Re-Entry Model is supportive of prior research suggesting that strong, evidence-based models combined with implementation fidelity offer the highest probability of success within this difficult to serve population. These results were reported as particularly promising as the Concordance Re-Entry Model is designed to be replicated and scaled, thus the results hold promise beyond the communities Concordance currently serves." Key insights<sup>1</sup> from the report included:

- ***Concordance is one of a few comprehensive programs within the United States that has seen a significant reduction in recidivism.***
- ***Concordance participants were 78% less likely to be reincarcerated after 12 months post-release.***

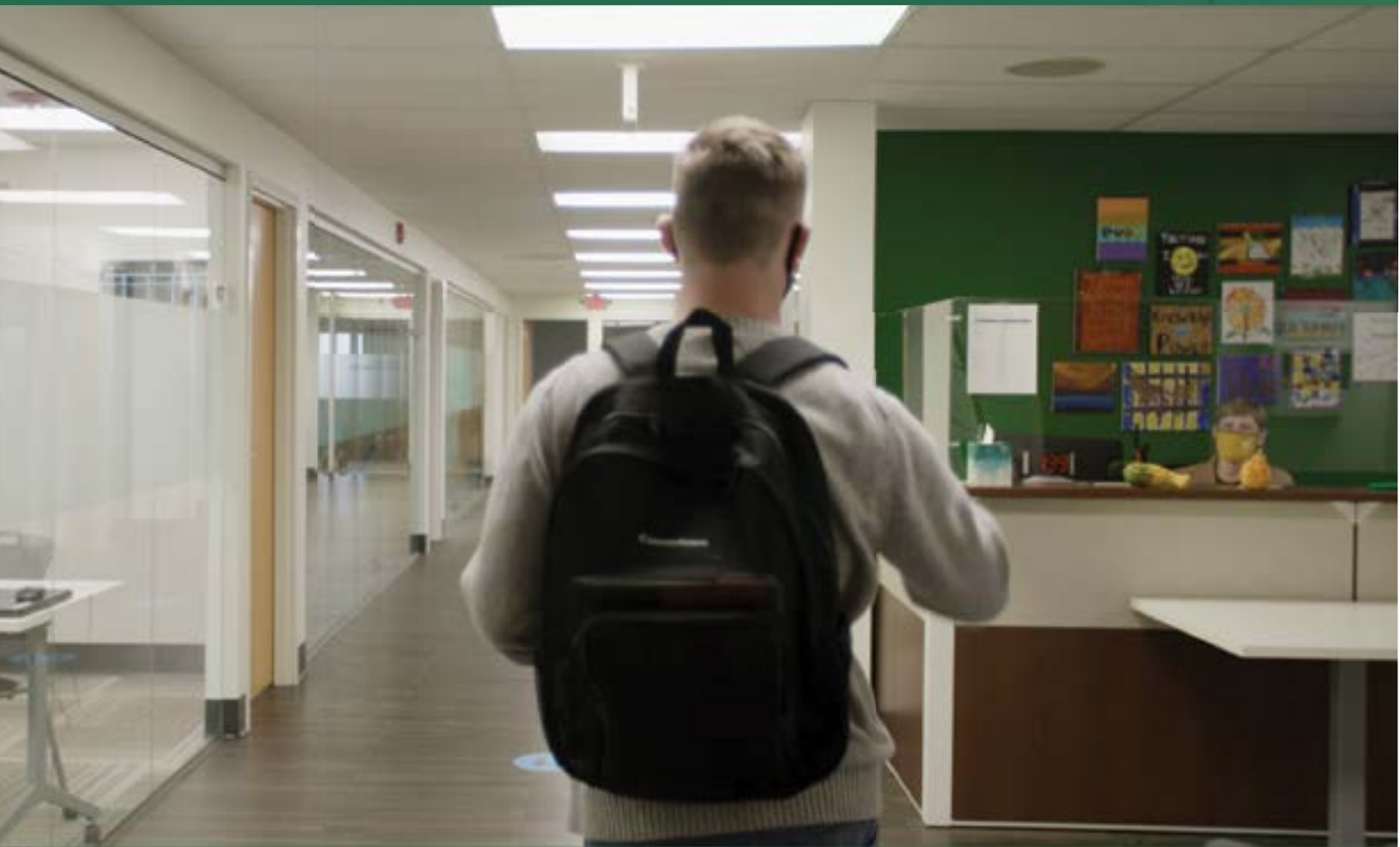
The RCT evaluation has been pre-registered and explores the effectiveness of the Concordance Re-Entry Model in reducing reincarceration. RCT data has been submitted for analysis and the experiment's findings will be published in 2022.

<sup>1</sup>Key insight data include participants re-entering the community between January 2019 and August 2019 (Concordance Classes 11-14)

# Pre-Release Programming Update

To ensure the continuation of services for participants in the Pre-Release Phase of our program amid the COVID pandemic, Concordance pivoted from an in-person learning model to a distance learning model in 2020. In 2021, Pre-Release underwent a complete redesign, in order to improve and sustain a distance learning and in-person learning model. This shift allows us to accommodate all Missouri state prisons and increase efficiency of enrollment, allowing us to reach more potential participants. With this change in programming and COVID restrictions still in place, 100% of Concordance pre-release participants received distance learning in 2021.

Prior to integrating distance learning, we were missing the opportunity to enroll individuals who had court mandated substance use treatment or were in work release/vocational programs, as well as individuals in high-risk categories or segregation. Distance learning eliminated the need for participants to transfer institutions in order to enroll in Concordance. We could not have had such a successful change in Pre-Release programming without the help of the Missouri Department of Corrections and their willingness to work with us to provide innovative solutions for our participants.



# Behavioral Health & Wellness

***Behavioral Health & Wellness was one of the areas within our organization that benefited greatly from preparing for and implementing CARF standards of excellence throughout 2021. Behavioral Health & Wellness, which is led by the EVP, Head of Behavioral Health & Wellness, provides services that are designed to promote healing and engagement in lasting recovery. Concordance's team of therapists are dedicated to offering compassion and dignity to every Concordance participant while leveraging evidence-informed and trauma-informed practice approaches for both individual and group interventions.***

**A**s part of the CARF accreditation process, The Landing phase of our model was fully integrated into our Concordance Academy Participant System (CAPS). Concordance implemented the SAGE Assessment, a standardized tool that clinicians use to provide appropriate diagnoses for participants based on their symptoms. This assessment has allowed us to evolve from an education program to a treatment program. By implementing a diagnostic model, we have a more comprehensive approach, framework, and treatment plan for each participant. This will set our organization apart from other treatment providers while allowing us to pursue treatments in a way that is mindful of the population we serve.

To further integrate our treatment program, the bio-psycho-social (BPS) assessment was updated to include recommended data outlined by CARF, making it a comprehensive intake evaluation tool. Further, the BPS assessments were integrated into participants' Life Plans which are a blueprint for a participant's success post-release. The Life Plan outlines a participant's goals, objectives, and support systems. By connecting the BPS assessment and Life Plan, we ensure we don't miss data that needs to be addressed within our participant assessments. The data allows us to create a more holistic, integrated, and individualized treatment plan for each participant.





"Concordance  
came to me in my  
later years of life, and  
it has been my backbone.  
It wasn't too late for me,  
and it will never  
be too late for you."

**YVONNE**

# Education & Employment

*The Education & Employment department, led by the EVP, Head of Education & Employment, includes career educators, career coaches, and staffing specialists as part of the Concordance Employment Agency. Concordance career educators are responsible for facilitating participant skill development while career coaches are responsible for catalyzing improved workplace performance, job retention, and advancement. The Concordance Employment Agency is an alternative staffing agency that provides part-time and full-time employment opportunities to participants as part of the Concordance Re-Entry Model.*

**R**eintegrating into society is an already stressful process for justice-involved individuals. With the everchanging technology landscape, supporting our participants with digital fluency skills is paramount. In 2021, we strengthened our curriculum by adding courses designed to help participants safely and efficiently navigate and communicate online. This has helped our participants during the pandemic as COVID pushed much of our participants' job onboarding and employer interactions into the digital domain.

The Concordance Employment Agency's job retention at 90 days<sup>1</sup> was 71%, an increase of 42% year over year. Our retention reflects our participants' motivation to secure stable and meaningful employment as well as our team's commitment to providing EAP-style wrap around services, continuous programming and training for our participants, and training and

support for supervisors at each hiring partner. In 2021, we converted more full-time participants from employment under the Concordance Employment Agency to full-time employment within the hiring partner than in any prior year. Additionally, we welcomed three new hiring partners, True Manufacturing, Morrison Healthcare, and Lyons Blow Molding, and expanded our partnership with Triad Manufacturing and BJC HealthCare.

As we expand our alumni services, we are always looking at ways to provide pathways for participants and alumni to reach middle class. In 2021, we held our inaugural NEXT job fair for Concordance alumni who have completed our full-time employment phase through the Concordance Employment Agency. The fair invited companies across the St. Louis region to meet Concordance alumni and discuss job opportunities.

<sup>1</sup> Ninety days is the standard benchmark and validated with our employment and industry partners.



## Concordance Employer Advisory Council

The Concordance Employer Advisory Council is an external council with Human Resource Officers from top companies in the St. Louis Region. The council advises Concordance on trends in the talent market and how they could impact the Concordance Employment Agency. In 2021, the council met and reviewed agency results, including the first 2021 bi-annual hiring partner surveys. The council shared key learnings from current labor market dynamics and advised Concordance on how to respond. We are grateful for their support and insight.

### **ASHLEY NELSON**

Executive Human Resources Leader,  
True Manufacturing

### **STEVE DEGNAN**

Chief Human Resource Officer, North America,  
Nestlé Purina

### **LEE HOLMES**

Human Resources Manager, Triad Manufacturing

### **DARRYL SEVIER**

Regional Director of Operations, Morrison Healthcare

### **MELANIE KENNY**

Human Resources Director, Bailey's Restaurants

### **MELVA PETE**

Chief Human Resources Officer, Major Brands

### **SUSAN STITH**

VP of DEI, Civic Affairs, and Foundation,  
Cigna

### **GERY GORLA**

VP, Human Resources, Spire

### **JACKIE TISCHLER**

Chief People Officer, BJC HealthCare

### **SHANNON BAGLEY**

EVP, Chief Administrative Officer, Centene

### **ANN MARR**

VP, Global Human Resources,  
World Wide Technology

### **JANET SMITH-HILL**

Chief Human Resources Officer, SSM Health

### **LAURA FREEMAN**

Chief People Officer, Schnucks Markets

### **MEGAN STEGALL**

Regional VP of Human Resources, Sysco

### **ELCIO BARCELOS**

Chief Human Resource Officer, U.S. Bank



# Community & Life Skills


***The Community & Life Skills department, led by the EVP, Head of Community & Life Skills, is comprised of Case Managers, Peer and Community Support Specialists, Bryan Cave Concordance Fellows and a Center Chaplain who educate participants on practical skills they use in their everyday lives. The curriculum includes sessions on financial literacy, home and self-care, and safe community participation which support participants in developing their cognitive and relational skills. Additionally, team members help participants obtain important government issued credentials such as driver's licenses, social security cards, and birth certificates.***

**I**n October 2021, Concordance announced a new collaboration with Home State Health, a division of Centene Corporation, to provide care management and education programming for our participants. To better educate participants on health care and health insurance, a Health Insurance 101 course was added to the Life Skills curriculum. This class helps Concordance participants understand their medical benefits and take a proactive role in managing their health, ultimately helping them lead healthier lives.

Throughout 2021, we continued to modify programming to meet the needs of our participants during the pandemic. Prior to COVID, our participants would attend Alcoholics Anonymous and Narcotics Anonymous 12-Step

programming out in the community. To ensure the safety of our participants during COVID, our Peer Support Specialists led 12-Step meetings daily at our St. Louis Center.

Similarly, with courts halting in-person proceedings due to COVID protocols, our Bryan Cave Concordance Fellows pivoted to resolving cases electronically, and we're able to have an unprecedented number of participant warrants cleared and cases resolved. Even without meeting with prosecutors in person per usual, the legal fellows obtained dismissals with credit for time served and sentences of community service for participants, preventing participants from accumulating burdensome court fines and fees.



"You never know what  
you might accomplish  
or what you might  
attain if you simply ask  
someone for help."

**JAMES**



"The staff is amazing – the way they come to work... they want to help other people. That means a lot to me."

**COURTNEY**





# Administrative Updates

***In preparation for national expansion, Concordance added new team members, leveraged new tools and technology, provided professional development training, and created service standards. We implemented new technology and disciplines to standardize hiring practices, automated our onboarding process for new hires, and launched a gamified employee referral program.***

Being a best-in-class organization starts with recruiting the right people, with the right skills, for the right roles. In 2021, we hired and onboarded 19 full-time and part-time roles at Concordance, including six administrative team members and 13 participant-facing team members.

By requiring a diverse slate of qualified candidates, our team member diversity composition increased to 16% year over year, to now include 36% people of color. This is one aspect of our commitment to diversity and inclusion within Concordance. This initiative also includes an internal Diversity & Inclusion Committee with best practices, celebration, and inclusive environment subcommittees.



Michelle Smith, Concordance Chief Operating Officer, was named President of Concordance. In addition to her role as President, she will continue as COO, reporting to Danny Ludeman, Concordance Chairman & CEO. In her new role, Michelle has expanded oversight of the day-to-day operations, processes, and administrative functions at Concordance. Additionally, she will leverage her expertise in project management to spearhead new initiatives, cultivate government relations, and manage the organization's annual goals and initiatives, paving the way for Concordance's growth and high standards of process execution.

Julie Russell, MSW, LCSW joined Concordance as EVP, Head of Behavioral Health & Wellness, reporting to Danny Ludeman. Julie is responsible for leading the Behavioral Health & Wellness team of therapists who provide assessment, interdisciplinary treatment planning, and individual and group therapy using evidence-informed interventions as part of the Concordance Re-Entry Model. As a member of the executive leadership team, Julie will ensure fidelity to the model and assist with the development and execution of the strategy as Concordance expands nationally. Julie brings over 25 years of experience as a clinician, educator, grantmaker, and executive in the social sector, most recently serving as Executive Director for Leap Ambassadors.



# Marketing & Communications

*The Marketing, Communications & Development department, led by the SVP of Marketing, Communications & Development, includes a Marketing Manager, Communications & Events Manager, and a Development Coordinator who are responsible for Concordance's overall development, branding, and messaging strategies as well as annual events.*



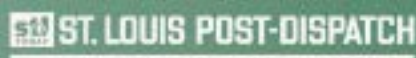
## MARKETING

2021 was an exciting year for brand development and leveraging digital technology. We worked with HLK Agency to create and implement new branding, including a new, shorter organization name, new logo, and new tagline. The Concordance website received a full redesign, putting an emphasis on our program and re-entry model. The site includes an “Our Stories” section that highlights participant stories, archives press releases and media stories, and features a new Concordance monthly blog. Each blog post is written by a Concordance team member and provides an in-depth look at Concordance, our model, and our participants.

## PUBLIC RELATIONS

Concordance earned local, regional, and national media coverage that highlighted our re-entry model, participants, and charitable partners. Several of our executives were featured in television and radio stories, podcasts, and virtual events. Most notably, Dr. Roderick Nunn, Concordance EVP, Head of Education & Employment, was included in TD Jakes International Leadership Summit; Concordance President & COO, Michelle Smith was included on a virtual panel for CUNY and NYC Bar’s “Supporting Reentry and Creating Opportunity” webinar; and Danny Ludeman, Concordance Chairman & CEO, and two participants were featured in a three-part series on KSDK (NBC affiliate in St. Louis).

## PROMINENT EARNED MEDIA COVERAGE FROM:



# Special Events

*In 2021, we continued to adapt our events due to COVID. We hosted four events, including a Rise & Shine virtual event, the annual Participant Recognition Ceremony, the virtual Healing, Equity, Hope Gala, and our annual Affordable Holiday Shopping Event.*

In August, we hosted our 2021 Participant Recognition Ceremony where we honored almost 70 participants, including 23 graduates of our 18-month program. Participants and their families gathered at Palladium St. Louis to celebrate the hard work and achievements of our graduates and our participants moving into the next phases of the program. For the first time, we also live streamed the ceremony, allowing family and supporters from across the country to join the celebration.



In November, we held our first national Healing, Equity, Hope virtual gala. It was an inspiring evening that showcased the Concordance mission, stories from three Concordance participants, and the presentation of our inaugural First Chance Award. Our First Chance Award was given to two honorees - an individual and an organization, who are champions of racial equity and committed to making their community a more equitable place for all. First Chance Award recipients included John W. Thompson, Venture Partner at Lightspeed Venture Partners, and BJC HealthCare.

Our fifth annual Affordable Holiday Shopping Event took place in December. For many of our Concordance participants, this was the first holiday season spent with loved ones in years. Concordance participants were invited to purchase new toys for the children in their lives at a discounted price (\$1 to \$5). Through generous community donations and team member volunteers, we were able to provide and wrap toys for 119 children.



# First Chance Campaign

*Chaired by David Steward, Chairman and Founder of World Wide Technology, the largest Black-owned business in the country, the First Chance campaign secured commitments for approximately \$25 million in support, nearly reaching the halfway mark of its \$50 million fundraising goal. In addition to fundraising, the campaign has recruited influential business leaders, university presidents, and philanthropists from across the country. We now have 93 campaign co-chairs involved in the campaign. These co-chairs along with David Steward are raising the funds needed to help Concordance expand to 11 additional cities over the next five years. Visit [FirstChanceCampaign.org](http://FirstChanceCampaign.org) to see an updated co-chair list.*

## First Chance Campaign Co-Chairs

### **ELCIO BARCELOS**

Senior Executive Vice President and Chief Human Resources Officer, U.S. Bank

### **STEVE BARTLETT**

Senior Policy Advisor, APCO Worldwide

### **WARNER BAXTER**

Chairman, President & CEO, Ameren Corporation

### **BRETT BEGEMANN**

Retired COO, Bayer Crop Science

### **OLIVER BELL**

CEO, Oliver Bell Inc.

### **ADAM BERLEW**

Executive Director, Cloud AI & Industry Solutions, Google

### **CARL BOUCKAERT**

Entrepreneur

### **BEAU BRAUER**

President, Hunter Engineering

### **LYNN BRITTON**

President & CEO, Mercy

### **KAROOM BROWN**

Founder & CEO, Robinson Brown Consulting

### **ROBERT BROWN**

Founder, Chairman & CEO, B&C Associates, Inc.

### **KEN CHENAULT**

Chairman & Managing Director, General Catalyst; Former Chairman & CEO, American Express

### **BOB CLARK**

Executive Chairman & Founder, Clayco

### **ART COLLINS**

Retired Chairman & CEO, Medtronic, Inc.

### **LES CONEY**

Executive Vice President, Office of the Chairman, Mesirow Financial

### **JIM CRANE**

Chairman, Crane Worldwide Logistics and Owner & Chairman, Houston Astros

### **RONALD CRUTCHER**

Senior Fellow, The Aspen Institute; President Emeritus, University of Richmond

### **CRAIG CUFFIE**

Executive Vice President & Chief Procurement Officer, Salesforce

### **BILL DEWITT, III**

President, St. Louis Cardinals

### **JORGE DOMINICIS**

CEO, Wellpath

### **ARNOLD DONALD**

President & CEO, Carnival Corporation

### **TAD EDWARDS**

Chairman, Chief Executive Officer, and President, Benjamin F. Edwards & Co.

### **DAVID EICHHORN**

CEO and Head of Investment Strategies, NISA Investment Advisors

### **JIM FISH, JR.**

President & CEO, Waste Management

### **HAROLD FORD**

EVP, Vice Chairman of Corporate & Institutional Banking, PNC Bank

### **WAYNE FREDERICK**

President, Howard University

### **MARK GAMBILL**

Chairman Emeritus, Cary Street Partners

### **ANTOINE GARIBALDI**

President, University of Detroit, Mercy

### **ERNEST LAMONT GREER**

Co-President, GreenbergTraurig

### **ROBERT R. HERMANN, JR.**

Chairman & CEO, Hermann Companies

### **RICK HOLTON**

COO, Hermann Companies

### **BRYAN JORDAN**

CEO, First Horizon Bank

### **RUSTY KEELEY**

CEO, Keeley Companies

### **DAVID KOWACH**

Head of Community Banking, Wells Fargo

### **RON KRUSZEWSKI**

Chairman & CEO, Stifel Financial Corp.

### **WILLIE LANIER**

Former CEO, TDS/US and Pro Football Hall of Fame Inductee

### **DONN LUX**

Chairman, Lux Holdings LLC

### **MIKE LYONS**

EVP, Head of Corporate & Institutional Banking, PNC Financial Services Group

### **ANNA MANNING**

President & CEO, Reinsurance Group of America



**STEVE MARITZ**

Executive Chairman, Maritz

**KATHY MAZZARELLA**

Chairman, President &amp; CEO, Graybar

**RICH MCCLURE**

Former CEO, UniGroup

**JOHN MCDONNELL**Former Chairman & CEO,  
McDonnell Douglas**JIM MCKELVEY**Founder, Invisibly and  
Co-Founder & Director, Square**CHARLES J. MEYERS**

President &amp; CEO, Equinix

**LARRY MILLER**

Chairman, Jordan Brand Advisory Board

**MICHAEL NEIDORFF**

Former CEO, Centene Corporation

**JAMES E. NEVELS**Founder, Chairman & CEO,  
The Swarthmore Group**ROBERT O'LOUGHLIN**Chairman & CEO,  
Lodging Hospitality Management**JACK OLIVER**Senior Advisor,  
Bryan Cave Leighton Paisner**KATHY OSBORN**President & CEO,  
Regional Business Council**LARRY OTTO**

Retired, President, St. Louis, U.S. Bank

**GEORGE PAZ**Former Chairman, President & CEO,  
Express Scripts**DAVE PEACOCK**

COO, Continental Grain Company

**STEVE PHELPS**

President, NASCAR

**CHARLES PHILLIPS**

Co-Founder, Recognize

**BILL POLK**

Managing Partner, Egis Capital Partners

**EMILY PROCTER**

Actress, Entrepreneur, Activist

**RON REDWING**

CEO, The Redwing Group

**WILLIAM C. RHODES, III**

President &amp; CEO, AutoZone

**LAMONT ROBINSON**Director, Supplier Diversity,  
AmerisourceBergen**CRAIG SCHNUCK**Chairman Emeritus,  
Schnuck Markets, Inc.**RACHEL SEWARD**SVP, Corporate Communications & CSR,  
MiTek**RUTH J. SIMMONS**

President, Prairie View A&amp;M University

**KATIE SINQUEFIELD**

Advocate

**SUZANNE SITHERWOOD**

President &amp; CEO, Spire

**JOSEPH SIVEWRIGHT**Chairman,  
Nestlé Purina PetCare Company**KARL SODERLUND**SVP, Worldwide Channel Sales,  
Palo Alto Networks**MICHAEL STAENBERG**

President, The Staenberg Group

**ESTA STECHER**

Retired Partner, Goldman Sachs

**PAT STOKES**Former Chairman & CEO,  
Anheuser-Busch Companies**JOHN STRANGFELD**Former Chairman & CFO, Prudential  
Financial**DONALD SUGGS**Chairman & Publisher,  
The St. Louis American**DIANE SULLIVAN**

CEO, President &amp; Chairman, Caleres

**CHRISTOPHER J. SWIFT**

Chairman &amp; CEO, The Hartford

**KEN TANJI**Executive Vice President & CFO,  
Prudential Financial**MARK THOM**

Chairman &amp; CEO, MiTek Inc

**DAVID A. THOMAS**

President, Morehouse College

**JOHN THOMPSON**Venture Partner,  
Lightspeed Venture Partners**STEVE TRULASKE**

Owner, True Manufacturing

**JIM TURLEY**

Former Chairman &amp; CEO, Ernst &amp; Young

**BOBBY UKROP**Chairman & CEO,  
Ukrop's Homestyle Foods**DWAUN WARMACK**

President, Claflin University

**THOM WEISEL**Founder, Former Chairman & Former  
CEO, Thomas Weisel Partners Group**TIM WENTWORTH**

Retired CEO, Evernorth

**RYAN WILLIAMS**

CEO, Cadre

**JIMMY WILLIAMS, JR.**President and CEO, Estel Foods  
d/b/a McDonald's**GREIG WOODRING**Retired President & CEO,  
Reinsurance Group of America**MARK WRIGHTON**Interim President, George Washington  
University; Chancellor Emeritus,  
Washington University in St. Louis**JACKIE YOON**

President, YFB Consulting

**AL ZOLLAR**

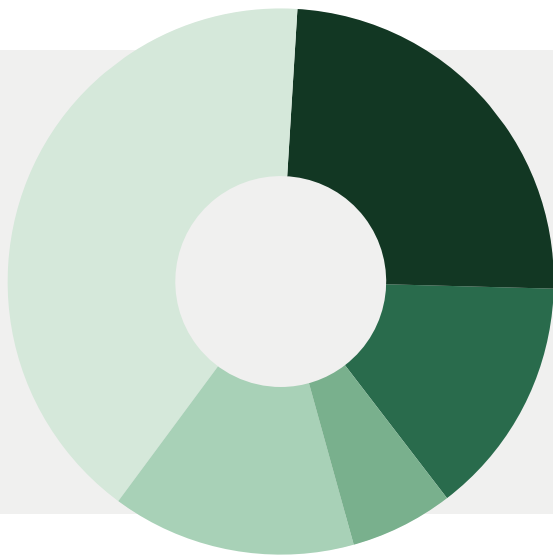
Executive Advisor, Siris Capital

**Advisors****MARY SCHMIDT CAMPBELL**

President, Spelman College

**SHARI AND GAREN STAGLIN**Co-Founders, Staglin Family Vineyard  
Chairman, Mental Health Foundation

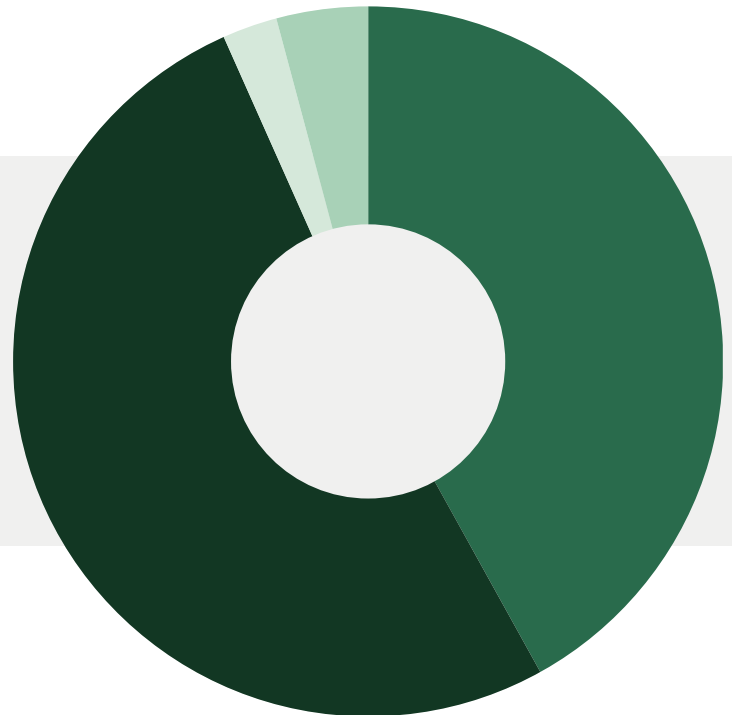
# Financial Overview



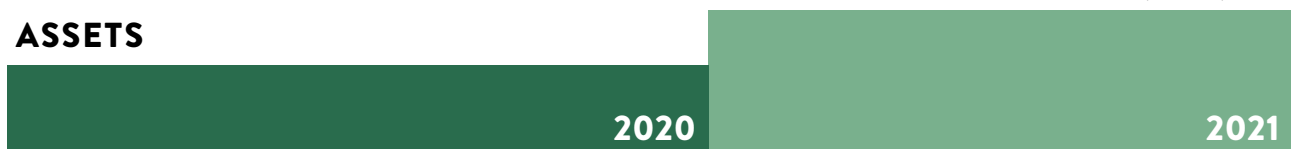
EXPENSES	
Employment & Job Readiness	\$3,419,529
Community & Life Skills	\$2,050,937
Behavioral Health & Wellness	\$1,184,912
PROGRAMMING EXPENSES	\$6,655,378
Administrative & Operating Expenses	\$1,212,349
Fundraising & Marketing	\$493,301
<b>TOTAL</b>	<b>\$8,361,028</b>

New Pledges	\$7,775,000
Contributions	\$6,353,579
Concordance Employment Agency	\$589,896
Event Revenue	\$419,285
<b>TOTAL</b>	<b>\$15,137,760</b>

REVENUE	
New Pledges	\$7,775,000
Contributions	\$6,353,579
Concordance Employment Agency	\$589,896
Event Revenue	\$419,285
<b>TOTAL</b>	<b>\$15,137,760</b>



## ASSETS



**INCREASE IN TOTAL ASSETS: \$5,337,821**



"Concordance means  
a new beginning,  
a new start. And it  
caused me to strive to  
be the best I could be  
because I knew it was  
inside of me all along."

**BRYAN**

# Thank You to our

*Concordance has received tremendous support from corporations, foundations, and individuals in our effort to build a stronger, healthier region. We couldn't do the work we do today without those who have 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 listed below.*

Kelvin Adams Charitable Fund	Margot & Parker Condie, Sr.	Kristen & Rick Holton
Ameren Corporation	Lester Coney	Illumina
Charitable Trust	Jay DeBeir	Interco Charitable Trust
AmerisourceBergen Foundation	Clarence Dinkins	J.W. Terrill
Anonymous	Kim & Tim Eberlein	Anonymous
Ascension	Edward Jones	Dawn & Kent Kahre
Ballmer Group	Kathryn & David Eichhorn	Laura Kaiser
Bank of America	Robert J. Endicott	Karlovic Family Fund
Janell Barganier	Anonymous	Diane & David Katzman
Benevity	First Horizon Bank	Keeley Cares
Benjamin F. Edwards & Co.	Fish Charitable Fund	Koala Insulation of Ft.
BJC HealthCare	Lotta & Jeff Fox	Lauderdale
The Boeing Company	Sam and Marilyn Fox	Kerrin & David Kowach
Suzy & Beau Brauer	Foundation	Tiffani Kraemer
Bryan Cave Leighton Paisner LLP	Kathy Freely	James Krafcik
James Bullard	Gamble & Schlemeier, LTD	Greg Kraus
Patt and Mark Burkhardt	Givable	Janie & Joe Leahy
Rachel Burse	Graybar Foundation	Mingu & Yuri Lee
Marilyn Bush	Lea Grimshaw	The Lester Family
Caleres	Ground Breakers, Inc.	James Linsin
Cardinals Care	Jed Hainlen	Kathy & Rich Lintz
Lloyd Carney	Felicia & Reggie Harris	The Ludeman Family
Mary Carpenter	The Hartford	Michael Mara
Cass Information Systems	Hermann Family Foundation	Paul Martin
Melissa & Ken Cella	Sal Hernandez	Jeanne & Steve Maritz
Centene Charitable Foundation	Priscilla Hill-Ardoin	Sally Matheson
Cigna Foundation	HLK Agency	Sharon Buchanan-McClure &
Mary & Billy Clarkson	Leslie & Michael Hodges	Rich McClure
Clayco	Jeff Hoffmeister	John F. McDonnell
Terry & Jim Coleman	Kathy & David Hollo	McKelvey Family Charitable
		Fund



# r 2021 Investors!

Mercy Health  
Erik Merkau  
Megan Mick  
Missouri Athletic Club  
MiTek  
Moneta Group  
Tom Mulhern  
Carrie & Scott Nelson  
Nestlé Purina PetCare Company  
Kara & Robert Newmark  
NISA Charitable Fund  
Nuance  
Steve Nystrom  
Candace O'Connor  
Kathy Osborn  
Palo Alto Networks Foundation  
Claudia Papenberg  
Melissa & George Paz  
Penny Pennington  
John H. Percy  
Pershing Charitable Trust  
Eriko & Anthony Pope  
Esther & Steve Portnoy  
Post Holdings  
Prudential  
Peggy & Terry Rassieur  
Kitty Ratcliffe  
Ron Redwing  
Mickey J. Regan  
Regional Business Council  
Chris Reichert  
Harry Rich

Paula & Rodger Riney  
Chase Ringwall  
Rio Vista Foundation  
Peggy & Jerry Ritter  
Barbara & John Roberts  
Michael Ruiz  
John Ryan  
Schneider Electric  
Michael J. Scully  
Linda Simms  
James Sinclair  
St. Louis Cardinals  
St. Louis Community  
Foundation  
The St. Louis Trust Company  
Staenberg Family Foundation  
Stecher Family Fund  
Stifel Financial Corp.  
Stokes Family Charitable Fund  
of the St. Louis Community  
Foundation  
Julie & Tim Sturr  
The Sullivan Family Charitable  
Fund of the Ayco Charitable  
Foundation  
Susan Talve  
Jane & Jeff Taylor  
Technology Partners  
Kimberly & Mark Thom  
Jackie & Will Tischler  
Pam & Greg Trapp  
Trott Family Philanthropies  
Anonymous

Anonymous  
U.S. Bank  
U.S. Bank Foundation  
U-City Forest Manor  
Jayne & Bobby Ukrop  
Thomas Valvo  
Vertex  
Gerry & Bob Virgil  
VISA  
World Wide Technology  
Foundation  
Beverley Watkins  
Wells Fargo Advisors  
Wells Fargo Community  
Support  
Kimberly Werner  
Grant Williams, III  
Mark Wrighton  
Paul Yeomans  
Jackie Yoon  
YPO St. Louis Chapter

# 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, education, behavioral sciences, and beyond. We are grateful for their support!*

*Closing out 2021, the Concordance board included 65 individuals, 25% of which are diverse individuals and 20% of which are women. Our commitment to diversity and inclusion is reflected within our board of directors. Also in 2021, we added two new board committees, including the strategic Planning Committee and the Marketing and Development Committee.*

*The Strategic Planning Committee provides oversight related to the mission, vision, and strategic direction of Concordance by helping to identify and provide solutions to issues facing the organization, ensuring strategic processes have been established, understanding the organization's core competencies, expansion opportunities and annually reviewing the strategic plan. The Marketing and Development Committee provides oversight related to the overall development plan and fundraising through organizing, monitoring, and evaluating efforts by the Board to develop philanthropic revenue. This is done by committee members helping to identify marketing and development issues, assisting in marketing and brand awareness of the organization, ensuring a strategic and effective steward process has been set-up and maintained, and reviewing major new programs and services. This list of board members is representative of our current board of directors as of March 2022.*

## Executive Committee

### **DANNY LUDEMAN, CHAIRMAN**

President & CEO, Concordance

### **JEREMY KEELE, VICE CHAIR**

Managing Partner & Co-Founder, Catalyst Opportunity Funds

### **CARRIE NELSON, TREASURER<sup>3</sup>**

CEO & Founder, Atlas Point LLC

### **RICH MCCLURE, SECRETARY**

Former Co-Chair, The Ferguson Commission;  
Former President & CEO, Unigroup

### **KELVIN ADAMS**

Superintendent, St. Louis Public School District

### **ANGELA ADLER**

SVP, Networks and Transformation, Optum

### **ELCIO BARCELOS**

Senior Executive Vice President and  
Chief Human Resources Officer at U.S. Bank

### **LYNN BRITTON**

President & CEO, Mercy

### **JIM BULLARD**

President & CEO, Federal Reserve Bank of St. Louis

### **SCOTT CARTER**

SVP, COO of Distribution Operations & President,  
Spire Missouri

### **KEN CELLA**

Principal, Branch Development, Edward Jones

### **TAD EDWARDS**

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

### **DAVID EICHHORN**

CEO & Head of Investment Strategies,  
NISA Investment Advisors

### **SAL HERNANDEZ**

Senior Compliance & Ethics Advisor, Husch Blackwell

### **RICK HOLTON, JR.**

Managing Partner, Holton Capital Group

### **DAN ISOM**

Director, Department of Public Safety  
City of St. Louis

### **LAURENT JAVOIS**

Regional Executive Officer,  
Missouri Department of Mental Health  
– Division of Behavioral Health

### **DIANE KATZMAN**

President, Diane Katzman Fine Arts

### **RUSTY KEELEY**

CEO, Keeley Companies

### **ROBERT KIRKLAND**

Former SVP and CFO, Stanley Black and Decker

*Chair, Strategic Planning Committee*

*Chair, Marketing & Development Committee*

*Chair, Budget & Finance Committee*

**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 & CEO, Stifel

**MARC LAZAR**  
Founder, Domaine Wine Storage

**JOE LEAHY**  
Chief Creative Officer, HLK Agency

**MINGU LEE**  
Managing Partner, Cleveland Avenue

**STEVE MARITZ**  
Executive Chairman, Maritz

**KEN MCDONALD**  
Co-Founder, Global Counseling Network;  
Senior Director of Business Development,  
Covenant Theological Seminary

**DICK MILES**  
Retired Chairman & CEO, Valitas Health Services, Inc.

**ESSYE MILLER**  
CEO, Executive Business Management

**MICHAEL MOEHN**  
Chairman & President, Ameren Missouri

**MICHAEL NEIDORFF**  
Former CEO, Centene Corporation

**BOB NEWMARK**  
Partner, Bryan Cave Leighton Paisner LLP

**STEVE NYSTROM**  
Retired Senior Vice President, U.S. Bank

**KATHY OSBORN**  
President & CEO, St. Louis Regional Business Council

**STEVE PONCIROLI**  
Associate VP – Partnership Strategy and Growth,  
North Highland

**ERIKO CLEVINGER POPE<sup>2</sup>**  
CEO & Founder, Katalyst STL

**EMILY PROCTER**  
Entrepreneur, Activist, Actress

**NICK RAGONE**  
Executive Vice President, Chief Marketing &  
Communications Officer, Ascension

**BENJAMIN RASSIEUR III**  
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

**LAMONT ROBINSON**  
Director, Supplier Diversity at AmerisourceBergen

**MICHAEL SCULLY**  
Missouri Regional President, PNC Bank

**SUSAN SHERMAN**  
Co-Founder, St. Louis Fashion Fund

**CRAIG SILLIMAN**  
Executive Vice President and 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

**JOHN THOMPSON**  
Venture Partner, Lightspeed Venture Partners

**GREG TRAPP<sup>1</sup>**  
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**  
Regional Vice President, Human Resources,  
SSM Health – Health Business

**CHIP WALKER**  
Executive Director, FS Investments

**TIM WENTWORTH**  
Retired CEO, Evernorth

**JAMES E. WILLIAMS, JR.**  
President & CEO, Estel Foods, Inc.  
d/b/a McDonald's

**CRAIG WORKMAN**  
President, Workman Communications Group

**MARK WRIGHTON**  
Interim President, George Washington University  
Chancellor Emeritus,  
Washington University in St. Louis

**JACKIE YOON**  
President, YFB Consulting;  
CEO & Managing Principal, BLACKGEM ADVISORS

"Don't give up  
when things seem  
like they're getting  
rough. Things are  
going to be okay.  
Keep it going  
forward."

**REGINALD**





# 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 healing journey - from pre-release through full-time employment and as alumni. There are many ways to support Concordance - some of which are listed below.*

## INVEST FINANCIALLY

Support Concordance with a financial investment and help us provide essential 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 network of friends, family, and colleagues. Encourage them to visit our website, attend events, and learn more about the societal issue of mass incarceration and the cycle of reincarceration. The more people know about the issue, the more they can help to make a difference.



## VOLUNTEER

While in person volunteer opportunities were not possible in 2021 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, attending monthly family dinners, and helping wrap gifts at the annual holiday event.



## ATTEND AN EVENT

From participant recognition events and holiday celebrations to the annual gala, we invite you to join us in support of our participants and team members throughout the year. Be sure to check out our website for the latest news regarding upcoming events.



## JOIN THE COMMUNITY

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








***Together, we can help make a profound impact on individuals, families, and our communities across the country. We encourage you to visit our website to learn more: [www.Concordance.org](http://www.Concordance.org)***

# Stay in Touch



**CONCORDANCE.ORG**

-  [facebook.com/ConcordanceAcademy](https://facebook.com/ConcordanceAcademy)
-  [linkedin.com/company/concordance-academy-of-leadership/](https://linkedin.com/company/concordance-academy-of-leadership/)
-  [instagram.com/concordanceoutforgood/](https://instagram.com/concordanceoutforgood/)
-  [twitter.com/ConcordanceAcad](https://twitter.com/ConcordanceAcad)
-  [youtube.com/channel/UChd8n15FPWQb5JMo2429pHg](https://youtube.com/channel/UChd8n15FPWQb5JMo2429pHg)

## **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) 396-6002







**Concordance**  
... HEALING EQUITY HOPE