



The Doe Fund

# 2021 ANNUAL REPORT

## A Blueprint For Recovery





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# LETTER FROM THE PRESIDENT

## THE WAY HOME

The Doe Fund began our work at a moment not so dissimilar to the one New York City is experiencing right now. Homelessness was on display on street corners, subway grates, doorways, and park benches from river to river. Elected officials sought answers and looked to advocates working with people experiencing homelessness to lead our city out of the darkness.

Commissioned by Mayor David Dinkins, a group of leading service providers, including The Doe Fund, co-authored "The Way Home; A New Direction in Social Policy." This landmark report transformed how we understood and responded to the complex crisis of homelessness.

With respect and gratitude,

**Harriet McDonald**  
President

Today, as we grapple with the financial and human fallout of the pandemic, we see a rise in homelessness, widening economic disparities, and an eroding sense of public safety. With decades of experience and 29,000 individual success stories, The Doe Fund can again share a plan to lead our City forward.

The achievements showcased in our 2021 Annual Report were made possible by your extraordinary generosity and enduring support. Our efforts to build desperately-needed affordable housing, to enhance our workforce development and social enterprise initiatives, and to influence policy on homelessness and criminal justice reform provide a **Blueprint for Recovery** to our city, our nation and Americans in need.



# REBUILDING NYC, EXTENDING OPPORTUNITY

## RECOMMENDATION:

**Invest in human capital** through **public-private partnerships** to provide access to economic opportunity, improve public safety, and address quality-of-life issues in NYC neighborhoods.

The Men in Blue spent 2021 on the frontlines, cleaning seven days a week, 365 days a year. Their trusted presence in neighborhoods across the city improves quality of life and enhances public safety.

The Doe Fund became an even greater resource to NYC as the chief workforce development conduit for the **City Cleanup Corps (CCC)**, a pandemic recovery initiative that provides paid work to New Yorkers in sanitation, graffiti removal, and horticultural services throughout the five boroughs.

The impact of the CCC was seen in **18 neighborhoods** that benefited from enhanced sanitation services, counted in **\$3M of contract revenue** paid to The Doe Fund, and felt by **over 360 recruits** given paid work and access to *Ready, Willing & Able* support services.

The CCC gave The Doe Fund the chance to engage a new demographic — including **female participants** like Devin. “This work has been a saving grace. Not only has The Doe Fund been a support system, it’s given me the opportunity to be one for my family.”



In 2021, *Ready, Willing & Able* supervisor Johnny Brito was **featured across the country in a Uniqlo campaign** honoring essential workers. The Japanese clothing giant has also offered to organize retail training sessions for program participants.



# LAYING THE GROUNDWORK FOR CAREERS

## RECOMMENDATION:

Reach marginalized populations through workforce development efforts that address labor shortages and lead to careers that pay family-sustaining wages.

America's economy has changed since *Ready, Willing & Able* began. The distance between a minimum wage job and what is needed to rent an apartment and sustain a family has grown — nowhere more so than in New York City.

To address this, The Doe Fund enhanced its workforce development program to **include advanced training that leads to higher-paying careers**. With generous support and participation from corporate partners like SONY, we can now train program participants for **skilled trades** facing hiring shortages like **welding**, as well as for employment in **emerging industries** such as **green jobs**. Both sectors are in high demand as federal spending increases on infrastructure and pandemic recovery.

# A FOUNDATION FOR SUCCESS

When **William Hinson** left incarceration, he had a choice. "I knew that I was broken, and I knew it would take hard work to make myself whole again," he said.

So when his son recommended The Doe Fund, he took a leap of faith.

"The Doe Fund gave me the **foundation to make myself whole again**," said William. *Ready, Willing & Able* provided everything William needed to get his life back together—all in one place.

William took advantage of everything the program had to offer. One year later, he graduated with a job, a degree, and an apartment for himself and his girlfriend.

Now, he works as a concierge in Manhattan. Since the pandemic began, he has served as a frontline hero, keeping the building's residents safe from the moment they walk through the lobby.

"I'm proud to be an essential worker," William said. "It reminds me of what *Ready, Willing & Able* taught me every day while I was in the program: that I am an asset, not a liability. That I bring so much to the table — for myself, my family, **and my entire city**."





# DEVELOPING A FRAMEWORK FOR HOUSING

## RECOMMENDATION:

Innovate to address NYC's housing crisis by repurposing existing properties and converting vacant spaces into permanent housing for our program graduates and other New Yorkers in need.

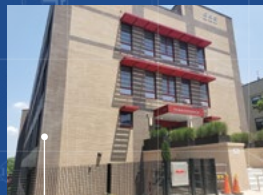
People experiencing homelessness are not a monolith. The majority are single adults who have the ability and desire to work. This population benefits most from transitional housing combined with paid work and social services.

For the smaller percentage of the homeless population who cannot work — such as the elderly and individuals with medical conditions, mental illnesses, or physical disabilities — permanent affordable and supportive housing is best.

## Permanent Housing

The Doe Fund's portfolio of affordable and supportive housing is an essential, **permanent** solution.

In addition, The Doe Fund is pioneering innovative solutions to address New York City's housing crisis. This includes closing a deal to **convert a pandemic-shuttered hotel into low-cost SRO (single room occupancy) housing specifically for Ready, Willing & Able graduates.**



## In 2021, we opened three new residences:

- 1325 Jerome Avenue
- 980 Westchester Avenue
- The Muller Residences at 555 Nereid Avenue



Built on the site of a former Army Reserve Center, the Muller Residences has units earmarked for **formerly homeless veterans** like Tony Hinson. After his honorable discharge, Tony was diagnosed with PTSD and bipolar disorder, which led him to addiction and homelessness. Now, he's on the path to recovery. "The unsafe conditions, danger, and assaults just because I was homeless... Now because of this organization, I am finally safe."

## Transitional Housing:

In 2021, The Doe Fund secured financing to renovate and expand its original *Ready, Willing & Able* transitional residence. When completed, **510-520 Gates Avenue** will house over 260 individuals.



## The Doe Fund's Housing



### Manhattan

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

### Brooklyn

- Crystal Tower
- Peter Jay Sharp Center for Opportunity

### The Bronx

- Casanova
- Crotona Park
- Gates Avenue
- Jerome Avenue
- Muller Residences
- Stadium Court
- Villa House
- Webster Green
- Westchester Avenue
- White Plains



# BUILDING TO SCALE

## RECOMMENDATION:

Provide training and support to stakeholders looking to reduce homelessness and recidivism in communities throughout the US.

In 2021, The Doe Fund formalized the **Work Works Affiliate Network**, a partnership of six programs modeled after *Ready, Willing & Able* in urban, suburban, and rural communities across the country. This network will **lead efforts to scale the Work Works model to new locations** by providing resources and training.

The model's focus on paid work in social enterprise — which offsets program and taxpayer costs while putting money into trainees' pockets — means it can be tailored to address the needs of any community. It also makes Work Works equally viable in red, blue, and purple states.

To further establish coalitions that support the Work Works movement, The Doe Fund deepened connections with the **International City/County Management Association**, the **National League of Cities**, and the **United States Conference of Mayors**.



THE UNITED STATES  
CONFERENCE OF MAYORS



Participants in Ready to Work, a Colorado Work Works affiliate.



"We replicated what The Doe Fund has in New York almost to a T... Homelessness in Atlanta has shrunk dramatically in the past seven years since Georgia Works began, and we're a huge reason why."

—Darlene Schultz,  
Georgia Works



# ELEVATING THE PLATFORM

## RECOMMENDATION:

Leverage The Doe Fund's expertise as a direct service organization to influence policies that impact people reentering society after homelessness and incarceration.

## Shaping Policy

In 2021, The Doe Fund built connections with political leaders as close to home as **Mayor Eric Adams** and as far as **Representative French Hill** in Arkansas, joined the **New York City Employment and Training Coalition**, presented before the **United States Interagency Council on Homelessness**, participated in the **March Against Gun Violence**, and testified before the **New York City Council** on the state of homelessness.



Mayor Eric Adams at The Doe Fund's Graduation Ceremony.

## Developing Leaders

The Doe Fund is committed to elevating the people it empowers. Their lived experience doesn't just make them credible messengers — it makes them leaders of a movement. In 2021, the organization embarked on an **Equity, Advancement and Belonging initiative** to ensure it continues to **elevate staff members as experts in reentry solutions**.



After 25 years of incarceration, Tony Bennett joined *Ready, Willing & Able*, graduated, and became a Case Manager for the program. He is one of many staff members The Doe Fund is uplifting as leaders. As Tony told a crowd at the **92nd Street Y**, "Now, I'm someone folks seek out for help. I'm making a positive difference in people's lives, which I never knew I could before The Doe Fund. I reconnected with my daughter, and now I'm a role model for her too."



# IMPACT REPORT

## 62,000

Number of hours the Men in Blue provided vital sanitation services

## 18

Number of new neighborhoods our cleaning routes expanded to in 2021

## 16

Affordable, supportive, and transitional residences in operation or development by The Doe Fund

## 1,246

residents in our transitional, affordable, and supportive housing

## 40%

One year spent in a Doe Fund transitional residence costs taxpayers forty percent less than in a traditional NYC homeless shelter.

## 70%

of The Doe Fund's Programs team are *Ready, Willing & Able* graduates.

## 230

Number of 2021 *Ready, Willing & Able* graduates

## 20:1

Each dollar raised by donations for *Ready, Willing & Able* is supplemented with \$20 of Government and earned revenue.

## \$10,351,849

Revenue generated by The Doe Fund's social enterprises in 2021.

## 496

Number of new affordable and supportive units of housing built to prevent homelessness

## 2,282

Tons of garbage bagged by the Men in Blue in 2021

## \$7,194,766

Amount paid directly to *Ready, Willing & Able* participants by The Doe Fund in 2021.



# FINANCIAL SUMMARY

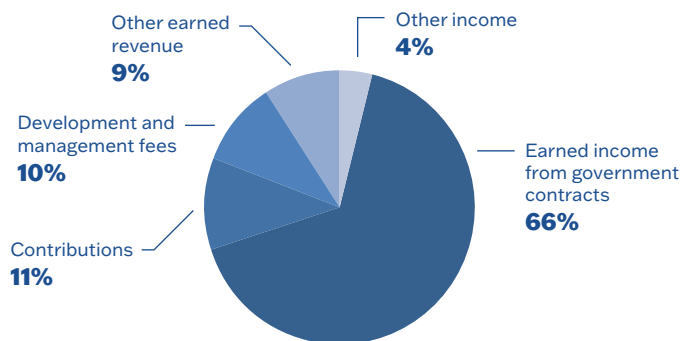
## REVENUES

Earned income from government contracts	\$44,736,245
Contributions	\$7,134,739
Development and management fees	\$6,529,041
Other earned revenue	\$6,386,276
Other income	\$2,913,435
<b>Total Revenue</b>	<b>\$67,699,736</b>

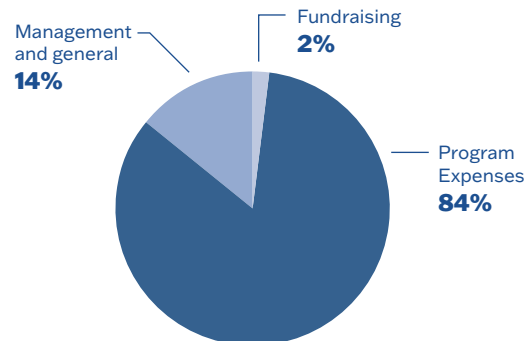
## EXPENSES

<i>Ready, Willing &amp; Able</i>	\$37,751,125
Business enterprises	\$4,829,819
Supportive housing	\$6,949,068
Liberty Bail Fund	\$699,172
Affordable housing operations	\$1,092,261
<b>Program Expenses</b>	<b>\$51,321,445</b>
Management and general	\$8,424,155
Fundraising	\$1,261,914
<b>Total Expenses</b>	<b>\$61,007,514</b>
<b>Increase in Net Assets</b>	<b>\$6,692,222</b>
Net Assets – beginning	\$23,962,589
<b>Net Assets – end</b>	<b>\$30,654,811</b>

### WHERE IT COMES FROM



### WHERE IT GOES







Ready  
Willing  
& Able

The Doe Fund

THE DOE FUND

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