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The Doe Fund

# ANNUAL REPORT & REVIEW



## LETTER FROM THE FOUNDERS



Friends,

For more than twenty-five years, we have marvelled at the transformative power of work. The Men in Blue of Ready, Willing & Able prove, each day, that almost any hardship can be overcome—including the difficult journey home from prison; endemic poverty; and, of course, homelessness—by investing in a human being's potential.

Your generous support has created so much opportunity for those at the very bottom of the economic ladder. It has reunited fathers with their children, broken devastating cycles of incarceration and homelessness that some have been caught in for decades, and transformed the lives of disconnected young men who were born into deep urban poverty.

Most importantly, your generosity has a real and measurable impact on our nation's troubling, destructive rates of recidivism and all the costs—both financial and human—that go along with it. Ready, Willing & Able reduces future felony convictions by 60%; it cuts future police contact by one-third; and it saves the New York City taxpayer \$3.60 for every dollar we spend on the program.

We are so pleased to share with you the countless achievements of the Men in Blue in 2016: their stories, their journeys, and their successes. And we are especially proud to report that, through an organization-wide effort over the last three years, our program has achieved a new level of stability and security that will serve the Men in Blue and their families for generations to come.

The future of our organization, just like the future of the men we serve, is bright. Opportunity abounds. Please join us as we review 2016 and set the course for the next generation of our work together.

With our very best,

Harriet & George McDonald



The Doe Fund's Ready, Willing & Able program has restored hope, family, and opportunity for thousands of formerly incarcerated and homeless men. At the heart of the multi-phased residential program is paid transitional work, complemented by career development and training, social services, and education. Men complete the program with the work and life skills they need to achieve permanent self-sufficiency and become economic engines for their families and in their communities.

## CARLOS JONES



**The Lower East Side of Carlos's childhood was** a hotbed of drugs, poverty, and violence. At only fifteen years old, he was already an addict himself. His first incarceration came soon after, setting off a pattern of destructive behaviors that would land him in prison for most of the next three decades. Carlos reached his lowest point five years ago when he suffered withdrawal inside a prison cell. "I felt completely defeated. I couldn't live like that anymore."

He came to Ready, Willing & Able on a mission to reinvent himself. When he graduated a year later, he was a college student, working two jobs, and only just beginning to make up for lost time.

Next, he worked as a Ready, Willing & Able recruiter, supporting men beginning their own journeys through the program. Today, he's pursuing degrees in forensic mental health and social work. "The importance of education is so much clearer to me now thanks to The Doe Fund."



## THE MEN IN BLUE

Known as the Men in Blue for their distinctive blue uniforms, Ready, Willing & Able trainees clean more than 120 miles of New York City streets and sidewalks each day. This introductory work plays a crucial role in trainees' personal and professional development, teaching them the soft skills of employment, personal responsibility, time management, and teamwork while improving quality of life for city residents.

### MEN IN BLUE DEMOGRAPHICS

Average age:  
40

Have children:  
49%

Do not have a high school diploma or equivalency:  
36%

Spent time in foster care:  
10.5%

Have had contact with criminal justice system:  
67%

Average number of years incarcerated:  
7.6 years

On parole:  
21%

Incarcerated as a juvenile:  
13.4%

Doe Fund employees who are Ready, Willing & Able graduates:  
58%

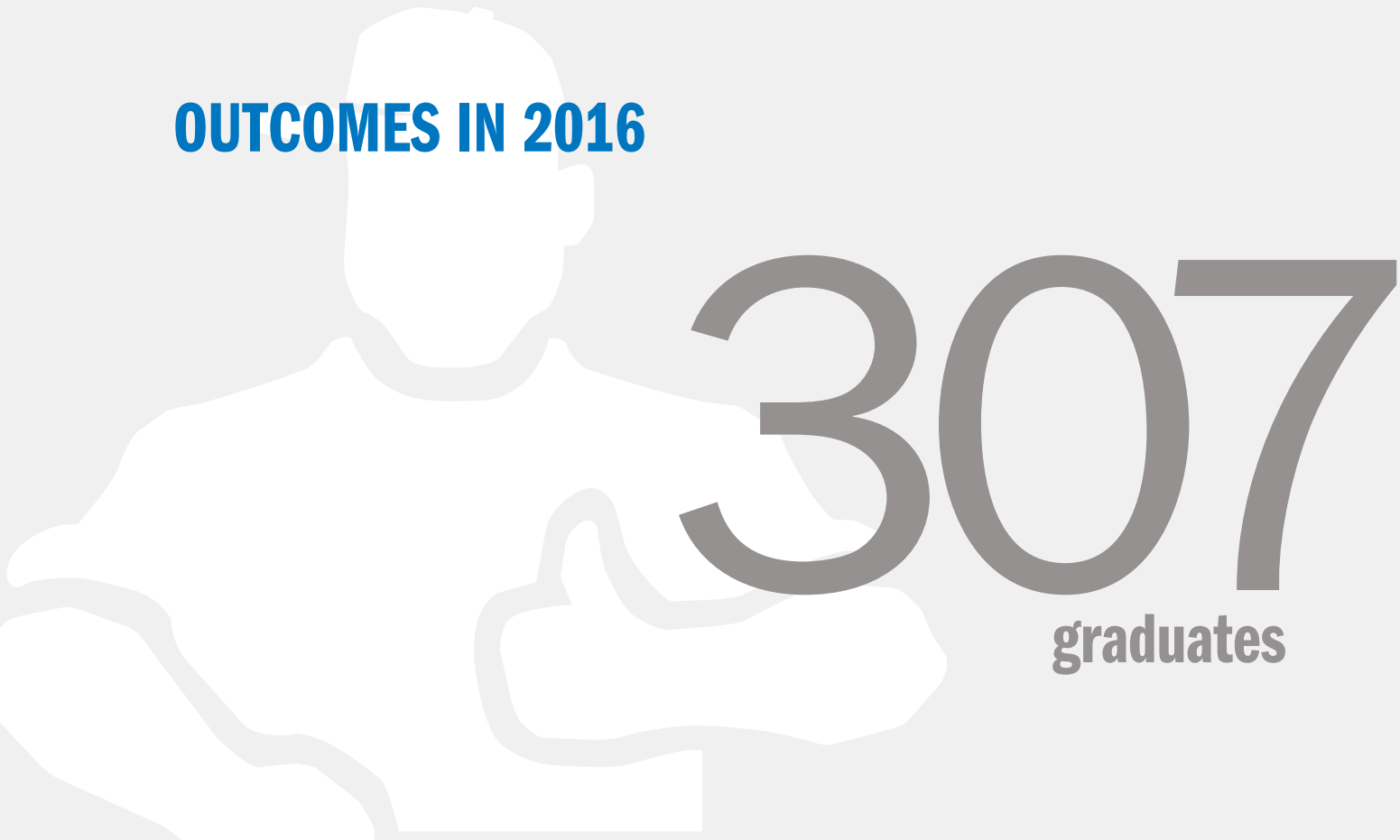
### OUR FACILITIES

**Gates Avenue**  
Bedford-Stuyvesant, Brooklyn  
61 residents  
opened 1990

**Harlem Center for Opportunity**  
Harlem, Manhattan  
198 residents  
opened 1996

**Peter Jay Sharp Center for Opportunity**  
Bushwick, Brooklyn  
400 residents  
opened 2002

OUTCOMES IN 2016



307 graduates

Ready, Willing & Able Impact

restores men to their communities as contributing, self-sufficient members of society

improves quality of life for New York City residents

saves taxpayers \$3.60 for every \$1 spent on the program

breaks cycles of devastating poverty, incarceration, recidivism, and homelessness

Employment

over 430 Ready, Willing & Able trainees secured full-time employment

graduates' average starting wage \$11.45

224 trainees participated in Career Success Strategies classes, increasing their likelihood of a higher median wage

69% maintained at least 3-months job retention

50 men were hired by a Doe Fund employer partner

Recidivism

60% graduates less likely to commit a felony

33% trainees' future police contact reduced by

56% trainees less likely to commit violent crimes

# READY, WILLING & ABLE TRAINEE JOURNEY

## MONTH 1

### ORIENTATION AND STABILITY

Trainees earn money from their first day in the program, completing in-house work assignments while working with case managers to create occupational training and education plans.

## MONTHS 2-4

### “PUSHING THE BUCKET”

Trainees begin “pushing the bucket”—cleaning streets throughout New York City while earning at least minimum wage and learning invaluable soft skills such as personal responsibility, time management, and teamwork.

## MONTHS 5-8

### OCCUPATIONAL TRAINING AND JOB PREP

Building on the skills gained while pushing the bucket, trainees now begin the occupational training program of their choice. Each training ends with a certification or professional license, significantly increasing the likelihood of a higher starting wage and the potential for lifelong career advancement. Career Success Strategies classes prepare trainees for their job search, covering resume and cover letter writing, obtaining references, addressing periods of incarceration or homelessness, and dressing for interviews.

## MONTHS 9-12

### EMPLOYMENT AND HOUSING

During their final months in the program, trainees secure private sector employment and permanent, independent housing. A team of advisors supports graduates during and beyond their transition out of the program.



#### THROUGHOUT THE PROGRAM

- Paid work
- Individualized social services
- Weekly drug testing
- Relapse prevention
- Parenting resources and child support
- Computer literacy and advanced training

#### EDUCATION

- Literacy
- Pre-high school equivalency
- High school equivalency
- College enrollment

#### ESSENTIAL SKILLS

- Job search strategies
- Mock interviews
- Financial management

#### LIFELONG SERVICES

- Career advancement and support
- Education classes
- College enrollment assistance



**“ALL I NEEDED WAS AN OPPORTUNITY TO BE MORE THAN WHERE I CAME FROM.”**  
ANGEL LOPEZ / Graduate





**“I NEVER HAD A JOB ALL THOSE YEARS ON THE STREET. THIS WAS MY CHANCE TO SHOW WHAT I WAS MADE OF. I FELT LIKE A HUMAN BEING AGAIN.”**

**CRAIG TROTTA** / Graduate

## OCCUPATIONAL TRAINING PROGRAMS AND GRADUATE CAREER PATHS

### Occupational Training Completion Rates



### OCCUPATIONAL TRAINING PROGRAMS

Building Maintenance

Chef-in-Training

Commercial Driver License

Construction

Culinary Arts

Pest Control

### GRADUATE CAREER PATHS

Building Maintenance and Construction: 24%

Food Services: 20%

Professional Services: 26%

Transportation and Warehousing: 30%

### CERTIFICATIONS AND LICENSES EARNED

99 OSHA certifications

66 driver licenses

61 food safety certifications

85 flagger, scaffold or P-99 sprinkler certifications

## LEROY GREEN



### For Leroy, cooking isn't just a job.

It's a way of life. "When I'm in the kitchen, all my worries go away." There was a time when he had plenty to worry about—after he was released from federal prison several years ago, Leroy had no direction and no hope.

Then he learned about Ready, Willing & Able. Finally, he might have the chance to gain new skills, get back on his feet, and make a fresh start. Leroy joined the program at The Doe Fund's Harlem Center for Opportunity, where he enrolled in the Culinary Arts program and soon started learning much more than culinary techniques. "I learned so many life lessons from my mentors—to finish what I start, and to think things through before reacting."

Leroy is now the Head Line Cook at a bustling Manhattan restaurant, and training to become Kitchen Manager there. He's more motivated than ever to pursue his dreams of one day running his own kitchen and "earning that title—Chef Leroy!"

**“I'M DONE RUNNING IN CIRCLES. NOW IT'S ALL ABOUT THAT LONG ROAD AHEAD OF ME. I'M STILL WORKING ON BEING THE MAN I WANT TO BE, BUT NOW I KNOW WHERE I WANT TO GO.”**

**ALBERT BELL** / Graduate

# HOUSING INITIATIVES

Access to safe, stable housing is critical to keeping vulnerable populations from becoming homeless. In 2016 The Doe Fund continued to expand its network of permanent affordable and supportive housing facilities that provide a range of vital services to individuals and families challenged with histories of poverty, substance abuse, physical disabilities, mental illness, and HIV/AIDS.

## RESIDENCES IN PROGRESS



↑ **CRYSTAL TOWER** | Flatbush, Brooklyn

- **123 units**
  - **affordable/supportive**
  - **studio, one, two, and three bedroom apartments**
- 
- **December 2015: Construction financing closed**
  - **May 2016: Groundbreaking ceremony and start of site development**
  - **opening 2018**
- FUNDING SOURCES**
- NYC Housing Development Corporation
  - NYC Department of Housing Preservation and Development
  - NYC Borough President and City Council Member Items (Reso A)
  - NYS Homeless Housing and Assistance Corporation
  - NYS Energy Research and Development Authority
  - JPM Chase Community Development Banking
  - Low Income Housing Tax Credits
  - NYC Human Resources Administration
  - NYC Housing Authority



↑ **WEBSTER GREEN** | Bedford Park, Bronx

- **82 units**
  - **affordable/supportive**
  - **studio, one, and two bedroom apartments**
- 
- **March 2016: Construction financing closed**
  - **July 2016: Groundbreaking ceremony and start of site development**
  - **opening 2018**
- FUNDING SOURCES**
- NYS Housing and Community Renewal
  - NYS Medicaid Redesign Team
  - NYS Homeless Housing and Assistance Corporation
  - NYS Energy Research and Development Authority
  - Citi Community Capital
  - Low Income Housing Tax Credits
  - NYC Human Resources Administration

## RESIDENCES IN PROGRESS, continued

### CROTONA PARK | Crotona Park, Bronx

- **60 units**
  - **affordable/supportive**
  - **studio apartments**
- 
- **2016: Ongoing site development**
  - **opening 2017**
- FUNDING SOURCES**
- NYC Department of Housing Preservation and Development
  - Citi Community Capital
  - Low Income Housing Tax Credits
  - NYC Human Resources Administration
  - NYC Housing Authority

## EXISTING RESIDENCES

### A BETTER PLACE | Upper East Side, Manhattan

- **28 units**
- **permanent supportive**
- **opened 1996**

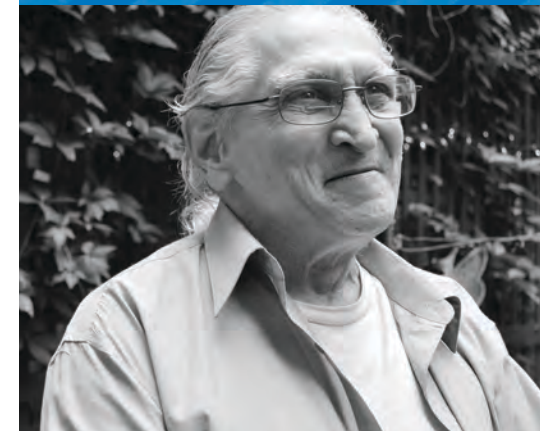
### PETER JAY SHARP | East Harlem, Manhattan

- **74 units**
- **permanent supportive**
- **opened 1999**

### STADIUM COURT | South Bronx

- **60 units**
- **permanent affordable**
- **opened 2003**

## FREDDIE LOMBARDO



**At seventy-five, Freddie** is the oldest resident at A Better Place, one of The Doe Fund's supportive housing residences. He is also its youngest at heart.

Freddie grew up in an Italian-American household in the Bronx. He always prided himself on his work ethic—"I started my paper route when I was thirteen, then I worked in a garment center, and eventually I owned my own drapery business for fifteen years"—before retiring in 1999.

But following the onset of medical issues, Freddie struggled to maintain housing. After losing his last

apartment, he was connected with A Better Place, and immediately liked what he saw. "I felt comfortable right away. It's so much nicer here than any room I ever rented!"

Freddie's physical and emotional health have improved since moving into a more supportive environment—changes he attributes to the nutritious meals provided, the chance to interact with other residents, and the several miles of walking he does each day. "I'm always in a good mood now, and I don't worry about anything. Laughter makes you healthy!"

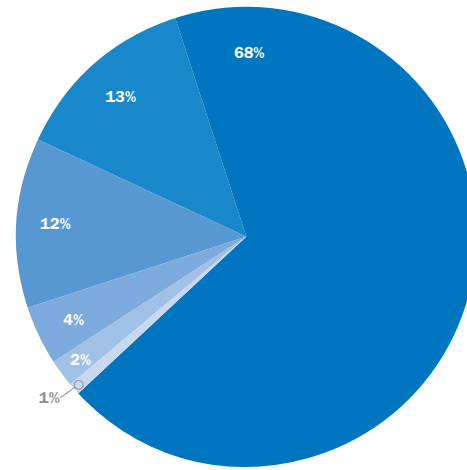
Asked if anything about A Better Place might surprise someone, Freddie answered, "How beautiful this place is. I love it here. I wouldn't change it for the world."

# FINANCIAL SUMMARY

## REVENUES

Government grants	\$ 31,564,330	68%
Earned revenue	6,160,545	13%
Contributions	5,659,664	12%
Program services fee	1,826,287	4%
Development and management fees	898,942	2%
Other income	384,782	1%

**TOTAL REVENUE \$ 46,494,550**

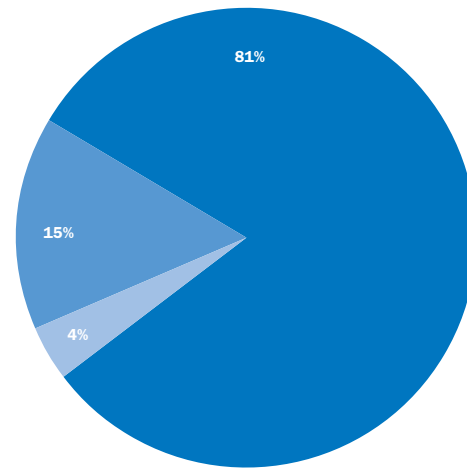


## EXPENSES

Residential and social services	\$ 18,390,929	
Work and training	18,275,603	
Program expenses	36,666,532	81%
Management and general	6,736,661	15%
Fundraising	1,608,171	4%
Depreciation and amortization	1,527,461	

**TOTAL EXPENSES \$ 46,538,825**

Net Assets - beginning	997,024
Net Assets - end	<b>\$ 952,749</b>



# WAYS TO SUPPORT

The Doe Fund's work is made possible by the generous support of individuals, foundations, and corporations. There are a variety of ways to make immediate and lasting impacts on the lives of those we serve, their families, our city, and beyond.

## GIVE

Your support in the form of donations or recurring gifts, company matches, planned giving, tributes, in-kind gifts, stocks and mutual funds, ensures the financial health of our programs and our continued ability to offer life-changing services.

For more information on giving, visit [doe.org/ways-to-give](http://doe.org/ways-to-give) or contact [donate@doe.org](mailto:donate@doe.org)

## HIRE

Our employer partners include some of the country's most respected corporations, including Union Square Hospitality Group, Whole Foods, and Mount Sinai. This network of partnerships helps us connect our graduates with solid career paths, and connect employers with skilled, motivated staff.

In addition, The Doe Fund's catering, street cleaning, and pest control services are available for hire. These social enterprises provide our graduates with stable, good-paying jobs while generating revenue in support of our programs.

To learn more about hiring our graduates, visit [doe.org/ways-to-hire](http://doe.org/ways-to-hire) or contact [hire@doe.org](mailto:hire@doe.org)

## VOLUNTEER

We are proud to partner with a number of corporations that give back by supporting our programs and events, and by encouraging their employees to engage in volunteer activities.

To explore opportunities for corporate social responsibility or individual volunteering, visit [doe.org/volunteer](http://doe.org/volunteer) or contact [volunteer@doe.org](mailto:volunteer@doe.org)



**“MY WHOLE FOCUS IS DIFFERENT NOW. I HAVE SO MUCH TO LOOK FORWARD TO. MY STORY IS STILL BEING WRITTEN, AND THAT’S EXCITING.”**

**MICHAEL TRENT** / Graduate



## The Doe Fund

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