

A NEW BLUE



THE DOE FUND 2023 ANNUAL REPORT



**SUPPORT
THE DOE FUND**



The Doe Fund

Thank you to our corporate partners!*

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*Partial List

A NEW BLUE

In April 2023, I became President & CEO of The Doe Fund. What a year it's been!

The mission of The Doe Fund is my life's work. I spent the first 10 years of my career here, working alongside **Ready, Willing & Able's** co-founders. I am deeply honored to be back at this moment of urgency and opportunity. With homelessness at its highest levels ever in New York City, our proven solutions are needed more than ever before.

A New Blue summarizes our tremendous impact in 2023, which drives our vision for the future. We honor the promise we made nearly 40 years ago—"a room and a job to pay for it"—while innovating to expand our impact and address the needs of those experiencing homelessness today. Above all, this means ensuring that **Ready, Willing & Able** continues to be a pathway to family-sustaining careers and that Doe Fund permanent housing is a lifeline to those at risk of homelessness.

Another priority is to build coalitions that advance our impact on a larger scale. Last year, we worked with organizations including the New York City Employment & Training Coalition, the Supportive Housing Network of New York, and Homeless Services United to pool our expertise and resources.

Lastly, I'm proud to share that in 2023 we received a Platinum Seal of Transparency from the nonprofit evaluator Candid, we renewed our Better Business Bureau accreditation, and — for the first time ever — we achieved a maximum four-star rating from Charity Navigator. All of this guarantees that the generous support from our donors is well-invested.

It is thanks to your forward-thinking partnership that we achieved so much in 2023. We are forever grateful, and I look forward to working together for years to come.



Jennifer Mitchell
President & CEO

READY, WILLING & ABLE

Our flagship program provides the tools to overcome homelessness — transitional work experience and housing alongside supportive services — all in one place.

Trainees begin **Ready, Willing & Able** by joining our most iconic **social enterprise**, which cleans **115 miles** of NYC streets every week. As the **Men in Blue**, trainees learn essential workplace skills while reintegrating into the community and building their savings.



In 2023, the number of trainees who completed occupational classes **increased 45%**, permanent housing placements **increased 15%**, and graduates' six-month job retention rate **increased 30%**.

The **Men in Blue** not only keep New York clean, but also **safe**. Eddie was on his midtown route when he saw Ellen (photo right, with Eddie and her husband) fall and badly injure herself. Eddie leapt into action. "Eddie saved my life," Ellen told us during a reunion. "We talk almost every day now... He recently told me he secured housing, and I'm so proud of him!"



Thanks to our welding program, **Ready, Willing & Able** graduate Genaro now works as a metal fabricator and millwright, and is a member of the Sheet Metal Welders Union Local 19. "I feel like I've won," he told us. "Everything is working out for me within just 10 months!"

The **Men in Blue** learn essential skills like work ethic and punctuality, conflict resolution, problem-solving, communication, and team-building by providing services from garbage removal and street cleaning to snow shoveling, power washing, graffiti removal, tree bed watering, and painting and refurbishing street furniture.



A New Blue means a fresh start for those who have experienced homelessness. **Doe Fund graduates** donned their caps and gowns at our 2023 Graduation ceremony — including David Stewart, who brought his two children to celebrate.



TRANSITIONAL, AFFORDABLE, AND SUPPORTIVE HOUSING

A cornerstone of **A New Blue** is building new housing to address NYC’s critical shortage. In fact, The Doe Fund is one of the largest nonprofit developers of transitional, affordable, and supportive housing in New York City. Our portfolio contains over **1,000 permanent affordable homes** — including **616 with on-site supportive services** earmarked for individuals who have experienced chronic homelessness — and **860 more** in development.

In November 2023, The Doe Fund broke ground on our first transitional residence in 20 years at **510 Gates Avenue**. Upon completion, the site will provide 200 more people experiencing homelessness with the opportunity to join **Ready, Willing & Able**, bringing our **total number of transitional beds to 860**.



In February 2023, The Doe Fund topped out — a construction milestone celebrating the last beam being placed — on a new residence at **4519 White Plains Road**, bringing the Bronx one step closer to 98 new, high quality affordable and supportive homes.

Ready, Willing & Able gave Latanya’s brother the opportunity to reclaim his life. The Doe Fund’s permanent supportive housing gave that opportunity to Latanya. Struggles with PTSD and mental illnesses led to her experiencing chronic homelessness until arriving at our **Muller Residences**. “I’ve gotten stability, sobriety, and consistency from The Doe Fund,” she told us. “For once, someone has listened to me and understood me. Someone has seen the positive in me... I’m grateful for my apartment. It’s a beautiful building with beautiful, respectful staff. **I have a job now**, and I’ve learned how to save money.”



A New Blue means innovating to better meet the needs of those we serve. In 2023, we brought enhanced community activities to our housing, including mindfulness and meditation classes, summer barbeques, holiday toy drives, and much more.



“The difference has been night and day,” said Anahay Ortiz, Program Director of our Webster Green residence. “Events like these build intentional community, which is absolutely critical to a person’s recovery. Now, I see residents socializing and talking with their neighbors like they never did before.”

A tenant of Doe Fund permanent housing with her son.

2023 FINANCIAL SUMMARY

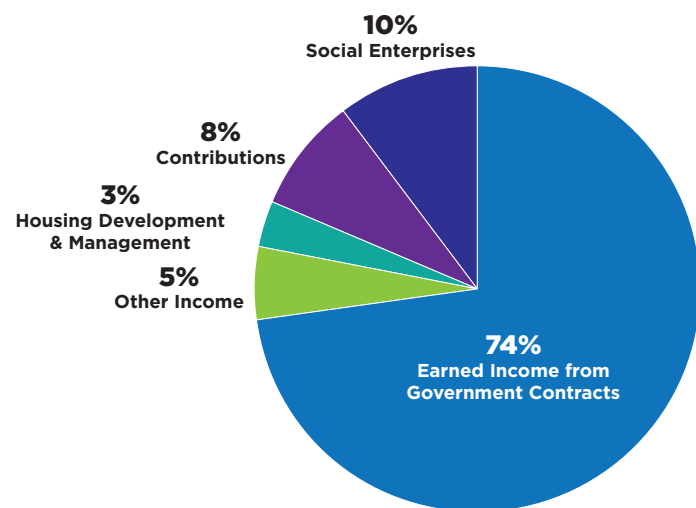
The Doe Fund maintains a strong financial position, with net assets of nearly \$46 million and eight months of liquid unrestricted net assets. In fiscal year 2023, we sustained and grew our programs while expanding our permanent housing portfolio. Notably, 82% of expenses covered program costs — an increase over the previous fiscal year and significantly above recommendations from third party evaluators. This is reflected in our high ratings from charity assessment and accreditation organizations.

At the same time, we experienced a loss in revenues due primarily to time-limited, non-renewable revenue increases in the previous fiscal year, including from pandemic relief programs and retroactive payments from government contracts.

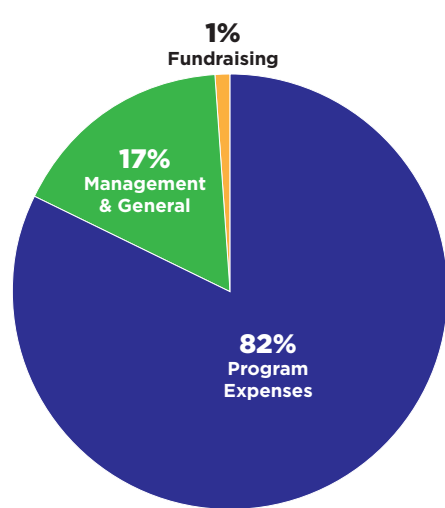


REVENUES	
Earned income from government contracts	\$ 46,334,943
Social enterprises	6,384,763
Contributions	5,247,728
Development and management fees	2,092,041
Other income	3,440,069
TOTAL REVENUE	\$ 63,499,544
EXPENSES	
<i>Ready, Willing & Able</i>	\$ 35,031,171
Supportive housing	12,114,053
Social enterprises	3,737,103
Affordable housing operations	3,214,788
Liberty Fund	503,524
Program expenses	54,600,639
Management and general	11,150,815
Fundraising	578,221
TOTAL EXPENSES	\$ 66,329,675
Increase (Decrease) in Net Assets	\$ (2,830,131)
Net Assets - beginning	48,669,096
Net Assets - end	\$ 45,838,965

WHERE IT COMES FROM



WHERE IT GOES



2023 IMPACT REPORT

PARTICIPATING IN
READY, WILLING & ABLE
DOUBLES
THE CHANCE OF
OBTAINING EMPLOYMENT



THE AVERAGE STARTING
WAGE OF
READY, WILLING & ABLE
GRADUATES IS
\$18.59 –
24% HIGHER
THAN NYC MINIMUM WAGE IN 2023



74%
OF *READY, WILLING & ABLE*
GRADUATES RETAIN EMPLOYMENT
AFTER 6+ MONTHS

1,274,535
SQUARE FEET OF DOE FUND HOUSING IN
OPERATION OR
PRE-DEVELOPMENT



188
INDIVIDUALS IN DOE FUND
TRANSITIONAL RESIDENCES
ACHIEVED EMPLOYMENT
AND



221
SECURED PERMANENT
HOUSING

70%

OF THE DOE FUND'S PROGRAM
TEAM, INCLUDING LEADERSHIP,
ARE *READY, WILLING & ABLE*
GRADUATES

THE DOE FUND OPERATES
1,075
UNITS OF PERMANENT
AFFORDABLE AND SUPPORTIVE
HOUSING



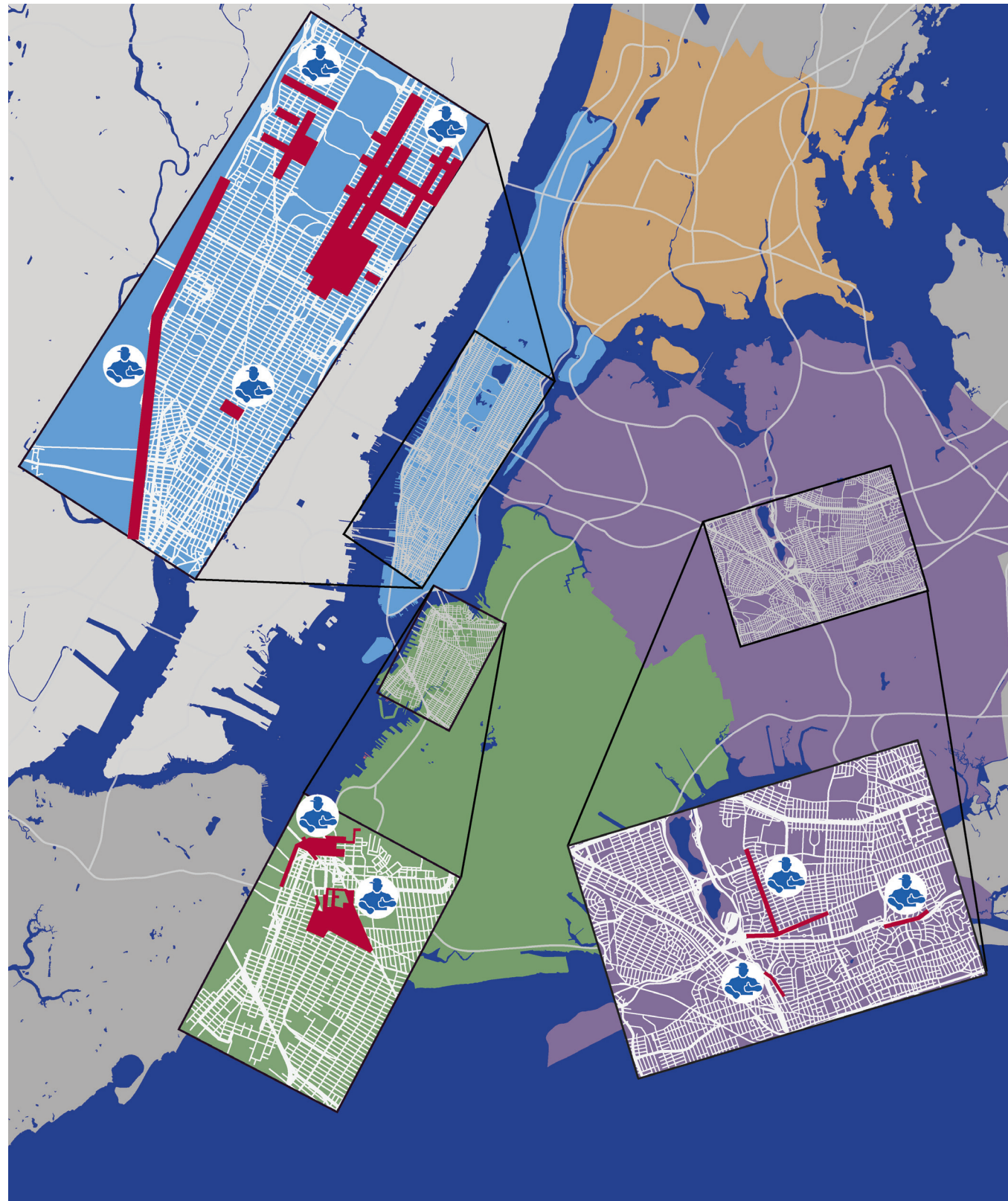
9.3 YEARS
AVERAGE TIME FORMERLY
HOMELESS TENANTS HAVE BEEN
STABLY HOUSED IN DOE FUND
SUPPORTIVE HOUSING*

13,653
INDIVIDUALS HAVE ACHIEVED
PERMANENT HOUSING
AND/OR EMPLOYMENT THROUGH
THE DOE FUND
SINCE ITS INCEPTION

*Based on our three longest-standing supportive housing programs

READY, WILLING & ABLE

Transitional Work Experience Community Engagement Routes



THE DOE FUND

Housing Locations



Learn More About Our Housing



“YOU COME TO THE DOE FUND BROKEN.
YOU COME OUT **HEALED.**”

—Thomas S., 2023 *Ready, Willing & Able* Graduate

“THE DOE FUND IS THE MOST CUTTING-EDGE
AND CRITICAL ORGANIZATION OF OUR TIME.
IT HAS BEEN A BRIDGE TO OPPORTUNITY THAT
HAS CARRIED THE MOST MARGINALIZED PEOPLE
TO BETTER LIVES AND INTO THE LIVES OF
THEIR CHILDREN AND FAMILIES.”

—J.F., Doe Fund supporter since 2000

“THE MEN IN BLUE HAVE ALWAYS DELIVERED ON
OUR OBLIGATION TO PERFORM AT A HIGH LEVEL
OF SERVICE. OUR PARTNERSHIP HAS BEEN
GOING STRONG FOR 20 YEARS, AND IT’S BEEN
SO FULFILLING TO PROVIDE TRANSITIONAL
WORK EXPERIENCE TO THOUSANDS OF FOLKS
IN *READY, WILLING & ABLE.*”

—Rob Byrnes, President of East Midtown Partnership



The Doe Fund

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doe.org | @TheDoeFund

