



maximus
FOUNDATION

2021 Annual Report

**Doing something
greater together**



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Chairman's message

In 2021, across the country and beyond, we witnessed devastating natural disasters, significantly damaged social systems, a complicated and ongoing pandemic, major economic challenges, and more. But everywhere, there were communities that stood up to those assaults and heartbreaks, and they fought aggressively for a better, more equitable world. We applaud them all for their dedication, tenacity, and bravery.

In accordance with the founding purpose of the Maximus Foundation, we are proud to report that in our 2021 annual grantmaking program, we have provided more than \$1.2 million in support to 154 extraordinary nonprofit organizations that are making significant contributions toward achieving community successes. Only when communities are in the driver's seat of change will we be able to solve the world's most entrenched problems—racism, poverty, inequality—and unleash brighter futures for everyone, regardless of the place they call home. We are committed to the communities where our employees live and work, and through the generosity of Maximus and participating employees, we are delighted to help our awardees in meeting their goals.

We sincerely appreciate your partnership as we continue this journey, leading us all toward positive change.

Respectfully,



John F. Boyer, Ph.D.

Chairman and President

Maximus Foundation



About us

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Our story

The Maximus corporation has spent over 45 years improving lives by working with local, state, federal, and international government clients. This commitment continues to drive everything the company does as a leading provider of health and human services worldwide. The Maximus Foundation is one of the ways Maximus makes a difference in communities where employees live and work. Established by the Maximus Board of Directors in 2000, the Foundation is an independent, employee-led, 501(c)(3) nonprofit organization. Since its founding, we have supported nonprofits across the country and around the world that share our mission.

Our mission

Support organizations and programs that promote personal growth and self-sufficiency through improved health, augmented child and family wellbeing, and community development.

Our approach

The Maximus Foundation is led by caring employees committed to doing something greater together. Their inspired giving and participation help accelerate the missions of nonprofits on the frontlines of the communities we serve. Though we primarily focus our giving strategy on grantmaking, we also support key community response initiatives and employee volunteerism.

Our progress

In 21 years of partnering with U.S.-nonprofit organizations in our communities, we have donated over \$10 million.

Since 2010, over 2,500 U.S. employees have donated to our cause. Since the 2018 launch of our revised strategy, we have increased the average grant amount by 162 percent and awarded nearly twice as many grant dollars annually. We also provide financial support to charitable organizations in two additional countries, in partnership with our sister corporate foundations in the United Kingdom and Australia.



In 21 years we have donated over \$10 million.

Foundation spotlights

- Since 2010, over 2,500 U.S. employees have donated to support our mission.
- Our Ambassadors are passionate partnership-builders with an eye for strengthening relationships with Maximus employees, the Maximus Foundation, and community partners.
- Our Board Members volunteer to represent the various business lines of Maximus.

The Foundation's ability to make a lasting difference is rooted in Maximus' employees who actively give back. Employee participation is instrumental to our Foundation. Many colleagues make their voices heard by nominating and voting for future Maximus grantees. After employees donate at least \$1 to our grantmaking program, we invite them to join us and participate in the decision-making process. Many employees also volunteer to serve as Maximus Foundation Ambassadors or Board members. Maximus is proud of its growing community of employees who donate their time, resources, and talents. We thank them for their partnership and years of advocacy on behalf of the communities we serve each day.

Meet three of the many changemakers who make our mission possible.

Donor spotlight

Kweku Biney has been part of the Maximus team for 21 years and is a long-time supporter of the Maximus Foundation. A few years after Kweku joined Maximus, his life was forever changed by the programs offered by a former Foundation grantee partner, Friends of Fort Dupont Ice Arena. Their Schools Skate for Fitness program helped his daughter, Maame Biney, unlock a passion for ice skating.

The program offers students in under-resourced DC Metro Area schools' free basic ice-skating classes as part of their Department of Health, Physical Education, and Athletics curriculum. Kweku watched Maame evolve from a young avid skater to a present-day Olympic speed skater. As a single father, he was so grateful for his time at Maximus and for the Foundation's part in giving him the once-in-a-lifetime opportunity to raise his daughter to become an Olympian. He recalls how touched he was to hear about the Foundation supporting the program, "because I knew my daughter would be able to take more skating lessons."

Today, giving back continues to be an important value for Kweku. Not only is he a longtime Maximus Foundation donor, but he finds other ways to give back. One of his favorite Maximus community traditions has been to share food that would have otherwise been thrown away with nearby shelters. We wish him the best as he prepares for his retirement in 2022!



Kweku Biney laughs with his daughter, Maame. After visiting from Ghana at age 5, Maame stayed with him in the U.S.

Ambassador spotlight

Every winter, the Contact Center Operation team in Brownsville, Texas holds a charitable toy drive. Guadalupe Gomez, Senior Manager, joined their team in 2013. He was proud to take part and carry on the site's tradition as a leader and Ambassador. Then, in February, Texas suffered a major power crisis that left millions of families without water, heat, and food in the face of record freezing temperatures. He shares how listening to nonprofit partners makes all the difference when their community is faced with a crisis.

“In the last few years, we have been able to adapt to our partners’ needs. For example, during the pandemic, we went from personally dropping off the donated items to direct shipping them to the nonprofits. Then, after the freezing weather, our nonprofit partner’s requested donations for clothes. We quickly changed our toy drive to a winter clothes drive. There were times when even the nonprofit organizations were unsure what was coming up next, but we worked together and stayed in communication. Ultimately, we worked together to help those in need even as we faced the unknown. While we all continue to face some challenges, we are beginning to see things get better and, slowly but surely, back to normal.”

Guadalupe is honored to represent Texas in our growing network of changemakers and is always ready to include new and tenured staff in the Foundation’s mission. Our employees are passionate about helping those in need locally and Ambassadors, like him, are leading the charge.



Tip of Texas Family Outreach, a current grantee partner, is a child abuse prevention organization providing supportive services to parents to ensure their children are raised in safe, healthy and nurturing environments.

Board Member spotlight

Kelly Blaschke Treharne, Senior Vice President, joined Maximus in 1999 with a background in social work and nonprofits. Her career began with the Maximus Wisconsin Works Program providing Temporary Assistance for Needy Families services. She was introduced to the Maximus Foundation shortly after its establishment and was eager to get involved.

Kelly shared, "The synergy between the work of the Foundation and the services we provide in our Child Support and Workforce operations is strong. Our project teams can better serve our clients through the Foundation's existing partnerships with local organizations that support the communities we serve. We do all kinds of community engagement activities such as back-to-school drives, turkey drives, and gift drives, that not only increase employee engagement but also directly impact our community."

Kelly actively supports local nonprofits in the communities where she lives and works. She is passionate about addressing food insecurity and the basic needs of individuals in those communities. "Through the Maximus Foundation, the impact I can have as an individual and a donor is greatly expanded. I am so proud to work for a company with an established foundation and honored to represent our employees as a Foundation Board member."

In addition to being a current Board member, Kelly also leads the Foundation's Engagement Committee. She and the committee collaborate with Foundation Board members and Ambassadors to raise awareness about our impact and invite Maximus staff to join our employee-led efforts. We can't wait to see all that she and the committee will accomplish!



Over the past two years, Kelly has volunteered for a Shoppers for Seniors program helping many individuals who could not leave their homes due to the pandemic or other health-related issues get food and other essentials for themselves, family members, and pets. To date, she has volunteered almost 150 hours.

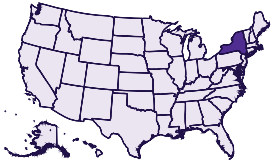


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Employee volunteerism

Maximus empowers employees to engage with our nonprofit partners in ways that are meaningful to them. Our employees' commitment to doing something greater extends beyond their workday. That dedication translates to them coming together to give back to their local communities. Follow along as we highlight a few employees who help strengthen their neighborhoods and the communities of their sister sites. We thank all the dedicated hearts and hands who keep paying it forward despite this year's challenges.





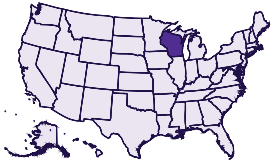
Employee Volunteerism
Location: Albany, New York

Providing fresh produce to families

This summer, eight members of the New York State of Health (NYSOH) leadership team donned garden gloves and planted nearly 250 blueberry bushes at Victory Gardens in Albany. The produce grown was made available at a farm stand in the Albany West Hill neighborhood to serve the community's urgent needs. Boxes were filled with fresh veggies, fruits, and other food staples and provided weekly to more than 150 families at no cost.



New York leaders get ready for a day of gardening. From left to right: Stephen Russell, Senior Director; Beverly Wojtaszek, Project Director; Ria Perrino, Senior Administrative Assistant; Beckie Briggs, Senior Director; Marlayna Sullivan, Senior Manager; Debra M. Sanders, Senior Director; John Jones, Director; and Angela Wood, Director.



Employee Volunteerism

Location: Milwaukee, Wisconsin

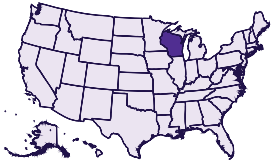
Maximus back-to-school vaccine event in Milwaukee

Following the learning challenges of the previous school year, community organizations have stepped up to help students return to the classroom healthy, immunized, and ready to learn in this new school year. On Thursday, August 26, Maximus helped host a back-to-school vaccine event with our Milwaukee community partners at the Maximus Jobs Center Milwaukee location. Families had access to community resources provided by our partners, and Maximus gave each child a backpack that included school supplies and a bag of snacks. Thanks to our partners Walgreens and Hayat Pharmacy, attendees could also quickly receive their COVID-19 vaccination on-site.

Wisconsin Governor Tony Evers and District 10 State Representative David Bowen spoke with attendees and staff as they helped hand out food bags and backpacks. Governor Evers particularly appreciated our team's hard work filling and distributing over 300 backpacks with supplies curated directly from the Milwaukee Public Schools supply list. He commented that this attention to detail helps families tremendously as they enter the new school year. As the former State Superintendent, Governor Evers also discussed how crucial it was for children and families to have the tools to make the school year successful. The event was covered by several news outlets and featured on the local evening news.



Governor Evers and State Representative Bowen support a 14-year-old getting his second dose of the COVID-19 vaccine at the event.



Employee Volunteerism

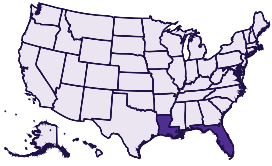
Location: Milwaukee, Wisconsin

Update: Youth Meal Kit Program a success

Last year, we shared that the Wisconsin Workforce Program helped distribute meal kits to families in need. Grants from the United States Department of Agriculture (USDA), Milwaukee Center for Independence (MCFI), and Maximus provided more than 3,200 meal kits to our Wisconsin Temporary Assistance for Needy Families (TANF) population. Way to go, team!



Volunteers unload food used for meal kits.



Employee Volunteerism

Location: Lynn Haven, Florida and Bogalusa, Louisiana

Going the distance to deliver disaster relief supplies and hope

In September, Hurricane Ida became the second-most damaging Category 4 Atlantic hurricane to make landfall in Louisiana, right behind Hurricane Katrina. As our Bogalusa colleagues faced the financial and emotional stress of the hurricane's aftermath, our Federal team immediately stepped in to give a helping hand. They rallied together and coordinated a nationwide supply drive. Employees across the country shipped relief supplies directly to Bogalusa.

At the same time, a Lynn Haven, Florida employee named Alethea Nummy wanted to help in her own way. Global supply chain disruptions made shipping times unpredictable. Alethea coordinated a week-long supply drive at the Florida office and committed to delivering all the donations personally. Susan Claggett, Senior Manager for Customer Center Operations, shared, "We were blown away by how many items were donated in such a short amount of time; our team always comes through!"

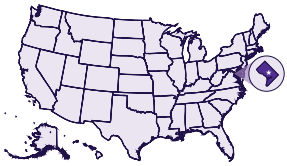


Alethea and local leadership invited their colleagues to fill designated office carts with non-perishable items such as cleaning supplies, infant care supplies, tarps, personal care items, and masks. Within days, the office quickly filled an entire truck and trailer. Lynn Haven employee donations continued to pour in, even while she was delivering the initial supplies.

Not long ago, Lynn Haven went through a similar situation after Hurricane Michael swept through their site. They were on the receiving end of much-needed relief supplies and packages from their Maximus family during that time. They understood all too well what their Louisiana sister site was going through.

We are so proud of Alethea's grassroots leadership and appreciative of all the compassionate employees who have lent a helping hand to their colleagues at their time in need.

Alethea Nummy, Quality Manager, is known by many for her civic-minded attitude. She volunteered to deliver a truck and trailer full of donated items from Florida to Louisiana.



Employee Volunteerism
Location: Washington, D.C.

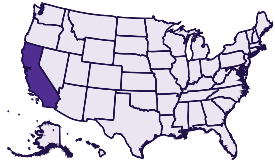
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Lighting up the night with a cause

The Leukemia & Lymphoma Society (LLS) Light The Night Walk is a community event where patients, caregivers, and supporters walk to celebrate, honor, and remember those touched by cancer. Together, our D.C. Metro Area colleagues raised more than \$2,500 to help LLS fund pioneering blood cancer research and provide free information and supportive services.



Left to right: Theresa Golinvaux, Senior VP, Controller; Colleen Fitzpatrick, Analyst; Kim Gantt, Analyst; Stacy King, Coordinator; Joel Kelly, Vice President, with his dog, Blaze; and Dolores Thomas (kneeling), Senior Coordinator.



Employee Volunteerism
Location: Rancho Cordova, California

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Making the holidays bright

The California Health Care Options (HCO) project partnered with the Rancho Cordova Police Activities League (PAL) to hold a toy drive in time for the holiday season. Our teammates collected approximately \$1,536 worth of toys, gift cards, and cash donations. School Resource Officer (SRO) Tina Aldama, PAL Program Director, said, "Thanks so much for helping us out. The event was a blast, and many kids will be so happy on Christmas morning, thanks to the generosity of Maximus! We look forward to working with you again next year!"



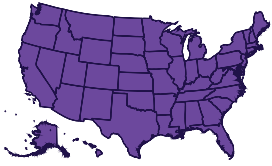
Rancho Cordova PAL is a nonprofit that builds relationships between the Rancho Cordova Police Department and youth through a variety of programs, at no cost to the kids.



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Community response efforts

While our grantmaking program operates on an annual basis, we also organize company-wide social impact and disaster relief initiatives throughout the year to meet immediate community needs. We help strengthen our communities and partner with them when they're faced with significant challenges. This year, Maximus and the Maximus Foundation mobilized additional resources to address the global impact of COVID-19 and a changing climate. Below are just two examples of how our employees have come together and joined us in giving a helping hand to our neighbors in need.



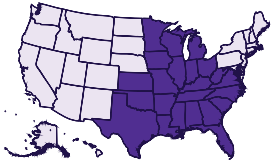
Community response efforts
Location: Nationwide

Launching an Employee Assistance Fund

Maximus recognizes the need to help assist in the face of unexpected adversity. This year, we launched our inaugural Employee Assistance Fund (EAF) to provide financial support to our colleagues who encounter personal hardships and disasters. With every dollar going exclusively to eligible employee applicants, the EAF is a direct way we can give our teammates a hand up in times of hardship.

To ensure confidentiality and impartial decision-making, we are proud to announce our partnership with our trusted intermediary, America's Charities. By working with this leading nonprofit, Maximus can increase its flexibility around the types of hardships the fund can cover. America's Charities manages all the administrative aspects of the EAF, including determining relief grant amounts and fund distribution. To learn more, please visit [maximus.com/EAF](https://www.maximus.com/EAF).





Community response efforts

Location: South and Midwest region, USA

Helping tornado victim-survivors recover

A historic storm hit the South and Midwest in December, with nearly 70 tornados touching down in ten states. Officials anticipated billions of dollars in total damage and economic losses, potentially making it the costliest tornado storm in U.S. history. In an immediate response, Maximus and the Maximus Foundation partnered with the Center for Disaster Philanthropy (CDP), a leader in disaster philanthropy. As in the past, we invited employees to join us in this relief effort through a pledge to match every dollar donated. As a result, we donated more than \$50,000 to this outstanding organization.

CDP's mission is to leverage the power of philanthropy to mobilize a full range of resources that strengthen the ability of communities to withstand disasters and equitably recover when they occur. Maximus also donated \$3,000 to the CDP's COVID-19 Response Fund on behalf of employees who experienced a loss due to the new coronavirus.



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Grantee partner stories of impact

Employee-led and community-focused

Maximus focuses its philanthropic efforts through the Maximus Foundation. In turn, the Foundation focuses its giving strategy on a competitive annual grantmaking program. With the help of participating employees, we financially support nonprofits that actively uplift communities and improve the quality of life of historically excluded and under-resourced populations. Maximus encourages our employees' passion for serving others and supports their efforts through a corporate matching gifts program and by including them in the Foundation's decision-making process. Any employee who donates at least \$1 to the Foundation's grantmaking program is qualified to nominate and vote for future Maximus grantee partners.

After carefully vetting each prospective partner, the Maximus Foundation exercises a trust-based giving approach to help our partners tackle the most significant challenges of the communities Maximus and our partners serve. Our employees serve the most vulnerable and at-risk communities across the United States and around the globe. Similarly, our grantee partners know how to best use funding to meet the needs of the communities and constituents they serve. Our giving approach allows our nonprofit grantees to innovate, adapt, and sustain their impact, especially during this year's extraordinary circumstances. Unrestricted funding is how we show how much we value our grantee partners' expertise. In the following pages, you will learn how a few of our partners used their unrestricted cash grants to strengthen vulnerable communities further across the country.

To read more stories about the impact of our partnerships, please visit our insights blog.

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Our impact themes



Community development, with focus areas such as:

- Homelessness prevention and supportive services
- Jobs and training programs
- Veteran supportive services



Healthcare, with focus areas such as:

- Chronic care
- HIV/AIDS prevention and care
- Physical and developmental disabilities

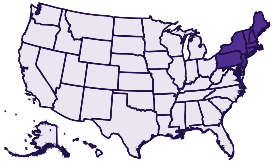


Youth development, with focus areas such as:

- Child abuse prevention and supportive services
- Child hunger and nutrition services
- Enrichment and education programs

\$1.2⁺
million

awarded to 154 nonprofit
partners in 29 states + D.C.



Northeast

Nonprofit partner: The Committee on Temporary Shelter

Location: Burlington, Vermont

Impact theme(s): Community development

Focus area(s): Homelessness prevention and supportive services

Throughout this past year, COTS HRC worked with more than 50 local organizations and 700 landlords to prevent evictions and helped people without a home move into stable housing quickly, even during a pandemic.



Preventing veteran homelessness in Vermont

Angela* was working as a nurse at a private medical practice during the pandemic when her hours were cut due to decreased patient visits across her employer's organization. As a military veteran and single mother of three young girls, she began feverishly applying for other nursing positions. Then, after her additional \$600 in unemployment insurance benefits ended, Angela started accessing local resources for veterans to make up the difference. She received small amounts of assistance to keep her afloat, but she soon found her unemployment benefits were not enough to cover her family's mortgage and monthly expenses.

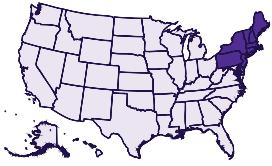
When Angela reached out to the Committee on Temporary Shelter (COTS) Housing Resource Center (HRC), they connected Angela with a housing specialist. The specialist assessed her situation and

determined her eligibility for assistance through their program. COTS HRC is a team of eight staff members focused on retaining or securing sustainable housing for households throughout Chittenden County, Vermont.

COTS helped pay back a portion of Angela's overdue mortgage payments to secure her housing while she worked to obtain employment. Angela called the HRC housing specialist regularly to receive support with goal setting and improving her budgeting skills. She applied for dozens of jobs every week. It was challenging to obtain a new nursing position. However, by the end of October, Angela had achieved all her goals, including reentering the job force as a nurse. Angela and her three children continue to live comfortably in their home.

The Committee on Temporary Shelter is the largest service provider for homeless people and those at risk of becoming homeless in Vermont. Support from the Maximus Foundation allowed them to continue giving vulnerable families a hand up during some of this year's most challenging times. They shared, "In a year marked by so much loss and uncertainty, we are grateful for the many milestones our clients, guests, and staff were able to achieve this past year."

**Name changed for confidentiality purposes.*



Northeast

Nonprofit partner: Comunilife

Location: New York, New York

Impact theme(s): Youth development

Focus area(s): General



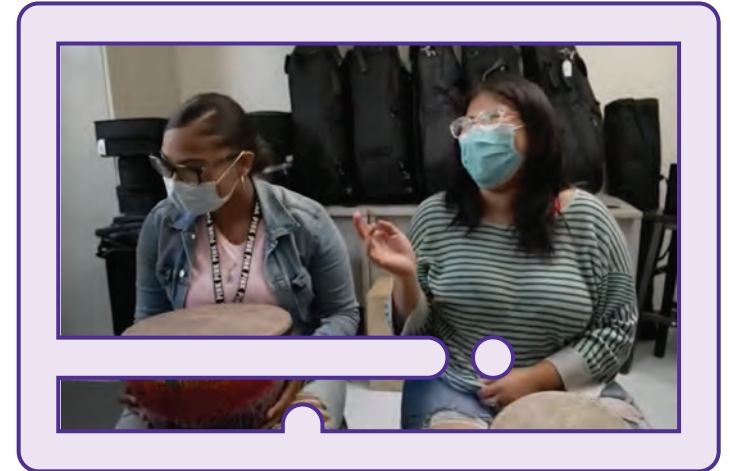
Suicide prevention program uses art to support New York Latinas

Established in 2008 by Dr. Rosa Gil, the Life is Precious™ (LIP) Latina Girls Club & Suicide Prevention program is a project of Comunilife, a leading nonprofit housing, health, and human services agency serving New York City's most vulnerable communities since 1989.

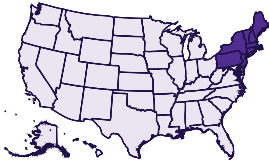
Dr. Gil shares, "When a teen enters a LIP, she is met by a knowledgeable and empathetic staff of professional young Latinas. Once there, she receives tutoring to improve her academic performance; takes part in creative arts therapy to work through their emotions using art, music, movement, and poetry; increases her self-esteem by improving

her sense of self-worth; and opens lines of communication with her family. Our teens are given the hope to imagine a future full of possibilities and the tools to achieve them."

Each year, LIP provides more than 125 teen Latinas with access to culturally and linguistically appropriate services to help reduce the factors that lead to higher-risk behaviors. Their partnering clinics also offer psychiatric services. With the financial support of the Maximus Foundation, all core LIP activities have continued online to ensure that at-risk, vulnerable teens have a sense of continuity during a time of upheaval.



[Click here to watch a video about Comunilife's Life is Precious program.](#)



Northeast

Nonprofit partner: Outreach Center for Community Resources formerly Employment Opportunity Training Center of NEPA

Location: Scranton, Pennsylvania

Impact theme(s): Community development and youth development

Focus area(s): Jobs and training programs; homelessness prevention and supportive services; veterans supportive services; child abuse prevention and supportive services; child hunger and nutrition services; enrichment and education program

Outreach improves the lives of over 5,000 families each year with award-winning workforce and family development programs that support individuals as they navigate through life's challenges.



Equipping a first-time Pennsylvania parent in recovery with effective coping skills



What health decisions would be best for my baby? How can I help my baby's learning and development? What should a safe home look like?

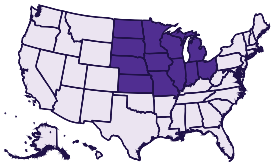
Sarah pondered these questions as she and her husband welcomed a new baby girl into their family. They both were balancing active recoveries from substance abuse disorders. Now, with the birth of her daughter, Sarah felt unsure of what her next steps should be as a new parent. That is when she decided to enroll in Outreach's SafeCare Augmented program, a research-based parenting program.

Soon, the stresses of a new baby, poor relationships, and active recovery were so overwhelming that Sarah relapsed. After recovering from her overdose, she was determined more than ever to be the best mother she could be. She made the difficult decision to leave her infant daughter in the care of her father and entered inpatient treatment, where she focused on her wellbeing. During that time, her Outreach family development specialist stayed by Sarah's side, providing constant support for Sarah and her family.

Upon discharge from rehab, Sarah completed the SafeCare program. Outreach's program provided Sarah with motivational interviewing, domestic

violence training, and coaching in three crucial areas: parent-child interaction, child health, and home safety. She also enrolled in Outreach's Parents as Teachers (PAT) program to continue her education on parent-child interaction, overall family wellbeing, child development, and school readiness.

Sarah is thankful Outreach has taught her how to build effective coping mechanisms and the resilience to face stressful situations. With support from the Foundation, Outreach partners with vulnerable individuals and families in need of a hand up toward family stability and economic self-sufficiency each day.



Midwest

Nonprofit partner: New Avenues of Independence

Location: Cleveland, Ohio

Impact theme(s): Healthcare

Focus area(s): Physical and developmental disabilities



Securing employment for Ohio individuals with disabilities

New Avenues is committed to providing opportunities for people with disabilities to engage fully and in meaningful ways with their community to assist them in becoming more connected and valued. Funds from their Maximus grant award helped them provide innovative and creative solutions to increase independence and engagement.

Today, New Avenues Employment and Day Services, now called Inclusion Services, is entirely facility-free, with all services being provided in the community or at their homes. Fifty-three individuals are receiving services, with eleven individuals regularly volunteering in the community. Six individuals are receiving Employment Services, and over the past 18 months, five people have become competitively employed in the community.

Jonathan, one of their clients, knew he wanted to work but wasn't sure exactly what he would like to do. New Avenues' manager of Employment Services, Allen Berkenfield, enrolled Jonathan in some Career Exploration activities to give him a better idea of the types of jobs he might be interested in. This resulted in a one-week paid community-based assessment (CBA) at the Winking Lizard, one of the employers where he could job shadow. Although they did not have an appropriate position available for Jonathan, their assessment showed Jonathan's readiness to get a job in the community.

Jonathan and Allen worked on interview skills, completing sample applications, and creating his resume. Together, they planned to find Jonathan a job in the community where he could be happy and successful. Late in October, Jonathan interviewed at the Giant Eagle, Legacy Village. He interviewed with

Jonathan is one of 150 individuals with disabilities benefiting from New Avenues services, like employment services. He now works competitively at Giant Eagle.

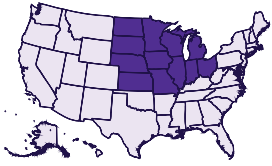


Photo credit: New Avenues of Independence

the store manager, who hired him on the spot as a Lot Attendant. The location is less than four miles from his home.

Jonathan's first day at his new job was November 19. He works an average of 25 hours per week and makes \$11.50 per hour. Jonathan had a Job Coach on-site to support him when he first learned his work tasks, but he quickly became independent and is doing a great job. His team also plans to enroll him into the Medicaid Buy-In program so he can keep his earnings.

Now, Jonathan spends most of his time outside and is on his feet, moving the whole time. The winter weather in Cleveland can be challenging, but Jonathan doesn't complain. He dresses warmly and literally weathers each storm. Jonathan says that he is really happy working there.



Midwest

Nonprofit partner: Mother Hubbard's Cupboard

Location: Bloomington, Indiana

Impact theme(s): Community development and youth development

Focus area(s): Homelessness prevention and supportive services; child hunger and nutrition services

The greatest success is simply remaining open and continually providing low-barrier access to healthy food for all in need.



Keeping its food pantry doors open as a primary goal



In March 2020, Mother Hubbard's Cupboard (MHC) was preparing for their annual Seed Starting workshop when an emergency call for staff came in for the office. Everything was about to change.

The Seed Starting workshop was the first event to be canceled. Then, the interns were sent home and volunteer shifts were canceled for the rest of the week, which turned into the rest of the month and then into the next 22 months. All Education programming halted so the staff could turn all their attention to the most essential service MHC offers – the pantry.

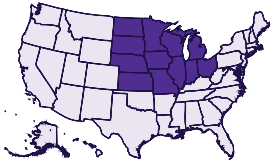
Historically set up like a grocery store, the pantry moved to an outdoor drive-thru model to keep staff and patrons safe. Patrons were greeted by the same team they'd come to know indoors, now masked and

at a safe distance, ready to get them the resources they needed such as diapers, pet food, personal care items, and healthy food. Shopping bags were replaced with boxes, carefully packed by staff to include a variety of pantry staples, and topped with a protein, dairy items, and fresh produce. Patrons didn't even need to get out of their vehicles – staff loaded up however many grocery boxes they needed right into their trunks. Though operating this way minimized exposure, it quickly became clear it would not be sustainable for the small staff of eight, physically and emotionally. The boxes were heavy, the trunks could be challenging, and though the exposure was minimal, the uncertainty-and fear-was high early in the pandemic. They needed help.

Their Maximus grant award helped MHC expand their staff in response to the COVID-19 pandemic,

funding three part-time staff for one month of operations. MHC is one of the largest emergency food suppliers in the region and typically relies on more than 500 annual volunteers to distribute an average of 1.2 million pounds of food to the more than 50,000 patrons every year. Their cash grant helped them compensate their staff with a living wage. During the pandemic, they have hired eight part-time workers.

MHC hopes 2022 will be the year for a safe reopening-83% of patrons shared that they'd be comfortable returning to indoor shopping in 2022 with COVID precautions. "I miss the pantry before COVID!" wrote one patron. "Hope inside opens soon!" wrote another.



Midwest

Nonprofit partner: Lawrence Community Shelter

Location: Bloomington, Indiana

Impact theme(s): Community development

Focus area(s): Homelessness prevention and supportive services

Among their 2021 accomplishments, LCS opened the Monarch Village, which provides clients with a 90-day stay and enough time for staff to connect families to all the supportive services they need to succeed. Their vision is for the tiny homes to be a launching pad to permanent housing.



Debuting a tiny home village for unhoused Kansas families

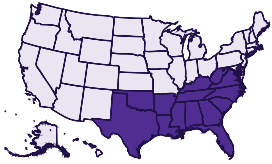
Lawrence Community Shelter (LCS) has always known homelessness as a public health crisis, but the COVID-19 pandemic made that clear. In 2021, LCS served 421 individuals, housed 115 people, and served 25,422 meals. They offer low-barrier shelter programs that provide emergency shelter, housing navigation, care coordination, and housing stabilization. Maximus Foundation funds helped their clients go to the doctor, access testing, find safe transportation, and exit homelessness to permanent housing. Plus, they grew their Direct Assistance Fund by five times to help individuals experiencing homelessness in Lawrence and Douglas County navigate the pandemic. The Maximus Foundation funding represented 25 percent of that increase.

LCS recognizes the inherent worth of all people and their right to be treated with dignity and respect in the homeless service system as the experts of their own lives. The LCS philosophy is to protect the rights of individuals experiencing homelessness, embrace Housing First principles, acknowledge institutional racism, underscore the need for trauma-informed care, and pursue evidence-based solutions.

A Housing First approach yields better and longer-lasting results of housing stability and improved mental health. Instead of a traditional treatment-first approach prolonging barriers to housing, Housing First models move people into housing directly from streets and shelters without requiring compliance or participation in treatment programs to determine “readiness” before accessing safe and secure

housing. Housing First principles emerge from a specific body of social science research that tells us something important about recovery, wellness, and housing: self-determination is critical in restoring a sense of empowerment. In other words, people are best positioned for behavioral health recovery and lifelong wellness when their housing is secure.

Self-determination offers individuals experiencing homelessness greater dignity by allowing them to make decisions regarding their own life, just like the rest of us. Plus, it is a better long-term solution for ending chronic homelessness since people will more likely stay in places they like, want, and choose. It encourages people to be part of the community, not just live in it.



South

Nonprofit partner: Emory Valley Center

Location: Oak Ridge, Tennessee

Impact theme(s): Community development and healthcare

Focus area(s): Jobs and training programs; physical and developmental disabilities

Emory Valley Center's provides support, such as Enabling Technology, to children and adults with intellectual, developmental, and physical disabilities in 16 East Tennessee counties.



Enabling Technology is a tool of independence for this young Tennessee woman



Celeste was unsure what she wanted to do as far as working, but one thing was for sure – she wanted to be around people and help them. After an overwhelming job-hunting day at the mall, Celeste and her Emory Valley Center Job Developer went to McDonald's for lunch. There, they noticed someone cleaning the tables and helping the customers as they came in. Celeste's Job Developer turned to her and asked, "Do you think you would like a job like that since you have a bubbly personality and want to be around people?" Celeste wanted to try it out before deciding, so she went back to shadow the lobby attendant. She loved it. It went so well that she decided to apply and was hired.

Emory Valley Center (EVC) staff supports over 3,100 children and adults with blindness, deafness,

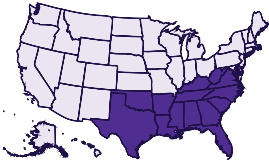
intellectual and developmental disabilities, and other complex health conditions. One way they are helping clients like Celeste live a more independent life is through Enabling Technology.

Enabling Technology ranges from a cellphone with programmed reminders to a device that allows people to stay home for a certain amount of time without a Direct Support Professional. For example, Celeste uses a Mobile Personal Emergency Response (mPERS) pendant. It is a two-way communication device that will enable her to contact her job coach when she needs assistance at work. Two-way voice communication and Short Message Service (SMS) texting provide prompts to help Celeste stay on task, reminders for breaks, and recognition for completing tasks.

Celeste's device also helps her family confirm her arrival and departure from pre-determined locations. It has not only made Celeste more independent at her job, but also makes her family feel good knowing she is safe and supported while at work.

With the support of their Maximus grant, EVC continues to lead the state of Tennessee in providing clients like Celeste with opportunities and tools to gain the independence they desire and deserve using Enabling Technology.

Celeste has been at her job as a lobby attendant since May 2018 and loves it. Her co-workers and customers love her, especially her big smile and laughter.



South

Nonprofit partner: Hero Dogs

Location: Brookeville, Maryland

Impact theme(s): Community development

Focus area(s): Veteran supportive services

Max is just one of the puppies in Hero Dogs Clara's fourth and final litter of puppies. Max is training to become a service dog for a veteran or first responder with disabilities.



Training service dogs to support Maryland veterans and first responders

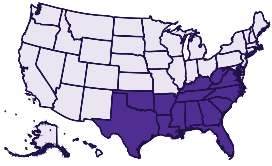
Hero Dogs places service dogs and other highly skilled canines with veterans of the U.S. military and first responders with disabilities, at no cost to them, in the greater Washington, D.C. metropolitan area. Hero Dogs trains dogs to meet the needs of veterans and first responders with multiple disabilities such as mobility challenges, hearing loss, effects of chronic illness, or mental health conditions.

Susan Boren, Senior Vice President of Real Estate at Maximus, learned about Hero Dogs after they honored the memory of her family friend by naming

a puppy-in-training after him. As the daughter of a veteran, she has been especially proud to work at Maximus, which has been a trusted partner to the Department of Veteran Affairs for more than 20 years. She nominated Hero Dogs for their impactful work in the veteran and first responder community.

“When Hero Dogs wrote to tell me that a pup from their newest litter was named Maximus, I was humbled and proud that our company continues to demonstrate support for the valued people we serve.”

Hero Dogs Max is a Labrador Retriever born on April 19. Now, he is soaking up everything he learns in puppy class and at home with his puppy raisers, with whom he went home in late June. Around the same time, he officially received his name Hero Dogs RADM Fabius Maximus Stanly, USN, “Max.” Hero Dogs names each puppy to honor veterans, first responders, and historical figures.



South

Nonprofit partner: San Antonio AIDS Foundation

Location: San Antonio, Texas

Impact theme(s): Healthcare and community development

Focus area(s): HIV and AIDS prevention and care; homelessness prevention and supportive services

Since 1986, the San Antonio AIDS Foundation has provided hot meals to clients living with HIV three times a day, seven days a week, 365 days a year.



Protecting Texans living with HIV



Every day, the San Antonio AIDS Foundation (SAAF) works to prevent the spread of HIV and to support those living with HIV to live long and healthy lives. Unrestricted grants from the Maximus Foundation help grantees use the funds wherever they most need them, such as purchasing a new boiler for their kitchen or supporting their education program staff. Through our partnership, SAAF has continued to provide hot meals to clients living with HIV three times a day, seven days a week, 365 days a year since 1986. Also, their education program staff provided outreach to 8,000 students in San Antonio in the last year alone.

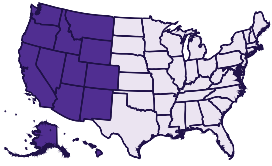
SAAF supports individuals affected by HIV or AIDS in 12 south Texas counties. These services include:

- Medical care, including dental and mental health
- Housing assistance
- Food pantries
- HIV testing
- HIV educational programs

Hear the impact the organization has in the clients' own words:

"This is a great opportunity for people to become self-sufficient. And I am glad to say I had good progress here. Now I am getting on my feet and will keep on going."

"I am grateful for the pantry and the food I get for not just me but my family. They really take into account that I have children and allow me to bring enough food home for them, too."



West

Nonprofit partner: Fresh Start Women's Foundation

Location: Phoenix, Arizona

Impact theme(s): Community development

Focus area(s): Jobs and training programs; homelessness prevention and supportive services

Past Fresh Start clients are recognized and celebrated at a graduation event for the Small Business Start-Up Certificate and the DreamBuilder program.



Equalizing access to business education for Arizona women

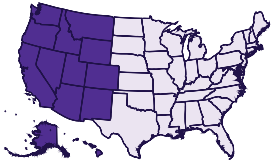
Diana and Nicole are new entrepreneurs with dreams of growing their small businesses. Diana has an online blog on which she hopes to add a store. Nicole's business has a line of body care products specifically designed for people of color living with discoloration. Both women are clients of the Fresh Start Women's Foundation. Recently, they seized the opportunity to participate in DreamBuilder's pitch contest, moving them one step closer to making their dreams a reality.

Their journey began when they enrolled and later graduated from Fresh Start's DreamBuilder program. With support from the Maximus Foundation, this online training certification program teaches women the basics of creating and growing a business for free. Eighty six percent of program participants report starting a business two years after program completion.

Furthermore, the DreamBuilder's pitch contest gives its graduates a chance to win a cash prize for their business ideas. Diana and Nicole worked hard to ensure that their pitches stood out against DreamBuilder's graduates from Arizona, Texas, Colorado, and New Mexico. It paid off! They both placed within the top five business pitches across all four states and won \$500.

Since then, they have continued their path of entrepreneurship with the support of their Florine F. Jackson Scholarship. Fresh Start's partnership with Paradise Valley Community College made it possible for Diana and Nicole to enroll in the Small Business Start-up Certificate program, which is exclusively for scholarship recipients like them.

Fresh Start Women's Foundation continues to equip women like Diana and Nicole with the tools and resources they need to transform their lives and strengthen our Arizonian community. Since launching services virtually due to the pandemic, they have connected with more women than ever before. In fact, their resource coaching increased by over 700 percent as a direct result of virtual intakes. Fresh Start provides services to domestic violence survivors, women making low-moderate incomes, and a community of veterans.



West

Nonprofit partner: Saint John's Program for Real Change

Location: Sacramento, California

Impact theme(s): Community development and youth development

Focus area(s): Homelessness prevention and supportive services; child abuse prevention and supportive services; child hunger and nutrition services; jobs and training programs

Saint John's Career Education and Placement Center provides mothers with tools and resources so they may become more prepared to embark on the path to a successful career.



Making a real change for justice-impacted individuals in California



The primary objective of Saint John's Program for Real Change is to permanently reduce the number of unhoused women and children in our community. With the support of their Maximus Foundation grant, they are breaking the cycle of poverty and homelessness one family at a time. They provide a comprehensive array of "dependence to independence" services for homeless families, all under one programmatic roof, unparalleled in the region and the State.

After a recent year-long study, the County Supervisors Association of California and the League of California Cities recognized Saint John's as a best practice for homeless families. They pointed out that in 2016 alone, Saint John's saved taxpayers "a minimum of \$13 million" in services provided to the people experiencing homelessness.

Casie's story demonstrates this impact:

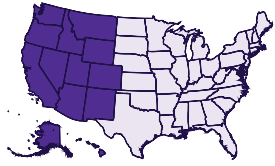
"I can't believe the change in me!"

Those are the first words out of Casie's mouth when she shares her experience at Saint John's. After her divorce, Casie's life began to spiral downward. Her substance abuse disorder worsened, and then the prospect of an income drew her to deal drugs. She walked through Saint John's red doors in December of 2019 as part of the county jail's re-entry program. She had nine months left on her sentence and thought, "I could sit around here and do nothing, or I could try this program I've heard so much about."

The part of the program that intrigued her the most was the job training. Though she was a wife and mother for many years, she had no recent work

history nor formal job training. Her last job was in 2001. As a result, Casie spent the final ten months completing her sentence and working hard to become employable.

Reflecting on her experience at Saint John's, she tears up and expresses her gratitude for the encouragement, especially from the Client Services staff and Case Managers. Now, Casie is looking forward to what's next for her: employment at UC Davis Medical Center, where she was just offered a job as a Senior Custodian. She also hopes to begin saving money and be reunited with her daughter (21) and her son (17). Most importantly, she says, "I'm just so happy that I now have a way to support myself and my children without doing something illegal."



West

Nonprofit partner: San Francisco-Marín Food Bank

Location: San Francisco, California

Impact theme(s): Youth development

Focus area(s): Child hunger and nutrition services

Whether it's fresh fruits and vegetables, pantry staples like rice and beans, or proteins like eggs, the Food Bank is providing nourishing food to struggling families, seniors, and people with disabilities.



Ending hunger is this California food bank's mission

Since 1987, the San Francisco-Marín Food Bank has pioneered many successful models to end hunger. Before the pandemic, the Food Bank typically served more than 200,000 people and distributed nearly 50 million pounds of food every year. Now, the Food Bank is safely serving twice as many households. A vision of a just and equitable society that nurtures a resilient community continues to guide them.

During the COVID-19 pandemic, many of our neighbors stepped into a pantry line for the first time. Tools like their Food Locator help people find food assistance in San Francisco and Marin. It allows individuals to locate weekly free groceries, monthly food boxes for seniors, one-time emergency food, or help them enroll in CalFresh (SNAP). The Food Bank saw hunger nearly double during the pandemic.

As a result, there were eight times as many visits to their Food Locator site in April 2020 compared to a typical pre-pandemic month.

The Food Bank used grant funding provided by the Maximus Foundation to continue building a community where everyone has access to nutritious food of their choosing and a network of support that uplifts them. As a result, they:

- Distributed food to more than 50,000 households every week, 20,000 more than before the pandemic
- Delivered food to more than 8,000 seniors, people with disabilities, and families with young children

- Secured \$9 million in CalFresh benefits
- Partnered and supported more than 240 pantries and other meal programs

Benjamin Coss, Senior Vice President of Maximus Health Services, shared, "The San Francisco-Marín Food Bank has done a wonderful job during the pandemic to be nimble in their ability to meet the surge of need across the Bay Area. Their impressive operation, infrastructure, and support model have really stepped up in these difficult times to help so many Californians. We are so proud to partner with San Francisco-Marín Food Bank and thank them dearly for all their efforts throughout the pandemic."

Our 2021 grantee partners

Arizona

Catholic Charities Community Services
Fresh Start Women's Foundation
St. Joseph the Worker

California

CASA of Los Angeles
Emilio Nares Foundation
Family Health Centers of San Diego
Fresh Start Surgical Gifts
Jacobs & Cushman San Diego Food Bank
JVS SoCal
Keaton's Child Cancer Alliance
LightHouse for the Blind and Visually Impaired
Mama's Kitchen
MEND - Meet Each Need with Dignity
Monarch School
Sacramento Loaves & Fishes
Saint John's Program for Real Change
San Francisco-Marin Food Bank
Society for the Blind
Streetlights
Volunteers of America Northern California and Northern Nevada
WTLC

Colorado

Colorado Youth for a Change
Denver Children's Home
Hope House Colorado
The Adoption Exchange dba Raise the Future
The Urban Farm

Connecticut

Malta House Of Care Foundation

District of Columbia

Boys Town Washington DC
Bright Beginnings, Inc.
BUILD Metro DC
Christ House
Columbia Lighthouse for the Blind
Dreams For Kids DC
House of Ruth
La Clínica del Pueblo
LIFT-DC
Martha's Table
Mary's Center
Rising for Justice
Robert F. Kennedy Human Rights
So Others Might Eat
The Fishing School

U.S.VETS - Washington D.C.

Florida

Children's Home Society of Florida
Coalition for the Homeless of Central Florida
Girls Inc. of Bay County
Hibiscus Children's Center
New Horizons of Southwest Florida
SafeSpace.
ServiceSource
United Against Poverty

Georgia

Atlanta Community Food Bank
Atlanta Mission
Cool Girls
youthSpark

Iowa

Food Bank of Iowa

Illinois

Lakeview Pantry
The Night Ministry

Indiana

Mother Hubbard's Cupboard
Noble
Northeast Indiana Positive Resource Connection
Wheeler Mission

Kansas

Lawrence Community Shelter

Kentucky

Blessings in a Backpack Louisville Chapter

Louisiana

Food Bank of Central Louisiana

Maryland

A Wider Circle
Hero Dogs
KEEN Greater DC
Moveable Feast
The Arc Prince George's County
The Ulman Cancer Fund for Young Adults
TurnAround



Massachusetts

Circle of Hope
Cradles to Crayons
Housing Families
Hyde Square Task Force
Lawrence Prospera
Massachusetts Adoption Resource Exchange
Raw Art Works
Robert F. Kennedy Children's Action Corps
Roca, Inc.
Sociedad Latina

Michigan

Kids' Food Basket
Vista Maria

Missouri

Healing House

New Jersey

Millhill Child & Family Development Corporation

New York

ACE
Bailey House
BRC
Brooklyn Community Services
Coalition for the Homeless

Comunilife
East Harlem Tutorial Program

Friends & Foundation of the Rochester Public Library
Gilda's Club Rochester
Josephs House and Shelter
New York Common Pantry
Northfield Community LDC Of Staten Island
Parsons Child and Family Center
The Lesbian, Gay, Bisexual & Transgender Community Center
VIA formerly Olmsted Center for Sight
Women's Prison Association

North Carolina

MERCI Clinic
Sandhills/Moore Coalition for Human Care

Ohio

New Avenues to Independence

Oklahoma

Citizens Caring for Children

Pennsylvania

Abilities in Motion (AIM)
Catherine McAuley Center
Outreach - Center for Community Resources
Retired Senior Volunteer Program of Montgomery County PA (RSVP)

Rhode Island

St. Mary's Home for Children

South Carolina

Our Lady of Mercy Community Outreach Services
Sistercare

Tennessee

Emory Valley Center (EVC)
Family & Children's Service
RISE Foundation

Texas

Any Baby Can of San Antonio
Austin Child Guidance Center
Breakthrough
Brownsville Society for Crippled Children Inc. dba Moody Clinic
Child Advocates
Crossroads Community Services
East Texas Crisis Center
Helping Hand Home for Children
Heroes For Children
Manos de Cristo
Mi Escuelita Preschool
Mobile Loaves & Fishes
Northwest Assistance Ministries
People's Community Clinic
Rio Grande Children's Home
San Antonio AIDS Foundation

South Plains Rural Health Services
The Children's Shelter
The SAFE Alliance (SAFE | stop abuse for everyone)
Tip of Texas Family Outreach

Vermont

Committee on Temporary Shelter (COTS)
Spectrum Youth and Family Services

Virginia

Best Buddies Capital Region: Virginia & DC
Blue Ridge Habitat for Humanity
Britepaths
ChildSavers
Cornerstones.
Culmore Clinic
FACETS
Friends of Guest House
Ronald McDonald House Charities of Richmond
The Arc of Northern Virginia
The Up Center
United Community
WETA
Wolf Trap Foundation for the Performing Arts

Wisconsin

Gathering of Southeast WI
Sojourner Family Peace Center

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