



A YEAR OF REJUVENATION

RCAP Solutions

2022 IMPACT REPORT







ABOUT OUR ORGANIZATION

MISSION

To foster personal and public self-reliance and improve the quality of life for individuals, families, and the communities in which they live.

VISION

A world made up of strong and resilient communities and individuals, confident in their potential and with ownership of their success.



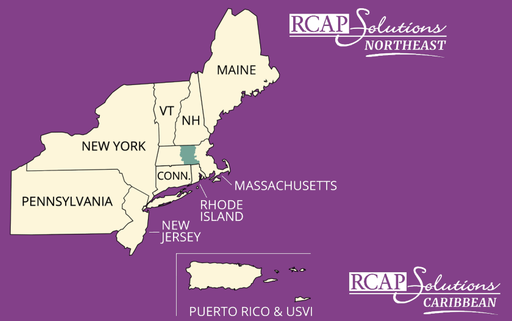
VALUES

- **The strength and resiliency of communities and the people within.**
- **The self-reliance and self-sufficiency of those we serve.**
- **The quality of life for individuals, families, and communities.**
- **The confidence and capacity for communities to own their success.**
- **The role of support and guidance while communities lead.**
- **The access to resources, services, tools, and education we provide.**
- **The flexibility to meet ever-evolving needs and objectives.**
- **The intangible benefit of giving and the ripple effect it creates.**
- **The positive social impact to which we are committed, now and in the future.**
- **The integrity, moral, and ethical code of conduct from which we operate.**

WHERE WE WORK

RCAP Solutions is the Northeast and Caribbean affiliate of the Rural Community Assistance Partnership (RCAP), which offers water, wastewater, and economic development programming. As such, we provide services in all six New England states, New York, New Jersey, Pennsylvania, Puerto Rico, and the U.S. Virgin Islands.

In addition, RCAP Solutions serves as the Worcester County Housing Consumer Education Center (HCEC), providing a wide range of housing counseling and financial services. Furthermore, we administer various voucher programs and manage several affordable apartment complexes for residents across Central Massachusetts.



LETTER *from* THE CHAIR OF THE BOARD AND THE PRESIDENT & CEO

Dear friends,

2022 was a year marked by growth, development, and ultimately rejuvenation as RCAP Solutions began its rebound from a tumultuous and transformational time.

In Central Massachusetts, we saw a strong need for advocacy and homelessness prevention services as many families continued to struggle financially to make ends meet. We witnessed housing prices soar, and increased rental rates pushed many out of their homes and communities. **As a result, our Housing Consumer Education Center provided over $43 million in emergency financial assistance to assist thousands of families in need, and our housing search team worked with over 260 families to assist them in finding available, affordable housing options.**

Our private well program administered over 270 well assessments, no-cost water tests, and formed the Coalition for Safe Drinking Water, to promote equitable access to safe, clean drinking water across Massachusetts and support legislation to provide statewide water quality standards and access to financial assistance to remediate contaminated private drinking water wells.

Our community and environmental team continued to focus on the needs of rural and underserved regions, providing technical and managerial assistance, and securing over $88 million in funding to provide clean water and secure infrastructure needs in low-income and tribal regions. **This important work was performed in 243 rural communities throughout the northeast and Caribbean, representing roughly 415,000 individuals, with an average population of 1,710.**

Lastly, we provided over 90 education and training workshops to over 2,000 attendees on a variety of housing, environmental, and economic development topics, and assisted 53 small businesses and aspiring entrepreneurs intending to establish, purchase, or improve their business through our Open for Business Program.

Despite the increased demands on our hardworking teams, our efforts focused on creating a new future for RCAP Solutions. As we transitioned to a new CEO, it was the right time to embark on a new strategic plan and bring our board of directors and management teams together to collaborate and share ideas with a focus on both internal and external challenges, successes, and opportunities to further our organization and position it for continued success.

At RCAP Solutions, our work is defined by an unmatched commitment – not only to our customers but also to our employees. We focused on the needs of our most valuable resource: our staff. We expanded our employees' opportunities for personal and professional growth by encouraging community involvement, networking events, training, and employee appreciation recognition and events.

Finally, we began recruiting a more inclusive representation of board members that would more closely embody our staff and constituent base, become more actively involved as stewards of the organization, and better match the needs of the communities we serve. **The combined efforts of our diverse team of professional and positive individuals, brought together by our dedication to a better world, allow RCAP Solutions to thrive.**

We thank you for your support and invite you to join us as we continue to work towards a collective vision of a world made up of strong and resilient communities and individuals, confident in their potential and with ownership of their success.



Laura McGee

Laura McGee
Chair of the Board



Brian D. Scales
President & CEO

RCAP Solutions positively impacted over **435,000** individuals in FY2022

HOUSING RESOURCES

Since our inception, RCAP Solutions has ensured individuals and families have safe, affordable housing. Serving tenants, landlords, homebuyers, and homeowners, we offer supportive counseling, financial assistance, and subsidized housing/voucher programs. In addition, we manage several affordable housing properties for seniors, families, and individuals with disabilities/mobility impairments across Central Massachusetts.

OUR SUBSIDIZED HOUSING PROGRAMS SERVED

2,999

HOUSEHOLDS WITH VOUCHERS, INCLUDING FAMILIES WITH CHILDREN, SENIORS, VETERANS & PEOPLE WITH DISABILITIES

WE PROVIDED

$43,303,689

IN EMERGENCY FINANCIAL ASSISTANCE TO ASSIST SEVERAL THOUSAND FAMILIES IN NEED

268 HOUSEHOLDS RECEIVED HOUSING SEARCH ASSISTANCE

394 INDIVIDUALS RECEIVED ONE-ON-COUNSELING IN THE FORM OF FINANCIAL CAPABILITY TRAINING, PRE- & POST-HOMEBUYING SUPPORT, AND FORECLOSURE PREVENTION SERVICES

$1,087,725 IN HOME MODIFICATION LOANS WERE BORROWED BY **37** HOUSEHOLDS SO AN OLDER ADULT OR FAMILY MEMBER WITH A DISABILITY COULD LIVE MORE INDEPENDENTLY

11 HOUSING PROPERTIES MANAGED THROUGHOUT CENTRAL MASS.

339 INDIVIDUALS RECEIVED ENHANCED RESIDENT SERVICES

RESIDENTS INCLUDE:

- **320** SENIORS
- **70** PEOPLE WITH DISABILITIES
- **36** CHILDREN
- **23** PEOPLE AGED 18 TO 61

449 RESIDENTS TOTAL

Serving New England, New York, New Jersey, Pennsylvania, Puerto Rico, & the USVI

COMMUNITY & ENVIRONMENTAL RESOURCES

RCAP Solutions oversees a number of environmental-focused technical assistance programs. Through these efforts we build capacity to ensure rural communities have access to safe drinking water, reliable wastewater, solid waste solutions, and more. These services help communities to innovate and thrive.

243 COMMUNITIES ASSISTED

WITH A COMBINED POPULATION OF **415,556** RESIDENTS

AVERAGE COMMUNITY POPULATION: **1,710**

18 WATER AND WASTEWATER UTILITIES AND THEIR PIPES MAPPED USING GIS (GEOGRAPHIC INFORMATION SYSTEM) TECHNOLOGY

WE HELPED SECURE **$88,483,498** FOR **88** WATER AND WASTEWATER INFRASTRUCTURE PROJECTS

271 WELL ASSESSMENTS CONDUCTED

268 NO-COST DRINKING WATER TESTS ADMINISTERED

TO ENSURE HOUSEHOLDS WHO RELY ON PRIVATE WELLS HAD SAFE WATER TO DRINK

ECONOMIC DEVELOPMENT

We work with local officials and small businesses to implement comprehensive community and economic development initiatives.

53 SMALL BUSINESSES ASSISTED THROUGH CONSULTING, ONLINE WORKSHOPS, AND INTERACTIVE WEBINARS

EDUCATION & TRAINING

Our diverse education and training curriculum supports many community needs through housing workshops, environmental education for the water and wastewater sector, and trainings for small business owners.

92 EDUCATIONAL WORKSHOPS HELD

WITH **2,162** TOTAL ATTENDEES

FY2022 & FY2021 FINANCIALS

RCAP Solutions experienced continued growth and success in 2022. In fiscal year 2022, RCAP Solutions' annual revenue was $91.6 million. This was a 48% increase from fiscal year 2021. In 2022, we focused our efforts on improving RCAP Solutions' financial position, through which we were better able to manage our programs and meet the needs of those we serve.

Kenneth D. Reid, CAE
Treasurer

The significant growth in revenue during fiscal year 2022 resulted from increased federal, state, and other public funding, through which RCAP Solutions provided financial assistance to those impacted by the pandemic. Our Housing Assistance Payments increased by 62% in fiscal year 2022 for a total of $74.3 million. We were able to successfully manage our cash flow and operating expenses, which allowed us to increase our staffing levels in line with the growth of our services that benefit the community.

In fiscal year 2022, we aimed to build our cash reserves and ensure future stability of the organization. The annual goals for the cash reserves are set by the RCAP Solutions' Board of Directors. We ended the fiscal year in a better financial position than the previous year. We saw our current ratio increase, debt-to-equity ratio decrease, and our days of cash on hand increase.

Alyssa Glennon
Vice President & CFO

Looking ahead to 2023, the focus will be on financial sustainability and expanding our capacity. We will continue our work and efforts to benefit the future of the organization and those that we serve. Our partnerships with our vendors, funders, and financial institutions continue to grow stronger as we work together through new opportunities and challenges.

RCAP Solutions underwent a total of eleven financial audits during the year, including those for our corporate entity and those for our affordable housing properties. Our fiscal year 2022 audit, conducted by CohnReznick LLP, resulted in an unqualified opinion with no significant findings or issues of non-compliance. The audit was reviewed and accepted by the RCAP Solutions' Board of Directors in November 2022.

Revenue & Support	FY2022	FY2021
Rental Housing Assistance Payments	$ 74,310,037	$ 45,831,496
Program Service Fee Revenue	$ 8,981,941	$ 7,488,465
Administration Revenue	$ 2,850,477	$ 2,867,067
Rental Revenue	$ 5,166,811	$ 5,085,452
Other Contract & Grant Revenue	$ 147,962	$ 154,135
Rental Assistance Contracts	$ 29,459	$ 24,751
Contributions & In-Kind Donations	$ 120,144	$ 255,892
Total Revenue & Support	**$ 91,606,831**	**$ 61,707,258**

Expenses	FY2022	FY2021
Program Services	$ 86,970,102	$ 56,700,690
Administration	$ 3,333,513	$ 3,055,432
Depreciation	$ 1,074,057	$ 1,048,405
Total Expenses	**$ 91,377,672**	**$ 60,804,527**

Year	FY2022	FY2021
Change in Net Assets	$ 229,159	$ 902,731
Net Assets at Beginning of Year	$ 1,861,205	$ 958,474
Net Assets at End of Year	$ 2,090,364	$ 1,861,205

SOURCES OF SUPPORT

Network Partners

Rural Community Assistance Partnership (RCAP)
Northeast and Caribbean affiliate, covering all six New England states, New York, New Jersey, Pennsylvania, Puerto Rico, and the U.S. Virgin Islands

Regional Housing Network of Massachusetts (RHN)
Worcester County affiliate, covering all of Worcester County and several contiguous communities

Additional Partners

The Cadmus Group
The Chris Long Foundation
Community Economic Development Assistance Corporation
Community Foundation of North Central Massachusetts
Department of Mental Health Rental Assistance Program
Digital Federal Credit Union
Eastern Research Group
Liquid I.V.
The Health Foundation of Central Massachusetts
Maine Drinking Water Program
Massachusetts Department of Environmental Protection
Massachusetts Department of Transitional Assistance
Massachusetts Division of Banks
Massachusetts Executive Office of Housing & Livable Communities
Massachusetts Housing Partnership
Massachusetts Rehabilitation Commission
The Milken Institute
National Community Reinvestment Coalition
NewVue Communities
Rhode Island Department of Health
Rhode Island Infrastructure Bank
Rural Community Development
Rural Utilities Service
Siegel Family Endowment
Spring Point Partners
Susquehanna River Basin Commission
U.S. Department of Agriculture
U.S. Department of Agriculture Rural Development
U.S. Department of Health & Human Services
U.S. Department of Housing & Urban Development
U.S. Environmental Protection Agency
University of Massachusetts Amherst
Wells Fargo Foundation
Worcester Community Action Coalition

MAKE A DIFFERENCE! GIVE TODAY AND BUILD STRONG COMMUNITIES!

Visit **www.rcapsolutions.org/give** to make a donation. You can donate one time or set up a recurring gift!

OR

Scan the QR code on your mobile device or text the word "GIVE" to (978) 849-3284

CANDID GOLD SEAL OF TRANSPARENCY

Gold Transparency 2022 Candid.

We aim to be transparent about our impact, strategies, and financials. Check out Non-Profit Profile at: **https://bit.ly/RCAPGuideStar**

RCAP Solutions is exempt under section 501(c)(3) of the Internal Revenue Code. Your donation is tax-deductible.

EXECUTIVE TEAM

Brian D. Scales
President & CEO

Emily Farrand
Executive Vice President

Alyssa Glennon
Vice President & CFO

Maegen McCaffrey
Vice President of Marketing & Communications

Josh Bedarian
Chief Housing & Compliance Officer

2022 BOARD OF DIRECTORS

Laura McGee
Chair of the Board

Timothy Morse, Jr.*
Vice Chair

Kenneth D. Reid, CAE
Treasurer

Brian D. Scales
Clerk

2022 DIRECTORS

Carl Allen

Susan Bachman

Julie Carroll

Timothy Grinham

Henry Noël Jr.

Tracey Weeden, LCSW/LICSW

**Retired in 2023*



WANT TO SEE MORE?

INCLUDING STORIES FROM THE PEOPLE WE SERVE? CHECK OUT OUR FULL REPORT ONLINE!

SCAN ME!

STAY IN TOUCH!

HEADQUARTERS OFFICE: 191 MAY STREET • WORCESTER, MA 01602

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