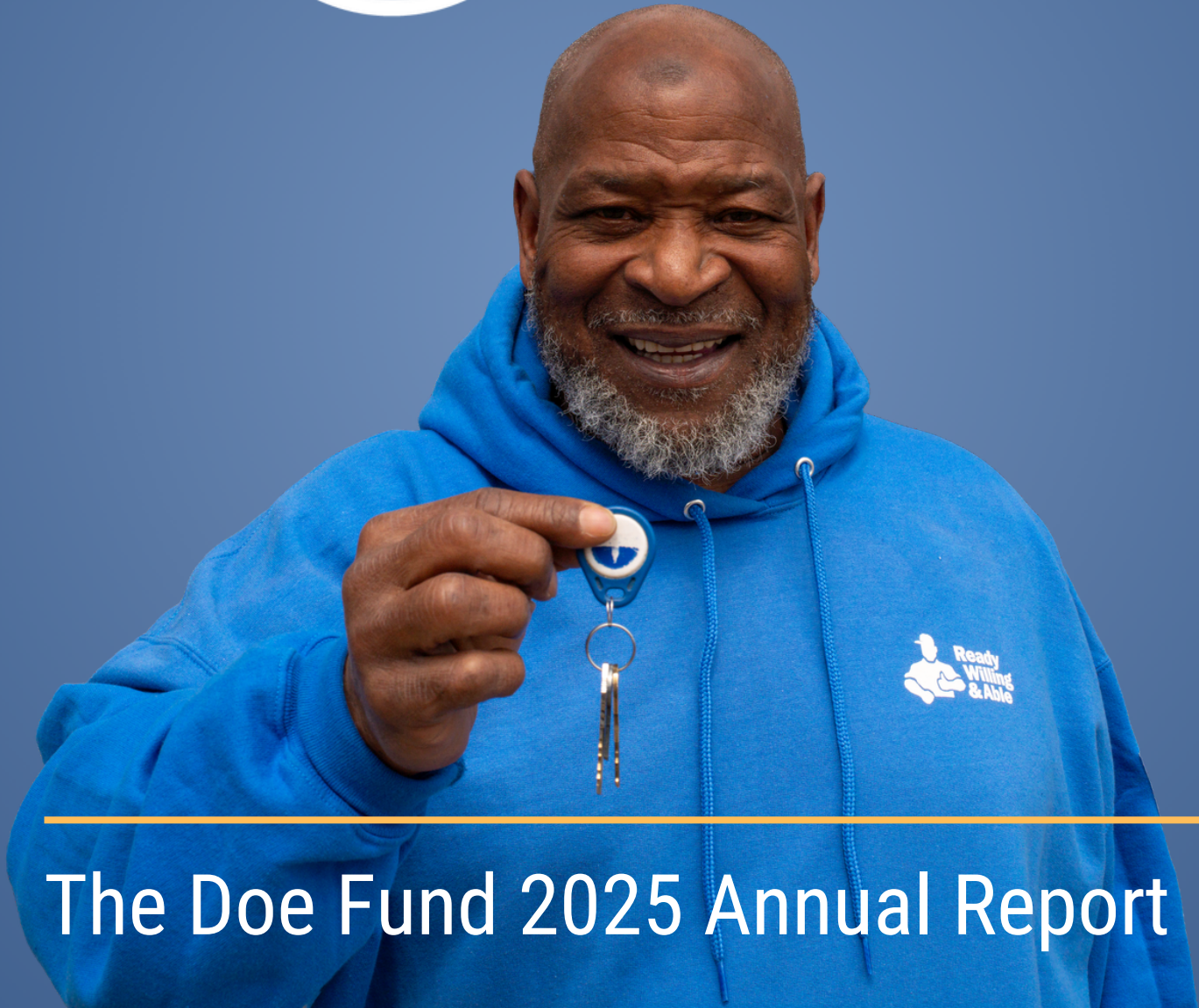




The Doe Fund 2025 Annual Report



“

I got my certifications, worked hard, saved money, found a good-paying job... I even met the love of my life and got married, all thanks to this program.

—Andy, *Ready, Willing & Able* Class of 2025



“

I heard about all the folks who landed good jobs and places of their own thanks to *Ready, Willing & Able*. I already had an apartment, so the way I saw it, I'd start halfway there... The training came naturally... I love it!

—Dalvin, *RWA@Home* Participant



“

My life has gotten so much better since moving here. It gave me the foundation to get a job, keep up on my passions, and even go back to school. Nothing but grateful!

—A., *Doe Fund Supportive Housing* Tenant



“

What truly resonates with us is The Doe Fund's unwavering commitment to looking ahead... you are preparing individuals not just for today's workforce, but for tomorrow's opportunities.

—Charlotte Gauthier, *Citi Foundation*, 2025 Gala Honoree

“

Under the most challenging conditions, and with an enormous amount of territory to cover, our team from The Doe Fund works tirelessly to keep the streets of Downtown Brooklyn clean and safe for thousands of residents, shoppers and workers.

—Regina Myer, President, *Downtown Brooklyn Partnership*



“

I would like to recognize the excellent job that *Ready, Willing & Able* does in preparing and training its participants. [They] arrive well-prepared, job ready, and professional... a clear reflection of the strong support and foundation provided.

—Mark Stutzmann, *South Bronx Restoration*, Employer Partner



LETTER FROM THE PRESIDENT

Dear Friends,

Over the past year, New Yorkers have remained focused on addressing the urgent needs we face together: expanding economic opportunity, increasing access to affordable housing, and building stronger pathways out of homelessness – work that creates a stronger, more livable city for all.

At The Doe Fund, we see every day how the right keys can advance that work: paid job training, a safe place to call home, trusted support, and opportunities to move forward with dignity and purpose.

In 2025, alongside trainees, residents, staff, employers, community partners, and supporters like you, we put those keys into action – opening doors to greater stability.

We expanded access to *Ready, Willing & Able*. We helped more trainees connect to jobs and housing. We provided more people with safe, permanent homes than ever before. And we launched RWA@Home, bringing elements of our proven workforce model directly into our permanent housing communities.

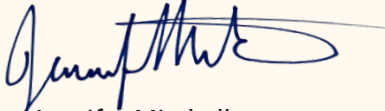
What stays with me most are the human moments that bring our impact to life:

- A new trainee on a supplemental sanitation route receiving a high five and a thank you from a passerby – an early sign that he is on the right track
- A trainee beaming with pride as he heads into an interview with a newly-updated resume
- A father bringing his children to our annual alumni barbecue to celebrate a decade of steady work, a home of his own, and continued connection to his Doe Fund family
- A tenant in Doe Fund housing finding connection and community through horticultural programming
- A tenant taking first steps toward training and employment through RWA@Home, exploring new possibilities for the future.

As we look ahead to 2026, we are excited to build on this momentum – opening new pathways to stable homes, meaningful careers, and brighter futures.

None of this happens alone. Thank you for helping provide the keys to greater stability for the New Yorkers rebuilding their lives every day. We are deeply grateful for your continued partnership and all that we will accomplish together in the year ahead.

With gratitude,


Jennifer Mitchell,
President & CEO





 **Ready
Willing
& Able**
The Doe Fund
doe.org

 **Ready
Willing
& Able**
The Doe Fund
doe.org


3
hour
metered
parking
COMMERCIAL
VEHICLES ONLY
9am - 7pm
Except Sunday
Zone 112625P

Since 1990, *Ready, Willing & Able* has provided the keys to success for New Yorkers experiencing homelessness.

The program combines **paid work training**, **transitional housing**, and **structured support** to deliver measurable results. Trainees build workplace skills in Career Essentials classes — skills that are further developed through hands-on training at their supplemental sanitation assignments across the city. These services help trainees prepare for the workforce, earn income, increase savings, and deliver visible public benefits.

Later in the program, trainees have access to occupational courses in fields from construction to Culinary Arts. All the while, dedicated case managers support trainees, while housing specialists help them open doors to new homes.

In 2025, The Doe Fund reached a major milestone. After securing employment in healthcare administration and moving into an apartment, **Norman** became the **15,000th person** The Doe Fund has connected to jobs, housing, or both.



I have nothing but good things to say about The Doe Fund. They gave me a place to stay and gave me the training I needed. They helped me find housing, get a good job, and stay out of trouble.

—Norman, *Ready, Willing & Able* Class of 2025

2025 *READY, WILLING & ABLE* IMPACT REPORT



665

PEOPLE COMMITTED TO
READY, WILLING & ABLE

... stepping into **paid work**
training and **structured support**.



595

PLACEMENTS INTO JOBS,
HOUSING, OR BOTH

... and **15,306** since
Ready, Willing & Able began.



39,940

HOURS OF WORKFORCE DEVELOPMENT
CLASSES DELIVERED

... creating **pathways to opportunity**.



115 MILES

OF CITY STREETS KEPT CLEAN,
SAFE, AND VIBRANT EACH WEEK

... developing **workplace skills**, from teamwork to time
management, while serving the public good.



18,700 LBS. OF TRASH

REMOVED BY TRAINEES DAILY

... from New York City parks and streets.

That's **6.8 million** pounds each year!



\$7 MILLION+ EARNED, \$874,000+ OF THAT SAVED

... by trainees, building **financial
stability** for the long term.



The Doe Fund helped me become
the best version of myself.

—Derick, *Ready, Willing & Able*
Class of 2025



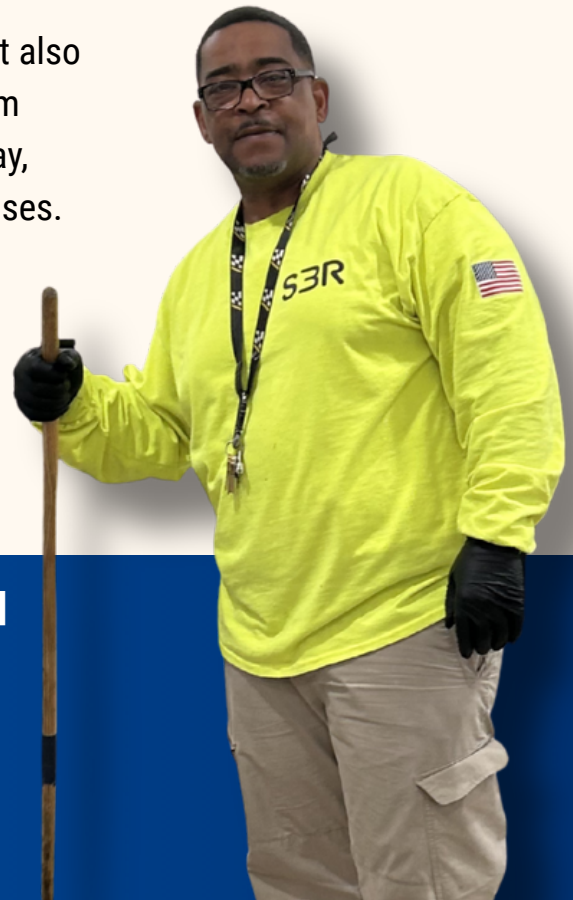
ACHIEVING KEYS TO INDEPENDENCE

When **Terrance** joined *Ready, Willing & Able*, he made the same commitment as every participant: to rebuild his life and unlock his potential through training, structure, and purpose.

The program gave him the keys to achieve just that. He interviewed at South Bronx Restoration, one of The Doe Fund's valued **employer partners**. After hiring Terrance, they quickly recognized his strong work ethic, reliability, and attention to detail, as well as a positive attitude and eagerness to learn.

Soon after, **Terrance earned a promotion and a raise**. But his growth didn't stop there. In a recent inspection, a building Terrance manages improved thirty points from the previous year to earn a perfect score — a rare achievement at any stage of the job, let alone so early in his career.

Terrance's journey reflects not only his hard work and resilience, but also how *Ready, Willing & Able* opens doors not just to jobs, but long-term success. Just a year ago, he was experiencing homelessness. Today, Terrance is in a management role earning performance-based bonuses.



I wanted to be self-sufficient again. I wanted to be an example for my kids. This program gave me the grit, the structure, and the sense of self-worth to achieve that.

—Terrance, *Ready, Willing & Able* Graduate



AFFORDABLE & SUPPORTIVE HOUSING

The Doe Fund's permanent housing offers **safe, high-quality homes** to low-income renters, paired with **on-site support** for tenants with histories of chronic homelessness and severe health conditions. In doing so, The Doe Fund provides not just keys to an apartment, but also **long-term stability**.

In 2025, The Doe Fund completed construction on a 109-unit building on **Webster Avenue** (*right*) and won a highly competitive City award to develop **The Stemma** (*rendering, left*). Upon completion, the 149-unit residence will include a rec center with two swimming pools, a basketball court, a fitness space available to the community, and 14,000 square feet of green space.



The Doe Fund also launched **RWA@Home**, expanding access to *Ready, Willing & Able's* work training model to residents of its permanent housing. Laura, a Doe Fund supportive housing tenant since 2020, became its first graduate – securing employment after participating in paid work training and taking Culinary Arts courses.



I've finally found my footing. The Doe Fund has given me the support, the encouragement, and the community I needed to get my life back.

—Laura, RWA@Home Graduate



2025 AFFORDABLE & SUPPORTIVE HOUSING IMPACT REPORT



1,345

PERMANENT HOUSING
UNITS IN OPERATION

... providing stable homes across
New York City.



12

PERMANENT HOUSING
RESIDENCES IN OPERATION

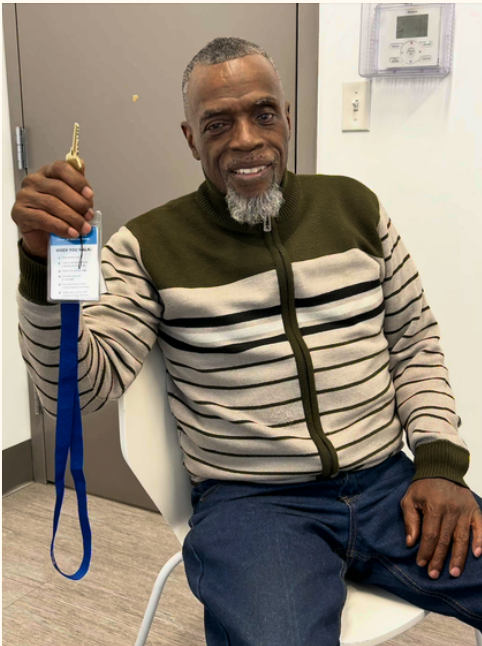
... cementing The Doe Fund's
footprint across New York City.



839

UNITS IN DEVELOPMENT
ACROSS FOUR BUILDINGS

... expanding permanent homes for
New Yorkers rebuilding their lives.



10.5

YEARS STABLY
HOUSED

... the average **length for formerly
homeless residents** at our longest-
standing Doe Fund residences.



760

HOURS OF WELLNESS
PROGRAMMING

... from mindfulness,
meditation, and yoga to art,
horticulture, and more.



704

RESIDENTS RECEIVING
SUPPORTIVE SERVICES

... from on-site Doe Fund staff,
ensuring they can truly thrive.

Tesia prides herself on being a hard worker. No matter the setbacks — like when her mother kicked her out as a teen, or when she was left with nothing but a suitcase after her apartment building was condemned — she always hustled to find a way forward.

But even with a job, Tesia was forced into the shelter system by the skyrocketing cost of living. Keys to a place of her own seemed out of reach.

Thankfully, when one door closes, another opens. Her shelter case manager told Tesia about a new affordable housing residence she could rent immediately. This building marked the launch of a special City initiative to open affordable housing in partnership with trusted nonprofit developers. The Doe Fund was one of a select few nonprofits the City chose to work with on this groundbreaking initiative.

Since receiving the **keys to her apartment** last year, Tesia's life has turned around. She's back in school, studying for a degree in social work — one of many opportunities unlocked by the **stability Doe Fund housing provides**.



I want to help others, just like the team here has helped me. The staff really care about us and what we have to say.

—Tesia, Doe Fund Housing Tenant



FINANCIAL SUMMARY

In Fiscal Year 2025, The Doe Fund increased total revenue by 4% over the previous year, including an 8% rise in private contributions and earned income.

Program investments drove a 13% increase in expenses, resulting in a 4% decrease in net assets following significant growth the previous year. Total net assets remain strong at **more than \$47 million**.

Nearly 85% of all expenses supported program services, well above sector benchmarks. This performance is reflected in continued high ratings from independent evaluators and national recognition for program impact and innovation.

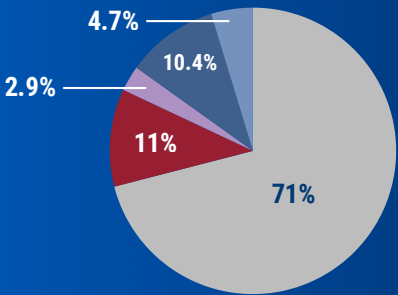


PROGRAM EXPENSES BREAKDOWN

Ready, Willing & Able: \$35,285,694
Supportive Housing: \$15,767,097
Affordable Housing: \$4,948,489
Social Enterprises: \$3,852,517
Liberty Fund: \$468,880

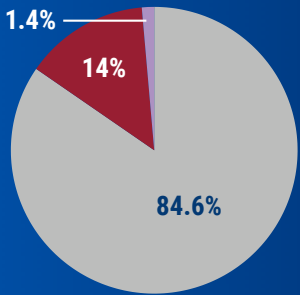
The financial summary excludes building operating revenues and expenses from The Doe Fund's real estate portfolio.

REVENUES



Government Contracts:	\$49,458,209
Contributions:	\$7,679,464
Social Enterprises:	\$7,249,200
Other Earned Income:	\$3,289,575
Development & Management Fees:	\$2,005,030
TOTAL REVENUES:	\$69,681,478

EXPENSES



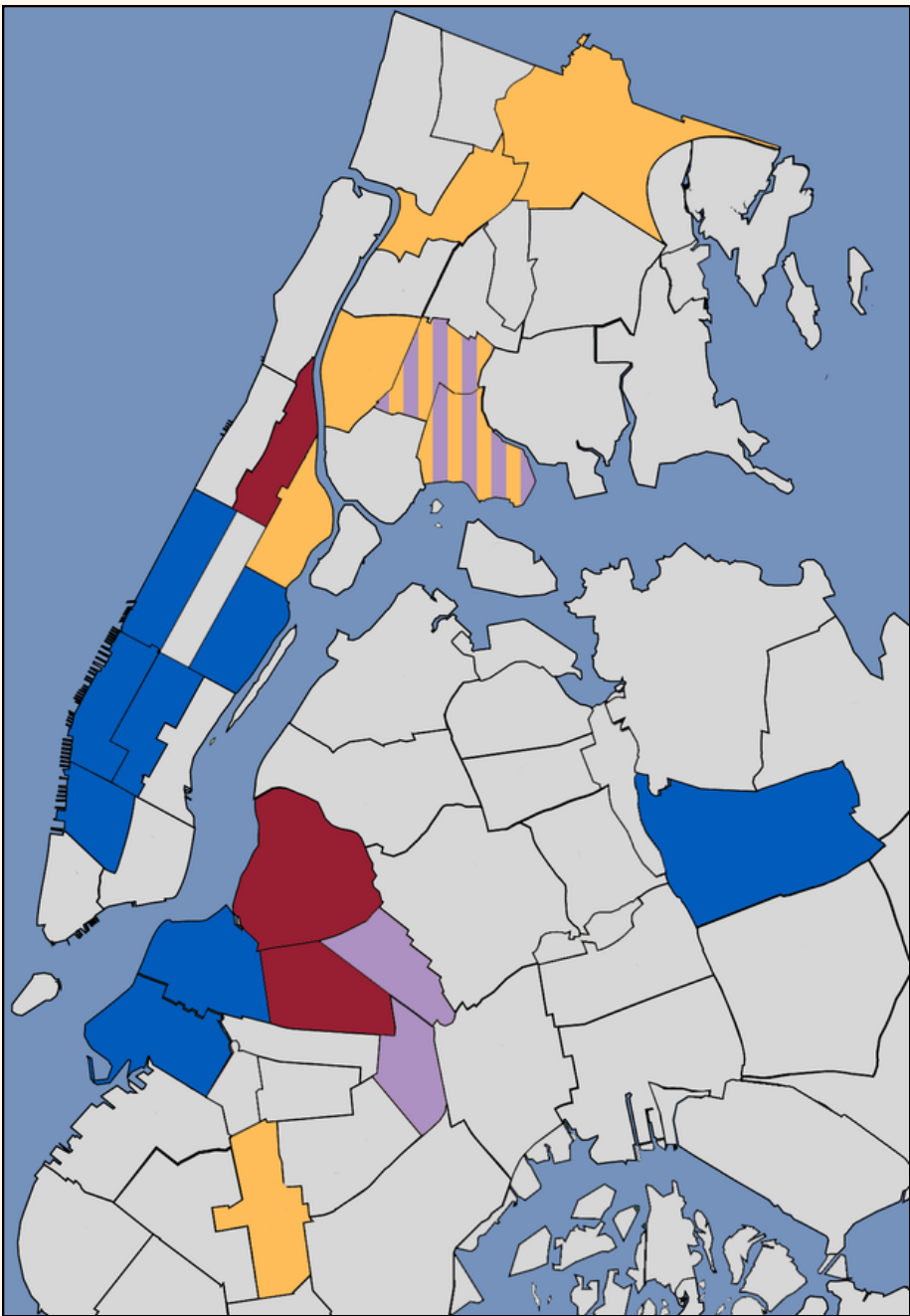
Program Expenses:	\$60,322,677
Management & General:	\$9,990,728
Fundraising:	\$988,886
TOTAL EXPENSES:	\$71,302,291

NET ASSETS – BEGINNING:	\$49,226,715
NET ASSETS – END:	\$47,605,902



MAP KEY

-  Districts with *Ready, Willing & Able* supplemental sanitation routes
-  Districts with Doe Fund transitional housing in operation
-  Districts with Doe Fund affordable and supportive housing in operation
-  Districts with Doe Fund affordable and supportive housing in pre-development



The Doe Fund's presence throughout New York City in 2025, based on Community Board Districts.

FISCAL YEAR 2025 SUPPORTERS

\$200,000+

Citi Foundation
Scarlet Feather Fund
David Shapiro and Abigail Pogrebin
John Stossel

\$100,000-\$199,999

Steven & Alexandra Cohen Foundation
Fishman Family Foundation
John Kukral and Karin Bain
Ken and Frayda Levy
George L. Ohrstrom, Jr. Foundation
Richard and Linda Schaps
Donna and Marvin Schwartz

\$50,000-\$99,999

A Better Brooklyn Fund
Bloomberg Philanthropies
Charles M. Charrow and Bonnie L. Howard
Con Edison
Arthur J. Gallagher Risk Management
Services, LLC.
KKR
Select Equity Group Foundation
Janine and Joshua Weisenbeck

\$25,000-\$49,999

BET Network
Andrea Bozzo and John Martinez
Cheryl and Blair Effron
The Fortin Foundation of Florida, Inc.
Joan Gordon
The Marc Haas Foundation, Inc.
HKS Real Estate Advisors/SKF Development
Kettering Family Philanthropies
Rodgers Family Foundation
Mimi Saltzman Foundation
Nicole Seligman and Joel Klein
The Ted Snowdon Foundation
TD Charitable Foundation
Donald J. Toumey
The Tower Hill Foundation
Webster Bank
The Isak and Rose Weinman Foundation, Inc.

\$15,000-\$24,999

Amaturo Family Foundation, Inc.
Boston Financial
Broadway Cares/Equity Fights AIDS
Himan Brown Charitable Trust
The Children's Trust
Columbia University Philanthropy Lab
Crescent Builders Inc./Steve & Jimmy Varkaris

\$15,000-\$24,999 (cont.)

Galaxy G.C. Group
Goldstein Hall PLLC
Gurney Foundation Inc.
Harbour Community
Ethan and Ryan Hawke
The Libby Holman Foundation, Inc.
Langsam Property Services
Arlene McKay, PhD
McLaughlin & Stern LLP
Jennifer Mitchell and David Szuchman
Lida Orzeck
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Ari and Jennifer Perkins
Lee Perlman and Linda Riefberg
John Pollack and Louise Tolmie
South Bronx Restoration
Jeffrey Stedman and Laura Schnaidt
Mark Szuchman
Michael and Mindy Tofias
Joel and Jacquie Tractenberg
Jeffrey and Nicole Westheimer



I didn't want to be chained to substances. I was willing to do anything... Learning how The Doe Fund helps you find housing and work changed my life.

—Kyle, Ready, Willing & Able Trainee



FISCAL YEAR 2025 SUPPORTERS

\$10,000-\$14,999

The Ametrine Group/A Larovere Consulting
and Development
The Goldie Anna Charitable Trust
Peter Asbill and Elizabeth Fortunato
Matthew and Stacy Azznara
CohnReznick
Julia T. Cornely
Richard Cotton and Elizabeth Smith
The Hyde and Watson Foundation
JobsFirstNYC
Lettire Construction Corp.
William Martini
Richard and Ronay Menschel
Michael Milazzo
Carol and Melvin Newman
Robert and Kate Niehaus
J. David Officer and Marcia Wade
Christiane Olsen
Perri Peltz and Eric Ruttenberg
James S. Peterson Foundation
Paul V. Rickel
Michael Ryan and Lili Lynton
Francesco Scattone and Judith Gibbons
Stephen and Katherine Sherrill
Benjamin F. Stapleton III
Arthur and Lois Stainman
TED Supply, LLC
Valley National Bank
Thomas and Donna Wadewitz
Malcolm and Carolyn Wiener
Noel Wiggins and Shoshana Perry
Windmill Foundation

\$5,000-\$9,999

H. Roemer and Constance McPhee
Acorn Hill Foundation, Inc.
James Albrecht
Amy and Ken Berkowitz
Rajeev Bhaman
The Brewer Family Foundation
Laura Louise Breyer
James Capra and Linda Ransom
Elizabeth and Nathaniel Carr
Robert J. Castano, Esq.
Cathay Bank Foundation
City Wide Apartments
Robert Sterling Clark Foundation
The Margaret A. Darrin Foundation
The Distinguished Social Ventures Fund
Caroline Edmundson and William Muecke
Seth Freeman and Carolyn Barker
Wendy and James Gorman
Miriam S. Grosop
Erik Hepler and Maureen Ryan
Janine and James Hill
Hirschen Singer & Epstein LLP
Hodder Family Foundation
IMA Financial Group, Inc.
Sneha and Prateek Janardhan
The Kaufmann Foundation
Steven and Lynette Koppel
Legi Leonis
Christopher Lotts
Martin Maleska
Jessica A. Marshall
Paul F. Murphy

\$5,000-\$9,999 (cont.)

Alice Naude and Stephen Saxl
Jennifer A. Oberstein
OCV Architects
Vanessa Park-Thompson
Lorna Power
Raymond James Financial
Andrea and Peter Resnick
Richman Housing Resources
David Schnadig and Lori Roth
Jeffrey and Cari Schnipper
Charles and Mildred Schnurmacher Foundation
Melanie and Joseph Shugart
SL Green Realty Corp.
Jonathan Stern
Lenard and Fern Kaye Tessler
Patricia Todd
Elizabeth Wahab
Peter Weinberger
Young Americans for Liberty
Boniface and Alison Zaino

**Help us provide the
keys to stability.
Support The Doe Fund:**



THE DOE FUND BOARD OF DIRECTORS

as of May 1, 2026

Nicole Seligman, *Chair*

Matthew Azznara

Frank Gribbon

Jennifer Mitchell

Cosmo Saginario

David Shapiro

Owen D. Thomas

Joel Tractenberg

Josh Weisenbeck

Jesse Wilkins



The Doe Fund

345 E 102nd St #305
New York NY 10029
doe.org | @thedoefund