



Ready
Willing
& Able

The Doe Fund

2020

ANNUAL REPORT

Innovation and Resilience



Foreword



“It’s going to take sustained energy, sustained urgency, and sustained commitment to tackle these challenges. That’s exactly what The Doe Fund has done.”

“I am grateful for all The Doe Fund has done to create opportunities for formerly incarcerated individuals to be successful upon reentry, and to battle homelessness and addiction. These are very challenging times in America. The COVID-19 pandemic is both a public health crisis and economic crisis that has brought pain and suffering and death—disproportionately to communities of color.

It’s going to take sustained energy, sustained urgency, and sustained commitment to tackle these challenges. That’s exactly what The Doe Fund has done. We’ve come a long way in this great country. We still have a long way to go. But together, I know that we can get there. I’m confident that we will continue our long, necessary, and majestic march to a more perfect union. God bless The Doe Fund, and God bless the United States of America.”

— Congressman Hakeem Jeffries (NY-8), Chair of the House Democratic Caucus



Letter from the President

In the words of Dr. Martin Luther King, Jr., **‘I know, somehow, that only when it is dark enough can you see the stars.’** 2020 was a year that none of us could have imagined. COVID-19 changed every aspect of our daily lives; it robbed us of loved ones, brought the highest rate of unemployment since the Great Depression, and forced millions of Americans to confront homelessness and food insecurity.

It is no secret that communities of color have been disproportionately affected by the pandemic and long-stemming systemic failures. If there was ever a time for you to double down on your support of The Doe Fund to achieve racial, social, and economic justice, that moment is now.

In 2020, we invested heavily in adapting our Workforce Development programs, with an eye toward industry changes brought by COVID-19. We have made computer literacy classes a centerpiece of our curriculum. We are also expanding our training to prepare men for skilled trades that lead to lucrative careers instead of entry-level jobs, such as in welding and carpentry. The courses and certifications we provide will lead to high wages, great benefits, and inclusion in trade unions.

This past year, The Doe Fund received hundreds of requests from all over the US to expand *Ready, Willing & Able*. In my new role as President—which I assumed after my husband George, who founded and led this organization for 35 years, passed away—together with our new Executive Vice Presidents John McDonald and Isabel McDevitt, we will explore how to take our Work Works model national.

Also this year, the Men in Blue increased their cleaning routes to 115 miles of city streets across all five boroughs. Our trainees are frontline heroes, sanitizing every surface along their routes to help keep New Yorkers healthy. The Men in Blue are part of the fabric of our city, and we would never turn our backs on its residents—our most cherished partners. In this spirit, we opened nearly 97,000 square feet of affordable and supportive housing for vulnerable New Yorkers in 2020, with over 500,000 more currently in development or under construction.

Thank you for your enduring faith in our work, and for your generosity during one of America’s darkest years. Now is the moment to invest in The Doe Fund. If we are to unite as a nation and move forward, we must provide hope and opportunity. We have proven our ability to do this and—with your support—will continue to for decades and generations to come.

— Harriet Karr-McDonald, President and CEO

The Pandemic Pivot

The Men in Blue: Frontline Heroes

From the onset of the COVID-19 pandemic, the Men in Blue emerged as frontline heroes. They donned PPE and began providing enhanced sanitation services, including disinfecting of street furniture. They balanced their fear with the extraordinarily rewarding feeling of being needed. In the words of trainee Robert Thompson, "Cleaning neighborhoods during this crisis has given me an opportunity to do something I've never done before: be of service. It has changed the way I think about myself, the way I think about others, and the way they think about me."

In partnership with the City's Economic Development Corporation and Mayor de Blasio's revitalized CleaNYC initiative, The Doe Fund expanded its cleaning crews throughout all five boroughs, predominantly in low-income neighborhoods hit hardest by the COVID-19 pandemic. Within the first few weeks since the program began, crews had already picked up more than 25,000 pounds of trash and cleaned more than 280 city blocks.

A Spirit of Innovation

The pandemic had major effects on the workforce and caused millions of Americans to file for unemployment. In response, the Workforce Development team quickly adapted, building an entire digital teaching infrastructure to improve trainees' skills and confidence as job applications, interviews, and jobs themselves went virtual. This also led to new opportunities for supporters to engage directly with the men we serve, such as virtual mock interviews conducted by volunteers from corporate partners.

Trainees also exemplified this spirit of innovation. Justin Smith and a group of his fellow trainees developed an online tutoring and mentorship platform for underserved youth in Brooklyn. And as a computer lab assistant for the *Ready, Willing &*



Able workforce development team, Justin teaches other trainees how to navigate online interfaces and improve their computer skills—especially crucial services at a time when millions of applications, interviews, jobs, professional certifications, and even our own vocational training courses have shifted to operating remotely.

As Justin explains, **"In the eyes of everyone who knew me, I should have been in a gutter or dead. The work that The Doe Fund is putting in—and that I am putting into it—means I will never have to sleep on a park bench or a train again... It goes beyond the material things that we gain by being here. Beyond leaving the program with certifications and housing, we leave as new men."**

Preparing for the Workforce of Tomorrow

As jobs in hospitality—an industry long amenable to hiring *Ready, Willing & Able* graduates despite criminal backgrounds—disappeared due to the pandemic, opportunities emerged for employment in fields such as emergency food delivery, warehouse, and institutional kitchens such as in shelters and hospitals.

In response, The Doe Fund quickly pivoted, reconceptualizing its workforce development programs to prepare men for success in the "new normal." This included job training, certification, and placement services in "pandemic-proof" fields, as well as non-target sectors like security and human services.

The Doe Fund's employment programs have also evolved to ensure the Men in Blue not only place their foot on the first rung of the economic ladder, but steadily ascend. The Workforce Development team has intentionally refocused its efforts on preparing and placing men in resilient, career-focused jobs with higher wages and growth potential—particularly in skilled trades facing dire shortages, such as welding and carpentry. These enhanced career programs go hand-in-hand with exciting new social enterprises—some born as a result of the pandemic, such as the Good Food Works program.

Good Food Works produces and delivers healthy, prepackaged emergency meals for people in dire need. The program also employs formerly homeless and incarcerated men in its kitchens. Additionally, a portion of our ingredients are locally-sourced in support of local farms affected by COVID-19.

Good Food Works delivered emergency meals twice-weekly to people in desperate need near our Peter Jay Sharp Center for Opportunity in Bushwick. In response to the pandemic, we are also delivering emergency meals to overwhelmed hospitals, including Flushing Hospital Medical Center. By June 2020, we had delivered over 17,000 meals.

ANTWOIN GUTIERREZ

Antwain Gutierrez, a Ready, Willing & Able graduate and the founder/head chef of Fresh Taste Bakery, coined the phrase "pandemic pivot" after successfully shifting his business model to catering and emergency food delivery.



LESTER MURRAY

After graduating from Ready, Willing & Able, Lester secured a job working as a chef for Perfect Picnic, which similarly pivoted to providing emergency food delivery: "We've fed over 10,000 frontline workers during the pandemic. Workers at Bellevue, the Veteran's Administration and hospitals. For me it's way bigger than making money. Today, I'm the son my mother deserved."



Our Commitment to Economic Justice

A National Crisis

The Doe Fund has always recognized that people of color are far more likely to experience incarceration and homelessness. Today, racial justice is at the center of national dialogue and policy. But there can be no racial justice without economic justice.

In 2018, the Prison Policy Initiative reported that individuals with histories of incarceration are 10 times more likely to be homeless than the general public, and consequently are more likely to be re-incarcerated. Black Americans make up 13% of the general population, but 40% of the homeless

population and 40% of the prison population.

Economists agree that these results are largely the product of systemic barriers: **“The choices made in the United States include keeping the low-wage sector quiet by mass incarceration, housing segregation and disenfranchisement,”** said MIT economist Peter Temin.

This bears out with the demographics we serve; over 90% of the men in *Ready, Willing & Able* identify as people of color.



The Way Forward

This past year, the senseless murders of Black Americans including George Floyd and Breonna Taylor, coupled with the glaring racial disparities in health outcomes exposed by COVID-19, point to systemic failures that require immediate action and policy change. In addition to being failed by the criminal justice and public health systems, people of color are failed by an economic system that has methodically excluded them for centuries—a downward trajectory that begins with substandard prenatal care followed by failing schools and unsafe housing in communities suffering from generations of financial disinvestment.

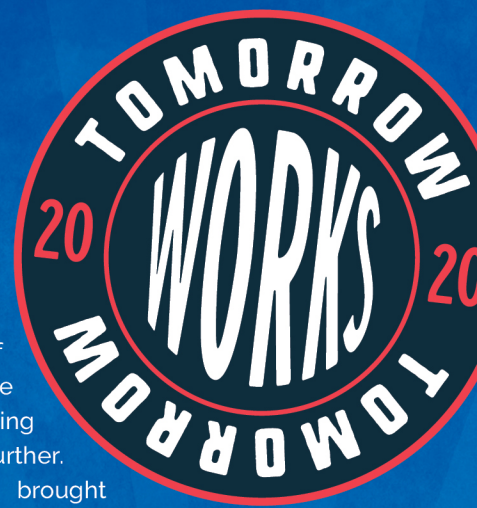
As we contemplate how to repair our nation, we must remember what was once the great promise of America: opportunity. Through job training and investment in human capital, we can provide access to industries that will not only survive the pandemic, but allow people to break generational cycles of poverty and gain solid footing in the middle class.

Ready, Willing & Able provides the solution. Despite the enormous headwinds brought on by COVID-19, which has hit the populations we serve disproportionately hard and decimated the industries in which program participants are most commonly placed, 215 trainees found new employment in 2020. Participants also earned 171 industry-recognized occupational certifications. 2020 graduates' earnings are 10.7% higher than NYC's \$15 minimum wage, on average.

Martin Luther King, Jr. famously said, **“It’s a cruel jest to say to a bootless man that he ought to lift himself up by his own bootstraps.”** There are no easy fixes to make our society more equitable. But just as we need hard conversations about racism and police brutality to remain in the forefront of our national dialogue, we must also keep our focus on providing financial opportunity to those who for so long have been shut out of our mainstream economy.

Tomorrow Works

As a thought leader of reentry solutions, The Doe Fund is committed to pushing this national dialogue further. For our 2020 Gala, we brought together a virtual convening of over two dozen experts and leaders from across political, corporate, academic, economic, and philanthropic fields to inspire action and investment in:



Racial and economic justice



Putting Americans—with and without criminal records—back to work



Building a safer, more efficient, and more equitable workplace of the future

With the support of our farsighted individual and corporate supporters, the event raised over \$1.5 million to support *Ready, Willing & Able*.

A Continuum of Care

Through the development of high-quality affordable and supportive housing, The Doe Fund provides a continuum of care not just to the Men in Blue, but to all New Yorkers in need. This includes the city's most vulnerable populations, such as veterans, individuals and families with histories of poverty, homelessness, substance abuse, physical disabilities, mental illness, and HIV/AIDS.



Continuing our commitment to developing state-of-the-art housing for vulnerable families who have experienced homelessness, The Doe Fund opened Crystal Tower in May 2020. The residence won the 2020 New York City Brownfield Partnership Award.

Kenny Alvarez

Kenny Alvarez is one such resident: a veteran who served in the Marines for five years and who is HIV positive. After experiencing homelessness for years, in 2013 a social worker spearheaded Kenny's admission to A Better Place, one of The Doe Fund's permanent supportive housing residences. In addition to secure individual rooms, the residence provides three meals a day, programming activities designed to rebuild lives and establish community, and crucial social services.

Seven years later, Kenny has reason to celebrate: he was honored as 2020's "Tenant of the Year" by the Supportive Housing Network of New York, which represents over 200 nonprofits that develop and operate supportive housing across the state.



Gates Avenue

Perhaps our most significant deal in 2020 occurred when The Doe Fund received over \$7 million in funding to renovate its original transitional residence on Gates Avenue. The influx of cash made a major impact at a critical time when the organization was weathering COVID-19's financial toll. 520 Gates will undergo a major overhaul as part of a two phase project, which will see the adjacent property at 510 Gates Avenue developed into housing for *Ready, Willing & Able* participants.

Selected as one of Affordable Housing Finance's Top 50 Affordable Housing Developers, The Doe Fund now has over one million square feet of housing—including more than 1,000 permanent units and 874 transitional beds across 15 residences—open, under construction, and in development.



Supporting the Men We Serve

Our commitment to providing the best housing for New York's most vulnerable, of course, extends to the Men in Blue and *Ready, Willing & Able* graduates. To get in front of the pandemic early on, The Doe Fund transferred half of the residents from our Harlem Center for Opportunity to The Bentley Hotel on the Upper East Side of Manhattan. Our

diligence effectively prevented the spread of the virus in our transitional residences.



Tommie Grant, Jr. is one of the newest residents at The Bentley. He graduated from The Doe Fund in 2018, but lost his construction job due to the pandemic. Although sober for 16 months and trained as a tile and marble layer (a well-paying, skilled trade he secured through *Ready, Willing & Able*), Tommie desperately needed support to make sure he would not lose his upward momentum.

Because we are a family that never turns its back on the men we serve, we were able to employ him on a street cleaning crew and provide him with housing. By serving as a safety net, The Doe Fund prevents men who are striving to do the right thing from returning to lives of crime, addiction, and homelessness.

With our help, Tommie is saving money and getting his life back on track. **"I need to be ready because my return to The Doe Fund won't last forever,"** he told us. **"First it hurts, then it heals... but only with help from others."**

Growing the Solution

With the direct involvement of graduates, The Doe Fund has inspired the creation of model programs in places as close as Philadelphia to as far away as Colorado. Now, as the nation seeks to move forward and rebuild after a year of devastation, we are poised to provide immediate solutions and leadership.



The Doe Fund's "Work Works" model uplifts people through the transformative power of economic opportunity. Work has the potential to move thousands off the streets each year, and to save hundreds of millions of dollars. Our cost-effective approach leverages earned revenue and better deploys taxpayer funds through investment in human potential.

The Doe Fund sees the opportunity to create bipartisan results, tailored to the specific needs of communities across America. Whether a blue, red, or purple state, whether in a city, suburb, or rural area, our Work Works model offers policymakers solutions that are humane, practical, inspirational and—as evidenced by *Ready, Willing & Able's* 30-year track record—eminently successful.

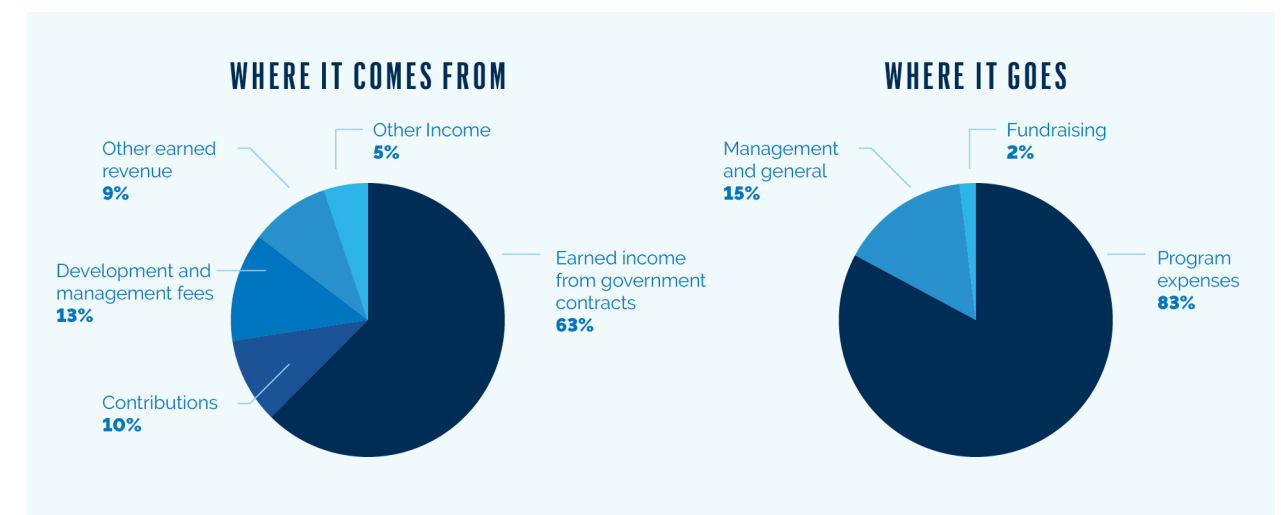
"I have seen firsthand the universal power of Work Works,"

said Isabel McDevitt, Founder of Ready to Work in Colorado and now Executive Vice President for The Doe Fund. "The holistic model of paid work, transitional housing, and supportive services can be customized to solve the challenges of any community. By leveraging expertise and tools from The Doe Fund, stakeholders across the country will be able to adopt the Work Works solution and make real and lasting impact in their own communities."

2020 FINANCIAL SUMMARY

REVENUES	
Earned income from government contracts	\$41,589,567
Contributions	\$6,731,891
Development and management fees	\$8,554,339
Other earned revenue	\$6,267,951
Other income	\$3,464,631
TOTAL REVENUE	\$66,608,379

EXPENSES	
<i>Ready, Willing & Able</i>	\$32,264,461
Business enterprises	\$7,528,203
Supportive housing	\$5,838,757
Liberty Bail Fund	\$729,970
Affordable housing operations	\$1,687,319
Program expenses	\$48,048,710
Management and general	\$8,846,694
Fundraising	\$1,105,273
TOTAL EXPENSES	\$58,000,677
Increase in Net Assets	\$8,607,702
Net Assets - beginning	\$15,354,887
Net Assets - end	\$23,962,589



2020 IMPACT REPORT

215

Trainees secured full-time employment

\$10,449,627

Revenue social enterprises operated by the Men in Blue generated in 2020

115

Miles cleaned by the Men in Blue daily across all five boroughs

70%

of The Doe Fund's Programs Team, including senior leadership, are *Ready, Willing & Able* graduates.

\$3.60

Amount saved by the NYC taxpayer for every \$1 spent on the program

\$8,543,945

Amount paid directly to the Men in Blue by The Doe Fund in 2020

82%

Percentage of graduates who maintain their jobs after 3 months

171

Industry-recognized certifications earned by trainees

62%

Percentage reduction in recidivism after graduating *Ready, Willing & Able*

\$16.60

Average starting wage of *Ready, Willing & Able* graduates

The Doe Fund's HOUSING

1,025,000

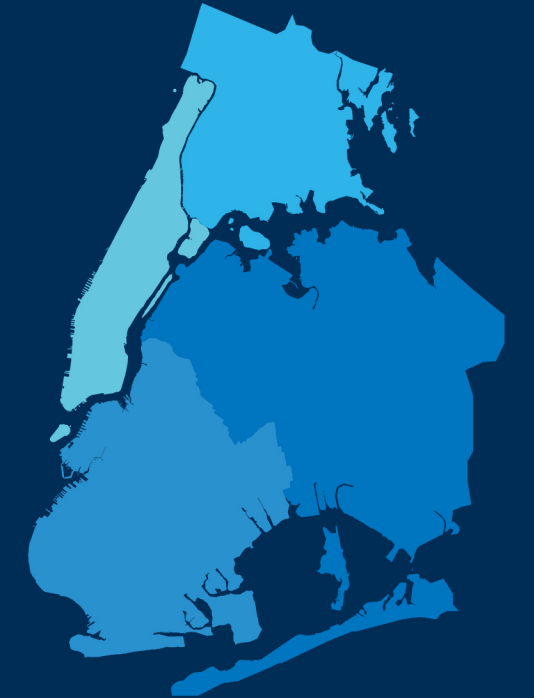
Square feet of transitional, affordable, and supportive housing existing and in development

2,259

Number of residents in our housing

250

Trainees secured permanent housing



MANHATTAN

- A Better Place
- Harlem Center for Opportunity
- Peter Jay Sharp Residence

BROOKLYN

- Crystal Tower
- Gates Avenue
- Peter Jay Sharp Center for Opportunity

THE BRONX

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

Corporate and Foundation Supporters

Aetna Foundation

Alpern Family Foundation

Altschul Foundation

Amaturo Family Foundation, Inc.

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John N. Blackman, Sr. Foundation

Laurie Kayden Foundation

Marsh & McLennan Companies Inc.

Mother Cabrini Health Foundation

NBCUniversal Media

Posner-Wallace Foundation

RenaissanceRe

Rene Bloch Foundation

Select Equity Group, Inc.

State Street Bank and Trust Company

Sterling National Bank Charitable Foundation

Stop & Stor Charitable Fund

Sunny and Abe Rosenberg Foundation, Inc.

The Abacus Foundation

The Cowles Charitable Trust

The David Geffen Foundation

The Hyde and Watson Foundation

The Hyman Levine Family Foundation: L'Dor V'Dor

The Isak and Rose Weinman Foundation, Inc.

The Libby Holman Foundation, Inc.

The Lipton Foundation

The Marc Haas Foundation, Inc.

The PIMCO Foundation

The Rudin Foundation, Inc.

The Shack Sackler Foundation

The Ted Snowdon Foundation

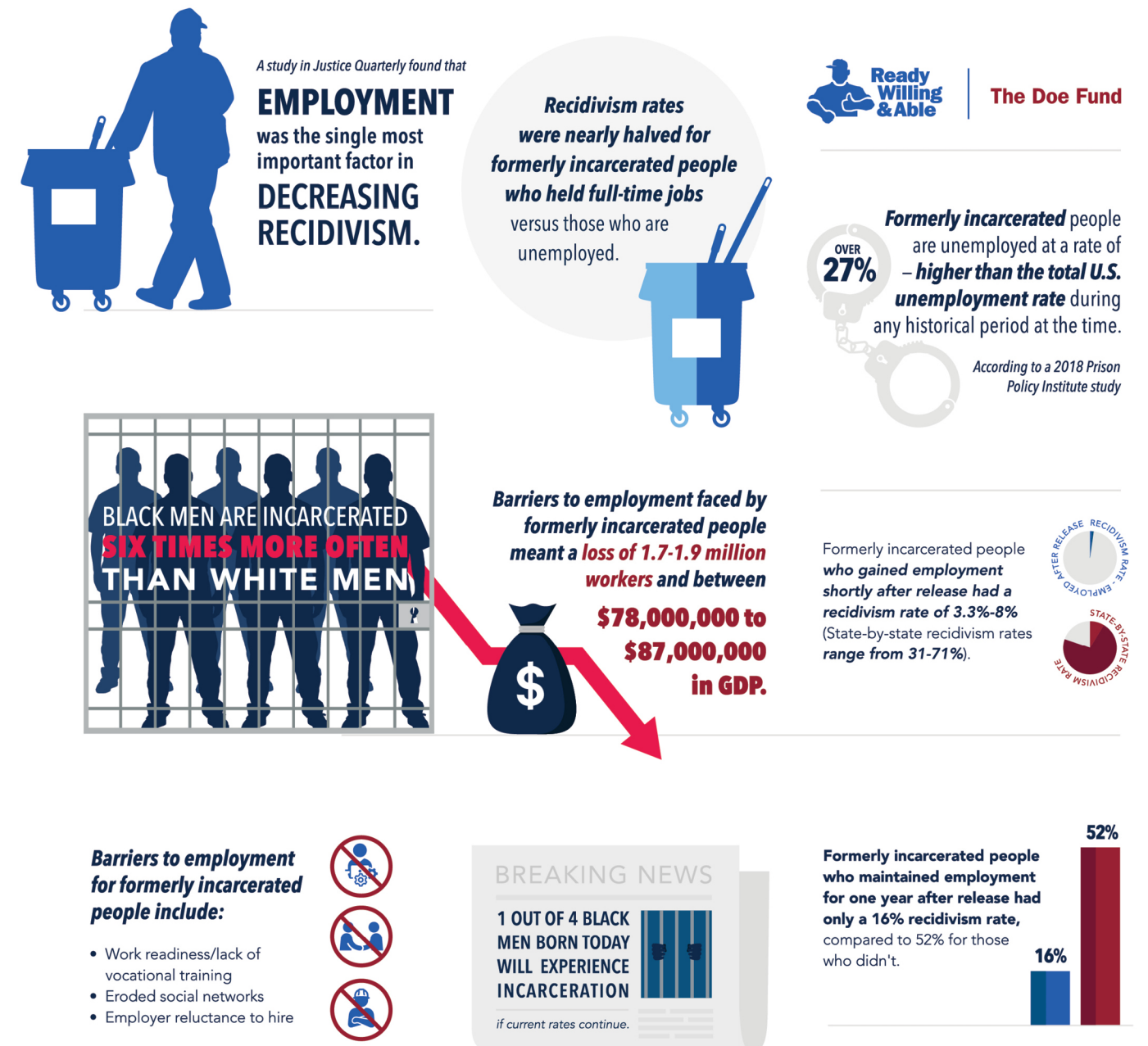
The Thompson Family Foundation

Valley National Bank

Wells Fargo Foundation, Inc.

Reducing Recidivism for the FORMERLY INCARCERATED

About The Doe Fund: In the 1980s, when New York City was besieged by homelessness and addiction, The Doe Fund recognized the humanity, dignity, and potential in those trapped in poverty. Since then, we've become the most successful workforce development and reentry program in the nation.



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