



2008 Annual Report

The Doe Fund's mission is to develop and implement cost-effective, holistic programs that meet the needs of a diverse population working to break the cycles of homelessness, addiction, and criminal recidivism. All of The Doe Fund's programs and innovative business ventures help homeless and formerly incarcerated individuals achieve permanent self-sufficiency.

Ready, Willing & Able (RWA), The Doe Fund's flagship program, provides meaningful paid work, job training and placement, intensive social services, and life-long graduate resources. Through its socially conscious micro-enterprises, The Doe Fund offers advanced training and employment, provides tangible services to communities, and generates additional revenue to support its programs. Through its Property Management Group, low-income individuals and families are provided with affordable, safe, and clean apartments. Additional supportive services are offered to tenants who are at risk of becoming homeless, are living with HIV/AIDS, or suffer from disabling conditions. In total, more than 1,000 people receive services from The Doe Fund each day—services that provide the tools to permanently close the revolving doors of homelessness, incarceration, and substance abuse.

The Doe Fund's Services and Facilities in 2008	
Ready, Willing & Able (RWA)	
RWA (Residential)	
Peter Jay Sharp Center for Opportunity, Brooklyn, NY	200 Slots
The Harlem Center for Opportunity, Harlem, NY	198 Slots
Gates Avenue, Brooklyn, NY	70 Slots
Stuyvesant Avenue, Brooklyn, NY	45 Slots
RWA-Jersey City, Jersey City, NJ	59 Slots
RWA-Philadelphia, Philadelphia, PA	70 Slots
RWA-Day (Non-Residential)	120 Slots
Supportive Housing	
A Better Place, New York, NY	28 Units
Scatter Site: Return, New York, NY	84 Units
Scatter Site: Moving Forward, New York, NY	100 Units
Affordable Housing	
Peter Jay Sharp Residence, New York, NY	74 Units
Stadium Court, Bronx, NY	60 Units
Department of Homeless Services, Assessment	
Peter Jay Sharp Center for Opportunity, Brooklyn, NY	200 Slots

Our Results

402

2008 RWA graduates

\$10.37

average starting hourly wage
of a 2008 RWA graduate

3,625

RWA graduates since 1990

Who are RWA Graduates?

- They are sober, employed full-time, and independently housed.
- They are contributing and responsible members of their families.
- They are tax-paying, law-abiding, and self-sufficient members of their communities.

**Cleaning Up the City, Cleaning Up their Lives:
The Community Improvement Project (CIP)**

“Your RWA workers are the most cordial people on the streets of NYC. I live on York Avenue between 62nd and 63rd Streets, and the highlight of my day is seeing William Royster. . . . He is a wonderful person as well as a great worker. Since he has been on this route, the streets have never looked better.”
– R. Levinson



Our trainees have had little formal work experience and often lack the “soft” skills of employment that are crucial to joining the workforce. By putting trainees to work in our street-cleaning initiative, the *Community Improvement Project (CIP)*, we help them develop a strong work ethic and improve their ability to work in teams, solve problems, relate well to peers, and take supervision. Working 35 hours a week, trainees develop a positive attitude and become reliable workers—and they contribute to a cleaner, safer, and more vibrant New York City. Members of our crews also paint lampposts, mailboxes, and hydrants, and water the trees and plants along their routes.

Through the support of New Yorkers, foundations, and corporate partners, the “men in blue” can be seen hard at work in neighborhoods throughout the city—from Brooklyn Heights to Forest Hills, and from Hudson River Park to Harlem and the Upper East and West Sides. Additionally, *CIP* operates as a business, generating revenue through contracts with various community associations.

\$7.40 - \$8.15

the hourly wage of the “men in blue”

160

miles of NYC streets cleaned every day by the “men in blue”

3,000,000

bags of trash collected in 2008

Cleaning New York Together: Community Partners Keeping NYC Clean

- Church Avenue BID
- Columbus Avenue BID
- Coney Island Development Corp.
- Court-Livingston-Schermerhorn BID
- Dag Hammarskjold Plaza
- DUMBO BID
- East Midtown Association
- Flatbush-Nostrand Junction BID
- Forest Hills Community Project

- Graham Avenue BID
- Hudson River Park Trust
- Kingsbridge BID
- Madison Avenue BID
- Montague Street DMA, Inc.
- Myrtle Avenue BID
- Rockaway Chamber of Commerce
- Seventh Regiment Armory Conservancy

New York City recognized the Madison Avenue Business Improvement District for three straight quarters of cleanliness. To acknowledge our trainees’ role, the BID offered bonuses to the trainees and supervisors of the crew responsible for the route.

Learning to Work, Working to Learn: Vocational Training and Education

Our broad array of vocational training tracks and adult education opportunities allows trainees to gain the skills, certifications, degrees, and experience needed to secure employment that offers growth and career advancement.

Training Track	Trainees Enrolled in 2008
Office Skills	21
Culinary Arts	78
Advanced Building Maintenance	58
Pest Control	64
Security	96
CIP Supervisor-in-Training	23
Commercial Driving (CDL-B)	13

Back to School

32
trainees enrolled in GED preparation course

123
trainees enrolled in pre-GED preparation course

64
trainees participating in adult literacy classes

New Opportunities and Partnerships

- **Animal Care and Control:** In partnership with the NYC Department of Animal Care and Control, trainees learn how to rescue animals from harmful conditions and then care for them. Working 35 hours a week, they earn \$8.15 an hour; at the end of three months, they may be hired full-time, earning \$10.00 an hour with benefits.
- **Memorial Sloan-Kettering Cancer Center:** We are proud to have a longstanding partnership with this prestigious institution, which offers selective, well-paid internships to qualified trainees. Positions have included a clerical intern, an animal care technician, and a food and nutrition associate. Once the internship is successfully completed, trainees may be hired full-time.
- **Adult Education:** We developed relationships with several adult education experts and community partners. These include the Mayor's Office of Adult Education, the Literacy Assistance Center, the Fifth Avenue Committee, Medgar Evers College, the Harlem Center for Education, the New York Public Library, and the Department of Education's Office of Adult Continuing Education. We also added a full-time Educational Coordinator to our staff.



Leslie Perez: A Dream Coming True

By the time Perez was 22, he was sentenced to eight years on a drug conviction. When he was released, he found an *RWA* brochure. "I said, 'If they accept me, I'm going to change my life.'"

As a trainee in the Hudson River Park crew, he had to clean the dog run, a task that would daunt many. Undeterred, he earned his driver's license after working hours and qualified for *Pest@Rest*. After 40 hours of training, he passed the state licensing exam. Six weeks later, Leslie moved into his first apartment, using the \$6,000 he had saved at *Ready, Willing & Able*.

"No one ever gave me a helping hand before. Now I'm doing it for guys behind me. I take them to the different job sites, teach them how to mix and apply chemicals. If they get down and are ready to give up or pick up drugs, I say, 'We've already been there and done that. There's a better way. I'm a proven example.'"

Social Entrepreneurship and Diversified Revenue Streams: Just Good Business

The Doe Fund's social entrepreneurial ventures have a triple mission: they offer training and employment to formerly homeless and incarcerated individuals, provide valuable services to the community, and generate revenue to support *Ready, Willing & Able*. In addition to *The Community Improvement Project*, these enterprises are *Pest@Rest*, our integrated pest management business (www.pestatrest.com); the *Back Office of New York*, which provides direct mail and data processing services (www.backofficeofnewyork.com); and *RWA Resource Recovery* (www.rwarr.org).

RWA Resource Recovery

Resource Recovery showed impressive growth in 2008 and now collects almost 60,000 gallons of used cooking oil every month from more than 900 restaurants for conversion into cleaner-burning biodiesel fuel. We are currently running five shifts with four collection vehicles, seven full-time staff members, and ten full-time "men in blue." In November, we moved to a larger storage and transfer facility (10,000 square feet) on Walnut Avenue in the Bronx.



During participation in *Resource Recovery*, interested trainees can earn their Commercial Driver's License-B (CDL-B) with Tanker Endorsement.

RWA Resource Recovery		
	2007	2008
Gallons Collected	205,188	469,750
Participating Restaurants	410	917
Revenue	\$77,317	\$366,464

Pest@Rest

The Doe Fund's integrated pest management business serves almost 200 buildings citywide and offers training opportunities in a field with starting salaries higher than those in other service sectors, making it a popular vocational track. Additionally, as part of the NYC Department of Health and Mental Hygiene's Asthma Initiative, *Pest@Rest* offers free services in two low-income neighborhoods, Bushwick and Bedford-Stuyvesant, ridding buildings of the vermin that are common asthma triggers.

Back Office of New York

Back Office of New York provides direct mail, letter shop, warehousing, and internet polling and research services to businesses throughout the New York metropolitan area. Its clients range from Toyota Motor North American to the Museum of the City of New York, and trainees working here learn basic office and data processing skills.

2008	New Clients	Total # of Clients	Revenue Generated
Pest@Rest	48	182	\$597,052
Back Office of New York	21	105	\$283,939

**A Second Chance:
Prisoner Reentry and Criminal Justice Programs**

In the United States of America . . .

2,300,000
adults were behind bars in 2008

700,000
will be released from prison this year

26,000
will be released from New York State prisons
and more than half will return to New York
City

44%
will be rearrested within a year

90%
of these individuals will be unemployed at the
time of their arrest

The Doe Fund continues to address this crisis in America's criminal justice system by focusing on the cause of most rearrests: the lack of employment. *RWA-Day*, an accelerated non-residential version of *Ready, Willing & Able*, serves men and women recently released from prison by immediately providing paid work, training, and intensive support services. Several times each month, our staff presents the program at the Queensboro Correctional Facility. For those "ready, willing & able," The Doe Fund's van provides transportation upon release to our *Peter Jay Sharp Center for Opportunity* for orientation. Parole officers and other government and nonprofit agencies also refer clients.

2008 Criminal Justice Outreach

96
presentations to

12,000
inmates

Results of The Doe Fund's Criminal Justice Programs	
Jobs gained	153
Average Wage	\$10.21
Rearrest Rate	4.7%

Our criminal justice programs operate out of three facilities: *The Peter Jay Sharp Center for Opportunity* on Porter Avenue, which has a capacity to serve 110 individuals in the accelerated *Day* program, and our Brooklyn residential facilities on Gates and Stuyvesant Avenues, serving 70 and 45 trainees, respectively.

Roberto Rodriguez-Aguayuo: An *RWA-Day* Success Story

To Aguayuo, the *RWA* graduation pendant that he proudly wears day and night symbolizes the end of a nightmare that began with an 11-year imprisonment when he was 19 years old. His struggle continued after his release, with unsuccessful attempts to make a place for himself in society.

Referred to *RWA-Day* by his parole officer, Aguayuo thought the program "would give me all the things I needed." Pushing the bucket taught him humility and strengthened his resolve to stay focused. He took driving lessons and finished computer training. His first assignment after *CIP* was as a driver, but he worked his way up and is now a full-time dispatcher with The Doe Fund. The future looks promising: Aguayuo is studying to pass the Commercial Driver's License test and plans to apply for a job with the Department of Sanitation. He recommends *RWA-Day* wholeheartedly: "If a person genuinely wants to change, this is the place."

Program Highlights and Enhancements

Career Development

Our Career Development Department provides trainees with the support and guidance they need to find and maintain permanent employment. By actively seeking and developing close relationships with companies in various industries, our staff is able to place trainees in the best possible jobs. During a six-week job preparation course, trainees learn how to conduct a targeted job search, complete applications, write resumes, and prepare for interviews. A crucial component of this process is Mock Interview Night, an evening of dress rehearsal interviews conducted by volunteers from our various corporate and community partners. This is vital practice for our trainees, many of whom have never been on a job interview.

24

mock interview sessions in 2008

300+

volunteers,
including groups from the
following partners

HSBC	Morgan Stanley
Verizon	The CementWorks
Steve Madden	AOL Time Warner
Credit Suisse	Maverick Capital
Capital Group	Hearst Magazines

Who Hires RWA Graduates?

Companies looking for responsible and committed workers. Our employer partners include:

NYC Animal Care and Control
Sloan-Kettering Memorial Cancer Center
Hearst Magazines
Steve Madden
Aramark
CBS Outdoors
Wonderworks Construction
Titan Worldwide
Brick City Bakery
Liberty House Restaurant
A & D Steel Equipment
Essential Pest Control
Yeshiva University
Bowlmor Lanes
Radio City Music Hall
Access-A-Ride
Williams-Sonoma
Help USA
Hyatt
U.S. Security Associates
Merck & Co.
Dean & DeLuca

Relapse Prevention

Substance abuse is a primary factor in the self-destructive cycle in which most of our trainees find themselves before coming to The Doe Fund. Therefore, relapse prevention is integral to their growth as responsible members of the workforce and their families and communities. Trainees maintain sobriety through the structure of daily work, twice-weekly random drug testing, on-site AA/NA meetings, and relapse prevention courses. In April 2008, Dr. Leon Dickerson was hired as The Doe Fund's Director of Relapse Prevention and has enhanced our relapse prevention efforts through a variety of interrelated means. Through a pilot program at two of our facilities, new admits receive bio-psycho-social assessments in order to determine risk factors for relapse. In addition to the current Gorski-CENAPS-based relapse prevention classes, Dr. Dickerson has implemented weekly support groups and quarterly class reunions.

Computer Skills Training

147

trainees completed the computer
training course in 2008

During four months of highly interactive classes, interested trainees learn typing and the basics of Microsoft Office and the Internet. Our computer labs are available to all RWA trainees and are staffed by lab assistants who successfully completed the training themselves.

Returning Fathers to their Children

Seventy percent of RWA trainees are fathers, and many have accrued significant child support arrears due to periods of incarceration or homelessness. Traditionally, in order to pay this debt, the state garnishes large sums from their paychecks once they obtain employment. However, this makes it nearly impossible for these men to meet their own living expenses. Although trainees intend to find honest employment, crippling deductions such as these can be a deterrent, further removing fathers from their children.

We work with NYC's Human Resources Administration (HRA) to help trainees resume their child support. Upon intake, trainees get immediate access to their child support status and receive instruction on the steps necessary to improve it. We have also been selected as one of four service providers to participate in a state pilot project that is assessing a trial system of direct payments: trainees who owe money to the state can get a significant portion of their arrears forgiven if they make 10 out of 12 monthly payments for three consecutive years.

The Leadership Alliance

The Leadership Alliance links trainees with volunteer mentors, providing meaningful activities to bolster self-esteem, improve communication skills, foster camaraderie, and build a sense of trust and connection to the community. The Alliance offers weekly talks, discussions with guest speakers and leaders from the community, and cultural, educational, and service opportunities. This past year, trainees gave motivational talks at local New York State Division of Parole offices and represented The Doe Fund at the state's New Parolee Orientation. Additionally, the Leadership Alliance partnered with New York Cares to refurbish PS 20, The Clinton Hill School, painting the fences that surround the school grounds.

Governance and Leadership

The Doe Fund is always focused on the future: how the organization can continue to grow and be successful in offering more life-changing opportunities to homeless and formerly incarcerated men and women. After months of organization-wide collaboration and internal review and assessment, we developed ***The 10 Key Leadership & Culture Characteristics That Drive The Doe Fund*** in order to promote our shared values and to foster unity throughout the organization. We have also implemented a strategic leadership development plan, which formally recognizes, develops, and encourages leaders to remain and grow within the organization. By so doing, we are preparing The Doe Fund for the future and ensuring its continued success.

The Doe Fund's Board of Directors

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Building the Future: TDF Real Estate and Property Management Group

A core component of The Doe Fund's mission is the provision of transitional housing for *RWA* program participants, supportive housing for people living with HIV/AIDS, and affordable housing for low-income, working New Yorkers. We are committed to developing housing that uplifts and inspires its residents. The following are recent significant projects:

RWA-Gates
520 Gates Avenue
Brooklyn, NY 11216

- We have begun a \$2.5 million capital renovation of this residence. The major partners in this project are the Starr Foundation, the NYC Department of Housing Preservation and Development (HPD), and the Robin Hood Foundation.



The Harlem Center for Opportunity
2960 Frederick Douglass Boulevard
New York, NY 10039

- An exterior renovation of *The Harlem Center for Opportunity* is underway. This includes façade improvements and replacement of exterior systems.

173 Cook Street
Brooklyn, NY 11206

- In January 2008, we opened a new facility in Brooklyn on Cook Street, consolidating two business operations under one roof: *Pest@Rest* and *Back Office*. The space, a modern, one-story building, is close to our Brooklyn *RWA* facilities, making it easier for trainees to get to their training and work assignments. In the future, we hope to consolidate maintenance operations at this site and to provide additional training options in that field.

Special Needs Housing and Services

The Doe Fund began its supportive housing programs in 1996 when it opened *A Better Place*, a single room occupancy (SRO) residence on Manhattan's Upper East Side for 28 formerly homeless individuals living with HIV/AIDS. In 2002, we began our scatter-site housing program, a model designed to provide support and resources to individuals who have the ability and desire to live in the broader community.

To improve management of these and future supportive housing programs, we created the *Special Needs Assessment & Placement* program (SNAP) in early 2008. Serving as an operational umbrella, SNAP provides continuity and consistency of service across numerous programs. In March, SNAP oversaw implementation of *Scatter Site: Return*, a program for mentally ill clients with substance abuse disorders or physical disabilities. The program serves up to 84 clients, placing them in affordable apartments and offering comprehensive case management, referrals to supportive services in the community, recreational activities, home and office visits, crisis intervention, accompaniment to appointments as necessary, advocacy for entitlements and benefits, referral for substance abuse treatment, and assistance with medical care. Another recent program, *Scatter Site: Moving Forward*, provides similar services to 100 people living with HIV/AIDS.

Good News . . . and More Good News

Our high public profile, innovative programming, and phenomenal success rate make us a favorite of both local and national media outlets. We have been featured in *The New York Times*, *Philadelphia Inquirer*, *The New York Daily News*, and numerous other publications, as well as on various network and cable television stations. For more information, full articles, and video segments, please visit www.doe.org. Highlights include the following:

- *The Daily News* article, "Program Offers Released Prisoners Job Training and a New Lease on Life."
- *Jet* magazine's and CBS-2's profile of RWA graduate Willie Moore, a designer-in-training at Steve Madden, Inc.
- Fox-5's and NY-1's coverage of the 23rd Annual Candlelight Vigil, held in Grand Central Terminal on Christmas Day in memory of "Mama" Doe.

Awards and Honors

- The 2008 Manhattan Institute for Policy Research's **William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship**, awarded to Founder and President George T. McDonald
- St. John's University's 2008 **Spirit of Service** award to Founder and President George T. McDonald
- 2008 **Honor of Hope** award from the White House Faith-Based and Community Initiatives
- 2008 **Innovator of Special Merit** award from The U.S. Interagency Council on Homelessness

Partnerships

The Doe Fund collaborates with numerous organizations that share its mission and that can provide complementary services to clients. These relationships improve program efficiency, offer more life-changing opportunities, and provide valuable support. Our partners include the following:

- | | | |
|---|--|--|
| ➤ <u>United States</u>
Dept. of Housing and Urban
Development
Dept. of Justice
Dept. of Labor | ➤ <u>New York City</u>
Dept. of Homeless Services
Dept. of Housing Preservation
and Development
Dept. of Health and Mental
Hygiene
Dept. of Probation
Dept. of Corrections
Discharge Planning
Collaboration | ➤ Brooklyn Chamber of
Commerce
➤ Greater Harlem Chamber of
Commerce
➤ Bowery Residents Committee
➤ Project Renewal
➤ Project Greenhope
➤ Career Gear
➤ Samaritan Village
➤ Discharge Planning
Collaboration
➤ Reentry Housing Roundtable
➤ New York City Bar Association
Task Force on Employment
Opportunities for the Formerly
Incarcerated |
| ➤ <u>New York State</u>
Div. of Parole
Div. of Criminal Justice
Services
Div. of Probation and
Correctional Alternatives
Dept. of Correctional Services | ➤ Kings County District
Attorney's ComALERT
Program | |

Beyond New York: RWA—Philadelphia

"If you want to make this city a safer place, give someone a second chance."

- Philadelphia Mayor Michael Nutter
at the *RWA-Philadelphia* graduation on April 24, 2008

In June of 1998, a long-time homeless advocate in Philadelphia saw a news clip on *Good Morning America* about *Ready, Willing & Able* and called The Doe Fund to ask about the logistics of the program. Over the next four years, The Doe Fund worked with government officials, community leaders, service providers, and other nonprofits to establish *RWA* in Philadelphia. With support from the Philadelphia Office of Emergency Shelter Services (now called the Office of Supportive Housing) and the Philadelphia Workforce Development Corporation, The Doe Fund opened a 70-bed *RWA* residence in 2002 at 1211 Bainbridge Street in Hawthorne.

Every week, Philadelphia's "men in blue" . . .

collect

1,000

bags of trash

maintain

150,000

sq. feet of vacant lots
and clean the following areas

Fairmount Park
Philadelphia Museum of Art
American Street Empowerment Zone
Logan Square
LOVE Park
Franklin Square
Rittenhouse Square
Washington Square
Korean War Memorial
Vietnam War Memorial
Hawthorne
Point Breeze Avenue

A Perfect Score

Philadelphia's Office of Supportive Housing awarded *RWA-Philadelphia* its highest possible rating (100) during the annual on-site review required by the Pennsylvania Department of Public Welfare. *RWA* achieved a perfect score in all six categories: program, cultural relevance, facility, performance, compliance, and Homeless Management Information Systems compliance.

Working with Philadelphia

RWA-Philadelphia collaborates with various civic committees and government offices. We attend and host meetings of the Public/Private Taskforce on Homelessness and participate in the Mayor's Taskforce on Homelessness. Our Deputy Director for Community Affairs chairs the Employment Work Group of the 10-Year Plan to End Homelessness and is Secretary of the Mayor's Commission on Drug and Alcohol Programs. She was recently appointed to the Advisory Board of the Mayor's Office of Community Services. We are working with the Mayor's Reentry Office to offer paid work opportunities and training to Philadelphians recently released from prison, and our Program Director is a member of Mayor Nutter's Committee on Public Safety.

Replication and Scaling of RWA

The Doe Fund believes—and studies have shown—that the *RWA* program is the most effective model for solving the interrelated crises of chronic homelessness, addiction, and criminal recidivism. As such, we have begun to scale the *RWA* model in order that it may be adopted in cities throughout the country—just as it was in Philadelphia.

Developing Partnerships and Lasting Support

Despite the challenging economic climate that developed during its final two quarters, 2008 was another successful year for fundraising. Through the generous support of individual donors, foundations, and corporations, The Doe Fund's Development Department was able to raise over \$15 million to help homeless and formerly incarcerated individuals change their lives through the paid work and training of *Ready, Willing & Able*.

Fundraising Results

\$8.1 million
from individual donations

\$3.4 million
from foundation and corporate partners

\$1.7 million
for RWA's Criminal Justice Programs

\$1.8 million
from Doe Fund special events

Who supported The Doe Fund in 2008?

12,133 individuals

1,112 first-time donors

74 foundation and corporate partners

"What New York Needs"

On Thursday, October 30th, The Doe Fund held its 14th annual "What New York Needs" Gala at Cipriani 42nd Street, directly across the street from the birthplace of The Doe Fund, Grand Central Terminal. The Gala honored New Jersey Governor Jon Corzine, was led by Master of Ceremonies Matt Lauer (co-host of NBC News TODAY), raised \$1.7 million, and drew more than 600 people to midtown to celebrate the unique public-private partnership that has enabled The Doe Fund to revolutionize homeless services in New York City—and the nation.

Seal of Excellence

The Doe Fund is proud to participate in the Better Business Bureau Charity Seal Program, which is an easily recognizable symbol to donors that our organization has met the **20 Standards for Charity Accountability**. These standards evaluate charities' financial accountability, governance and oversight, efficacy, fundraising, and informational materials. We have met these standards every year since the program's inception four years ago. Being able to display this seal on all printed and digital materials assures donors that The Doe Fund holds itself to the highest ethical standards of finance and governance.





The Doe Fund, Inc.

A Brief History

Christmas 1985	The Doe Fund is founded in the name of a homeless woman known only as “Mama” Doe. George McDonald befriended Mama during his 700 consecutive days of feeding homeless people living in and around Grand Central. She tragically passes away on Christmas Day, 1985, after being ejected from the terminal.
1990	With the opening of a 70-bed residence in Bedford-Stuyvesant, Brooklyn, <i>Ready, Willing & Able</i> (RWA) is born. The Doe Fund puts its first trainees to work by securing a contract from the New York City Department of Housing Preservation and Development (HPD).
1991	The Doe Fund holds its first <i>RWA</i> Graduation ceremony, celebrating the accomplishments of 45 formerly homeless individuals who left behind lives of dependency for work, sobriety, and self-sufficiency.
1992	The Doe Fund is recognized by the U.S. Interagency Council on Homelessness, receiving its first annual Community Service Excellence award.
1994	A change in New York City housing policy results in a staggering 60% cut in The Doe Fund’s HPD work contracts. <i>RWA</i> faces bankruptcy and its 70 trainees face returning to life on the streets. Rather than close its doors, George McDonald uses remaining resources to purchase brooms, buckets, and uniforms. Toyota Motor North America donates a street-cleaning truck, helping TDF launch what will become its <i>Community Improvement Project</i> , and a small crew of dedicated “men in blue” begin cleaning the streets of New York.
1996	The Doe Fund expands to what is now known as the <i>Harlem Center for Opportunity</i> , bringing <i>RWA</i> to 200 additional homeless individuals. A new contract from the U.S. Department of Housing and Urban Development (HUD) enables TDF to use federal money to pay the “men in blue” for the first time. <i>A Better Place</i> , The Doe Fund’s 28-bed residence for formerly homeless men and women living with HIV/AIDS, opens its doors.
1998	<i>RWA</i> comes to Jersey City, offering 58 men a chance to rebuild their lives through paid work. The Doe Fund opens <i>Back Office of New York</i> , a direct mail and data processing center.
2000	The <i>Peter Jay Sharp Residence</i> , a 74-unit residence for <i>RWA</i> graduates, becomes the first Single Room Occupancy (SRO) facility to be built in New York City in 50 years. TDF also develops Greene-Quincy in cooperation with the New York City Housing Authority (NYCHA). Located in the Bedford-Stuyvesant section of Brooklyn, it consists of six buildings containing a mix of 44 residential units ranging from studios to 3-bedroom apartments.
2001	The Doe Fund expands <i>RWA</i> to Philadelphia, opening a 70-bed residence with the strong support of the city. The <i>Scatter Site</i> housing placement program is launched, helping men and women with HIV/AIDS live independently.

2003	The Doe Fund doubles in size, opening the 400-bed <i>Peter Jay Sharp Center for Opportunity</i> in Brooklyn. The facility wins a Building Brooklyn Award from the Brooklyn Chamber of Commerce.
2004	The Doe Fund launches a second revenue-generating business, <i>Pest@Rest</i> . As an integrated pest management service, <i>Pest@Rest</i> provides <i>RWA</i> trainees with pest control industry skills, leading to their state certification and recession-proof, higher-paying jobs. George McDonald is selected as <i>New York Post</i> Liberty Medal winner.
2005	<i>Stadium Court</i> , a 60-unit, affordable-housing complex for low-income individuals and families, opens in the Bronx. The Doe Fund continues its successful Criminal Justice initiative by opening <i>RWA-Stuyvesant</i> , a 45-bed residence for parolees who would otherwise be homeless.
2006	George McDonald chairs the Independent Committee on Reentry and Employment, which produces the acclaimed <i>Report and Recommendations to New York State on Enhancing Employment Opportunities for Formerly Incarcerated People</i> . The report is cited by New York legislators in developing reentry policy. To expand its focus on the development of superior quality affordable and transitional housing, TDF establishes its Real Estate and Property Management Group. In order to help more formerly incarcerated men and women, TDF expands <i>RWA-Day</i> , its nonresidential program for parolees.
2007	The Doe Fund launches <i>RWA Resource Recovery</i> , a “green” business venture that collects waste cooking oil for conversion into biodiesel fuel. At the invitation of Congress, George McDonald testifies in support of the <i>Second Chance Act of 2007</i> . The legislation, which authorizes grants to states and localities for transitional work programs, educational opportunities, housing, and other critical services for formerly incarcerated individuals reentering society, passes the House of Representatives by an overwhelming margin of 347 to 62.
2008	<i>RWA Resource Recovery</i> expands to all five boroughs and serves nearly 1,000 restaurants. The Doe Fund creates the <i>Special Needs Assessment and Placement Program (SNAP)</i> to manage supportive housing for individuals at risk of homelessness and who are living with HIV/AIDS or mental illness. George McDonald receives the William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship from the Manhattan Institute for Policy Research.