BUSINESS PLAN FOR NATIONAL REPLICATION

The Doe Fund

2014

“Successfully developing and implementing cost-effective, holistic programs that meet the needs of a diverse population working to break the cycles of homelessness, addiction, and criminal recidivism.”
Purpose of this Business Plan

To obtain funding to scale The Doe Fund’s award-winning, nationally recognized, paid transitional work program for homeless and formerly incarcerated individuals: Ready, Willing & Able.

Ready, Willing & Able’s proven work model can provide a critical solution to homelessness and criminal recidivism in communities throughout the United States—and beyond.

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EXECUTIVE SUMMARY

Skyrocketing costs of incarceration, the expense and ineffectiveness of homeless shelters, staggeringly high rates of recidivism, increasing numbers of homeless people—all amid shrinking public and private resources—make growing The Doe Fund’s highly successful and cost efficient Ready, Willing & Able program a social, economic, and political imperative.

While numerous nonprofits provide partial solutions to various aspects of these problems, none deliver a full range of services under a unified organizational umbrella. Ready, Willing & Able’s results in New York City (NYC) and Philadelphia provide compelling evidence of its effectiveness. Since its inception, the program has helped more than 20,000 homeless and formerly incarcerated individuals, making more than 6,000 direct job placements—an extremely strong showing for a population with long histories of homelessness, incarceration, and substance abuse.

Graduates secure full-time, mainstream jobs (with an average wage of nearly $11 per hour), independent housing, and maintain drug and alcohol-free lifestyles. In the past 12 months, 60% of graduates\(^1\) from the previous year retained these three criteria, and remained in contact with the organization six months after graduation.\(^2\) Furthermore, Ready, Willing & Able’s criminal justice program shows rearrest rates for graduates over a one-year period of 6% (the national average is 44%), and over a three-year period of 42% (nationally, it is 67%).

With the increasing outcry against the rising costs and social inequities of the criminal justice system and the growing crisis of homelessness, there is greater political will for proven, cost-effective solutions. Substantial evidence of the need and demand for Ready, Willing & Able exists, and The Doe Fund is actively looking to build capacity to effectively launch a national replication effort.

We are seeking $1 million in funding over three years to support Ready, Willing & Able scaling efforts to help meet widespread demands for technical assistance and local program support in cities across the country.

Ready, Willing & Able is unique in that it offers paid transitional work, complemented by a host of wraparound services including case management, drug relapse prevention, advanced job training, educational assistance, career development, and lifetime graduate services.
Fred never thought he would eat maple bacon brussel sprouts, let alone make them. “I would not have put those three things together, but they taste great,” says the new employee of Drive Change’s Snowday food truck, a newly-launched social enterprise staffed by formerly incarcerated youth. Just a year ago, Fred’s life was all about “fast money, girls, and ‘Molly’ (MDMA).” Growing up in Manhattan and the Bronx, Fred battled attention problems and a “heated” high school environment, and dropped out of high school during his sophomore year. The pleasure principle quickly kicked in, as he partied, sold drugs, and moved around. Following a brief period of stability—he sobered up, got a job, and an apartment—Fred went back to the world of guns, pills, and police run-ins.

In 2013, Fred decided to make a change, and enrolled in Ready, Willing & Able’s Youth Initiative, which offers targeted services to The Doe Fund’s youngest trainees. “I wanted to do everything right away and get out,” he remembers. “But you gotta take your time.” Sober and focused, he earned his high school equivalency degree, completed an advanced, four-month computer class, joined the Culinary Arts team, earned his Serve-Safe and Food Handler’s licenses, and landed a job on Drive Change’s premier food truck.

“[Ready, Willing & Able’s Youth Initiative] has helped me get beyond all that behavior,” says Fred, who gained experience making meals for 400 fellow trainees. “The staff really catered to me and gave me space to breathe. This program really works for guys like me….and there’s a lot of us out there.”

The Doe Fund’s leadership brings decades of experience in implementing and expanding services for homeless and formerly incarcerated individuals, as well as developing a broad range of government and private sector partnerships.

Led by George McDonald and his wife, Harriet Karr-McDonald, the organization has grown from a 70-bed facility in Brooklyn in 1990 to four residences in New York City and Philadelphia, with a capacity to serve nearly 750 individuals daily. Mr. McDonald, recipient of the 2008 William E. Simon Lifetime Achievement Award for Social Entrepreneurship, also spearheads advocacy groups and regularly testifies before legislative bodies.

Felipe Vargas, Executive Director of Programs, has been at the forefront of program development and implementation, and provides key leadership around reentry strategies.

To date, The Doe Fund has received hundreds of inquiries from around the country—from a diverse group of stakeholders interested in replicating our proven model. We have also received numerous formal letters of support from mayors and county officials representing more than a dozen major U.S. localities—each expressing a strong desire to bring our model to their communities.
Having presented the **Ready, Willing & Able** paid work model to policy makers, corporate partners, philanthropists, coalitions, and academics, we have raised the national profile of our evidence-based model.

In response to those cities that have reached out to us, **Ready, Willing & Able** is now working to create further funding for replication and serve as a technical assistance provider to help local programs launch, measure their effectiveness, and ultimately become self-sufficient.

**The Doe Fund provides the leadership and expertise to continue to implement a multi-year strategy to establish Ready, Willing & Able as a national model for ending insidious and costly cycles of criminal recidivism and homelessness.**

We remain proactive in following national policy developments and strategic in assessing opportunities that will attract attention from nationally-oriented private and public funders. Most recently, our team helped advocate for the U.S. Department of Labor (DOL) to adopt a national transitional jobs program—which was created and funded with $40 million in FY 2011. Now as one of seven Enhanced Transitional Jobs Demonstration (ETJD) grantees across the country, and only one of three focused on serving recently released parolees, we are working with MDRC, one of the nation’s premier social policy research organizations, to measure our long-term effectiveness and further promote our successful model.

**Ready, Willing & Able** is seeking new funding to create a technical assistance arm that will help launch local programs and facilitate increased government support. We will formalize information sharing efforts of The Doe Fund, streamlining the overwhelming number of requests for information and tours, responding to and categorizing inquiries.

We will share the **Ready, Willing & Able** model through workshops, customized tours, and a detailed program manual, and work to create a national conference for shared learning and dissemination. These efforts will provide orientation, training, and staff development for local program staff during start-up and ongoing operation.

This support will help The Doe Fund meet the increasing demand for our program in cities across the country. In addition, this funding will leverage local dollars for program start-up and ongoing operations.
INDUSTRY AND MARKET ANALYSIS

Market Context and Need

Homelessness and criminal recidivism devastate individuals, families, and communities. The number of individuals who cycle through prisons and shelters continues a troubling rise, while the availability of cost-effective solutions—which for able-bodied individuals, includes an opportunity to secure gainful paid employment—remains woefully inadequate. Furthermore, these crises disproportionately affect African American men, perpetuating intergenerational cycles of poverty and crime, and representing the most egregious violations of civil rights in our generation.

Enormity of the Crisis

1. More than 2.3 million Americans are incarcerated—the world’s highest numbers and highest rates. When the number includes people on probation or parole, it increases to 7.1 million—or one in 36 adults. This represents an increase of more than 400% since 1972.  

2. Nearly 640,000 individuals returned to their communities from federal and state prisons in 2012, an increase of nearly 50% over the past 20 years. Overall, 43% of released prisoners are rearrested after one year. Within three years, two-thirds are rearrested and half return to prison.

3. Men from minority communities are imprisoned at an alarmingly disproportionate rate: one in nine African American men are currently behind bars. African Americans make up 12% of the nation’s population, but they comprise 38% of the prison population. One in three African American men will be incarcerated during their lifetime. Hispanic males have a 17% chance of being imprisoned and Caucasian males a 6% chance.

4. Nearly 1.5 million people were homeless in 2012 (the most recent year for which statistics are available), according to HUD estimates. As with the criminal justice population, the composition of the homeless population reflects alarming racial inequities: African Americans comprise 39%—

<table>
<thead>
<tr>
<th>Male Incarceration Rates by Race/Ethnicity, 2010</th>
<th>Caucasian</th>
<th>Latino</th>
<th>African American</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Number of people incarcerated per 100,000 population)</td>
<td>678</td>
<td>1,775</td>
<td>4,347</td>
</tr>
</tbody>
</table>

Source: Prison Policy Initiative, 2010
more than three times their share of the U.S. population, 1.5 times higher than their share of the poverty population. Adult men are overrepresented (63%), reflecting gaps in unemployment insurance and the lack of eligibility for large safety net programs, such as Temporary Assistance for Needy Families (TANF) and Social Security—programs intended for families, disabled individuals, or older adults.  

### The Link between Homelessness and Criminal Recidivism

Homelessness and criminal recidivism are inextricably linked. As the rates of incarceration have skyrocketed, so has the number of homeless people, now estimated at nearly 700,000 nationally on any given night. Many people released from prison or jail are at risk for homelessness (due to inadequate discharge planning, housing, and employment opportunities), which increases the chances for criminal recidivism. More than 10% of those coming in and out of prisons and jail are homeless in the months before their incarceration. One study found that 22% of jailed inmates in New York City reported being homeless the night before their arrests. Shelter use, both before incarceration and after release, is associated with an increased risk of return to prison: in a study of 50,000 individuals who were released from New York State prisons and returned to New York City between 1995 and 1998, the risk of re-incarceration increased 23% with pre-release shelter stay, and 17% with post-release shelter stay. In New York City, on average, 30% of individuals living in the shelter system have also been recently incarcerated.

Ex-offenders tend to go back to the community and social situations they lived in prior to incarceration. Without homes or supportive services, they often return to familiar, illegal activities. In addition, upon release, ex-offenders who go to shelters are seven times more likely to abscond from parole.

California exemplifies the disturbing connection between homelessness and criminal recidivism. Its Department of Corrections reports that at any given time 10% of parolees are homeless, and in major urban areas such as San Francisco and Los Angeles, the percentage of parolees who are homeless is between 30-50%. Almost 50% of homeless adults have spent at least five days in a city or county jail during their lives, and 18% have been incarcerated in a state or federal prison, according to a 1999 HUD study.

States and cities struggle with spiraling human and economic costs of an ineffectual and inequitable criminal justice system, and of shelters that are little more than human warehouses. In Fiscal Year 2012, total state spending for corrections was estimated to top $53 billion—one in 15 discretionary dollars. Over the last 20 years, inflation-adjusted state corrections spending rose 127%, and growth of the share of state spending on corrections was second only to Medicaid.

Related costs, such as shelter, substance abuse treatment, and safety-net services for children and families of incarcerated individuals represent astronomical—and largely avoidable—additional burdens to taxpayers. Urban, minority communities are hard-hit because high incarceration and recidivism rates mean that fathers, husbands, and breadwinners are largely
absent from their families, which are consigned to intergenerational cycles of violence, poverty, and hopelessness.\textsuperscript{17}

The nation’s ailing economy and high unemployment has worsened these crises, as lack of work is the major factor in criminal recidivism. National unemployment, hovering at close to 8% and nearly doubling for African American men,\textsuperscript{18} is particularly daunting in the face of our shrinking labor market and means fewer job options for minority men coming out of prison than ever. Recent U.S. Department of Justice (DOJ) statistics indicate that at the time of rearrest, one-third of people reported being jobless.\textsuperscript{19} Although the U.S. Department of Labor (DOL) does not track the unemployment rate for former offenders, experts estimate the jobless rate for individuals with a prison record is between 40% and 60%.\textsuperscript{20} Recent research in New York State, for example, shows that nearly 90% of parolees who recidivate are unemployed.\textsuperscript{21}

Government and public recognition of the societal and economic costs of incarceration and recidivism is creating a favorable environment to develop national models. Legislation, such as the Second Chance Act, provides resources for prisoner reentry. The Green Jobs Act provides opportunities for previously disenfranchised workers in the green economy. The American Recovery and Reinvestment Act of 2009 and DOL’s Enhanced Transitional Job Demonstration project are promising indicators of political intentions of investment in successful, work-based reentry models. At the advice of advocates and researchers who promote a holistic model combining employment, housing, and support to end criminal recidivism, cities and states are seeking cost-effective, successful programs to implement with new federal funds and existing resources.

![Unemployment Rates among Males, by Race](image)

**Unemployment Rates among Males, by Race**

June 2014

- White: 5.3%
- Hispanic: 7.8%
- African American: 10.7%


**Young Adults**

Thousands of young adults with multiple barriers to employment and independent living struggle each year in New York City to overcome daunting socio-economic hurdles. Last year, more than one-third of young African American adults in New York City were unemployed, and that number jumps to an alarming 52% for those without a high school diploma or equivalent.\textsuperscript{22} The high school graduation rate for African American and Hispanic students in the City is 37% lower than the rate for Asian and Caucasian students.\textsuperscript{23}
As a result of the crack cocaine epidemic of the late 1980s and early 1990s, the number of children in the New York City foster care system more than tripled from 1984 to 1992. Today, the system supervises more than 15,000 children, and more than 1,200 young adults age out of foster care each year—with high likelihoods of homelessness, criminal involvement, and unemployment. More than 2,000 juveniles are detained in NYC facilities every day, and each year 1,200 juveniles return to the community from correctional facilities.

Veterans

Veterans represent at least 20% of the homeless population and are twice as likely as the general population to experience homelessness. Veterans have high rates of Post-Traumatic Stress Disorder (PTSD), and those returning from Iraq and Afghanistan are even more vulnerable due to repeated deployments. A younger population of recent Veterans is at even greater risk of homelessness upon return and may experience higher rates of homelessness in the future.

Current and Projected Demand

The endless cycles of jails, prisons, and shelters for millions of individuals is both tragic and astronomically expensive. Dr. Bruce Western, Harvard’s renowned sociologist and one of the country’s foremost experts on incarceration and reentry, proposes a national solution combining employment, housing, and support in which:

Transitional jobs are supplemented by substance-abuse treatment and housing after release, expanded work and educational programs in prison, and the restoration of eligibility for federal benefits for those with felony records. The program costs are offset by increased employment and reduced crime and correctional costs for program participants. By shifting supervision from custody in prison to intensive programs in the community, the national reentry program improves economic opportunity and reduces prison populations.

The federal government is beginning to hear this call to action. The Second Chance Act (SCA), originally passed by Congress in 2008, was designed to help former prisoners build crime-free lives through programs that provide job placement, drug treatment, mental health care, and other services. SCA envisions that states will fund and implement these demonstrated programs, representing an unprecedented federal-state cooperative effort in the field of criminal justice programming. The $115 million allocation in the FY 2015 Omnibus Appropriations Act represented more than a four-fold increase over the Fiscal Year 2009 enacted level, and includes millions of dollars for reentry program demonstrations throughout the nation. Subsequent reauthorization of The Second Chance Act will provide additional funding.

In 2011, the U.S. Department of Labor allocated $40 million as part of their Enhanced Transitional Job Demonstration Project (The Doe Fund, one of seven grantees across the country...
and one of only three focused on ex-offenders, received $5.6 million to expand its services in NYC).

On a national level, coalitions representing a variety of interests from housing and transitional employment providers are joining the debate: from the Corporation for Supportive Housing and the National Transitional Jobs Network, to civil rights groups such as the NAACP, to law enforcement organizations, such as the New York State Bar Association. These advocates consistently point to the need for holistic and coordinated reentry and homelessness solutions that more effectively use taxpayer dollars toward proven solutions.

**Ecosystem Analysis**

The table below details the service elements of several comparable nonprofit providers in the fields of homelessness and prisoner reentry. This analysis illustrates the breadth of The Doe Fund’s scope relative to similar groups.

<table>
<thead>
<tr>
<th>Program Duration</th>
<th>The Doe Fund/Ready, Willing &amp; Able</th>
<th>Pioneer Human Services (WA)</th>
<th>Delancey Street (CA)</th>
<th>Center for Employment Opportunities (NYC)</th>
<th>Safer Foundation (IL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transitional Housing</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>no</td>
<td>variable</td>
</tr>
<tr>
<td>Paid Work</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>variable</td>
</tr>
<tr>
<td>Mandatory and Routine Drug Testing</td>
<td>√</td>
<td>√</td>
<td>no</td>
<td>no</td>
<td>partial</td>
</tr>
<tr>
<td>Onsite AA/NA</td>
<td>√</td>
<td>no</td>
<td>no</td>
<td>no</td>
<td>no</td>
</tr>
<tr>
<td>Occupational Training</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>no</td>
</tr>
<tr>
<td>Paid Internships</td>
<td>√</td>
<td>no</td>
<td>no</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Social Enterprises</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>no</td>
</tr>
<tr>
<td>Graduate Services</td>
<td>√</td>
<td>no</td>
<td>no</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Onsite Computer Classes</td>
<td>√</td>
<td>no</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Basic Adult Education</td>
<td>√</td>
<td>no</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
</tbody>
</table>

**Ready, Willing & Able** is the only example in the United States to combine transitional employment, housing, and a full complement of supportive services in one comprehensive program. The leading national programs listed above are complementary to **Ready, Willing & Able**; however, they do not provide its comprehensive, holistic solution, which offers paid transitional employment, safe housing, and the supportive services necessary to combat unemployment, homelessness, and substance abuse—all which contribute to recidivism.

Our emphasis on paid work—above minimum wage—for a period of nine to 12 months also sets us apart from other organizations. We believe that the length of our program allows trainees—formerly homeless and incarcerated individuals—the necessary time required for rebuilding the essential soft skills of employment, ensuring sufficient preparation to assume full-time, mainstream jobs.
STRATEGY AND THEORY OF CHANGE

Mission

The Doe Fund’s mission is to develop and implement cost-effective, holistic programs that meet the needs of a diverse population working to break the cycles of homelessness, addiction, and criminal recidivism. All of our programs and innovative business ventures help homeless and formerly incarcerated individuals achieve permanent self-sufficiency.

History

Founded in 1985 by George McDonald, The Doe Fund began when homelessness in New York City was at its peak. While feeding the homeless as a volunteer in Grand Central Terminal for 700 consecutive nights, the people he fed repeatedly told him that they appreciated the food, but really needed “a room and a job to pay for it.” In response, George incorporated The Doe Fund. By 1990, he and his wife, Harriet Karr-McDonald, were running Ready, Willing & Able, a program offering paid work opportunities for homeless individuals. The program has grown from a 70-bed facility in Brooklyn to four residences (three in New York City and one in Philadelphia) serving nearly 750 people each day.

The Doe Fund has expanded its services in response to the needs of the target population. In 2001, The Doe Fund adapted Ready, Willing & Able for parolees, as the majority of trainees had criminal records. In 2009, The Doe Fund opened its doors to 138 homeless veterans, providing specialized programs and services to former servicemen. Today, The Doe Fund is finalizing new programmatic enhancements to better serve young adults in our program.

Definition of Social Value Proposition

Ready, Willing & Able will reduce the systemic exclusion of formerly incarcerated and homeless men – primarily African Americans—from employment, housing, and support by providing a pathway to remove themselves and their families from insidious cycles of criminal activity, unemployment, and homelessness. The individuals we serve have moved in and out of costly government systems—welfare, foster care, shelters, prisons, and drug treatment centers—costing taxpayers billions of dollars. Additionally, as many are fathers of dependent children, their failure to provide positive role models and financial support both perpetuate poverty and put their children at severe risk. Children of incarcerated parents suffer increased emotional and learning difficulties and one in eight will be imprisoned themselves.  

The Impact Value Chain on the following page depicts the essential elements of the program:

Recent Awards and Honors

- 2014 - Outstanding Member Award from the National Coalition for Homeless Veterans to The Doe Fund
- 2013 - “Nonprofit of the Year” at the New York Enterprise Report Small Business Awards
- 2011 - Selected for the Social Impact Exchange's S&I 100
- 2010 - Honorary Doctorates from Hobart and William Smith Colleges to George and Harriet McDonald
- 2008 - William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship from the Manhattan Institute for Policy Research to George McDonald
## IMPACT VALUE CHAIN

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transitional paid work opportunities</td>
<td>Paid work opportunities</td>
<td>Hours of paid work</td>
<td>Employment in entry level positions</td>
<td>Reduce poverty</td>
</tr>
<tr>
<td>Soft skills training (work ethic, reliability, taking supervision, etc.)</td>
<td>Duration of participation in program</td>
<td>Employment and job retention</td>
<td>Improved skills for low-income workers</td>
<td>Reduce criminal recidivism and homelessness</td>
</tr>
<tr>
<td>Transitional residences and food services</td>
<td>Comfortable and safe residences</td>
<td>Slots occupied</td>
<td>Improved health</td>
<td>End stays in costly city shelters</td>
</tr>
<tr>
<td>Nutritious meals</td>
<td>Meals served</td>
<td>Stable housing</td>
<td>Stable housing</td>
<td></td>
</tr>
<tr>
<td>Social support services</td>
<td>Case management</td>
<td>Case load, longer program participation</td>
<td>Employment</td>
<td></td>
</tr>
<tr>
<td>Life skills training/workshops</td>
<td>Drug test results, drop-outs due to relapse</td>
<td>Reengagement with family</td>
<td>Maintained sobriety and reduced drug use</td>
<td>Reduce behaviors and addictions leading to crime and homelessness</td>
</tr>
<tr>
<td>Mandatory bi-weekly drug testing and drug relapse prevention</td>
<td></td>
<td>Drug test results, drop-outs due to relapse</td>
<td>Reducing criminal behavior</td>
<td></td>
</tr>
<tr>
<td>Training, Education, and Career Development</td>
<td>Occupational training and internships</td>
<td>Resumes, job leads, interviews</td>
<td>Improve job skills</td>
<td>Reduce poverty through training and placement in jobs with potential for wage growth and career advancement and financial management skills</td>
</tr>
<tr>
<td>Job search skills</td>
<td>Amount of savings and reduction of debt</td>
<td>Increase ability to gain and retain employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial literacy classes</td>
<td>Computer skills</td>
<td>Improved job-search and occupational skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer and adult education</td>
<td>TABE scores</td>
<td>Sustained outcomes and continuing employment, independent housing and sobriety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate services</td>
<td>Certifications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parenting classes, child support counseling</td>
<td>Number of graduate grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creation and Implementation of Social Enterprises</td>
<td>Child support payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creation of useful business services and training and work opportunities for participants and program graduates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours worked</td>
<td>Enterprise revenue,</td>
<td>Increase employment</td>
<td>Reduce poverty through training and job experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Units of service (i.e., miles of streets cleaned, waste oil recycled),</td>
<td>Change public perception of the ability of the homeless/formerly to rebuild lives.</td>
<td></td>
<td>Create community partnerships</td>
</tr>
<tr>
<td></td>
<td>Number of participants</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CURRENT OPERATING MODEL

Description of the Program and Core Elements

The Doe Fund’s Ready, Willing & Able program is one of the nation’s premier providers of workforce training and has helped nearly 20,000 individuals on their path to employment, independent housing, and sobriety. Each day, Ready, Willing & Able serves nearly 750 individuals in four transitional and supportive residences: two in Brooklyn, one in Harlem, and one in Philadelphia. These men—referred to as “trainees”—are either homeless or formerly incarcerated, are primarily African-American, with histories of substance abuse, poor educational achievement, and limited job experience.

At the heart of Ready, Willing & Able is long-term transitional work in a Doe Fund-operated social venture. These enterprises act both as training platforms and a source of revenue that supports the program. After a one-month orientation period, trainees begin paid work assignments in street cleaning, custodial maintenance, or landscaping. While performing these tasks, the men learn to build a work ethic and develop “soft skills” of employment: punctuality, teamwork, and following instructions from supervisors. They earn above minimum wage, are paid weekly, and are required to contribute to room and board costs as well as to save a portion of their earnings. After approximately three months of working successfully in a low-skill, entry-level job, trainees have the option to apply for more advanced, career-oriented positions and occupational training (e.g., pest control, food services, or commercial driving) and receive a pay increase.

Throughout the program, trainees receive supportive services (e.g., case management, relapse prevention, life skills, etc.), are drug-tested twice a week, and have access to a myriad of occupational training options, adult education and literacy classes, computer training, and community resources. After approximately nine months in the program, trainees seek mainstream employment, leveraging their Ready, Willing & Able work experience, and receiving assistance from Career Developers to obtain a full-time, well-paying job. Those residing in a program facility then obtain independent housing. All trainees must remain employed, housed, and drug- and alcohol-free to graduate from Ready, Willing & Able. The Ready, Willing & Able Graduate Services Department provides ongoing, life-long support, including routine follow-up, alumni events, and access to supplemental trainings.

Characteristics of RWA Trainees

<table>
<thead>
<tr>
<th>Race</th>
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</thead>
<tbody>
<tr>
<td>% African-American</td>
<td>76%</td>
</tr>
<tr>
<td>% Hispanic</td>
<td>14%</td>
</tr>
<tr>
<td>% Caucasian</td>
<td>6%</td>
</tr>
<tr>
<td>% Other</td>
<td>4%</td>
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<table>
<thead>
<tr>
<th>Age</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Average age</td>
<td>39</td>
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</table>

<table>
<thead>
<tr>
<th>Family</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of children</td>
<td>1</td>
</tr>
<tr>
<td>% with children under 18</td>
<td>39%</td>
</tr>
<tr>
<td>% married (including common law)</td>
<td>8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criminal history</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>% convicted of a crime</td>
<td>73%</td>
</tr>
<tr>
<td>% with a history of incarceration</td>
<td>70%</td>
</tr>
<tr>
<td>Average time served (years)</td>
<td>8</td>
</tr>
<tr>
<td>% on probation/parole upon entry</td>
<td>34%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Substance abuse</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>% reporting substance abuse history</td>
<td>84%</td>
</tr>
<tr>
<td>Average length of abuse (years)</td>
<td>16</td>
</tr>
<tr>
<td>% that tried to stop before</td>
<td>82%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Veteran status</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>% who served in U.S. Armed Forces</td>
<td>13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>% with low literacy (below 5th grade)</td>
<td>15%</td>
</tr>
<tr>
<td>% with no H.S. diploma or equivalent</td>
<td>41%</td>
</tr>
</tbody>
</table>
Within Ready, Willing & Able are two models: Residential and Non-residential (Day). The former provides transitional housing in a Ready, Willing & Able facility. Day participants enter the program directly from prison or other correctional settings and live in parole-approved housing.

Ready, Willing & Able provides a mechanism for individuals to become contributing members of society. Trainees earn approximately $8,000 on average, annually, through work in Doe Fund ventures and immediately begin saving and repaying debts (including child support). Graduates become employed and pay taxes. Our retention outcomes prove that the majority of Ready, Willing & Able graduates do not return to prisons, shelters, or other costly public systems.

All trainees follow the “Roadmap,” a schedule and menu of services shown below:

<table>
<thead>
<tr>
<th>Phase 1: Orientation &amp; Assessment (Month 1-3)</th>
<th>Phase 2: Work &amp; Skills Training (Month 3-6)</th>
<th>Phase 3: Job Preparation &amp; Placement (Month 6-9)</th>
<th>Phase 4: Graduation &amp; Transition (Month 9-12)</th>
<th>Aftercare Services (Month 12+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Ready, Willing &amp; Able</td>
<td>Career Development 101 Financial Management</td>
<td>Career Development 102</td>
<td>Job Search</td>
<td>Graduates (who have achieved full-time employment and independent housing) have access to various services, including:</td>
</tr>
<tr>
<td>In-House Work</td>
<td>Transitional Employment</td>
<td></td>
<td></td>
<td>Adult Education</td>
</tr>
<tr>
<td>TABE Testing</td>
<td>Adult Education Classes</td>
<td></td>
<td></td>
<td>Occupational Training</td>
</tr>
<tr>
<td>Computer Basics</td>
<td>Advanced Computer Classes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occupational Training</td>
<td></td>
<td></td>
<td>Computer Classes</td>
</tr>
</tbody>
</table>

**Success Factors**

The key element of Ready, Willing & Able’s success is simple: full-time, paid transitional work that puts money directly into the pockets of the men we serve. Additionally, Ready, Willing & Able provides housing and supportive services to ensure the stability of trainees while they work—laying a foundation for a future of self-sufficiency. Work sets the tone for the culture of the program by establishing clear expectations and consistent routines for each trainee. To be successful, each participant must get up, go to work on time, and perform well—each day. By providing the “first job” and insisting on mainstream expectations for work, Ready, Willing & Able prepares trainees to permanently become productive members of society. The positive environment in each facility solidifies the program’s culture of hard work and personal responsibility. The daily cycle of work crews helps create an atmosphere of purpose. The high standard of facility maintenance and decor conveys the respect that Ready, Willing & Able leadership has for trainees—and illustrates the respect everyone has for the program.
Social Enterprise

Revenue-generating work and business values are integral to Ready, Willing & Able’s success. With an emphasis on personal responsibility, we were among the first social service organizations to require participants not to accept public benefits (except Medicaid) and to only rely on earned wages. First introduced to work during a month’s orientation and through tasks within facilities, trainees then are paid to work 30 hours weekly in one of our businesses. Each social enterprise listed below offers training, intensive supervision, and opportunities for advancement; provides useful services to communities and businesses; and generates revenue to support our programs.

The Community Improvement Project (CIP), the most visible and established of our initiatives—and New York City’s most extensive street-cleaning business—pays trainees hourly stipends between $8.20 and $8.95 to clean 150 miles of NYC streets and sidewalks every day (as well as parks, public buildings, and lots in Philadelphia). The focus is on developing “soft skills” (e.g., dependability, punctuality, teamwork, accepting supervision), acquiring discipline, and developing a work ethic. These skills produce employees—men prepared and able to meet the demands of the workplace. After approximately three months of satisfactory participation in CIP, motivated trainees may advance to more specialized training in our other enterprises or through classes and internships in the private sector, or they may train to become CIP supervisors or drivers.

Pest@Rest ensures a cleaner and safer New York City and addresses public health concerns by eliminating pests that can cause illness. Serving both residential and commercial real estate customers, Pest at Rest offers a specialization in nonprofit housing facilities. We serve over 150 commercial real estate firms, government agencies, and nonprofit organizations. Through Pest at Rest, we offer training and hands-on experience to trainees seeking knowledge and positions in the pest control field.

Back Office of New York provides direct mail, document imaging, and data entry services to over 90 clients. Through their experience in this business, trainees are prepared for office and administrative positions in the private sector.

Ready Willing & Able also offers training in:

- **Energy-Efficient Building Maintenance:** 20 sessions teaching skills needed for jobs in the maintenance and construction industries, as well as internships in private companies.

- **Security:** On-the-job training at our facilities and several licenses prepare trainees for private sector employment.
- **Culinary Arts:** 16 weeks of classroom instruction by experienced chefs and paid work experience in our commercial kitchens, preparing 450,000 meals a year for facility residents.

The program provides numerous additional opportunities to gain important skills:

- Driver’s education and licenses increase marketability and provide workplace identification.

- Financial Management classes teach how to plan and budget for independent living.

- Extensive computer training through both mandatory introductory workshops that teach the basic skills needed to search and apply for jobs, and an optional four-month course on Microsoft Office applications.

- Tutoring, classes, and referrals for basic education, pre-High School Equivalency and High School Equivalency classes further bolster educational levels.

**Career Development**

We begin career planning at intake. Case Managers and Career Development Specialists help trainees plan for future employment and encourage them to take advantage of the training and educational opportunities previously mentioned. Two six-week series of workshops teach interpersonal skills needed to seek and retain jobs, as well as the techniques for effective resumes and successful interviews.

Volunteers from the business community help trainees master interview skills and polish resumes. Concurrently, our Career Development Specialists cultivate and expand our network of hundreds of employer partners, ensuring that there are positions and career pathways available for our graduates. At the nine-month mark, trainees begin the formal process of finding jobs and are paid to devote two full days weekly to identify leads and go out on interviews.

Based on their knowledge of each trainee’s skills and backgrounds, Career Development Specialists also make strong matches that meet the needs of our employer partners. Our team also relies on up-to-date labor market data to identify target industries for jobseekers.
The Fatherhood Initiative

Almost half of Ready Willing & Able participants have children under the age of 18—children, who without their fathers, are consigned to repeat cycles of intergenerational poverty, low educational achievement, and crime. We help trainees assume financial responsibility for their children. Through a partnership with the NYC Human Resources Administration, we arrange for manageable payment schedules of current child support obligations and arrears.

Men who establish strong repayment records are eligible for partial forgiveness of arrears—reducing debts that might pose insurmountable barriers to maintaining independent lives. We also help fathers engage in their children’s lives and develop healthy relationships by teaching effective parenting and communication skills.

Youth Initiative

Ready, Willing & Able’s Youth Initiative provides targeted services to trainees ages 18-26, with a focus on three key areas: education, life skills, and job readiness.

Education. We offer increased instruction to our youth trainees in the areas of literacy, mathematics, and computer skills. In an effort to strengthen outcomes, youth who do not possess a high school diploma or equivalent participate in The Doe Fund’s traditional paid work program three days per week, and spend two days enrolled in a combination of intensive education classes, life skills workshops, and occupational training sessions.

Personal Growth. We offer a comprehensive life skills curriculum covering topics such as financial management and conflict resolution—all specifically geared toward our target population. Programming also includes Moral Reconation Therapy (a cognitive-behavioral treatment focused on enhancing moral development and self-regard); mentoring; and recreational and cultural activities.

Job Readiness. Participants are eligible to pursue specialized training in our social enterprises, or enroll in occupational training tracks such as culinary arts, and building maintenance. We are developing environmentally conscious initiatives with cutting-edge training opportunities for youth, such as community greening, aquaponics, and roof gardening.

Graduate Services

Once trainees secure employment, Graduate Service Advisors monitor progress and develop plans for advancement, including securing housing. Monthly, quarterly, and annual events will afford access to a supportive community, training and job placement services. For the first five months after completion, Graduates are eligible for $200 monthly grants, contingent on documentation (in person) of employment. Monthly, quarterly, and annual alumni events encourage connection to a supportive community, and lead to new jobs and training opportunities.
Proven Results

Rigorous monitoring and outcomes evaluation are key components of Ready, Willing & Able’s success. The Client Tracking Database and the monthly Outcomes Dashboard—sophisticated and customized systems of data collection, analysis, and review—facilitate reliable and efficient reporting to senior leadership and program staff, funders, city agencies, and other stakeholders. Since data analysis is conducted monthly, management and staff can project results and, if necessary, conduct targeted interventions to improve program performance in a timely manner.

Doe Fund staff regularly update the Client Tracking Database to allow for enhanced mechanisms for data collection and analysis. Staff also regularly work with external evaluators to solicit outside, objective perspective on our program model and performance. We have worked closely with the Robin Hood Foundation for nearly two decades, and we have engaged with numerous prominent academic partners.

For Ready, Willing & Able, the ultimate measure of success is the number of individuals who graduate. Criteria are stringent and are fully documented: a trainee must complete mandatory program components, obtain full-time employment, secure independent housing, remain drug- and alcohol-free, and not be rearrested. Graduation rates range between 50% and 60% of capacity, with variations primarily dependent on the job market and availability of entry-level opportunities.

To support graduate retention, The Doe Fund offers five monthly $200 grants (mentioned above) over the first five months post-graduation. This helps graduates meet the early expenses of independent living, engaging them in a supportive and positive community, and allows for longer term tracking of results. We strive to keep track of graduates, offering additional support if needed, for 12 months.

<table>
<thead>
<tr>
<th>2013 READY, WILLING &amp; ABLE RESULTS</th>
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<tbody>
<tr>
<td><strong>Results for Homeless and Formerly Incarcerated Individuals</strong></td>
</tr>
<tr>
<td>458 Full-time jobs secured by trainees</td>
</tr>
<tr>
<td>$10.63 Average starting salary in first private sector job</td>
</tr>
<tr>
<td>372 Companies hired trainees</td>
</tr>
<tr>
<td>$1,325 Average trainee savings</td>
</tr>
<tr>
<td>685 Trainees enrolled in occupational training tracks</td>
</tr>
<tr>
<td>433 Enrolled in computer classes</td>
</tr>
<tr>
<td>440 Participated in adult education</td>
</tr>
<tr>
<td><strong>Results for the Community through Social Enterprises</strong></td>
</tr>
<tr>
<td>150 miles City streets and sidewalks cleaned</td>
</tr>
<tr>
<td>9,000 tons Garbage collected</td>
</tr>
<tr>
<td>218 Customers provided with integrated pest management services</td>
</tr>
<tr>
<td>Over 20,000 individuals served since 1990</td>
</tr>
</tbody>
</table>
**External Evaluation**

*Ready, Willing & Able’s* dramatic reduction of criminal recidivism has been verified in a recent study by Harvard Professor Bruce Western, the nation’s leading researcher on criminal justice. Dr. Western compared individuals who graduated from *Ready, Willing & Able* and those who spent any time in *Ready, Willing & Able* to a matched control group (New York City parolees similar to *Ready, Willing & Able* clients but who did not receive our services). Here are the key findings from the study:

- Program participants experience 31% fewer arrests and 27% fewer convictions;
- Program graduates are 60% less likely to be convicted of a felony;
- Program participants are 56% less likely to be convicted of a violent crime; and
- Program participants are 35% less likely to be resentenced to jail.

**Cost-Benefit**

While *Ready, Willing & Able*, due to its comprehensive transitional employment and residential services, is not the least expensive reentry solution, it is cost-effective for the population. *Ready, Willing & Able* trainees—with an average age of nearly 40 years, 18 years of substance abuse, 7 years incarcerated, 6 years unemployed, 3 years homeless, and 32% with significant debt—versus continual costs of recycling through these institutions—the cost benefit is enormous.

A rigorous cost-benefit report, produced in collaboration with consultants from Marks, Paneth & Shron (MP&S), one of New York’s largest public accounting and consulting firms, indicates that *Ready, Willing & Able* results in a benefit-cost ratio of 3.60 to 1.00 from the combined perspectives of taxpayers, crime victims, and participants. In other words, a $1 investment in *Ready, Willing & Able* yields a benefit worth $3.60, based on a combination of program data and employment and criminal justice outcomes.

The report also notes that the estimated rate of return constitutes only a partial computation of the true social benefits arising from *Ready, Willing & Able*, as numerous benefits (e.g., reuniting families, improved intergenerational outcomes, etc.) are not quantifiable or the required data is not readily available.

A $1.00 investment in *Ready, Willing & Able* yields a social benefit worth at least $3.60.
ORGANIZATION

Organization Structure and Governance

The Doe Fund’s organizational structure and sound financial management practices ensure Ready, Willing & Able’s successful operation. The Executive Director of Programs, who reports to the Chief Operating Officer, supervises a Director of Programs and Director of Workforce Development, and four facility Directors, who are responsible for daily Ready, Willing & Able site operations. The Director of Business Development and Operations, who reports to the COO, oversees our social enterprises and business contracts. The Community Improvement Project, The Doe Fund’s neighborhood beautification business and primary source of paid transitional jobs, employs a three-tiered structure, consisting of street crews, Site Supervisors, and Senior Supervisors. The Chief Financial Officer and Controller oversee a 13-member department, which tracks and approves program expenses. The Board of Directors’ Finance Committee sets the organization’s financial framework, conducts periodic reviews of financial performance metrics, and provides professional expertise and advice. The Board of Directors analyzes and approves the annual operating budget, and an outside accounting firm, Raich, Ende, Malter & Company LLP is the our auditing firm.

Current Size and Reach

Each day, The Doe Fund serves more than 1,000 formerly incarcerated and/or homeless individuals, nearly 750 of whom are in Ready, Willing & Able (New York and Philadelphia). The Doe Fund employs nearly 400 people—of which more than 60% are graduates of Ready, Willing & Able.

Management Team

George McDonald, Founder and President, spearheads scaling efforts, while continuing to serve as a national advocate for work-based solutions to criminal recidivism and oversee The Doe Fund’s New York City operations. His most recent accomplishments include: the 2008 William E. Simon Lifetime Achievement Award, given by the Manhattan Institute’s Social Entrepreneurship Initiative; St. John’s University’s 2008 Spirit of Service award; the 2008 Honor of Hope award from the White House Faith-Based and Community Initiatives; and the 2008 Innovator of Special Merit award from the U.S. Interagency Council on Homelessness. McDonald also co-chairs the Employment Committee of the Discharge Planning Collaboration developed by the New York City Departments of Correction and Homeless Services, served as chairman of the New York State Independent Committee on Reentry and Employment, and was a member of the New York City Workforce Investment Board’s Prisoner Reentry Steering Committee.

Harriet Karr-McDonald, Executive Vice President, left a successful career as a screenwriter in 1989 to co-found Ready, Willing & Able and the Community Improvement Project. She will
direct scaling activities, convening leaders and stakeholders in target cities and forging alliances that will implement and fund local programs. She will continue her active role in advocacy, with frequent visits to federal, state, and local elected officials to ensure continuing attention to work-based solutions. Along with her national responsibilities, Ms. McDonald will continue to develop and implement strategies for leveraging funding for The Doe Fund, as well as program development and oversight.

**Ernest Duncan, Jr., Chief Financial Officer**, was hired in 2014. As the organization prepares for new growth, Mr. Duncan will assume leadership of all aspects of finance. Mr. Duncan most recently served as Chief Financial and Operating Officer at the Vera Institute of Justice, with previous tenures at the Museum of African American History in Detroit and the Smithsonian Institute in Washington, D.C.. Mr. Duncan received a DBA from the University of Phoenix, an MBA from George Washington University, and a BA from the University of Alabama.

**Felipe Vargas, Executive Director of Programs**, supervises and leads our *Ready, Willing & Able* programs. Mr. Vargas joined The Doe Fund in 2006 as the Director of *Ready, Willing & Able: Day*, our nonresidential paid work and training initiative for new parolees. Mr. Vargas oversees program budgets, creates and implements policies and procedures, develops and supports new initiatives, and manages with a strong orientation on outcomes. Prior to joining The Doe Fund, he worked for six years at PROMESA, initially as a Substance Abuse Counselor, then as Program Manager, and ultimately as Program Director of two residential substance abuse treatment facilities for youth and adults. Mr. Vargas also served as HIV/AIDS Program Coordinator for the Exodus Transitional Community and as Education Supervisor for AIDS Counseling and Education in Woodbourne, NY. He received his MA in Sociology from SUNY New Paltz and graduated from Columbia University’s Institute for Not-For-Profit Management.

**Nadia Sadloski, Director of Programs**, first joined The Doe Fund in 2007 as the Assistant Director of *Ready, Willing & Able: Day*. After some time away to pursue other opportunities, Ms. Sadloski returned to The Doe Fund in 2010 to become the Director of our DOL-funded Pathways program. In 2014, Ms. Sadloski was promoted to Director of Programs, and now oversees our Gates Avenue and Philadelphia programs, our Youth Initiative at Porter Avenue, and a number of special projects. She received an MSW and a BA in Psychology from Monmouth University.

**David B. Howard, Ph.D., Director of Research and Innovation**, joined The Doe Fund in 2010 and provides leadership and strategic direction for all research and evaluation activities, including performance measurement, gauging social impact, identification of innovative practices, and policy analysis. He is also the primary contact for external research projects and evaluations. Dr. Howard brings more than 12 years of experience in the nonprofit sector, including roles in research and evaluation, grant writing, and direct services. Prior to joining The Doe Fund, Dr. Howard was a Research Associate at the UCLA Center for Civil Society. He has authored several reports on key issues affecting the nonprofit and philanthropic sector; has taught graduate-level coursework on program planning, design, and evaluation; and has presented his research at national and international conferences. Dr. Howard earned his Ph.D. at the UCLA Luskin School of Public Affairs, where he also earned a Master’s in Social Welfare.
Previous Replication Success

The Doe Fund has experience in local expansion, and as described below in greater detail, Ready, Willing & Able was first replicated (outside of NYC) in Philadelphia. The Philadelphia program continues to be the model of success by which we will gauge our future replication efforts. Although Philadelphia is the lone true programmatic replication of Ready, Willing & Able, the program has been the model for several successful workforce development programs across the country. In each of the examples below, The Doe Fund senior management were instrumental in providing technical assistance to launch the respective programs:

**Cleanslate Chicago, Illinois**

In 2005, The Cara Program—a community-based employment readiness program in Chicago—visited The Doe Fund. The Cara team decided that participants in Cara’s existing programs could benefit from transitional employment, and the city of Chicago was in need of a well-run, business-oriented supplemental sanitation service. The Cara team immediately began an aggressive campaign to launch "Cleanslate," which would be modeled after The Doe Fund’s Community Improvement Project and would provide supplemental sanitation services in Chicago. Cleanslate now cleans in 15 communities, and generates more than $1 million in revenue to support full-time work for more than 80 interns.

**Ready, Willing & Working Washington, D.C.**

In 2008, representatives from the Capitol Hill Business Improvement District contacted The Doe Fund to create a residential transitional work program in Washington, D.C. With intensive technical assistance from The Doe Fund staff, the Ready, Willing & Working (RWW) program was launched in 2009. RWW empowers individuals to break the cycles of homelessness, welfare dependency and criminal recidivism through a residential, paid-work rehabilitation program offering a holistic approach and supportive services that allow participants to achieve permanent self-sufficiency. RWW has been praised by elected officials and other community leaders.

**Hope Works Norwalk, Connecticut**

In 2010, executives from the Open Door Shelter in Norwalk, CT contacted The Doe Fund to create a transitional work program for homeless individuals. With our help Open Door created Hope Works—a job training program that provides hands-on, competency based training to enhance life skills and academic achievement. The program incorporates many signature components of Ready, Willing & Able such as random drug testing, job readiness and educational programming, computer skills training, and mandatory savings.

**Georgia Works! Atlanta, Georgia**

In 2013, after years of relationship-building with stakeholders in Atlanta, a dedicated group of individuals launched Georgia Works!, a residential, transitional work program—modeled after Ready, Willing & Able—aimed at ending homelessness, reducing criminal recidivism, and changing life habits. The Doe Fund’s staff spent time in Atlanta helping Georgia Works! ramp up operations. After nearly a year of operations, the program has achieved great success.
PHILADELPHIA

The First Replication

With support from the Philadelphia Office of Emergency Shelter Services (now called the Office of Supportive Housing) and the Philadelphia Workforce Development Corporation, Ready, Willing & Able opened with 70 beds and a work-training center in 2001. Since then, Ready, Willing & Able has become a Philadelphia institution and a model program for housing, employment, and social services.

Trainees obtain the “soft” skills of work while contributing to the vibrancy, safety, and cleanliness of Philadelphia’s public spaces and neighborhoods. Paid work includes removal of more than 430,000 pounds of trash each year throughout the City. Crews provide supplemental maintenance to public parks, such as Fairmount Park, LOVE Park, and Rittenhouse Square; clear and maintain approximately 700,000 square feet of vacant land, clean and maintain 30 commercial blocks in the American Street Empowerment Zone, and provide janitorial services to three family homeless shelters.

An autonomous 501(c)(3) organization, Ready, Willing & Able in Philadelphia continues to grow and expand. In 2011, the Philadelphia City Council approved a ten-year lease on a new facility for the program, and operations will shift into the new space in the coming months. This move will allow the program to serve more individuals and make an even larger impact on the local community.

Numerous groups have recognized Ready, Willing & Able’s accomplishments in Philadelphia. Most recently, they were the recipient of the Housing Association of Delaware Valley’s 2010 Best “Non-Profit Organization” Award. Other accolades include The Pennsylvania Horticultural Society’s Recognition of Extraordinary Contribution, the Philadelphia Police Department’s Certificate of Appreciation, and the Hawthorne Empowerment Coalition’s Recognition of Extraordinary Service.

The Challenge:
Philadelphia has the highest rate of incarceration in the country.

The Solution:

Ready, Willing & Able has become a Philadelphia institution and a model program for housing, employment, and social services.
SCALING PLAN: PROGRESS AND PLANNING

Phase One

Ready, Willing & Able’s explorations into scaling began with a generous grant from the Oak Foundation and support from individual donors. Phase One included an intensive strategy to meet with elected officials, agency heads, service providers, and funders in cities and counties across the country to promote our unique paid work and earned revenue model.

Because local and federal government support and widespread brand recognition are necessary to expand nationwide, it was important for Ready, Willing & Able to spend substantial time in promoting its model as a national solution. During this period, our team laid the foundation for piloting local programs and advocating for federal policy and funding to support national rollout. By effectively launching programs in new cities, Ready, Willing & Able will further its experience in tailoring the model to the unique characteristics of cities and will evaluate its outcomes in comparison to other programs across the country.

Ready, Willing & Able is now focused on implementing a technical assistance arm that will help launch local programs and facilitate increased government funding. We will formalize information sharing efforts, streamlining the overwhelming number of requests for information and tours, responding to and categorizing inquiries. We will share the Ready, Willing & Able model through workshops, a detailed program manual, and customized tours, and work to create a national conference for shared learning and dissemination. These efforts will provide orientation, training, and staff development for local program staff during start-up and ongoing operation. Existing Doe Fund leadership will share organizational philosophy and culture, and will impart operational guidance.

Target Market and Size

The initial target market for Ready, Willing & Able has included large urban centers in states with the highest numbers of imprisoned and homeless individuals:

- California, Texas, Florida, Georgia, Ohio, Pennsylvania, and Michigan (in addition to New York) have the largest prison populations and now house more than 700,000 prisoners.35
- California, Florida, Texas, Michigan, Washington, and Georgia report nearly 300,000 homeless individuals.36

Our analysis and ranking of top cities was based on resources spent on criminal justice and numbers of people incarcerated or under supervision, rates of homelessness—as well as expressed interest from local leaders. This approach has helped us identify a number of localities as potential partners. Ready, Willing & Able continues to refine this scope based on criteria such as current costs of criminal justice, size of
homeless population, and numbers of formerly incarcerated people returning each year. We also consider the following criteria in our search for prime targets:

- **A self-identified and documented need for a homelessness/prisoner reentry solution.**
- **Willingness among elected officials to consider a new solution.**
- **Commitment early in the process from city, county, and/or state governments.**
- **Philanthropic support.** Financial support of foundations, corporations, and individuals is essential to supplement government funding and ensure long-term sustainability. *Ready, Willing & Able* will assess a city’s donor community and its giving to related programs.
- **Opportunities for business development and transitional work.** Because paid work provides the foundation of *Ready, Willing & Able*, we look for meaningful and appropriate paid transitional jobs for trainees. Local entities (public or private) must be able to provide work contracts to provide initial paid work opportunities. Subsequently, *Ready, Willing & Able* will be able to launch and operate social enterprises that will provide additional paid work and training opportunities.
- **Community support.** *Ready, Willing & Able* must become known and part of existing community networks (e.g., neighborhood associations, churches, schools, nonprofit coalitions, and advocacy networks).
- **Complementary services from local providers.** Aside from providing work, housing, and basic support services, *Ready, Willing & Able* seeks to enlist local nonprofit partners for supplemental services such as adult education, vocational training, or financial management.

**Target Customers and Beneficiaries**

Government needs to be a primary partner in bringing *Ready, Willing & Able* to scale; and they will also be the primary beneficiaries. Ideally, local government will invest in the *Ready, Willing & Able* model and help to redirect funds that will integrate the program into the existing service infrastructure. As beneficiaries, they will reduce public spending, streamline services, improve efficiency, and reduce taxpayers’ burdens.

The following federal government agencies will benefit from scaling of *Ready, Willing & Able*:

- **U.S. Department of Justice.** We will provide a replicable model for prisoner reentry, which can be adapted nationwide. By reducing criminal recidivism, we will help reduce costs of federal prisons and associated criminal justice costs.
- **U.S. Department of Housing and Urban Development.** We will demonstrate how to replicate programs that transition chronically homeless people to independent housing.
- **U.S. Department of Health and Human Services.** As *Ready, Willing & Able* strongly encourages engagement with families and dependent children, some federal subsidies to families may decrease.
- **U.S. Department of Labor.** As Congress considers reauthorization of the Workforce Investment Act, we will continue to advocate that transitional jobs should be eligible for DOL funding.
• **Corporation for National and Community Service / Office of Social Innovation and Civic Participation.** As initiatives such as The Social Innovation Fund seek proven models, our scaling efforts would be a boon to these initiatives.

State and local agencies will be both customers and beneficiaries:

• **State Corrections and Local Law Enforcement Agencies.** We will accept referrals, serving newly released persons from local departments of Parole, Probation, and District Attorneys’ offices. We will partner with other local law enforcement agencies to apply for grants under the Second Chance Act and other federal programs to provide reentry services.

• **Housing Authorities.** We will work under contract to provide transitional housing slots for these agencies (when possible) to assist in reducing the numbers of unsheltered homeless individuals.

• **Departments of Social/Human Services.** We will provide workshops on parenting to participants and sign Memoranda of Understanding with appropriate agencies on child support enforcement.

• **Departments of Education.** We plan to enter into contracts to provide adult basic education and occupational training.

Businesses will both use and benefit from **Ready, Willing & Able’s** services:

• Business Improvement Districts/Merchants Associations contract with **Ready, Willing & Able** for beautification services that benefit their neighborhoods. Along with gaining a motivated workforce, these groups see noticeable improvements: cleaner streets, increased commerce, and increased public safety.

• Employers in fields such as building maintenance/construction, food services, transportation, warehousing, and security hire **Ready, Willing & Able** graduates, gaining entry-level workers who have had 10 to 12 months of soft skills training, are drug-free, and have acquired occupational skills. These businesses benefit from relationships with **Ready, Willing & Able** staff, who act as liaisons, screening applicants and providing ongoing assistance and valuable human resource services.

• Depending on local needs, businesses contract services from **Ready, Willing & Able** ventures, gaining quality services at reasonable prices, as well as the satisfaction of helping homeless and formerly incarcerated individuals gain useful skills and earn a paycheck.

Homeless and formerly incarcerated individuals are clients and customers. As customers, they must “buy into” **Ready, Willing & Able** and recognize the value of the program and the importance of completing it. Program design and resources are constantly being adapted and improved to meet the needs of these individuals.
Target Affiliate or Distribution Partners
In recent years, Doe Fund leadership has travelled to more than 20 cities to meet with mayors, county executives, service providers, as well as business and philanthropic leaders, to discuss the Ready, Willing & Able model.

Dozens of cities and counties have expressed strong interest in bringing Ready, Willing & Able to their communities (see map on the following page). While we are currently able to carve out time to meet with individuals or organizations willing to make the trip to New York City, with new support we can increase our capacity to respond to this overwhelming level of interest. While the state of the economy has created fiscal challenges, efforts are still being made to pursue opportunities. To date, we have formal letters of support from mayors and county officials from:

- Dallas/Ft. Worth, TX
- Denver, CO
- Minneapolis/Hennepin County, MN
- Oklahoma City, OK
- Orlando, FL
- Sacramento, CA
- San Diego, CA
- San Francisco, CA
- San Jose, CA
- St. Louis, MO
Phase Two

Now in Phase Two of our scaling efforts, our long-term approach is focused on employing local strategies to help organizations create transitional work programs. **Ready, Willing & Able** will provide technical assistance in the way of start-up, data tracking, and outcomes measurement.

**Competitive Advantage and Barriers to Entry**

No other program offers a comprehensive and holistic support system for formerly incarcerated and able-bodied homeless individuals. Our evidence-based approach documents the cost efficiency and success of our model. Our ability to track data and our proven results have garnered widespread attention across the country.

As scaling **Ready, Willing & Able** requires a large commitment from multiple sectors, our approach involves the engagement of a large group of stakeholders. The Doe Fund’s sustainable, three-tiered funding model will be attractive to potential partner cities.

**Projected Social Impact**

**Ready, Willing & Able**’s projected social impact will grow as it has in New York City and Philadelphia. Dr. Western’s study (mentioned earlier) began an exploration of the cost-benefits of **Ready, Willing & Able**—comparing program costs to public savings attributed to decreased criminal offenses. As mentioned earlier, we are now working with economic consultants at Marks, Paneth & Shron to create a more robust cost-benefit model.

With a conclusive comparison of **Ready, Willing & Able** outcomes to churn rates and utilization of institutions such as shelters, prisons, jails, and substance abuse treatment programs, **Ready, Willing & Able** will provide further concrete data on public cost savings. **Ready, Willing & Able** will show that although our model is not inexpensive, it is a far more cost-effective investment than relying on public institutions to solve the challenges of reentry.

**Vision for Influencing Systemic Change**

**Ready, Willing & Able** has a vision for how to revolutionize homeless and reentry strategies across America. Beyond working as a model provider, **Ready, Willing & Able** will change the way individuals in urban centers think about homelessness and those returning from prisons and jails. Plenty of providers offer “three hots and a cot” to those in need, but which ones are truly solving the systemic issues of chronic unemployment, homelessness, and crime?

Paid work is the solution that will enable cities across the country to overcome these issues in a cost-effective, replicable manner.
EVALUATION AND MANAGEMENT PLAN

Operational Plan for Managing Technical Assistance

With additional funding to support increased infrastructure to provide technical assistance and training to qualified and interested service providers, Ready, Willing & Able will hire a Director of National Replication to oversee such efforts. This individual will work closely with The Doe Fund’s senior leadership, and will assume oversight over replication outreach, community cultivation, and relevant strategic planning. The Director will also maintain an updated Ready, Willing & Able program manual, which will be a critical tool for organizations looking to adopt our paid work model.

In Year Two of our proposed initiative, we will hire a National Replication Associate who will support scaling efforts with additional research, coordination, and training expertise.

Operational Plan for Assessing and Communicating Impact While Scaling

Ready, Willing & Able will maintain ongoing dialogue and monthly reporting with all local programs. To measure impact, local baseline statistics on criminal recidivism, unemployment and homelessness will be documented before launch and compared after Ready, Willing & Able has operated within each community. The Doe Fund will utilize its sophisticated data tracking and analysis mechanisms to work with local partners to measure impact. These competencies will be an integral part of the technical assistance and training that is offered to local partners by Ready, Willing & Able staff. Impact results will be articulated through Ready, Willing & Able national awareness efforts.

FINANCIAL PLAN

Fund Development Strategies and Sources of Support

Two main revenue sources will be targeted to support national scaling efforts: private foundations and individuals. Ready, Willing & Able leadership is pursuing multi-year commitments to bolster Ready, Willing & Able’s national scaling infrastructure.

Current Funders and Commitments

The Doe Fund’s current annual revenue exceeds $45 million, with major funding sources including: 43% from contract revenue, 28% from private funding (individuals, corporate, special events, etc.), 11% from government grants, and 10% from social enterprise revenue.

Capital Required to Finance Expansion

Funding for Ready, Willing & Able will support the staffing and operations that will guide national scaling and advocacy, including technical assistance and efforts to raise our national profile. Ideally, we would be able to provide seed funding for cities selected for Ready, Willing
& Able replication and we will work to secure grants and funding to support this effort. Ready, Willing & Able is also working to designate federal funds to support scaling, making funds available to local nonprofits as well as to Ready, Willing & Able to cover technical assistance costs.

The three year pro forma shows projected revenue and expenses for Ready, Willing & Able. These funds do not cover any operating or capital costs that might be shared with local partners, but rather staff and consultant time for cultivating relationships in select cities and working with lawmakers to influence federal and state-level legislation.

### Three-Year Pro Forma Financial Statement

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*Personnel costs include a full-time Director of National Replication and a National Replication Associate (beginning in Year 2), as well as partial time of our Executive Vice President, Executive Director of Programs, Director of Workforce Development, Director of Business Development and Operations, and Director of Research and Innovation.

### Projected Local Funding by Sources of Support

The first source of funds to scale Ready, Willing & Able will be grants from private foundations and individual donors for start-up and implementation of Ready, Willing & Able’s scaling efforts. When Ready, Willing & Able is ready to help launch local programs, the primary sources of funds will be local government contracts, private foundations, and federal grants. Each locality will have different requirements for capital needs. Local program budgets will vary in size depending on need and numbers served.

### Risk Assessment & Contingency Plan

Challenges and risks sometimes arise due to local resistance to non-indigenous organizations seeking to import social programs. We attempt to mitigate these issues by establishing collegial and collaborative relationships with city governments, and making a strong, evidence-based argument for redirecting or initiating resources for Ready, Willing & Able. Enlisting local partners to carry out the model will also decrease potential resistance.
Ready, Willing & Able’s experience in New York and Philadelphia shows how a resilient model can overcome obstacles by:

- Ensuring that the project is locally driven and desired.
- Seeking secure commitments from government in addition to setting up a financial model that does not rely entirely on a single source.
- Finding paid work opportunities for trainees that offer public exposure to the program. This strategy improves public relations and fundraising abilities—and dispels myths and stereotypes about homeless and formerly incarcerated individuals.

Ready, Willing & Able will have to be confident that states and/or cities have the capacity to raise or redirect adequate funds to launch and sustain local programs before considering replication. A thorough review of past municipal spending, data on individual giving patterns, research on foundations, conversations with funders, will allow Ready, Willing & Able to assess the public and private funding potential. Viability of potential earned income ventures also will be a factor to be assessed.

CONCLUSION

With a successful and proven track record for ending costly cycles of homelessness and criminal recidivism, Ready, Willing & Able is poised to expand its model across the country. Having effectively launched three sites in New York City and one in Philadelphia, Ready, Willing & Able has the experience to scale its model in new geographies. With a new national approach—and having generated widespread support in numerous U.S. cities and counties—Ready, Willing & Able is prepared to engage local partners as well as the federal government to scale our successful model.
REFERENCES

1 Unlike most programs, Ready, Willing & Able only counts graduates who verify employment, housing, and sobriety in person to our staff. Graduates who do not keep in touch, even if they are doing well, are not counted.
2 Source: Ready, Willing & Able Client Tracking Database
6 Source: U.S. Census Bureau, 2005-2009 American Community Survey
7 Comparison of total number incarcerated and number of African Americans incarcerated, U.S. Department of Justice
12 Common Ground Community and the Corporation for Supportive Housing. (2004). New Beginnings: The Need for Supportive Housing for Previously Incarcerated People.
22 Community Service Society. (2010). Unemployment in New York City During the Recession and Early Recovery.
34 Source: Ready, Willing & Able Client Tracking Database