2019 Annual Report A Working Way Home for the Men in Blue



The Doe Fund



door on recidivism. -HARRIET KARR MCDONALD

In 2019, issues at the core of The Doe Fund's mission - criminal justice reform and homelessness - emerged at the center of a national dialogue. We are at a moment of crisis and opportunity, as our city and country seek to address these pressing social problems.

economic inequality.

The Doe Fund provides paid employment, holistic social services, affordable housing, and the chance for men to reunite with their families. Their success creates stronger communities and safer cities.

Thanks to the generosity of individual, corporate and foundation supporters, 2019 was a year of extraordinary accomplishment. Equipped with new occupational skills and the confidence to re-enter the workforce, more than 312 men obtained permanent employment through Ready, Willing & Able. Through our housing initiative, 292 individuals and families found safe, affordable and supportive places to live.

With your support, The Doe Fund has become a national model, poised to provide replicable, cost-effective solutions in New York City—and beyond. We hope this report conveys the scope of our achievements and gives you optimism about our future.

Orenga

George T. McDonald

Criminal justice reform will not succeed without reentry programs that permanently shut the revolving

Investing in time-tested, evidence-based reentry programs like Ready, Willing & Able (which, according to a study by the New York State Department of Criminal Justice Services, reduces recidivism by 62%) is essential in reforming our justice system, reducing homelessness, ending addiction, and addressing racial and

Hand Mirand

Harriet Karr McDonald



Ready, Willing & Able provides a working way home for men with long histories of homelessness, incarceration, addiction, and unemployment, and the chance to become drug-free, financially supportive, and involved fathers. At the core of the 12-month residential program is paid work combined with social services, career training, education, and sobriety support. Ready, Willing & Able has become the nation's most acclaimed workforce development model.



Reentering the Community

Ready, Willing & Able introduces paid off-site work to address social and soft-skill deficits and to accelerate earnings and savings. The Men in Blue work in teams to beautify New York City's streets and sidewalks.



Social Enterprise

The Doe Fund's social enterprises, pioneered in the early 2000s, have a triple bottom line: provide homeless and formerly incarcerated individuals the chance to join the workforce; supply the community with important services; generate vital revenue to support program operations.



Occupational Training

After several months in the field as part of street cleaning crews, trainees choose an occupational training track based on their interests, ambitions, and abilities. Opportunities include: culinary, pest control, building maintenance, construction, transportation, and warehouse.

SPOTLIGHT Welding Works

Over the years, our employment programs have evolved to ensure the Men in Blue not only place their foot on the first rung of the economic ladder, but steadily ascend. To accomplish this, we have explored industry-specific training in higher wage industries with growth potential. One of the strongest, for which we are laying the groundwork, is in the field of welding.

"Welding is a skill in high demand that will give our men careers and the chance to be contributing fathers to their children," said Jennifer Dillon, Vice President of Workforce Development.

Ten minutes away from the Peter Jay Sharp Center for Opportunity in Bushwick, The Doe Fund found an ideal partner: Total Metal Resource, a custom metalwork and welding company.

Owner Scott Behr met Jennifer Dillon through the Brooklyn Chamber of Commerce. Jennifer initially was looking for information about the equipment The Doe Fund would need to start a welding program of its own, but instead Jennifer immediately saw an opportunity for a partnership and a way for Ready, Willing & Able participants to enter a new field that is secure, in high-demand, and lucrative. Scott saw a chance to give back.

Look at the community we're in. It's a big urban space with a lot of different socioeconomic backgrounds and people from all walks of life. We're part of this community. And we need to give back to this community. We live here, we want to see the people who live here working and contributing to this community too.

-LAUREN BEHR Co-Founder, Total Metal Resource

Though the welding partnership is still in its planning stages, the ultimate goal is to provide Ready, Willing &



Able participants with high-level hands-on-training and AWS certification-a crucial first step for obtaining welding licenses.

What Scott likes most about teaching is seeing the look of accomplishment on his student's faces when they complete their project, whether it's a cube, a bowl, or more complex metalwork.

"It's a powerful thing to see," Lauren said, "when someone realizes they can shape metal into whatever they want it to be and realize, 'Oh my god, I can make something with my hands... and I can make a good living at it."

The Doe Fund's mission is to break the cycles of poverty, homelessness, and recidivism; providing a lucrative career path is the most surefire way to do so. From the beginning, we've given *Ready*, Willing & Able graduates the skills and training to find lifelong financial security. We're so excited for welding to join our growing portfolio of career tracks—and we couldn't have found better partners than Scott and Lauren.

We are actively seeking support from far-sighted public and private investors to launch this exciting venture. If you are interested in supporting our welding certification initiative, please contact Julie Androshick at jandroshick@doe.org.

I followed Ready, Willing & Able's roadmap and I never looked back. All I wanted was a chance—and The Doe Fund gave it to me.

—BERNARD WIGGINS Ready, Willing & Able Graduate

The Journey Through The Doe Fund's Ready, Willing & Able Program

MONTH 1 Commit to Change.

Trainees earn a paycheck through inhouse work; meet with case managers; commit to sobriety; pay owed child support; take evening classes, including financial management, parenting, computer training and general education.

MONTHS 2-4 **Reenter the Community.**

The Men in Blue earn their nickname in bright blue uniforms, working in teams to beautify New York City. They build self-esteem, teamwork skills, and savings. In the evenings, they continue computer and education classes.



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MONTHS 5-8



Build a Career.

Occupational training tracks are selected within The Doe Fund's social enterprises. Each training track culminates with a certification or professional license. In the evenings, trainees sharpen job-search skills, learn how to write resumes, and prepare for job interviews.

MONTHS 9-12 Secure Independence.

The Men in Blue work closely with housing specialists and career coaches to secure full-time employment and permanent housing: criteria required to graduate from Ready, Willing & Able. Graduate services stays in touch with alumni, providing ongoing support— which is why we say, "Doe Fund for life!"

My life is a miracle, I'm just one of the many miracles that The Doe Fund has produced.

-ED WHITE

GRADUATE PROFILE Ed White

A large, strong man, Ed said it brings tears to his eyes to think about "how my life used to be in comparison to now."

Two decades ago he was homeless. He struggled with drugs and alcohol, lost his job at the telephone company and was sleeping on friends' couches and park benches.

Today, Ed owns a house in Phoenix's affluent East Valley region. He makes an excellent living working for a company that builds digital network centers for corporations and government agencies. He is a single father, joyfully overseeing the care of his son, Amir, who is 16.

How did he get from there to here? A minor arrest, two weeks in the Rikers Island jail, a sympathetic judge and a shrewd counselor all figured in the turnaround that completely altered Ed's life — restoring the promise of the bright young man from Bushwick, Brooklyn who was smart enough to earn admission to

Brooklyn Tech High School, one of New York's premier public schools, and diligent enough to graduate.

After serving in the military and then working for the telephone company for seven years, Ed endured problems with drugs and alcohol that eventually caused him to lose his job in 1994. Then he lost his apartment.

"I had nothing with my name on it. I just slept here and there," Ed said. He went to live in a men's shelter in what was once a public school in Harlem.

Two weeks after Ed arrived, The Doe Fund began moving into the building. New York City had contracted with the nonprofit to turn the shelter into a residential center, where it would provide homeless men with housing and paid transitional work, preparing them for permanent jobs and independent lives.



He eventually decided to give it a try. He started "pushing the bucket," sweeping surprise, this produced a revelation.

It got me out, working with other people. I got out in the neighborhood and people actually smiled at me. People's attitude toward me changed, and my attitude toward people changed.

Staff members found ways to build on Ed's education and work experience. He was reassigned from the streets to a team that built The Doe Fund's first computer labs.

Through the organization, Ed landed an internship at a small business loan center. While working at the company's office on Central Park West in Manhattan, he could look out a window and see a park bench where he'd hung out when he was homeless.

Eventually, a company hired Ed as a fiber technician. It sent him to Arizona, where the city's sidewalks and streets. To his great he became project manager of a team that rebuilt networks for state agencies, including the state Supreme Court and the tax department. He has since worked for several companies while in Phoenix, primarily working on corporate digital networks.

> Life is good. Ed has a job he finds challenging and rewarding, a family, a house he owns in a suburban setting and an income he can count on. Plenty of people, at work and at home, count on him.

What lesson can be learned from his remarkable transformation?

"Hope," he said after mulling over the question. "It can be shown to you. It's never too late. And one thing I never knew is that you can find hope in other people."

There are people who have faith in you even if you don't have it in yourself.

Across New York City, there are veterans struggling to make ends meet after their tremendous contributions and sacrifices for our nation. So I am thrilled and thankful that The Doe Fund is breaking ground on a project that will provide permanent supportive and affordable housing for homeless veterans.

-ANDREW COHEN New York City Councilman

Through the development of high-quality affordable and supportive housing, The Doe Fund provides a continuum of care to the city's most vulnerable populations, including veterans, individuals and families with histories of poverty, homelessness, substance abuse, physical disabilities, mental illness, and HIV/AIDS.

In 2019, The Doe Fund dramatically expanded its network of permanent affordable and supportive residences, with approximately 1,000 units in construction and pre-development.

The Doe Fund operates and is developing over one million square feet of affordable, supportive, and transitional housing.



Opened in 2019, Webster Green won the Building Award for Excellent Design and Construction from the Queens and Bronx Building Association. The Doe Fund also received three Empire State Supportive Housing Initiative awards.

Doe Fund | 2019 Anr

TENANT PROFILE **Edward Telmar**

Edward Telmar has lived in Webster Green since it opened in 2019. By his own admission, "The only way they're getting me out of here is with my feet facing up."

After graduating from Queens College, Edward worked as an electrician. One day, as he was installing light fixtures, the scaffolding he was standing on collapsed. The accident damaged his back, forcing him to go on disability.

His case worker put him in contact with a realtor for special needs housing. As soon as Edward saw Webster Green, he was sold. His wife Lyn and son Sammy joined him shortly after.

We're a family. And being together in this apartment, now we feel like a family.

Webster Green's cleanliness, modern design, free events and classes, and

proximity to the Botanical Gardens has delighted the Telmars. But even more than these amenities, a big draw for Edward is the community.

"Everybody is nice," he said. "There are other families with kids here. We have community board meetings, holiday parties, coffee groups... it's a great community. And you have to sign into the building with the guard, so it's secure."

Edward also enjoys the on-site supportive services staff at Webster Green. But the greatest benefit of all, he told us, is the opportunity that living here has given him.

Being able to afford our rent means that I can better provide for my family.



America needs The Doe Fund. We have to think about how to expand this program to other cities. People there should stand behind this. If The Doe Fund goes national it would be so exciting. It would benefit communities everywhere.

-NATALIE LEVINSON Ready, Willing & Able Supporter

As the nation seeks solutions to the crises of homelessness and recidivism, Ready, Willing & Able represents a cost-effective, successful and replicable model. In 2019, elected officials and policymakers from as nearby as Staten Island to as far away as Little Rock, Arkansas visited our program to learn about our comprehensive approach to the seemingly intractable social problems facing their communities. Our executive staff participated in conferences around the country focused on addressing homelessness and criminal justice reform.

The model they have here to get those in need on their feet is one that should be considered everywhere.

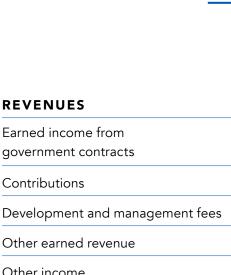
-CHARLES D. FALL New York State Assemblyman

Ready, Willing & Able Replication Sites

BOULDER, CO AURORA, CO

PHILADELPHIA, PA WASHINGTON, DC

HALL COUNTY, GA ATLANTA, GA



government contracts Contributions Development and management fees Other earned revenue Other income

Total Revenue

EXPENSES

Ready, Willing & Able

Business enterprises

Supportive housing

Liberty Bail Fund

Affordable housing operations

Program Expenses

Management and general

Fundraising

Depreciation and amortization

Total Expenses

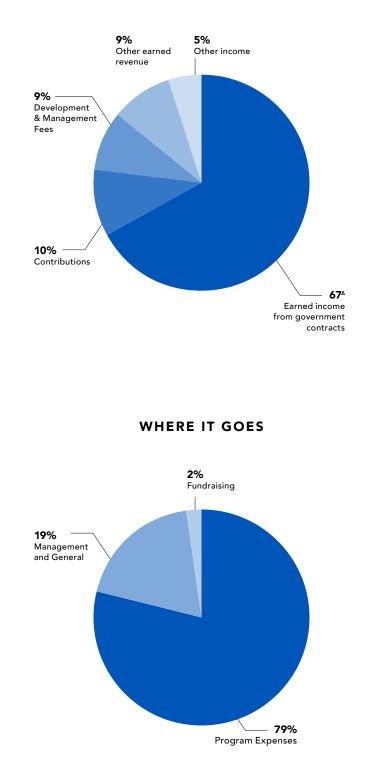
Increase in Net Assets

NET ASSETS

Beginning of Year

End of Year

2019 Financial Summary



WHERE IT COMES FROM

	\$38,231,323
	5,471,292
5	5,453,395
	5,368,230
	2,964,303

\$57,488,543

\$27,129,362
8,518,937
4,043,426
758,757

1,176,359

\$41,626,841

9,631,140

1,230,656

1,176,214

\$53,664,851

\$3,823,692

11,531,195

\$15,354,887



The Doe Fund's thriving community of generous donors, corporate and employer partners, dedicated volunteers, 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 individuals we serve and their families.

1. Make a donation.

Your financial support allows us to empower the Men in Blue as they secure economic independence. To learn about all the ways to give, including planned and investment gifts, visit doe.org/donate or contact donate@doe.org.

2. Become an employer partner.

Hire the Men in Blue! Work with us to recruit and connect our skilled, motivated graduates with long-term career paths. To learn more, contact jobs@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, contact volunteer@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. To learn more about contracting with our social enterprises, including catering, street cleaning, and pest control services, contact info@doe.org.

5. Keep in touch.

Connect with us on social media to stay engaged with the Men in Blue! We also encourage you to sign up for our latest email updates at www.doe.org.

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2019 IMPACT REPORT Ready, Willing & Able by the Numbers

312 TRAINEES secured full-time employment \$3.60 SAVED BY THE NYC TAXPAYER for every \$1 spent on the program

82% GRADUATES maintain their jobs for at least 3 months \$38,871,392 REVENUE EARNED

by the Men in Blue through The Doe Fund's businesses and social enterprises

> **100** MILES CLEANED by the Men in Blue daily



Ready, Willing & Able











An apartment in Webster Green

Housing is a pillar of The Doe Fund's approach to addressing homelessness.

Developing affordable and supportive housing for families, veterans, and people with disabilities, mental illness, and HIV/AIDS underpins our unwavering commitment to a continuum of care not just for the men of *Ready, Willing & Able*, but for all New Yorkers in need.



of affordable, supportive, and transitional housing existing and in development **1,954 TENANTS HOUSED** in our affordable, supportive, and transitional housing in 2019

MANHATTAN

A Better Place Harlem Center for Opportunity Peter Jay Sharp Residence

THE BRONX

Crotona Park Jerome Avenue Residence Muller Residence Stadium Court Webster Green Westchester Avenue Residence White Plains Road Residence Villa House

BROOKLYN

Crystal Tower Gates Avenue Peter Jay Sharp Center for Opportunity



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345 East 102nd Street Suite 305 New York, NY 10029

212 628 5207 info@doe.org doe.org f TheDoeFund

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