

# BUILDING BLUE AND BEYOND

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## THE DOE FUND 2022 ANNUAL REPORT



**Ready  
Willing  
& Able**

The Doe Fund  
doe.org

# BOARD OF DIRECTORS

As of December 31, 2022

**Matthew Azznara**

Executive Director, Global  
Sustainable Finance, Morgan Stanley

**Harriet Karr-McDonald**

President Emeritus, The Doe Fund

**David Shapiro**

Co-Founder and Managing Partner,  
KPS Capital Partners

**Jesse Wilkins**

Attorney (Partner), Preston and  
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**Nadia Block**

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**Christian Diez**

Chief Financial Officer, Two Sigma  
Private Investments

**John McDonald**

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Group

**Frank Gribbon**

Former Deputy Commissioner,  
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**Melique Jones**

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Founder & CEO, Harlem Blue  
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## CORPORATE & FOUNDATION SUPPORTERS

Acorn Hill Foundation, Inc

Alpern Family Foundation

Anonymous

Ben May Charitable Fund

Brian & Joelle Kelly Family Foundation

Broadway Cares/Equity Fights AIDS

Cathay Bank Foundation

Charina Foundation

Charles and Mildred Schnurmacher Foundation, Inc

City Wide Apartments

The Cowles Charitable Trust

CRH Foundation / Harris Family Foundation

Donovan Foundation

Equity Office Properties Trust

Gurney Foundation Inc

The Hyde and Watson Foundation

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

The Isak and Rose Weinman Foundation, Inc

John N. Blackman, Sr. Foundation

Dr. Joseph & Lillian Stiefel Foundation

The Kaufmann Foundation

The Libby Holman Foundation, Inc

The Marc Haas Foundation, Inc

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REDF

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Robert & Toni Bader Charitable Foundation

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Select Equity Group, Inc

The Shack Sackler Foundation

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TD Charitable Foundation

The Ted Snowdon Foundation

The Thompson Family Foundation

The TJX Foundation

Webster Bank Charitable Foundation

Zegar Family Fund





*"A lifetime commitment to advancing racial and economic justice."*

## Letter From The President

We hope you enjoy *Building Blue and Beyond*, our 2022 Annual Report, as much as The Doe Fund has enjoyed a year filled with innovation, accomplishment and, above all, change.

As you know, in November I transitioned to President Emeritus after more than 30 years as Co-Founder of *Ready, Willing & Able* and, more recently, President of The Doe Fund. The timing of my decision has everything to do with what I recognize as a unique moment of urgency and opportunity. If New York City is to overcome the challenges of the past three years, we must address pressing crises at the core of The Doe Fund's mission: homelessness, crime, and dirty streets.

So much has changed since George and I created *Ready, Willing & Able*, but throughout the years, we have kept the original promise we made to those first homeless pioneers we recruited from Grand Central Terminal: **"a room and job to pay for it."** *Building Blue and Beyond* showcases how those needs have evolved and how The Doe Fund has grown into a multi-service organization impacting diverse populations — from the Men in Blue who are ready, willing, and able to work to single-parent families, veterans, seniors, and people with physical disabilities or mental illnesses who cannot.

It is only with **your steadfast support** that we have been able to grow, innovate, and accomplish so much. We are forever grateful for your extraordinary generosity and farsighted partnership.

With gratitude and respect,

A handwritten signature in white ink, reading "Harriet Karr-McDonald".

Harriet Karr-McDonald





## WORK

New Yorkers spent 2022 concerned with rising homelessness, crime, and dirty streets. Our **Community Improvement Project**, which provides homeless and formerly incarcerated men with paid work **cleaning 115 miles of city streets**, has long been a proven solution to these crises. Last year, participants — popularly known as the **Men in Blue** — bagged more than **2,200 tons of garbage over 62,000 hours** of hard work.

## SERVING OUR MOST VULNERABLE

**Good Food Works**, a Google-supported Doe Fund social enterprise, **increases access to quality jobs and low-cost healthy meals in communities** facing food insecurity. In 2022, the initiative operated seven vending locations, produced and distributed more than 8,000 grab & go meals, and served more than 650 individuals — many of whom returned frequently. Good Food Works **also provided employment, training, and supplemental income** to *Ready, Willing & Able* graduates.

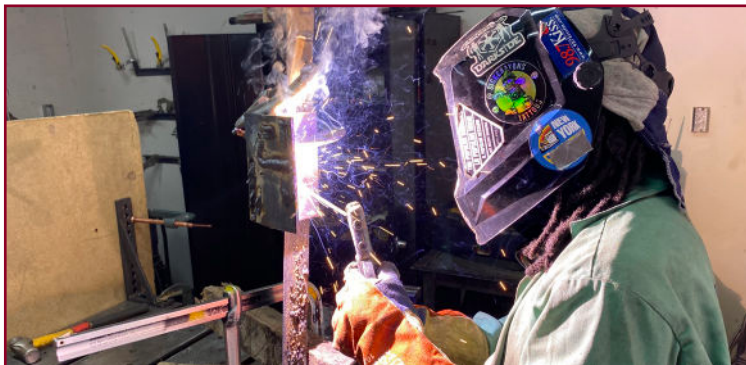
## FROM JOBS TO FAMILY-SUSTAINING CAREERS

Much about our economy has changed since *Ready, Willing & Able* began more than 30 years ago. Today, NYC's \$15 minimum wage fails to cover median cost of living expenses for a childless single adult. That's why, with generous support from SONY, in 2022 The Doe Fund began classes for our **newest career track: welding**. With skilled trades in critical demand, this innovative program offers trainees their **best pathway yet to high-paying careers**.

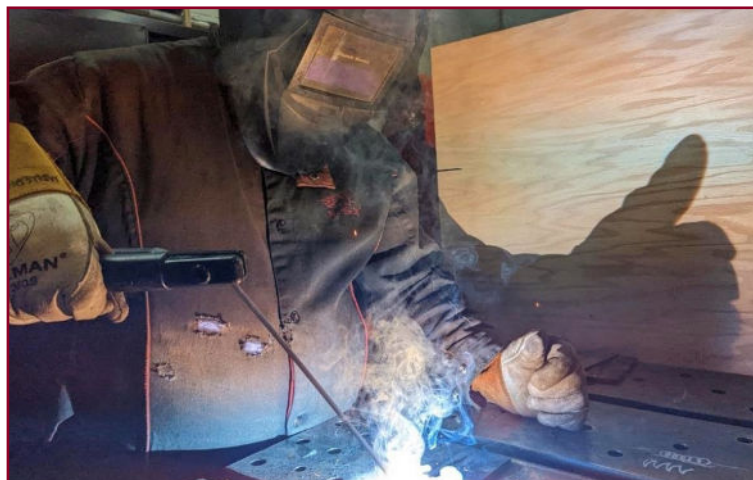


## WELDING GRADUATE PROFILES: BUILDING A BETTER FUTURE

Chip had nowhere to go after his job was eliminated during the pandemic lockdown. Like thousands of others experiencing homelessness before him, he turned to *Ready, Willing & Able* for help. Thanks to our welding program, Chip is back on track and starting a new, well-paying career. Now, he's certified by the American Welding Society, has a place of his own, and is supporting not just himself, but also his mother and daughter.



When Raymond came to *Ready, Willing & Able*, he knew he would receive the support he needed to successfully reenter society after 20 years of incarceration. As an American Welding Society-certified welder, he's now on track to obtain a career that provides family-sustaining wages so he can provide for his young son.



## HOUSING



A rendering of 658-674 Casanova Avenue, The Doe Fund's latest development.

There's no one-size-fits all solution to homelessness, and those who experience it aren't a monolith. That's why The Doe Fund provides a continuum of care that meets their diverse needs where they are. *Ready, Willing & Able* serves individuals who are able to work, our permanent supportive housing serves individuals and families who for varying circumstances are unable to, and our permanent affordable housing extends a lifeline to low-income workers otherwise at risk of housing insecurity.

In 2022, The Doe Fund greatly expanded its housing portfolio, now **more than one million square feet across 16 transitional and permanent residences**. A 151-unit affordable and supportive housing residence, **980 Westchester Avenue**, opened in August. The Doe Fund also began pre-development of a 96-unit residence at **658-674 Casanova Avenue**.

### A Groundbreaking Development

Our Groundbreaking ceremony at **4519 White Plains Road** in May, marking the start of construction for the 98-unit residence, was our first since the pandemic began. The event was attended by City Council Member Eric Dinowitz, Congressman Jamaal Bowman, Deputy Bronx Borough President Janet A. Peguero, and NYS Homes and Community Renewal Commissioner RuthAnne Visnaukas.







## TENANT PROFILE: A WAY HOME FOR RICARDO

Ricardo's own family introduced him to drugs when he was just a child. For years, he struggled with street homelessness and substance abuse as both ravaged his body, rendering him unable to walk without a cane. Things started turning around after he obtained a supportive housing unit at a Doe Fund residence, where he has access to comprehensive on-site services like case management and harm reduction counseling. Now, his children are back in his life, thrilled to see their father's health and quality of life improve.



## POLICY

For more than 30 years, The Doe Fund has responded to the evolving needs and goals of those we serve. By empowering people with lived experience to advocate for change, we develop leaders who influence policy on the local, state, and federal levels.

### SHAPING POLICY AT HOME...



In 2022, we connected *Ready, Willing & Able* trainees with the **New York State Association of Black, Puerto Rican, Hispanic & Asian Legislators**. A delegation led by Assembly Member Eddie Gibbs — the first formerly incarcerated state legislator in New York and just the second in the entire US — was inspired by these face-to-face meetings. These leaders helped provide trainees with previous convictions documents removing the barriers to gainful employment that people with justice involvement too often face.

In an effort to address NYC's lack of affordable housing, The Doe Fund **successfully advocated to expand CityFHEPS eligibility** to low-wage workers, individuals paid by stipend, and *Ready, Willing & Able* trainees. As NYC's main rental assistance subsidy, access to the CityFHEPS voucher system ensures that the men in our programs can more quickly secure permanent housing.

### ... AND ACROSS THE NATION

Our influence was also felt on a national scale. In February 2022, The Doe Fund's President Emeritus Harriet McDonald **provided Congressional testimony on solutions to homelessness** to the United States House Financial Services Subcommittee on Housing, Community Development and Insurance.





## BETTER TOGETHER

Behind each *Ready, Willing & Able* graduate is a cross-sector collaboration of stakeholders: an employer who recognizes the potential within him, a landlord who trusts him with an apartment, a generous donor or corporate supporter who invests in programs that enable him to successfully reenter society.

In 2022, The Doe Fund proved that we truly are Better Together. We were delighted to resume in-person activities after two years of pandemic restrictions, gathering to rebuild our community and honor those we serve.



### READY, WILLING & ABLE GRADUATION

In April, State Assembly Member Eddie Gibbs joined us to celebrate *Ready, Willing & Able* graduates at the iconic Apollo Theater. The event was our first in-person Graduation ceremony since 2019.

### THE DOE FUND GALA: A BRIDGE TO OPPORTUNITY

In October, hundreds of supporters — including celebrities like Ethan Hawke and Danny Grimaldi — gathered to recognize our accomplishments and hear powerful remarks from graduates. The event raised \$1.4 million dollars to support our programs.



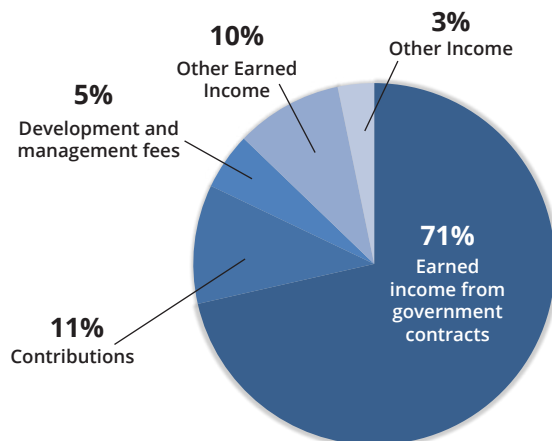
### MAMA DOE MEMORIAL

On Christmas morning, hundreds of the Men in Blue and Doe Fund supporters braved frigid cold temperatures for our annual Mama Doe Memorial — remembering the anonymous homeless woman for whom The Doe Fund was founded and named after, honoring homeless lives lost, and celebrating those reclaimed.

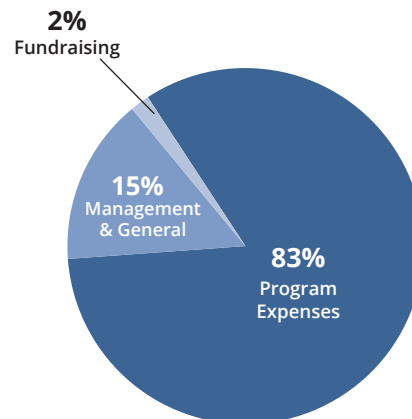
## 2022 FINANCIAL SUMMARY

REVENUES	
Earned Income from Government Contracts	\$ 47,866,175
Contributions	\$ 7,128,420
Development and Management Fees	\$ 3,416,290
Other Earned Revenue	\$ 6,405,486
Other Income	\$ 2,174,817
<b>TOTAL REVENUE</b>	<b>\$ 66,991,188</b>
EXPENSES	
Ready, Willing & Able	\$ 33,248,720
Business Enterprises	\$ 4,103,243
Supportive Housing	\$ 7,577,451
Liberty Bail Fund	\$ 714,590
Affordable Housing Operations	\$ 3,050,288
<b>PROGRAM EXPENSES</b>	<b>\$ 48,694,292</b>
Management and General	\$ 8,883,832
Fundraising	\$ 1,030,019
<b>TOTAL EXPENSES</b>	<b>\$ 58,608,143</b>
Increase in Net Assets	\$ 8,383,045
OTHER ITEMS:	
Retroactive ICR Increases	\$ 5,650,469
PPP Forgiveness From Prior Year	\$ 5,334,857
Net Assets - Beginning	\$ 30,654,810
Net Assets - End	\$ 50,023,181

### WHERE ITS COMES FROM



### WHERE IT GOES





# 2022 IMPACT REPORT

AMOUNT PAID DIRECTLY TO *READY, WILLING & ABLE* PARTICIPANTS BY THE DOE FUND:

**\$8,488,871**

**70%**

OF THE DOE FUND'S  
PROGRAM STAFF ARE  
*READY, WILLING & ABLE*  
GRADUATES

**2,200** 



TONS OF GARBAGE COLLECTED  
BY THE MEN IN BLUE

AVERAGE STARTING WAGE OF GRADUATES:

**\$18.15**

**62,000 +**

HOURS WORKED  
PROVIDING VITAL COMMUNITY  
IMPROVEMENT PROJECT SERVICES



GRADUATES ARE **62% LESS**  
LIKELY TO RECIDIVATE THAN  
DEMOGRAPHICALLY-IDENTICAL  
INDIVIDUALS



**1075**

UNITS OF PERMANENT DOE  
FUND HOUSING



**191**

PARTICIPANTS PLACED INTO HOUSING

**1,090,565** sq ft.

OF TRANSITIONAL, AFFORDABLE, AND  
SUPPORTIVE HOUSING

REVENUE GENERATED BY THE DOE FUND'S  
SOCIAL ENTERPRISES IN 2022:

**\$6,638,752**

TOTAL REACH OF DOE FUND PRESS  
COVERAGE IN 2022

**3 Billion**



The Doe Fund

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[www.doe.org](http://www.doe.org)

