



2025 ANNUAL REPORT

BAC IS AMONG THE TOP 25 LARGEST PRODUCING ABILITYONE® FEDERAL CONTRACTORS.

We are a mission-centric federal contractor with a dedicated team of professionals who provide a comprehensive range of solutions designed to support warfighter readiness, space exploration, and veterans, while delivering critical value to the federal government.





ABOUT BAC

We are a proud partner of the AbilityOne® Program

BAC is a mission-centric federal contractor dedicated to building communities that support members of unique abilities in growing their own personal success. From providing excellent contracted services to supporting our employees and program participants, we do more, so our customers can do more than they ever imagined!

Our mission is to provide persons with disabilities innovative services and opportunities to achieve personal success.

We focus on three core areas to bring this vision to life:

EMPLOY

We are a proud partner of the AbilityOne® Program, one of America's largest sources of employment for people with disabilities. Through our federal AbilityOne®, state and commercial service contracts, BAC created competitive employment for nearly 800 people with disabilities who consistently deliver award-winning performance across our sites in the Southeast and Puerto Rico in FY25. We provide essential services that support warfighter readiness, space exploration and veterans while delivering critical value to the federal government.

EMPOWER

We offer employment training and placement services for people with disabilities who are ready to enter or reenter the workforce, supporting over 1,800 people in FY25 with customized, results-driven programs.

GROW

Our empowerment programs provide life enrichment opportunities to those with more significant disabilities and helped over 1,750 people find meaningful purpose in their lives in Fiscal Year 2025.

This approach delivers high-quality, cost-effective solutions for our customers and strengthens our role as a key economic driver.

Through opportunities to build amazing careers and expand independence, we ensure that every member of Team BAC contributes to a real, measurable impact across our communities.

BOARD OF DIRECTORS



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The heart of BAC's
competitive advantage is
simple: **it's our people.**

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Our Leadership

Every day, BAC does more than provide employment and empowerment opportunities to individuals with disabilities, we are dedicated to helping our customers achieve their mission. By aligning with your goals, we strive to inspire dreams in thousands of people throughout the Southeast US and beyond. Our leadership team and board of directors are committed to programs and initiatives that create a community where people of all abilities can thrive. Together, we aim to build a future where independence, resourcefulness, and self-reliance empower individuals, driving success for both our customers and the communities we serve.



Amar Patel
CEO



Ryan Rogers
CFO



Jo Hughes
VP Human Resources



John Saddler
VP Business Dev. &
Govt. Relations



Carl Stephens
VP Operations



**James Brown, LSSBB,
ITIL 4**
Director Business IT
Services



Kristen Cavanagh
Director Operations
and FSO



Sarah Emerson
Director Employment
Transition Services



Crystal Fuller, ISO-IA
Director
Manufacturing &
Logistics



Keri Goff, PMP
Director Community
Relations



Rich Hurtado, FMP
Director Operations

Your mission is our mission, we are proud to be your partner.



EMPLOY | EMPOWER



Amar Patel

President and
Chief Executive Officer

At BAC, we take great pride in delivering high-quality, in-demand services that meet the evolving needs of our partners. We are more than a service provider—we are a trusted ally in mission success.

At BAC, our mission drives everything we do, and our capabilities prove we're built to deliver.

As a social enterprise with the scale and expertise of a competitive commercial enterprise, BAC offers a wide range of high-quality services with a dedicated team of professionals who provide a comprehensive range of solutions.

We are a proud provider in the AbilityOne® program, BAC empowers individuals with disabilities to deliver essential products and services that strengthen American manufacturing and the U.S. economy. From producing critical commodities to supporting national security and our nation's space programs, our employees contribute directly to America's mission, right here at home.



We offer a full spectrum of business services, including facilities management, environmental services, contact center operations, warehousing, fulfillment, and secure document handling. Our ISO 9001-certified operations and commitment to continuous improvement ensure quality, consistency, and performance at every level.

Our partners trust BAC not only for what we do, but how we do it, with excellence, integrity, and heart. Guided by our Core Values: Customer Centered, Growth, Ownership, Integrity, and Optimism, we deliver more than service: **we deliver impact.**

We welcome the opportunity to support your mission with solutions that make a difference for your operations, for your stakeholders, and for our nation.



James Brown

Director, Business IT, Services
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BUSINESS IT

BAC's IT support team plays a critical role in maintaining secure, efficient, and responsive operations across our organization and yours. From managing internal networks and systems to troubleshooting user issues and supporting digital infrastructure, our team ensures seamless technology performance.

BPO, CONTACT CENTER & IT SUPPORT

Offering both remote and on-site solutions, as well as scalable contact center resources, BAC provides:

- BPO / Contact Center processing over 9,200 unique customer interactions per month driving first call resolution, troubleshooting and exceptional quality driven by a continuous improvement leadership team
- Accelerated training program to create an IT Helpdesk employee pipeline, with certifications such as CompTIA A+, Network+, Security+ and Google IT Support
- Tier 1 Helpdesk Staffing Augmentation



9,200
Customer
Interactions
per Month

BAC delivers comprehensive Business Process Outsourcing (BPO), Contact Center, and IT Support solutions designed to meet the dynamic needs of government and commercial clients. Offering both remote and on-site capabilities, our scalable contact center processes over 9,200 unique customer interactions each month, driving first-call resolution, troubleshooting efficiency, and exceptional service quality.

CONTACT CENTER SOLUTIONS

Backed by a continuous improvement leadership team, we ensure performance excellence at every level. BAC also supports workforce development through an accelerated training program that builds a certified IT Helpdesk pipeline, with industry-recognized credentials such as CompTIA A+, Network+, Security+, and Google IT Support. Our Tier 1 Helpdesk Staffing Augmentation services provide reliable, mission-ready talent to strengthen and support your front line technology needs.

BUSINESS IT SOLUTIONS

With expertise in systems administration, cybersecurity, and hardware/software support, BAC's IT professionals uphold industry best practices and maintain compliance with federal security protocols. Their proactive approach to maintenance and problem-solving allows us to deliver consistent, high-quality services—internally and to our partners—every day.

\$75K
Cost Savings

Our Process Improvement and Data Analytics team delivered over \$75,000 in recurring, annualized cost savings by identifying and eliminating administrative waste. Through disciplined analysis and targeted process improvements, the team streamlined workflows, reduced non-value-added activities, and strengthened operational efficiency, creating sustainable savings while improving day-to-day effectiveness across the organization.

FACILITIES SUPPORT SERVICES

BAC provides integrated facilities support, technical maintenance, and fleet services that ensure federal, military, aerospace, and commercial sites remain fully operational, efficient, and mission-ready. Our expertise spans the maintenance of critical infrastructure, HVAC and electrical systems, heavy vehicle and equipment readiness, and facility operations, enabling customers to meet evolving mission demands while maintaining compliance, safety, and cost efficiency.

Supporting government agencies and mission-critical operations requires navigating complex regulatory environments, aging infrastructure, and increasing performance expectations. BAC is structured to address these challenges through disciplined execution, proactive maintenance strategies, and mission-aligned service delivery.

As an AbilityOne® provider, BAC delivers high-value, mission-aligned services while creating meaningful career opportunities that strengthen workforce stability, operational performance, and community impact.



Carl Stephens

VP Operations

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FACILITIES SUPPORT SERVICES

- Full-service facilities support across nearly 10 million square feet in 700+ buildings
- Custodial and light maintenance services for administrative, operational, and industrial facilities
- Certified clean-room services exceeding ISO 14644 Level 5 and 6 requirements
- Support for Child Development Centers and Health & Wellness facilities
- Warehousing and logistics support

TOTAL FACILITIES MANAGEMENT

- Integrated facilities operations and oversight
- HVAC maintenance and support
- Electrical systems maintenance
- Heavy vehicle maintenance and fleet support
- Scalable solutions aligned with agency requirements and PWS standards



CORE BUSINESS LINES

CUSTODIAL

BAC delivers comprehensive custodial and housekeeping services across nearly 10 million square feet in more than 700 buildings supporting the warfighter, America's Veterans and space exploration programs across federal facilities. Our specialized capabilities include certified clean-room services exceeding ISO 14644 Level 5 and 6 requirements, support for Child Development Centers, Health and Wellness Centers, and include personnel meeting stringent federal security vetting requirements, enabling service delivery within sensitive and mission-critical facilities.

BAC maintains an average custodial turnover rate of approximately 20%, well below the 200%+ often seen in the commercial services industry, driving consistent quality, higher productivity, and stronger customer satisfaction. Through enhanced training in safety (OSHA 10/30), security supported by a dedicated Facility Security Officer, customer service, situational awareness, emergency readiness, and contingency operations, BAC routinely exceeds PWS expectations at no additional cost to the government.

"I have been here for 19 years, and I can say without a doubt that the reason this building looks the way it does is because of the BAC team. I am very thankful for BAC. A case and point is what Andy did with the floor the other day in our order receiving area, I don't know what trick he used but the floor looked great."

-David J. Jocksberger RPh
Supervisory Pharmacist Viera VA OPC



1.4B
Square Feet

BAC employees proudly serviced over 1.4 billion square feet of facilities in FY25, consisting of over 9 million square feet of contracted space, showcasing their dedication and excellence in providing top-tier support for our customers. Together, we're setting the standard for outstanding service and customer satisfaction.

SUPPORTING THE WARFIGHTER & AMERICA'S ECONOMY

COMMISSARY



2M
Cases Stocked

BAC is a trusted provider of commissary support services at military installations across the United States. Through our work in shelf stocking, sanitation, warehouse operations, and customer service, we help ensure that military commissaries remain fully operational, clean, and well-stocked, providing essential goods and services to active-duty service members, veterans, and their families.

In FY25, BAC employees successfully stocked over 2,070,620 cases at our commissaries, demonstrating our commitment to excellence and ensuring top-tier service for our armed forces and their families.

FOOD SERVICE



182K
People Served

BAC delivers comprehensive food service and dining facility attendant (DFA) operations that support the nutritional and operational readiness of military and civilian personnel. Our highly trained teams prepare, serve, and support the delivery of more than 15,000 meals per month, ensuring timely, high-quality food service in secure and mission-critical environments.

In FY25, BAC employees proudly served over 182,000 people in our armed forces in dining hall facilities, exemplifying our unwavering dedication to supporting those who serve our country.

MANUFACTURING & LOGISTICS

At BAC, our AbilityOne® employees deliver essential products and services that strengthen American manufacturing and the U.S. economy. From producing critical commodities to supporting warfighter readiness, national security, and our nation's space programs, their work directly contributes to America's mission—right here at home.

STRENGTHENING AMERICA'S MANUFACTURING

From national defense to life-saving healthcare technologies, manufacturing is at the heart of global progress. As industries demand greater agility, precision, and reliability, they need more than a vendor, they need a partner who can deliver mission-critical results with consistency.

At BAC, we provide certified manufacturing and logistics solutions that support complex cable and mechanical assemblies, kitting, and fulfillment, all guided by documented processes, AS9100 quality standards, and real-time adaptability.



Crystal Fuller

Director, Manufacturing & Logistics
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Manufacturing with Precision. Partnering with Purpose.

The manufacturing industry powers progress—from the defense systems that protect nations to the advanced components that drive innovation in transportation and technology. At BAC, we deliver certified manufacturing and logistics solutions tailored to meet the evolving needs of high-demand industries.

Supporting mission-critical supply chains, BAC provides traveler-controlled kitting, structured assembly, inventory management, and reliable pick, pack, and ship services, ensuring complete compliance and traceability.

Suppliers supporting BAC's AS9100 programs must comply with our flowdown requirements to ensure quality, traceability, and regulatory compliance, including support for ROHS and REACH material compliance where applicable.

MANUFACTURING

- Cable & wire harness manufacturing
- RF cable preparation
- Multi-component assemblies
- Complex mechanical builds
- Traveler-controlled production workflows
- First article inspections and compliance reporting
- Custom fixture creation for consistency and precision
- Final inspection and documented quality assurance
- Scalable labor and flexible production models

LOGISTICS

- Traveler-controlled kitting and structured assembly support
- Heat sealing, and compliance labeling
- Inventory management with bi-weekly cycle counts
- Pick, pack, and ship order fulfillment
- Controlled inventory intake with serialized or batch-level tracking when required
- Documentation support for Demand History Adjustments (DHA) utilizing structured inventory reports to support forecasting

COMPLIANCE

- AS9100 Certified
- ISO 9001 Certified
- ROHS and REACH Compliant (based on supplier material certifications)

Our kitting and packaging operations follow certified quality standards, offering scalable solutions for complex assemblies, compliance labeling, and fulfillment aligned to defense and healthcare industry needs.

ISO 9001 & AS9100 Certified

BAC delivers certified manufacturing solutions for defense, automotive, and healthcare industries, specializing in cable and wire harness assembly, mechanical builds, and incorporating strategic quality management under AS9100, including first article inspection.





Sarah Emerson

Director, Employment
Transition Services

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EMPLOYMENT TRANSITION SERVICES



Our team of professional Employment Consultants (ECs) help local businesses and program participants take the guesswork out of the hiring process by connecting the right candidates with the right roles and programs, all at no cost to the business.

Job matching and employment assistance services include:

- Pre-screening
- Pre and post job support
- Follow-up with the employee and employer for a minimum of 90 days

Many of the potential adult and student employees we work with need a more diverse resume to improve their chance of obtaining employment. Through our On the Job Training program, local businesses agree to provide that experience, while BAC pays all participant costs, including wages and worker's compensation.

Our Youth programs are open to students, ages 14 – 21, with an IEP or 504 plan. Paid Work Based Learning Experiences at local businesses are available through our Learn to Earn program. Students learn and practice soft skills in a real-life work setting.

190
Classrooms

BAC's Arts Programs and Practical Applications of Career Exploration (PACE) program served 190 public school Exceptional Student Education (ESE) classrooms, expanding access to creative enrichment and hands-on career exploration that builds confidence, employability skills, and readiness for life beyond the classroom.

1,866
Individuals

A total of 1,866 individuals participated in BAC's Employment Transition Services programs this year, including 832 students from Brevard Public Schools, 448 individuals served through Social Security's Work Incentives Planning and Assistance (WIPA) program, and 82 graduates of our Youth and Adult LaunchIT programs—advancing pathways to employment, independence, and long-term success.

1,674
Participants

1,674 individuals participated in Arts Empowerment activities, including 98 Adult Day Training participants and over 1,200 students in Brevard Counties Exceptional Education Programs.

3,607
Trips Provided

BAC provided transportation services to 116 individuals, covering over 89,250 miles to ensure they could get to and from work. By breaking down one of the biggest barriers to employment, reliable transportation, we are empowering individuals to secure and sustain meaningful jobs.

BAC serves as a Work Incentives Planning and Assistance (WIPA) Project organization that assists Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) beneficiaries who want to go to work.



ADULT DAY TRAINING PROGRAM



BAC's Adult Day Training (ADT) program is structured to support meaningful learning, skill development, and community inclusion through an intentional, person-centered model. The program is designed to meet participants where they are, with goals that may include increasing independence, strengthening daily living skills, enhancing communication, and building self-advocacy. Participants engage in multiple focused classes throughout the day within specialized training rooms that support instruction across a range of functional and enrichment areas, including technology, advocacy, art, daily living, social skills, and wellness.

Instruction follows a comprehensive learning model that moves from classroom instruction to hands-on practice in simulation spaces and ultimately into real-life community application. Learning is reinforced through community-based experiences; experiences that many participants may not otherwise have access to. Guest artists are regularly invited to collaborate with participants, enriching the art curriculum

through diverse perspectives and techniques. Daily movement and exercise classes are incorporated to support physical health, emotional regulation, and overall well-being alongside academic and life-skills learning.

The program emphasizes inclusion by promoting social connection and natural community integration rather than isolation, with participants engaging alongside BAC staff throughout the day. Strong relationships with families and support networks are a cornerstone of the program, supported by consistent communication and collaboration to ensure individualized, ongoing support. Through its structured design, innovative programming, and commitment to inclusion, BAC's Adult Day Training program provides a dynamic, enriching experience that empowers individuals to grow, connect, and thrive.

98
Individuals

BAC's Adult Day Training (ADT) program served 98 participants, offering a supportive environment for individuals with significant disabilities to thrive.



“When our son graduated from high school and we needed a day program for him to go to we looked in the Orlando area, where we were living at the time, and here in Brevard where we still had a house. Our decision was a no-brainer after that because as far as we're concerned, BAC is the Harvard of day programs, period. It's the entire reason we moved back to Brevard County and we couldn't be happier with our decision.”

Kathy A., BAC parent

Financial Information

REVENUE	FY 2025	% OF TOTAL
Ability One	27,722,522	70%
Commercial Contracts	2,158,750	5%
RESPECT of Florida & Services	4,239,592	11%
Vocational Rehabilitation	1,696,155	4%
APD / Habilitation Services	597,919	2%
BACE, LLC.	763,047	2%
Other	2,366,367	6%
TOTAL REVENUE		\$39,544,352 100%

EXPENSES	FY 2025	% OF TOTAL
Employment Contracts	26,961,364	71.04%
Rehabilitation Services	5,403,306	14.24%
Employment - BACE, LLC.	699,431	1.84%
Management & General	4,846,485	12.77%
Fundraising	43,404	0.11%
TOTAL EXPENSES		\$37,953,990 100%

NET ASSETS & LIABILITIES	FY 2025	
Total Assets	30,552,024	
Total Liabilities	4,659,967	
Total Net Assets	25,892,057	
TOTAL NET ASSETS & LIABILITIES		\$30,552,024

Our focus on cost-effectiveness allows us to deliver high-quality outcomes while remaining a trusted partner to our stakeholders.

Fiscal Year 25-27

STRATEGIC GROWTH PLAN



Our strategic plan for "Employ, Empower, and Grow" continues to build on the successful foundation laid over the past three years. Rather than veering off in a new direction, this plan expands and enhances our existing strategies to further our growth and success.

EMPLOY

Increase access to professional opportunities and income potential for those we serve.

By focusing on growing AbilityOne® contracts in both contact center IT work and facilities management, and by implementing Employee Career Plans, we aim to increase access to professional opportunities and enhance the income potential for those we serve.

EMPOWER

Improve the independence and capabilities of individuals with disabilities, focused on youth.

By leveraging new technologies to improve our service delivery and creating innovative solutions that better support our community members BAC aims to grow the number of youth training services offered and increase the number of people enrolled in our IT training programs.

GROW

Grow revenue from quality services and generate enough resources to support our underfunded direct care services and employment goals.

Through sound financial practices and administrative process efficiency improvements BAC can ensure we can invest in new opportunities and expand our services sustainably.



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FACILITIES SUPPORT SERVICES

Comprehensive facility operations and maintenance services, including janitorial, landscaping, food services, and administrative support to ensure efficient, well managed environments.

NAICS:

561210, 561720, 561730, 561790, 722310, 561110, 561990

IT AND CONTACT CENTER SERVICES

End to end IT and customer support solutions, including managed IT services, computer facilities management, and contact center operations that enhance user experience and engagement.

NAICS:

541513, 541519, 561422

MANUFACTURING AND LOGISTICS

Integrated manufacturing and supply chain solutions, including electronic component production, warehousing, packaging, freight, and distribution consulting to support efficient product delivery.

NAICS:

334419, 335929, 339113, 493110, 541614, 561910, 488510, 484110



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Rockledge, FL 32955

Mission Assurance Through Quality | Cost | Delivery

Quality Built Into Every Process

- BAC drives mission success through disciplined quality systems, innovation, and proactive controls. Our focus on validation, visibility, and corrective action ensures consistent performance..

Workforce Stability as a Cost Advantage

- BAC's stable workforce preserves institutional knowledge, strengthens execution, and lowers total cost. Our retention culture minimizes turnover, protects continuity, and reduces retraining, errors, and instability.

Intentional Delivery That Exceeds Expectations

- BAC delivers services with readiness, precision, and accountability to ensure mission performance. Our readiness to respond model integrates discipline, predictive systems, and rapid response to exceed expectations.



THE BAC DIFFERENCE

When mission success matters, organizations choose BAC for proven performance, trusted security, and reliable delivery.

AbilityOne® Federal Contractor delivering compliant, high quality services

Prime on 12 federal contracts, including NASA, DoDEA, and U.S. Space Force

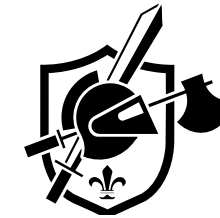
Subcontractor on 2 contracts, demonstrating strong partnership capabilities

Maintains active facility clearances, supporting secure and sensitive mission environments with proven compliance and mission assurance delivering responsive, dependable support to keep operations running smoothly

Flexible delivery, including remote support and Florida based HQ services

IT Training Support to maximize workforce performance

BAC delivers the experience, security, and results you can trust.



CERTIFICATIONS





bacemploy.com



Learn More About our Mission

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