

Ready  
Willing  
& Able

The Doe Fund



Ready  
Willing  
& Able

*A Working  
Way Home  
for the  
Men in Blue*

2018 Annual Report

# Letter from the Founders

*What an incredible year it has been! With generous supporters like you by our side, we've helped so many men change their lives for the better through our Ready, Willing & Able program.*

Equipped with new occupational skills and the confidence to reenter the workforce, each and every one of our graduates have started on a new path toward success and independence.

We know that our *Ready, Willing & Able* program is rigorous, and can be challenging for trainees on both a professional and personal level. But the rewards of that hard work—earning and saving money, contributing to a team effort, learning a new trade, and building a supportive network—make it all worthwhile.

The reason this program works is plain and simple: Homeless men don't want a "hand out" to make it through the day; they want a hand up to sobriety and opportunity so that every day can be more hopeful than the last.

When a man has a safe, clean place to stay each night, he can rise out of homelessness and focus on his work and education. When he's given a job with a decent wage, he can save and



plan for a brighter future. And when he has access to our holistic services, he can maintain sobriety, find affordable housing, and reunite with his family.

We thank you, from the bottom of our hearts, for investing in the future of every man who comes to The Doe Fund with the intention to turn his life around for good. Please know that our accomplishments in 2018 wouldn't have been possible without your compassionate support.

Sincerely,

Harriet & George McDonald



# About The Doe Fund

*The Doe Fund's mission is to break the cycles of homelessness, addiction, and criminal recidivism by providing holistic services, housing, and work opportunities.*

## Ready, Willing & Able

*Ready, Willing & Able* provides a working way home for homeless men with long histories of incarceration, addiction, and unemployment. At the core of the 12-month residential program is *paid work*—complemented by holistic social services, career training, education, and sobriety support. It is the only program of its kind that combines paid work with comprehensive services to help men become permanently self-sufficient.

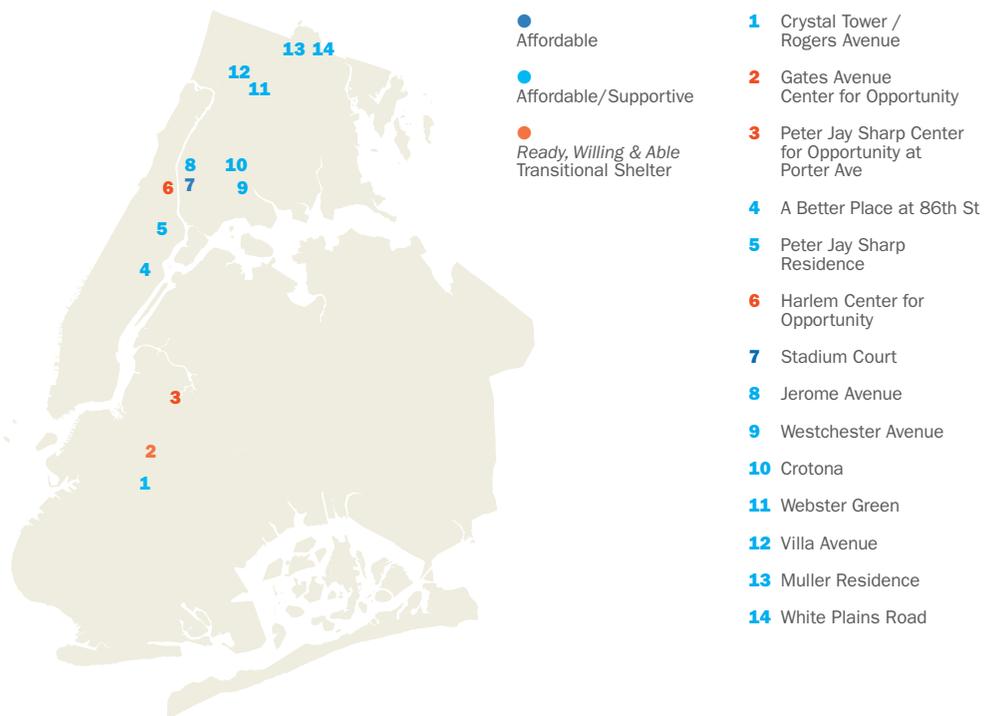
The “Men in Blue,” as participants in the program are known, have faced extraordinary hardships, but are determined to permanently change their lives and the lives of their families. Since 1990, more than 6,500 men have graduated from *Ready, Willing & Able* with their sobriety, a full-time job, and a permanent home.

## Housing Initiatives

One of the largest barriers to economic independence in New York City is the notorious shortage of affordable housing. And yet, access to safe, stable housing is critical to keep New York's most vulnerable populations from becoming homeless.

Since 1996, The Doe Fund has developed high-quality, affordable homes for the city's most vulnerable populations, including individuals and families challenged with histories of poverty, homelessness, substance abuse, physical disabilities, mental illness, and HIV/AIDS. In the coming year, The Doe Fund is set to dramatically expand its network of permanent affordable and supportive housing facilities serving our target populations.

## The Doe Fund's Facilities



# Ready, Willing & Able Outcomes

Ready, Willing & Able provides immediate access to a paying job and is proven to reduce recidivism and provide a pathway to opportunity after incarceration.

**\$3.60**

IS SAVED  
BY THE NYC TAXPAYER  
FOR EVERY \$1 SPENT  
ON THE PROGRAM

**33%**

REDUCTION IN  
POLICE CONTACT AFTER  
FOUR MONTHS IN  
READY, WILLING & ABLE

**62%**

REDUCTION IN  
FELONY CONVICTIONS  
AMONG GRADUATES OF  
READY, WILLING & ABLE

Ready, Willing & Able's occupational training tracks meet local workforce demands and provide graduates with not only a pathway to work, but also a financially stable and fulfilling career.

**290**

READY, WILLING & ABLE  
TRAINEES SECURED  
FULL-TIME EMPLOYMENT

**\$14.12**

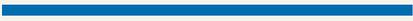
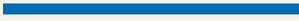
GRADUATES' AVERAGE  
STARTING WAGE

**73%**

OF GRADUATES  
MAINTAINED THEIR JOB FOR  
AT LEAST 3 MONTHS

*What happens next? Industries in which the Men in Blue secured full-time work:*

## 2018 Graduate Job Category

|   |   |     |
|---|---|-----|
| Transportation / Warehousing            |  | 22% |
| Facilities / Maintenance / Repair       |  | 19% |
| Food Preparation / Food Service Related |  | 16% |
| Construction / Installation             |  | 13% |
| Fire / Law Enforcement / Security       |  | 10% |
| Community / Social Service              |  | 3%  |
| Other                                   |  | 17% |





# 2018 Financial Summary

## Revenues

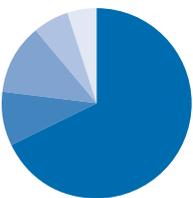
|                                 |                      |     |
|---------------------------------|----------------------|-----|
| Government grants and contracts | \$ 36,510,873        | 68% |
| Earned revenue                  | 5,111,259            | 9%  |
| Contributions                   | 6,344,893            | 12% |
| Development and management fees | 3,282,085            | 6%  |
| Other income                    | 2,655,312            | 5%  |
| <b>Total Revenue</b>            | <b>\$ 53,904,422</b> |     |

## Expenses

|  |                      |     |
|--|----------------------|-----|
| Program expenses                       | \$ 39,718,199        | 77% |
| <i>Residential and social services</i> | \$19,544,395         | -   |
| <i>Work and training</i>               | 19,613,244           | -   |
| <i>Affordable housing operations</i>   | 560,560              | -   |
| Management and general                 | 8,794,015            | 17% |
| Fundraising                            | 1,927,797            | 4%  |
| Depreciation and amortization          | 1,228,036            | 2%  |
| <b>Total Expenses</b>                  | <b>\$ 51,668,047</b> |     |

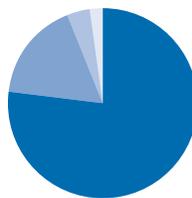
|                        |                      |
|------------------------|----------------------|
| Increase in Net Assets | 2,236,375            |
| Net Assets—beginning   | 9,294,820            |
| <b>Net Assets—end</b>  | <b>\$ 11,531,195</b> |

### Where It Comes From



- Government grants and contracts (68%)
- Earned revenue (9%)
- Contributions (12%)
- Development and management fees (6%)
- Other income (5%)

### Where It Goes



- Program Expenses (77%)
- Management and general (17%)
- Fundraising (4%)
- Depreciation and amortization (2%)

# 5 Ways to Support the Men in Blue

The Doe Fund's thriving community of generous donors, dedicated volunteers, corporate partners, employers partners, and committed staff create a path to success for the Men in Blue. We invite you to get involved and make a difference for the men we serve and their families.

## 1.

**Make a donation.** Your financial support allows us to empower the Men in Blue to secure economic independence. Consider making a financial gift in support of their journeys. Learn more about all the ways to give, including planned and investment gifts, at [doe.org/donate](https://doe.org/donate).

## 2.

### **Become an employer partner.**

The Men in Blue are available for hire! Work with us to recruit and connect our skilled and motivated graduates with long-term career paths. To learn more, contact [info@doe.org](mailto:info@doe.org).

## 3.

**Volunteer.** We are constantly in need of individuals, groups, and corporate partners to actively engage with the Men in Blue for both long-term and one-time opportunities. To learn more, join our email list at [doe.org](https://doe.org).

## 4.

### **Support our social enterprises.**

The Doe Fund's social enterprises serve the community and help train and employ the Men in Blue. Learn more about hiring our catering company, street cleaning services, and pest control services by contacting us at [info@doe.org](mailto:info@doe.org)

## 5.

**Keep in touch.** Stay engaged with the Men in Blue by connecting with us on social media and signing up to receive our email updates. You'll receive inspiring stories about the Men in Blue and the latest updates from The Doe Fund.

# Board List / Contact

Nicole Seligman,  
Chairman

George T. McDonald,  
Founder and President

Damien Dwin  
Steve Koppel  
Andre Robert Lee  
Ketan Mehta  
Scott Mills  
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Ernie Pomerantz  
Mary Ann Quinson, MSW  
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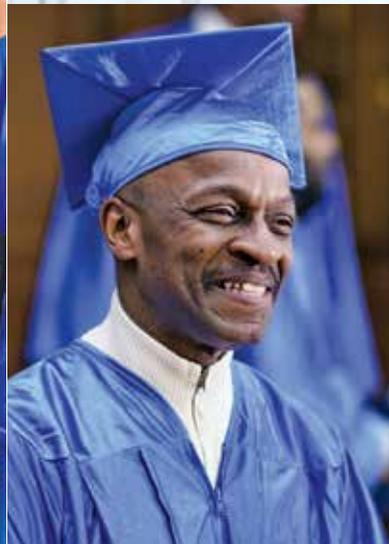


# A Working Way Home for the Men in Blue

*The one-year journey through The Doe Fund's Ready, Willing & Able program—explained.*

*Ready, Willing & Able* provides a working way home for men with long histories of homelessness, incarceration, and addiction. At the core of the 12-month residential program is paid work—complemented by holistic social services, career training, education, and sobriety support. It is the only program of its kind that combines paid work with comprehensive services to help men become permanently self-sufficient.

The year-long journey through *Ready, Willing & Able* takes place over four deliberate, structured phases: Commit to Change, Reenter the Community, Build a Career, and Secure Independence.



*“I spent 17 years selling drugs and guns. I don’t want to be in that environment any more—I’m here to change.”*

**Ray Taylor, *Ready, Willing & Able* trainee**



#### MONTH 1

## Commit to Change

The decision to enter *Ready, Willing & Able* means making a commitment to change. On day one, participants begin earning a paycheck through in-house work assignments while they adjust to the program's demands. Case managers work 1-on-1 with participants to orient them, assess their needs and set goals—including selecting occupational training and education tracks. In turn, participants commit to maintaining their sobriety and paying any owed child support. They begin a curriculum of evening classes and courses that last the duration of the program, including financial management, parenting, and general education.

#### MONTHS 2-4

## Reenter the Community

After long histories of homelessness and incarceration, reentering the community—and the workforce—is difficult and intimidating. Months two through four of *Ready, Willing & Able* introduce paid off-site work to accelerate earnings and savings, and address social and soft-skill deficits. The Men in Blue earn their nickname in bright blue uniforms, working in teams to beautify New York City's streets and sidewalks. Along the way, they build self-esteem, teamwork skills, and their savings. In the evenings, the Men in Blue engage in intensive computer and education classes, learning skills critical in the modern workplace.

#### MONTHS 5-8

## Build a Career

In this third phase of *Ready, Willing & Able*, the Men in Blue choose an occupational training track based on their interests, ambitions, and abilities. They transition out of street cleaning teams and join paid, full-time training opportunities within The Doe Fund's social enterprises. Each training track culminates with a certification or professional license that provides for long-term career sustainability and advancement. In the evenings, the Men in Blue take classes to sharpen job search skills, learn how to write resumes and cover letters, and prepare for job interviews.

#### MONTHS 9-12

## Secure Independence

In the final months of the program, the Men in Blue work closely with housing specialists and career coaches to secure full-time employment and permanent housing: two of the criteria required to graduate from *Ready, Willing & Able*, along with sobriety and paying owed child support. When they're ready to move out, they receive move-in kits for their new apartments. Successful graduates receive earnings supplement grants post-graduation to ease their transition. Our graduate services staff stays in touch with alumni, providing career development opportunities, temporary employment, and education advancement support to those who need it—which is why, at our annual graduation ceremony, you'll often hear among the cheers, "Doe Fund for life!"



*“I lost all my family when I went to prison. I was left with nothing. The Doe Fund is my stepping stone. It’s allowing me to change.”*



Larry Thomas,  
Ready, Willing & Able trainee



71%

of the Men in Blue had contact with the criminal justice system

33%

of the Men in Blue did not have a high school diploma or equivalency at intake



19-72

is the age range of the Men in Blue

10%

of the Men in Blue spent time in foster care



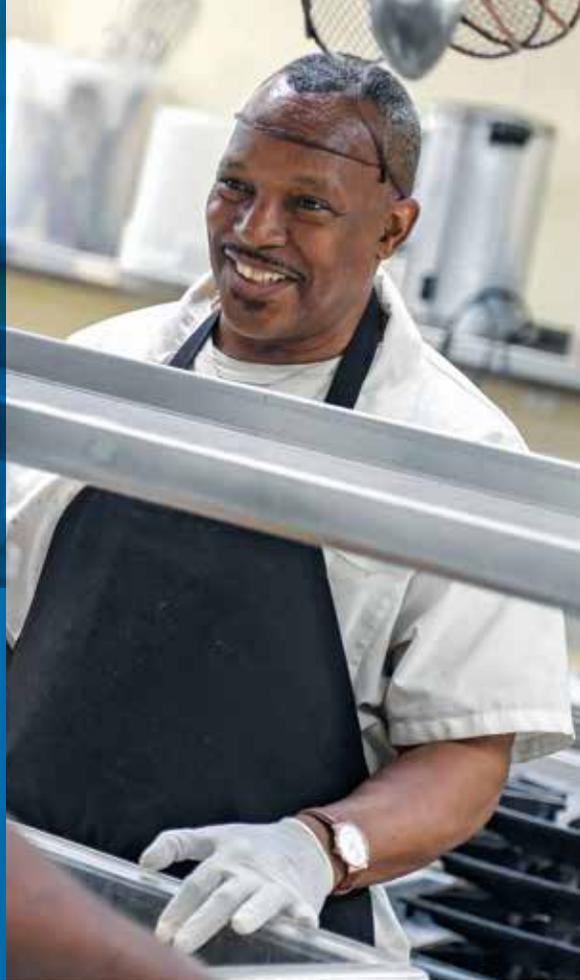
*“Since being here,  
I’ve been talking to  
my daughter a lot.  
I can’t wait until  
March—I want her to  
see me walk across that  
stage at graduation.”*



**Richard Tamlin,**  
Ready, Willing & Able trainee

*“A few months ago,  
my family was evicted  
from our apartment and  
I ended up homeless.  
I’m here because of the  
opportunity—I’m saving  
for my own apartment.”*

Joshua Pistora (age 25),  
Ready, Willing & Able trainee



55%

of the Men in Blue  
are fathers

23%

of the Men in Blue  
are on parole



11%

of the Men in Blue  
were incarcerated  
as a juvenile

12

is the average  
number of years  
that the Men in Blue  
who are formerly  
incarcerated spent  
in prison





1989



1995



2018