

# ROBIN HOOD ANNUAL REPORT 2014





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## A LETTER FROM BARRY STERNLICHT, BOARD CHAIR 2012–2014

### WE’VE EXPERIENCED BOTH INSPIRING SUCCESSES AND DAUNTING CHALLENGES IN 2014.

Our most notable successes have helped renew our momentum and our deep sense of purpose, and the ongoing challenges have inspired us to dig deeper and fight harder to help the **1.8 million New Yorkers living in poverty**.

Thanks to the support of generous donors, we take great pride in our 26-year record of funding and strengthening the most effective poverty-fighting programs, from established institutions to start-ups. We remain committed to growing this core grant-making work.

We also know that systemic change requires fresh thinking. That’s why Robin Hood doesn’t only rely on what currently exists. More than treating symptoms, we attack the root causes of poverty. We have taken bold steps to develop innovative programs with the potential to help those in greatest need in New York City and across the country.



WE’RE THRILLED TO SHARE NEWS ABOUT  
THESE EXCITING EFFORTS IN 2014:

#### HOUSING ADVISORY BOARD

We’ve convened a group of the smartest minds in real estate to help us partner with the city to create a completely new vision of providing affordable and low-income housing in N.Y.C.



#### ROBIN HOOD COLLEGE SUCCESS PRIZE

Robin Hood launched the first in a series of prize initiatives with the \$5 million College Success competition, designed to unleash scalable tech solutions to help increase the graduation rates—and future earning potential—for underprepared community-college students.



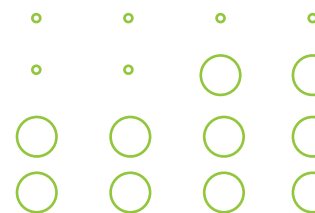
#### EDUCATION AND TECHNOLOGY

We’re working with education and technology all-stars to create leading-edge tools to help teachers prepare their students for lives of opportunity and success. Once deployed, these new solutions will scale to reach hundreds of thousands (even millions) of students in this country and beyond.



#### IMMIGRANT JUSTICE CORPS

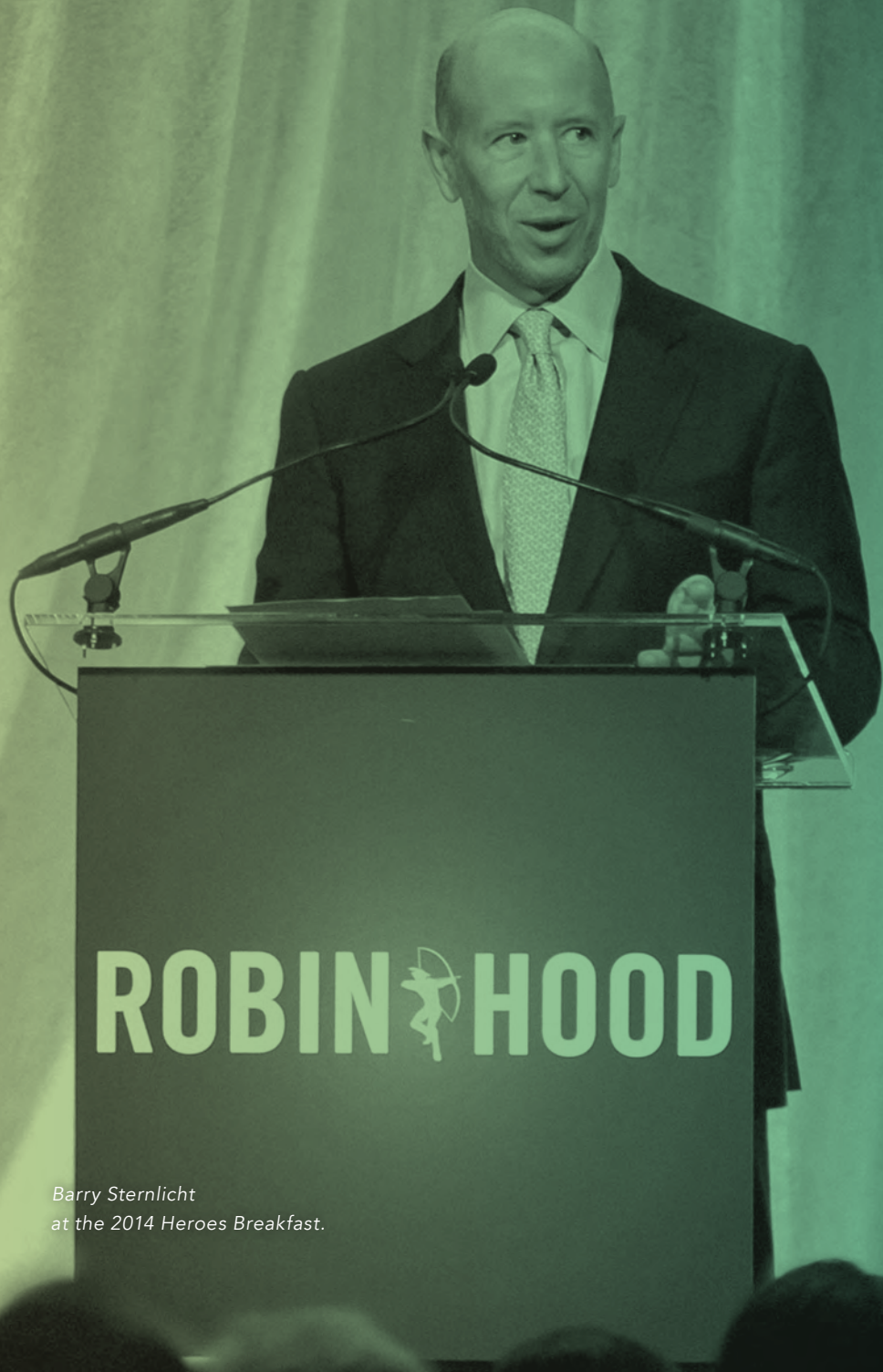
Robin Hood incubated the country’s first fellowship program dedicated to providing high-quality legal assistance for immigrants seeking citizenship and fighting deportation. This program will revolutionize the quality and funding model for immigrant representation.



#### THE ROBIN HOOD POVERTY TRACKER

In partnership with Columbia University’s Population Research Center, Robin Hood is implementing a two-year quarterly survey of 2,300 N.Y.C. residents across the five boroughs living in poverty. The Poverty Tracker goes beyond the official income levels to glean a more dynamic—and more accurate—picture of what it means to be poor in New York City. While the true power of the work will be revealed after a year or two, the first two surveys produced startling findings that will be used to better design more targeted programs to help New Yorkers in greatest need.





Barry Sternlicht  
at the 2014 Heroes Breakfast.

At our 2014 Heroes Breakfast, longtime board member Marian Wright Edelman recalled a speech by the Reverend Martin Luther King, Jr., given in 1956. Reverend King said,

***"We cannot slow up, because we have a date with destiny and we must move with all deliberate speed... If you can't run, walk; if you can't walk, crawl, but keep moving forward!"***

---

Together, with you our supporters, we plan to keep moving forward—for children, for young adults, for families, for immigrants, for veterans and for all of our great city's most vulnerable residents.

It's good—and essential—to have you by our side as we continue to fight poverty in New York City.

---

**THANK YOU FOR BEING ROBIN HOOD.**

A handwritten signature in black ink, reading "Barry".

Barry Sternlicht, board chair 2012–2014





# ROBIN HOOD THE BRIDGE FROM POVERTY TO POSSIBILITY

Big Benefit guests connected under a replica of the Brooklyn Bridge.

# WHAT IT MEANS TO BE ROBIN HOOD

## ROBIN HOOD IS 100% CHARITY.

Because Robin Hood's board of directors pays for all operating expenses,

**100% OF EVERY DOLLAR**

you give goes directly to the most effective poverty-fighting programs in New York City.

*In 2014, your donations made it possible for Robin Hood to invest \$133 million dollars in the best schools, job training programs, shelters, food programs and other essential services that help New Yorkers in need.*



## ROBIN HOOD HAS NO ENDOWMENT

We must raise every poverty-fighting dollar we distribute. This means that both the number of people we can help and the depth of that help

**FULLY DEPEND ON  
OUR GENEROUS DONORS.**





## ROBIN HOOD USES RIGOROUS METRICS TO MEASURE THE IMPACT OF OUR GRANTS

Robin Hood's system of metrics ensures that our donors' dollars are allocated to the most effective programs throughout the city. Much like a financial manager chooses investments to maximize outcomes, Robin Hood makes grants to maximize impact on the well-being of low-income New Yorkers.



## ROBIN HOOD ADDS VALUE VIA MANAGEMENT ASSISTANCE AND CAPITAL ENHANCEMENT PROGRAMS

In addition to financial support, Robin Hood provides a wealth of support services to grantees to ensure they can stay true to their mission and become more effective. These services include helping organizations find effective board members and providing financial, accounting and marketing support, as well as real estate expertise and leadership training for key executives.

The upshot: Robin Hood's grants deliver, on average, a

**12:1**  
RETURN ON EVERY  
INVESTMENT DOLLAR

A \$1,000 donation triggers a \$12,000 boost to the living standards of struggling New Yorkers.



From a pool of

**9,700**  
POVERTY-FIGHTING ORGANIZATIONS

in New York City, Robin Hood partners with approximately 200 of the most effective programs.



## ROBIN HOOD GETS RESULTS

We find ways to bring their successes to scale. If they falter, we bring in experts and necessary expertise to help them correct problems. If problems persist, however, we discontinue funding. This may seem harsh, but in reality, every misspent dollar is a missed opportunity to help New Yorkers in need.

In 2014, Robin Hood completed

**116**  
MANAGEMENT ASSISTANCE PROJECTS,  
including work by pro bono partners, valued at more than \$5 million.



Renovated space at The Fortune Society



2014 INVESTMENTS:

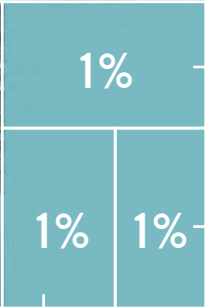
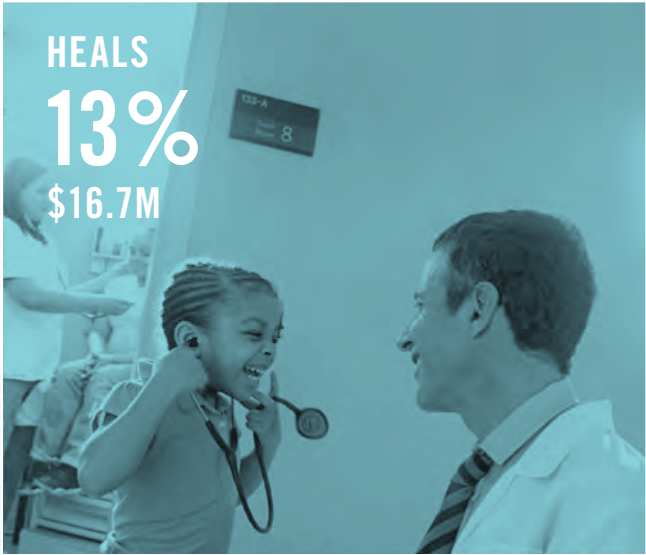
\$133 MILLION

HERE'S HOW WE INVESTED YOUR GIFTS TO FIGHT POVERTY IN 2014.

BECAUSE ROBIN HOOD'S BOARD COVERS ALL OF OUR EXPENSES AND OVERHEAD COSTS,

100% OF YOUR DONATION

WENT TO THE PROGRAMS AND INITIATIVES WE SUPPORT.



AMPLIFIES  
\$1.3M

BUILDS  
\$850,000

\*UNAUDITED

In 2014, Robin Hood  
invested a total of

**\$133  
MILLION**

TO FIGHT POVERTY IN NEW YORK CITY,

including grants to  
more than

**200**

of the city's most  
effective organizations.

# THE YEAR IN NUMBERS

2014

**Robin Hood is the  
largest private funder of  
programs improving the  
lives of New York City's  
1.8 million residents  
struggling in poverty.**

For 26 years, Robin Hood has been on the front lines of poverty in New York City. Today, thanks to the support of generous donors, we are the city's largest private funder of food, housing and job training programs. Equally important, Robin Hood serves as New York City's most effective incubator of ideas to improve standards of living and alleviate poverty.

In 2014, Robin Hood granted a total of \$133 million to more than 200 of N.Y.C.'s most effective organizations. The year was a milestone not just because of the dollars we raised but because of how we put those dollars to work. Thanks to an incredible effort by our team, we responded to crises, anticipated needs and innovated to help our neighbors in need. We partnered with the best, created initiatives to find inventive and cost-effective solutions, and shared what we learned with others.

**Nothing would be possible without our supporters. When our neighbors were desperate for support, you were there to help.**

Robin Hood invested more than

**\$19 MILLION**

**IN EARLY CHILDHOOD PROGRAMS  
THAT PROVIDE SOCIAL, EDUCATIONAL  
AND MEDICAL SUPPORT,**

which helped

**18,000**

New York children and  
parents start life right.

**90%**

of participants in  
Robin Hood-funded housing programs  
don't return to shelters.

The high-quality pre-K programs we  
support can improve a student's chance  
of graduating from high school by

**30%**

Robin Hood-funded  
groups prepared nearly

**14,000**

**ADULTS FOR JOBS.**

**55,000**

Our funding improves  
the health of more than 55,000  
low-income individuals each year.

**200,000**

## IMMIGRANT JUSTICE CORPS

We launched the Immigrant Justice Corps. We estimate that 200,000 poor New Yorkers can upgrade their legal status, enabling them to get better-paying jobs, health care, financial aid and public assistance.

**150,000**

## SINGLE STOP

Our Single Stop program helped nearly 150,000 poor New Yorkers access life-changing services and benefits that moved them towards stability and out of poverty.

Our \$3.8 million investment in nine soup kitchens and food pantries made it possible for poor families across the five boroughs to receive

**5 MILLION  
MEALS.**

**55,000**

Our education initiatives reached **more than 55,000** students in grades pre-K through 12.



ROBIN HOOD  
TEACHES

INVESTMENT: \$37.3 MILLION

BENEFIT / COST RATIO: 13:1

*“Philanthropy is part art and part science.*

*At Robin Hood, we’re known for our science, our system of metrics that helps inform the grant-making decision process. But the art of grant-making also relies on understanding intangibles like what makes for good leadership, what we should expect from a teacher and what it means to have a student-centered classroom. These intangibles result in higher performances, but, in the immediate sense, have no numbers to be tallied or measured. Our staff, with smarts, intensity and an openness to our own imaginations, combines art and science to maximize the impact of our support.”*

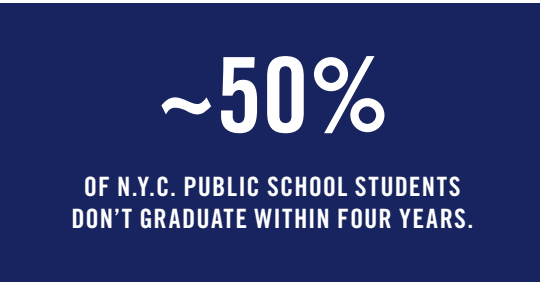
Emary Aronson  
Robin Hood managing director,  
Education & Relief Fund



IMPACT

Robin Hood’s education initiatives reached more than 55,000 students in 2014. Our programs increase the chances of passing the G.E.D. by 75 percent. In 2014, 57 percent of students at Robin Hood charter schools met the new, higher Common Core standards in math, as compared to just 23 percent who met this standard at schools within the same district.

PROBLEM



New York City has the largest public school system in the United States with more than 1.1 million students and 75,000 teachers in 1,800 schools. The annual budget is \$24 billion. About 50 percent of N.Y.C. public school students don’t graduate within four years. More than 80 percent of those who graduate are academically unprepared for college and will require extensive remediation study. Demand is high for N.Y.C. charter schools. In fact, 70,000 K–12 students applied for 21,000 slots for the 2014–2015 school year, which translates to a waiting list of nearly 50,000 students.

APPROACH

Education is a powerful weapon with which to fight poverty. A high school diploma alone not only increases future earnings by about \$6,500 a year but also leads to a longer, healthier life. We invest in programs that will increase the likelihood that a student will graduate, first from high school and then from college.

HERE’S HOW WE DO IT:



**ROBIN HOOD SUPPORTS SCHOOLS**—public (including charter and transfer high schools), private and parochial—that deliver results in the city’s poorest neighborhoods.

**WE FUND WRAPAROUND SERVICES** including college access and success programs and school-based mental health.

**WE EXPERIMENT WITH DIFFERENT APPROACHES** to increase student performance, whether by intensifying and individualizing the attention a student receives through tutoring by an adult or by using technology to transform teaching and learning.

**WE TAKE BEST PRACTICES AND AMPLIFY THEM** to the broader New York City Public school system through efforts like the Relay Graduate School of Education.





## HIGHLIGHTS

### CHARTER SCHOOLS

**Robin Hood-funded charter schools outperform schools in their surrounding districts on average by more than 30 percentage points in math.**

We're bullish on charters. And here's why: Robin Hood-funded charter schools outperform schools in their surrounding districts on average by more than 30 percentage points in math and nearly 15 percentage points in English Language Arts (E.L.A.). In 2014, 57 percent of students at Robin Hood charter schools met the new, higher Common Core standards in math, as compared to just 23 percent who met this standard at schools within the same district. Students at Success Academies outperformed students in their districts by more than 60 percentage points in math and nearly 40 percentage points in E.L.A. We also recognize that every child deserves a quality education and are working hard to ensure that the best practices of charter schools are incorporated into the full N.Y.C. public school system through teacher training and curriculum enhancement programs.



### INTENSIVE TUTORING

The Bloomberg administration created, and the de Blasio administration is continuing, an emphasis on middle schools via the Middle School Quality Initiative (M.S.Q.I.). This program, via additional supports and more creative scheduling, intensifies the curriculum and opportunities for a group of low-performing middle schools. We have partnered with Harvard University's EdLabs, the New York City Department of Education and its M.S.Q.I. schools, and The After School Corporation (T.A.S.C.) to launch an intensive tutoring program and study its effect. Sixty schools participated in this first year of the \$4.5 million, three-year effort that offers randomized controlled trials: 20 schools (including 900 students) in the treatment group, 20 schools in a comparison group (also M.S.Q.I. but no tutoring) and another 20 in the control group (no M.S.Q.I.).

### EDUCATION AND TECHNOLOGY

Robin Hood funds several EdTech organizations. EdTech, it should be noted, is different from technology education. While EdTech uses transformative technologies in the classroom, technology education focuses on teaching students to code and ensures that computer science is taught in schools. In 2014, we made five new innovative EdTech grants to the Fund for Public Schools, New Visions for Public Schools, the New York Public Library, ScriptEd and Zearn.

## MIFI PARTNERSHIP TO BRING FREE WIRELESS INTERNET SERVICE TO 10,000 N.Y.C. FAMILIES

As a poverty-fighting organization, Robin Hood is concerned about issues of access: to quality education, to career-trajectory jobs, to benefits and to basic services. Increasingly, the Internet is the primary tool for accessing resources such as educational content, job applications, housing, student financial aid and many public benefits.

According to a 2013 report from New York City's Comptroller's Office entitled "Bridging the Digital Literacy Divide," 26.7 percent of households do not subscribe to high-speed Internet service.

As Robin Hood explored the possibility of providing free Internet service to low-income New Yorkers, we came to understand that, from a poverty-fighting perspective, home access is an essential feature of any effort to increase access to broadband Internet. The New York Public Library HotSpot loan program attempts to address these issues by loaning 10,000 mobile hotspots, also known as MiFi devices, throughout the city's three public library systems, with funding from Google, the Knight News Challenge, Open Society and Robin Hood.

Using the after-school and adult programs that already operate as sources of families for its pilot program, the library will lend the MiFi mobile hotspots to 10,000 families for one year, in much the same way it checks out books. Families will use the MiFi mobile hotspots that plug into an electrical outlet and receive broadband Internet for multiple devices. The program began in December.

Robin Hood is also providing funding to evaluate the program's success in determining whether the MiFi technology helped low-income families seek and find jobs, provided academic support and, in other ways, helped them improve their lives.



## ROBIN HOOD SUCCESS PRIZE DESIGNED TO DOUBLE GRADUATION RATE FOR C.U.N.Y. STUDENTS

More than 80 percent of incoming community college freshmen in New York City are required to take remedial courses before they can take college-level classes (despite having earned a high school diploma or equivalent certificate). Seventy-five percent of these remedial students will fail to earn their associate’s degree within six years of enrollment. The figures for community colleges across the country are equally deplorable. Meanwhile, getting a college degree has become more important than ever for escaping a life of poverty.

At Robin Hood’s 2012 annual benefit, generous donors contributed \$19 million to fund a series of prize competitions to identify effective new approaches to fighting poverty that could be put to use in New York City, across the country and around the world. Our first initiative, the \$5 million Robin Hood College Success Prize, was launched in March 2014. The prize money will go to the designers of an innovative, scalable and technology-based tool that doubles the graduation rate of community-college students who enroll in remediation courses. We received 104 eligible applications by the June 30 deadline. Applicants included current and potential Robin Hood grantees, large for-profit and nonprofit providers of education-related technology and true start-up entrepreneurs. Applicants came from across the country and around the world. Our panel of 14 judges includes experts in remedial and community-college education, education technology, technology investments and related fields.

The judges narrowed the field to 18 semi-finalists in August 2014 and selected three finalists in January 2015, whose proposals will be tested through three-year randomized, controlled trials conducted among students at the City University of New York (C.U.N.Y.), beginning in Fall 2015.

To win the prize, a finalist must hit a high bar: double the graduation rate of C.U.N.Y. students within three years of enrollment to 30 percent from 15

percent. Because prize submissions must be based on technology, we expect that a winning submission, once created, will be cost-effective and scalable for replication.

## ZEARN’S DIGITAL MICRO-LESSONS EXPAND CHARTER SUCCESSES

Students are not performing well in math. In 2014, the second year of Common Core-aligned standardized testing, less than 35 percent of New York City students in grades three through eight met the standards for proficiency. However, students at the best charter schools funded by Robin Hood demonstrate mastery at about 1.5 to 2.5 times that rate. How do we harness what the best charters know about teaching math, align their instruction to the Common Core and make the product of these sophisticated efforts accessible to all students, everywhere?

Enter Zearn, a non-profit digital learning organization—and proprietary software—that instills academic skills, a love of learning and the confidence students need to be successful in college and career. Zearn is led by some of the nation’s most successful teachers and education entrepreneurs, including the founders of K.I.P.P., Uncommon Schools and the Relay Graduate School of Education. Its mission is to support millions of students, parents and teachers through the use of fun, interactive and rigorous digital micro-lessons that address fluency, conceptual understanding and coherence for each student based upon each student’s needs. It can be used to personalize instruction at school or at home.

For the 2014–2015 school year, 3,000 students across 22 schools in New York, Denver and Philadelphia are using Zearn. Curriculum for grades three and four is nearly complete, with either second or fifth grade to be ready by fall 2015. New York accounts for about 10 percent of the current Zearn population; the majority of these students attend parochial schools in the Bronx. Zearn is currently developing K–8 math content and will eventually include all core subjects.

## COMMUNITY PARTNERS

- Achievement First  
Blue Engine  
Bottom Line  
Bronx Design and Construction Academy  
BronxWorks  
College & Community Fellowship  
College Advising Corps  
CollegeBound Initiative Young  
Women’s Leadership Network  
Comprehensive Development, Inc.  
Cristo Rey New York High School  
CUNY – ASAP  
CUNY – At Home in College  
CUNY – Future Now at Bronx Community College  
CUNY – Kingsborough Community College  
CUNY – LaGuardia Community College  
Bridge to College and Career  
CUNY – Project for Return and  
    Opportunity in Veterans Education  
CUNY – The Stella and Charles Guttman  
    Community College  
Cypress Hills Local Development Corporation  
Democracy Prep Public Schools  
Dream Charter School  
Eagle Academy Foundation  
East Harlem Scholars Academies  
East Side House Settlement  
EdLabs – The Education Innovation  
Laboratory at Harvard University  
Educators 4 Excellence  
Explore Schools, Inc.  
Federation Employment and Guidance Service, Inc.  
Friends of the Children  
Goddard Riverside Community Center,  
    d.b.a. Goddard Riverside  
Good Shepherd Services
- Harlem RBI  
Harlem Village Academies  
Higher Achievement New York  
iMentor  
Jewish Child Care Association  
KIPP NYC, Inc.  
LightSail/Fund for Public Schools fiscal conduit  
New Profit Inc.’s Pathways Fund/  
    Social Innovation Fund  
New Settlement Apartments  
New Visions for Public Schools  
New York City Charter School Center  
New York Harbor School an Urban Assembly School  
New York Public Library  
One Goal  
Opportunities for a Better Tomorrow  
Queens Community House  
Reading Partners  
Regents Research Fund  
SCO Family of Services  
ScriptEd  
Sponsors for Educational Opportunity  
Stanley M. Isaacs Neighborhood Center  
Success Academy Charter Schools  
Teach for America New York  
The After-School Corporation  
The Door  
TheDream.us/Scholarship America,  
    fiscal sponsor  
Turning Point  
Uncommon Schools  
Union Settlement Association  
Urban Arts Partnership  
Urban Assembly School for Law & Justice,  
    Adams Street Foundation  
ZEARN

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*(includes grants made in Teaches, Nurtures and Heals)*

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Anne Dinning
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Paul Tudor Jones II  
Peter D. Kiernan III
- Serena Park  
Tony Pasquariello  
John Sykes

# ROBIN HOOD COUNSELS

INVESTMENT: **\$21.9 MILLION**

BENEFIT / COST RATIO: **12:1**

***"Sometimes, all people need is a guiding hand."***

*Robin Hood helps tens of thousands of poor New Yorkers start businesses, stay housed, reduce debt, avoid deportation and access public benefits and services for multiple populations: veterans, seniors, students and immigrants. We guide them to the appropriate social services at the right places to best solve their individual needs. And through Single Stop, we do it all under one roof."*

Michael M. Weinstein  
Robin Hood chief program officer



## IMPACT

We help nearly 200,000 poor New Yorkers access life-changing services and benefits that move them toward stability and out of poverty. The counseling programs we support help working adults file tax refunds, assist senior citizens in obtaining food stamps, provide jobless adults with guidance to obtain unemployment insurance, and work with troubled adolescents to help them embrace community projects and potentially avoid jail time.

## PROBLEM

THE PROCESS FOR FINDING,  
CONNECTING TO AND ACCESSING  
SERVICES AND BENEFITS CAN BE  
**ARDUOUS.**

It often requires complex applications and in-person interviews that entail multiple, time-consuming and confusing visits to various government bureaus and community organizations. It's an exhausting cycle often rooted in government red tape and formalities; fragmented systems; and often bewildering and unclear information and guidance about rules, regulations and procedures.

## APPROACH

Robin Hood funds multiple programs that help low-income New Yorkers improve their lives and financial stability. We fund programs that counsel individuals about how they can qualify for and access public benefits. We fund the largest free tax preparation program in the country that helps low-wage workers complete tax returns and claim the Earned Income Tax Credit. And Robin Hood supports numerous youth development organizations that help adolescents make smarter choices in life through community and civic engagement, education or employment. All told, Robin Hood spends about \$21.9 million on nearly 100 agencies to provide counsel and guidance on critical issues that can have a profound impact on a low-income person's life.

### THIS IS HOW WE DO IT:



Through our Single Stop program in 2014, we helped more than 150,000 poor New Yorkers gain access to important benefits and services (E.I.T.C. credits, health insurance, food stamps) that can help lift them out of poverty.



We connected more than 15,000 low-income families to high-quality legal services to help them resolve matters such as housing disputes and workplace rights issues, immigration issues such as getting green cards or applying for asylum status, and to gain access to public benefits for which they are eligible.



We reached more than 4,000 youth, who are often homeless, sometimes engage in criminal activity and have high rates of mental illness. We support programs that seek to reduce these high-risk behaviors by providing counseling, education and access to crucial support services like mental health counseling and job training programs. By doing so, we help disadvantaged youth find paths to a more promising future.



We helped fill gaps. For example, in October 2014, we launched the Immigrant Justice Corps. We estimate that with quality legal services, as many as 200,000 poor New Yorkers can "upgrade" their legal status—obtaining green cards or U.S. citizenship—enabling them to get better-paying jobs, health care and financial aid for school and public benefits.



Robin Hood and our partners are building software to help users navigate the maze of social services and connect them to the best services, at less cost and in far greater volume.





## HIGHLIGHTS

### THE CENTER FOR COURT INNOVATION

***The Center for Court Innovation, creates practical, highly innovative solutions to the problems that plague our court systems and communities.***

**The Center for Court Innovation**, creates practical, highly innovative solutions to the problems that plague our court systems and communities. C.C.I. does this via a broad range of programs that work with young people. Those who are eligible for its Juvenile Opportunity Intervention Network program (Join) come from three segments of the court population: Family Court, where they have been charged with juvenile delinquency; Criminal Court, where 16–21-year-olds have active cases; and probation. Based on the nature of the case and the young person’s circumstances, a judge can refer an individual to Join, a program that works to reduce recidivism. After a young person is enrolled, a Join social worker conducts strength-based assessments that focus on the youth’s family life, educational setting, employment status, peer group, extracurricular activities and personal interests. Based on these assessments, the social worker refers participants to on-site and off-site services and provides case management throughout the individual’s tenure in the program.



### IMMIGRANT JUSTICE CORPS

***Robin Hood identified, helped design and seed-funded this innovative program for immigrants.***

The **Immigrant Justice Corps** (I.J.C.) provided the largest expansion of immigration legal services in New York City’s history and the country’s first fellowship dedicated to providing high-quality legal assistance for immigrants seeking citizenship and fighting deportation. Robin Hood identified, helped design and seed-funded this innovative program for immigrants. First proposed by Judge Robert Katzmann, chief judge of the U.S. Court of Appeals for the Second Circuit, the I.J.C. will recruit, train and place approximately 40 Fellows in the field every year. Fellows include recent college graduates and talented attorneys who are placed at non-profit law firms and community-based organizations throughout New York City. At scale, I.J.C. will enable these organizations to serve thousands of additional immigrants and their children each year as they build foundations for better lives in the United States.



SINGLE STOP

**Single Stop** makes it easier for families to access benefits. Founded by Robin Hood 12 years ago, Single Stop combines technology, training and consulting services to provide free and confidential information about obtaining social services, as well as financial, housing and legal counseling, and job placement services in low-income neighborhoods. It connects low-income individuals to benefits and supportive services that would otherwise go unclaimed. It should be noted that this technology makes it possible to determine eligibility in as little as 15 minutes, instead of weeks. Single Stop sites also provide crucial legal, financial and tax counseling that helps individuals maximize their newly tapped resources. Robin Hood funds the largest free tax preparation in the country via Single Stop. The Earned Income Tax Credit—a rebate to workers who earn low wages—constitutes the most powerful anti-poverty weapon the country has devised for non-elderly individuals. We fund eight of the top 10 and four of the top five highest-volume, free tax sites in the country. In just 10 years, Single Stop broke the 150,000 marker—160,000 participants were served in 2014, or about 10 percent of New York City’s poor. And since its inception, Single Stop has secured more than \$1.1 billion in benefits for low-income New Yorkers, including more than \$150 million in 2014 alone.

THE UNACCOMPANIED MINOR CHILDREN INITIATIVE

**The Unaccompanied Minor Children Initiative** provides a coordinated response to the need for free, high-quality legal representation and access to social, mental health and medical services for more than 1,000 children appearing in Immigration Court this year. In 2014, more than 2,500 children fled the violence in Central America on their own and settle with extended families in New York City. At least 60 percent of these children won’t have a lawyer to help them navigate the legal system and help them claim the asylum for which they are eligible. As a result, these children are four times as likely to be sent back to the dangerous countries they left.

Thanks to support from Robin Hood, working with the City of New York and the New York Community Trust, every single child who came to New York City—regardless of their country of origin—in 2014 had access to legal counsel, ensuring due process for young refugees who struggle to navigate the system alone.

COMMUNITY PARTNERS

- AARP  
Ali Forney Center  
Andrew Glover Youth Program  
Ariva  
Association of the Bar of the City of New York Fund, Inc.  
Bedford Stuyvesant Restoration Corporation  
Bronx Defenders  
BronxWorks  
CASES  
Center for Court Innovation  
Center for Employment Opportunities  
Center for Family Life in Sunset Park  
Center for Urban Community Services, Inc.  
Family Center, The  
Fifth Avenue Committee  
Fortune Society  
Fund for the City of New York – Women’s Center for Education and Career Advancement  
Goddard Riverside Community Center  
Good Shepherd Services  
Grand Street Settlement  
Harlem Children’s Zone  
Health Leads  
Henry Street Settlement  
Hetrick-Martin Institute  
Immigrant Justice Corps  
Institute for Family Health  
Lawyers for Children  
Legal Aid Society  
Legal Services NYC  
LIFT  
Make the Road New York  
Manhattan District Attorney Office
- Mayor’s Fund to Advance New York City – Center for Economic Opportunity  
Mayor’s Fund to Advance New York City – Family Justice Centers  
MDRC  
Medicare Rights Center  
Metropolitan Council on Jewish Poverty  
Minkwon  
Neighborhood Trust Financial Partners  
New Economy Project  
New York City Financial Network Action Consortium  
New York Community Organizing Fund, Inc.  
New York Foundling Hospital  
New York Legal Assistance Group  
New York Presbyterian Fund, Inc. – Audubon Family Planning Practice  
New York Public Library  
New York Taxi Workers Alliance  
Northern Manhattan Improvement Corporation  
Public Health Solutions  
Safe Horizon  
Safe Passage Project  
SCO Family of Services  
Single Stop USA  
Syracuse University: Institute for Veterans and Military Families  
The Child Center of New York  
The Door  
The Financial Clinic  
Urban Justice Center  
Urban Upbound  
Women in Need, Inc.  
Women’s Housing and Economic Development Corp.

ROBIN HOOD

# NURTURES

INVESTMENT: \$19.3 MILLION

BENEFIT / COST RATIO: 8:1

*“Our grants aim to raise our city’s youngest children out of poverty.*

*They face fierce odds, from poor birth outcomes to an achievement gap that starts very early in life and widens over time. We make use of the best research available to identify and support interventions to improve these negative outcomes. Through the Early Childhood Research Initiative, we take it one step further. We work to generate new evidence of the power of promising interventions, using gold-standard research methods.”*

Deb McCoy  
Robin Hood managing director,  
Early Childhood & Youth



## IMPACT

In 2014, Robin Hood invested more than \$19 million in programs that provide social, educational and medical support for New York City’s young children—and helped 18,000 New York children and parents start life right.

## PROBLEM



Thirty percent of children in New York City live in poverty. The stresses of poverty often leave parents overwhelmed and unable to invest the same resources in their child’s development that higher-income parents can provide. Tragically, this lack of involvement occurs at the time when a child’s brain is most receptive to parental input and nurturing, forging up to 700 new connections every second.

## APPROACH

We know that programs for young children in poor families can have a greater impact than interventions later in life. That’s why Robin Hood provides support early and often, partnering with the highest-quality providers in New York’s poorest neighborhoods to give children the best start possible.

### OUR MOST POWERFUL TOOLS INCLUDE:

**HIGH-QUALITY PRE-K** for an intensive, enriching experience, which can increase high school graduation rates and improve lifetime health for children while enabling parents to return to work.



**HOME-VISITING PROGRAMS** that can place families on a path to success before a child is even born. These programs reduce infant mortality and pre-term birth, improve parenting skills and can reduce the likelihood of future incarceration for both mother and child.



**INTENSIVE AND LIFE-CHANGING THERAPEUTIC PROGRAMS** for the most at-need children and their parents, which provide treatment for developmental delays and mental health conditions.







## HIGHLIGHTS

### ***“I’m extremely excited about Robin Hood’s investment in Early Childhood Research,***

*which includes long-term studies to figure out the best way to help children from poor backgrounds get to a level playing field with their peers from higher-income families. And I’m proud of the fact that Robin Hood is committed to sharing what works—and just as importantly, what doesn’t—with other organizations, so they can learn from our successes and our failures.”*

Marian Wright Edelman  
Robin Hood board member,  
Children’s Defense Fund founder

# 30%

The high-quality pre-K programs we support can improve a student’s chance of graduating from high school by 30 percent.

***...the lives of tens of thousands of children have been transformed, moving from at-risk to having real opportunities for success in school and in life.***



**BROOKLYN KINDERGARTEN SOCIETY  
(2014 ROBIN HOOD HERO)**

Two-thirds of children entering any of the five Brooklyn Kindergarten Society centers (B.K.S.) show significant signs of developmental and language delays. Despite this, more than 90 percent of these children complete the B.K.S. program on par with or higher than their peers from families with higher incomes. Since 1891, B.K.S has provided high-quality, innovative, free early childhood education, transforming the lives of tens of thousands of low-income, at-risk Brooklyn children and providing them with the tools to succeed in school and in life.





## CHILDREN'S TRAUMA INSTITUTE (NEW YORK UNIVERSITY SCHOOL OF MEDICINE)

### THE PARENTING STAIR THERAPY PROGRAM

reduces the rate of parents  
who abuse or neglect their child within  
N.Y.C.'s child welfare system by

92%

Rates of post-traumatic stress disorder (P.T.S.D.) are much higher in poor communities than in the general population; As many as 1 in 5 poor New Yorkers in these communities suffers from some form of P.T.S.D. Parents with P.T.S.D. are statistically more likely to abuse or neglect their children than parents without it. The Institute provides an evidence-based therapy called Parenting S.T.A.I.R. to mothers and children who have been victims of trauma. Participants learn to confront trauma, manage symptoms and function in good health again, and it shows in their care for their children. The Parenting STAIR therapy program reduces the rate of parents who abuse or neglect their child within N.Y.C.'s child welfare system by 92 percent.



## EARLY CHILDHOOD RESEARCH INITIATIVE

Rigorous longitudinal studies have proven that early interventions can deliver dramatic improvements in future living standards. These levers for success include increased probability of high school graduation, reduction in criminal activity, and greater college entry and success—all leading to higher earnings in the future. However, follow-up studies don't show which early childhood programs should be funded, how to improve existing programs or how to collect data on children beyond kindergarten. To fill the gaps, Robin Hood has partnered with M.D.R.C., a nationally respected social policy organization, on the Early Childhood Research Initiative.

The initiative will run multi-year randomized controlled trials—each lasting between five and eight years—to test the long-term academic and socio-economic impact of interventions administered to disadvantaged children under the age of six. Over the next decade, we aim to create a proven menu of interventions, with a first emphasis on math-focused intervention, that powerfully improve the future living standards of poor children and help close the achievement gap. These results will inform Robin Hood's own decision-making. Working with M.D.R.C. and other stakeholders, we will also seek to inform the field, including those across the country, through the strategic dissemination of the results.

## COMMUNITY PARTNERS

Ackerman Institute for the Family  
Albert Einstein College of Medicine –  
Early Childhood Center  
Association to Benefit Children  
Bloomingdale Family Program  
BronxWorks  
Brookdale Hospital: Healthy Families New York  
Brooklyn Kindergarten Society (BKS)  
Children's Aid Society  
Coalition for Hispanic Family Services  
Episcopal Social Services  
Fund for Public Health in New York –  
Nurse Family Partnership  
Grand Street Settlement  
Harlem Children's Zone  
Jane Barker Brooklyn Child Advocacy Center  
Kids in Need of Defense  
Little Sisters of the Assumption  
Family Health Service  
MDRC  
New Yorkers For Children – ACS/Acelero  
Northside Center for Child Development  
NYU School of Medicine –  
Children's Trauma Institute  
SCO Family of Services  
Staten Island Mental Health Society  
University Settlement Society  
Visiting Nurse Service of New York

## EARLY CHILDHOOD AND YOUTH COMMITTEE

*(includes grants made in Teaches,  
Nurtures and Heals)*

Alan Schwartz, Chair  
Atiim Barber  
Jacklyn Bezos  
John DiRocco  
Marian Wright Edelman  
Nancy Jarecki  
Jack Oliver  
David Puth  
Jes Staley

# ROBIN HOOD TRAINS

INVESTMENT: \$16.9 MILLION

BENEFIT / COST RATIO: 10:1

*“There are more than 250,000 tech-related jobs in New York City.*

*Many of them don’t require college training yet still offer relatively high wages and a career trajectory. Robin Hood has accelerated efforts to identify and support training programs that teach participants how to test software and become coders. We’re supporting additional organizations in this sector by increasing funding so grantees can expand their syllabus, enabling trainees to earn additional credentials, which can lead to higher-paying jobs.”*

Suzi Epstein  
Robin Hood managing director,  
Jobs & Economic Security



## IMPACT

In 2014, Robin Hood-funded groups prepared nearly 14,000 adults for jobs. During the past five years, job-training groups funded by Robin Hood have helped more than 25,000 adults secure jobs paying average annual salaries of \$24,000. Over 20 years, our job training grants to front-line organizations have created roughly \$1 billion in extra income and improved health for New York City’s poorer residents.

## PROBLEM



Long-term unemployment remains a persistent problem in our city. Only 11 percent of those who are long-term unemployed return to steady full-time work a year later. And, those who are long-term unemployed submit fewer applications and get called for fewer interviews than their peers who are out of work for less than six months.

## APPROACH

Robin Hood is the largest private funder of job training programs in the city. Our job programs have helped thousands of people get jobs despite barriers to employment such as histories of substance abuse, incarceration, homelessness, and insufficient education or limited English proficiency.

### HERE’S HOW WE DO IT:

We support organizations that fit into three major groups: placement-only, industry-specific training and entrepreneurship.



**PLACEMENT-ONLY PROGRAMS** teach “soft skills” such as resume preparation and self-presentation, and they connect job seekers to entry-level positions.



**INDUSTRY-SPECIFIC PROGRAMS** offer jobless individuals or low-wage workers training oriented toward a credential or a certificate in a specific sector including health, technology and food preparation, among others.



**ENTREPRENEURSHIP TRAINING** offers access to credit, free banking services, loans and other technical assistance to inexperienced individuals to help them launch or improve small businesses. Our grantees work mostly with foreign-born or minority entrepreneurs whose businesses also create job opportunities for our city’s most economically disadvantaged neighbors.





## HIGHLIGHTS

About two-thirds of participants in our grantee training and placement programs successfully completed the program and found work within six months. Of these new workers, more than 50 percent landed jobs that offered benefits such as health insurance and paid vacation.

***“In the past three years, Non-Traditional Employment for Women has trained and placed hundreds of its graduates in construction ventures across the city, including J.F.K.’s Delta Terminal redevelopment, Barclays Center, the World Financial Center and Columbia University. Half of those who start in apprenticeship positions move on to journeywoman status.”***

Kathleen Culhane  
Non-Traditional Employment for Women, executive director

## NEW YORK CITY’S TECHNOLOGY SECTOR

Because the technology sector offers relatively high wages and a career trajectory, roughly 10 percent of our funding goes to training in this industry. Robin Hood has worked diligently to identify niches of the burgeoning tech sector that are accessible for low-income New Yorkers with limited education. Four recent grants expanded our growing technology portfolio and are preparing individuals for careers that hold great promise. **Year Up** and **Per Scholas** are long-time grantees focused on Information Technology (I.T.) training. With Robin Hood support, they added new classes in quality assurance and software testing. We’ve also made new grants to **NPower**, which trains young adults for entry-level jobs in I.T.

**The average New Yorker who finishes a Robin Hood job-training program in the technology arena and secures work nearly triples his or her current earnings.**

## CONSTRUCTION AND FACILITIES MAINTENANCE SECTOR

**These jobs, unlike basic construction worker positions, were relatively unaffected by the economic downturn.**

We invest 25 percent of our employment training grants in organizations that prepare individuals for occupations in the trades, including carpentry, plumbing, metalworking and maintenance. These jobs, unlike basic construction worker positions, were relatively unaffected by the economic downturn. Although the anticipated boom in the building industry post-Sandy didn’t happen for various reasons, including a

slow recovery and delays in the city-led contracting process, construction has grown steadily, if slowly, since 2011. Despite the modest rebound, the building trades unions, the New York City Housing Authority and environmental remediation firms have actively recruited new apprentices and new workers over the past 18 months. Increasing the presence of women and minorities in the skilled trades is a priority for Robin Hood, as union apprenticeship programs offer starting salaries approaching a robust \$20 per hour, with automatic annual increases as workers gain more experience. Grantees that prepare people for jobs in the trades include **Brooklyn Workforce Innovations**, **Building Works** and **New York City Technical College**. Grantees that focus on environmental remediation training and energy efficiency include **Sustainable South Bronx**, **St. Nick’s Alliance** and **Green City Force**.

Through coordinated efforts among labor unions, contractors, government agencies and funders such as Robin Hood, female membership in New York City's building and construction trades unions has increased to 10 percent—a national record.



#### NEW YORK CITY'S HEALTH SECTOR

The average investment needed to train and place a job-seeker in a well-paying health care job is

**LESS THAN HALF**

of what this worker will earn in six months.

Health remains the top growth industry in New York City, and 20 percent of Robin Hood's investments are in programs that train workers in this field. Nearly 2,000 low-income minority women, mostly mothers, annually engage in programs that prepare them for entry-level jobs as home-health aides or personal care workers. We note that despite the modesty of wages, job opportunities are plentiful, schedules are flexible with weekend and evening options, and job upgrades are the norm. We prepare individuals for advancement and higher future wages in the health field by funding programs that teach individuals how to become phlebotomists (the practice of drawing blood from patients) and medical billing and translating technicians. We support a program at the Center for **Immigrant Health at Memorial Sloan Kettering Hospital** that trains low-wage hospital workers to become medical interpreters in hospitals and nursing homes. We also funded a grant to the **Fire Department of New York Foundation** to train young adults as emergency medical technicians.



# HOT BREAD KITCHEN PROVIDES TRAINING GROUND, INCUBATES BUSINESSES AND SELLS MOUTH-WATERING BAKED GOODS



Hot Bread Kitchen (H.B.K.) Founder and C.E.O. Jessamyn Rodriguez, a former United Nations immigration policy expert and certified master baker, combined her passion for social justice with her love of baking to launch the company in 2008. Now, this innovative bakery and workforce development organization produces 70 varieties of heritage breads that are transforming the lives of the bakers who are immigrants and low-income women.

The bakery offers paid, on-the-job training while teaching culinary techniques, kitchen management, recipe development, packaging and English-language classes. With this bakery training and experience, the women can obtain even better jobs in the culinary industry. To date, H.B.K. has trained 55 bakers from 19 countries. Sales of the breads to local customers including Whole Foods, Dean & DeLuca, and Zabar’s cover more than 70 percent of the program’s expenses. It also has a storefront in East Harlem. Its second program, H.B.K. Incubates, provides commercial kitchen rental to help people test new food products, formalize a business and help obtain proper licensing. In a cool twist on the “Robin Hood factor,” Robin Hood began serving H.B.K. breads at our annual benefit two years ago. Danny Meyer of

Union Square Cafe, Gramercy Tavern, Shake Shack and more, was impressed by the quality of the breads and began serving them at select Union Square Events (U.S.E.). Although Meyer knew H.B.K.’s work, it was after he saw the breads at our big benefit that he noticed it in a big way.

“THERE ARE SO MANY REASONS

we enjoy working with Hot Bread Kitchen at Union Square Events,” says John Karangis, executive chef, Union Square Events. “Their breads are delicious! They strive to preserve the valuable baking and culinary traditions of their many foreign-born staff members, by providing them with opportunities to enrich their lives and the lives of others. In addition, many of their raw ingredients are purchased from local and organic artisans. We like working with purveyors like Hot Bread Kitchen who share our values and commitment to sustainability and community.”

## COMMUNITY PARTNERS

- 1199SEIU – Bill Michelson Home Care Education Fund

A Better Balance

Accion East

Asian Americans for Equality

Brooklyn Public Library

Brooklyn Workforce Innovations

Center for Employment Opportunities

Center for Family Life in Sunset Park

Center for Immigrant Health

Chinese American Planning Council, Inc.

Coalition for Queens

Cooper Union

Doe Fund, Inc., The

FDNY Foundation

Federation Employment and Guidance Service, Inc.

Fifth Avenue Committee

Fortune Society

Grace Institute

Grameen America

Green City Force

Hebrew Home for the Aged at Riverdale

Henry Street Settlement

Highbridge Community Life Center

Hot Bread Kitchen

Housing + Solutions

LaGuardia Community College Division of Adult & Continuing Education
- Madison Strategies Group

Marks Jewish Community House of Bensonhurst, Edith and Carl

Mayor’s Fund to Advance New York City – NYC Department of Small Business Services

MDRC

New York City College of Technology

New York City Labor Market Information Service

New York Legal Assistance Group

Nontraditional Employment For Women

NPower

NYC District Council of Carpenters Apprenticeship Journeyman Retraining Education & Industry Fund

Outreach Project

Per Scholas

PHI

Project Renewal, Inc.

Restaurant Opportunities Center of New York

Sanctuary for Families

Selfhelp Community Services, Inc.

Southwest Brooklyn Industrial Development Corporation

St. Nicks Alliance

Sunnyside Community Services

Sustainable South Bronx

The HOPE Program

Upwardly Global

Year Up



# ROBIN HOOD HEALS

INVESTMENT: **\$16.7 MILLION**

BENEFIT / COST RATIO: **9:1**

**“Nearly 35 percent  
of the poorest  
New Yorkers report  
that their health  
is ‘poor or fair.’**

*That is nearly six times the number  
of wealthy New Yorkers who report  
that. Robin Hood funds the most  
effective programs to address these  
health disparities.”*

Sarah Oltmans  
Robin Hood director,  
Health



## IMPACT

Our funding improves the health of more than 55,000 low-income individuals annually. We make investments that focus on large hospitals like Montefiore or Bellevue that have special programs for abused children or survivors of torture, as well as small community-based organizations like After Hours and BOOM!Health that focus on harm reduction and overdose prevention and education.

## PROBLEM

THE POOREST NEW YORKERS LIVE ABOUT  
**4 YEARS LESS**  
THAN THEIR WEALTHIER PEERS.

The impact of poverty on health has been well documented. People in poverty are less likely to have access to insurance, health education information or regular medical care, which further worsens their health problems. In New York City, poor families are more likely to suffer from addiction, diabetes, hypertension, asthma, H.I.V., depression and obesity, among other chronic conditions. Correspondingly, the poorest New Yorkers live about four years less than their wealthier peers.

## APPROACH

To address these health disparities, Robin Hood partners with nearly three dozen hospitals, children’s centers, drop-in initiatives and other community-based organizations to help low-income New Yorkers gain access to primary care, file for Medicaid or Medicare benefits, get screened for illnesses that affect the poor and even secure immediate treatment.

### HERE’S HOW WE DO IT:



#### EMBRACE ESTABLISHED INSTITUTIONS AND START-UPS ALIKE

Serving the city’s poorest populations, from funding ground-breaking programs at first-rate hospitals, like Mount Sinai, Montefiore Medical Center and New York Presbyterian Hospital, to giving inaugural grants to start-ups that use community health workers to enroll families in benefits and support families living with asthma and diabetes—Robin Hood partners with the strongest, most innovative providers of health care.



#### SUPPORT SMART PARTNERSHIPS FOR NEW MODELS

As the pace of change in health care accelerates, we are focusing health investments on sustainable solutions with the potential for scaling to help more people in need and replicating throughout the city and beyond. In partnership with organizations that specialize in health and children’s wellness, we hope to demonstrate new models of treatment that cost-effectively improve health outcomes. We support diverse initiatives including Turnaround for Children, which partners with public schools to lessen the impact of traumatic stress on children and military families, and at N.Y.U. Hospital, which provides counseling to veterans, their partners and their children. We also work with New York City and New York State health authorities to share information about best practices in health care for low-income populations, regardless of where they live.



#### LAUNCH SUCCESSFUL PILOTS

Before the Affordable Care Act was passed, 20 percent of New York City residents—nearly 1.2 million people—lacked health insurance. Shortly after passage, Robin Hood launched a pilot with Single Stop USA to help uninsured New Yorkers enroll in health plans made available on the new state-run digital Exchange. The program proved successful, helping 975 participants enroll in health plans.

*The agency trains community health workers to provide home visiting and coaching to help sick individuals make lifestyle changes to improve their health.*



**HIGHLIGHTS**

**CITY HEALTH WORKS**

City Health Works, a start-up organization, strives to address the lack of scalable models that effectively tackle the growing burden of chronic diseases—including diabetes and heart disease—in low-income communities. The agency trains community health workers to provide home visiting and coaching to help sick individuals make lifestyle changes to improve their health. Beginning in July 2013, City Health Works began a yearlong pilot to improve the health of diabetic and pre-diabetic

adults living in East Harlem. Most notably, City Health Works secured a partnership with Mount Sinai Medical Center that enabled them to increase funding opportunities and complete training for more community health workers, while providing services for 100 diabetic and pre-diabetic patients. City Health Works is bringing an African model of health care to Harlem to change the way chronic diseases (diabetes, H.I.V./A.I.D.S., obesity) are managed in poverty-stricken communities.



**INSTITUTE FOR FAMILY HEALTH**

***A targeted and intensive intervention during childhood can prevent long-term poverty, unemployment, homelessness and chronic health problems.***

The Institute for Family Health (I.F.H.) provides primary medical and dental care, mental health care, behavioral health services and Single Stop services for uninsured New Yorkers through its Saturday free clinics. These free services help ensure timely medical care and preventive services for New York City’s most needy individuals and families. Services include basic vaccinations and screenings that are mandatory for some education and employment opportunities. Historically, the uninsured primarily included the working poor and immigrants. In 2014, the free clinics started serving a predominantly immigrant population, as a greater number of U.S.-born patients became eligible for health insurance through the expansion of Medicaid provided by the Affordable Care Act. A targeted and intensive intervention during childhood can prevent long-term poverty, unemployment, homelessness and chronic health problems.





## CHILD MIND INSTITUTE PROVIDES TEACHER TRAINING TO HELP ALL STUDENTS LEARN BETTER

Robin Hood is one of the few poverty-fighting organizations that fund school-based mental health programs. We do this because we see a critical relationship between mental health needs and academic performance. And we know that teachers, especially novice teachers, are often inadequately prepared to address the mental health needs of students. In these instances, instruction suffers, as a disruptive classroom is a poor learning environment for the student who is having issues, as well as the other students. It’s estimated that 10 percent of students are the most disruptive and therefore take up a disproportionate amount of educational professionals’ time, diverting them from their teaching and counseling activities. The Child Mind Institute (C.M.I.) program provides teachers and other school staff with the tools and strategies to effectively intervene to help students reach their potential.

C.M.I. was founded by Harold Koplewicz to offer two crucial services to schools. First, it trains teachers and coaches them to identify children’s needs and manage the class through its signature curriculum, Teacher-Child Interaction Training

(T.C.I.T.). This is a school-based version of the better-known Parent-Child Interaction Therapy (P.C.I.T.). Whereas P.C.I.T. seeks to improve a strained parent-child relationship and reduce problem behaviors in a child, T.C.I.T. uses the disciplinary techniques and findings of P.C.I.T. to help teachers manage difficult students and classrooms.

Second, in addition to the teacher training, C.M.I. places its own clinicians (including psychologists) in the schools at least one day a week to help identify and evaluate students who may have needs beyond those that can be addressed in the classroom. These clinicians will train “coaches” (members of the school community) to serve as on-site experts.

The program currently serves 150 teachers and coaches who work with more than 1,200 students. Although it’s too early for results in this new program, anticipated outcomes include 1) lower student attrition because the schools can better address the needs of the “problem” children who would otherwise have to leave and attend a lower-performing school; and 2) improved academic outcomes across the grade levels served.

## COMMUNITY PARTNERS

- Advocates for Children
- After Hours Project
- Astor Services for Children and Families
- Bellevue/NYU Program for Survivors of Torture
- BOOM!Health
- Brookdale Hospital: Live Light/Live Right
- Charles B. Wang Community Health Center
- Child Mind Institute
- Children’s Aid Society
- Children’s Health Fund
- City Health Works
- Community Health Action of Staten Island, Inc.
- Federation Employment and Guidance Service, Inc.
- Fund for the City of New York/A.I.R. NYC
- Institute for Family Health
- League Education and Treatment Center
- Montefiore Medical Center
- Morgan Stanley Children’s Hospital of New York Presbyterian/Columbia
- Mount Sinai Adolescent Health Center
- New York Presbyterian Fund, Inc. – Audubon Family Planning Practice
- New York University McSilver Institute for Poverty Policy and Research
- North Shore LIJ Lenox Hill Hospital’s Center for Attention and Learning
- Northside Center for Child Development
- NYU School of Medicine – Military Family Clinic
- Partnership with Children
- PROMISE PROJECT
- Ralph Lauren Center for Cancer Care and Prevention
- The Icahn School of Medicine at Mount Sinai Hepatitis C Program
- Turnaround for Children
- Volunteers of Legal Service

# ROBIN HOOD SHELTERS

INVESTMENT: \$11.1 MILLION

BENEFIT / COST RATIO: 8:1

*“Robin Hood is more focused than ever on helping our neighbors avoid eviction and homelessness...”*

*“As Robin Hood and the City of New York respond to record homelessness—a nightly N.Y.C. homelessness rate of 60,000 people, including 25,000 children—Robin Hood is more focused than ever on helping our neighbors avoid eviction and homelessness, and if homeless, find affordable permanent housing quickly.”*

Eric Weingartner  
Robin Hood managing director,  
Survival

## IMPACT

Robin Hood is the largest private funder of housing programs in New York City. In 2014, Robin Hood funded more than 30 programs that helped nearly 15,000 vulnerable New Yorkers avoid eviction, find emergency shelter or move into permanent housing.

## PROBLEM



Homelessness in New York City is at a record high; it has increased 50 percent in the last three years. In addition to the 3,300 adults sleeping on the streets or in the subways, more than 60,000 people sleep in city shelters every night, including more than 25,000 children. And the numbers keep growing: 45,000 households enter eviction proceedings each year. There are numerous causes of the crisis. First, there is a severe lack of affordable housing in New York City. Second, while many homeless people are able to and would like to work, they remain either unemployed or underemployed and therefore can’t afford housing. Lastly, many homeless people are unable to work, for a variety of factors, including young mothers in need of childcare, the disabled and others in need of long-term physical or psychological support. Without sufficient income, they have little chance of finding a place to call home.

## APPROACH

Robin Hood focuses strategically on providing the tools needed to advance self-sufficiency and financial independence. We strive to help people not only survive their housing crises, but move into stable, affordable housing. We concentrate our investments on eviction prevention, shelter and supportive services, and permanent housing and affordable housing.

### HERE’S HOW WE DO IT:



**WE WORK TO KEEP VULNERABLY HOUSED NEW YORKERS IN THEIR HOMES AND OFF THE STREETS.** In addition to linking supportive housing and health care, we plan to increase our efforts to reduce the exploding shelter population in New York City by expanding two concurrent strategies. First, we will partner with the city to double down on our eviction prevention strategy. Toward this goal, we are in talks with the city’s housing court to pilot building-wide and neighborhood-based plans. Second, we will pilot new ways for adults and families to exit shelter and move into permanent housing.



**WE FUND SOME OF THE LARGEST AND HIGHEST-QUALITY SUPPORTIVE HOUSING PROVIDERS, INCLUDING COMMON GROUND, THE CENTER FOR URBAN SERVICES AND COMMUNITY ACCESS.** These organizations have long held the belief that providing housing to chronically homeless individuals will improve their health through permanent housing alone. Recently, New York State adopted this concept and now allocates Medicaid funding to provide additional units of supportive permanent housing to homeless people with chronic illnesses. It will document the impact that supportive permanent housing has on the health of residents. The hypothesis is that supportive housing will lower health care costs for this population. In parallel, Robin Hood is working to demonstrate the impact of supportive housing on health outcomes through research, new case management protocols for existing housing grantees and several new projects with the state and city.



**ROBIN HOOD CREATED A HOUSING ADVISORY BOARD (H.A.B.) WITH A MISSION TO INCREASE THE QUANTITY AND QUALITY OF AFFORDABLE HOUSING FOR LOW-INCOME NEW YORKERS.** Together with the leaders of N.Y.C.’s real estate community, we are developing initiatives around three main goals:

- 1 Transform Nycha, N.Y.C.’s 178,000+ public housing system.
- 2 Create new models for shelter and permanent housing for homeless families.
- 3 Invest in small, distressed buildings in transitioning neighborhoods, a program that will be implemented by our partners: the **City of New York** and the **Community Preservation Corporation**.



## HIGHLIGHTS

COALITION FOR THE HOMELESS

**90%**

of people who enter Robin Hood-funded housing programs

**DON'T RETURN TO SHELTERS.**

The Coalition for the Homeless is the nation's oldest advocacy and direct service organization helping homeless men, women and children. It is dedicated to the principle that affordable housing, sufficient food and the chance to work for a living wage are fundamental rights in a civilized society. The Coalition's programs—shelter monitoring and grassroots organizing—include crisis intervention, emergency cash assistance and case-management services to prevent eviction of people at risk of homelessness. And it uses mobile vans to reach the homeless where they gather. Its effectiveness stems from its unique role as both an advocacy and a direct service organization to give voice and hope to the most marginalized New Yorkers.

HOME TO STAY – MANAGED BY THE CENTER FOR URBAN COMMUNITY SERVICES, JERICHO PROJECT AND WIN

**Nearly 400 families have moved into permanent housing as a result of H2S. The model is now being adopted by New York City to serve nearly 1,000 families each year in conjunction with the city's new rental subsidy.**

**One question that drove our efforts was, "How can we move families from homelessness faster and more permanently?"**

Created in 2010 by Robin Hood, in partnership with the New York City Department of Health and Services, the impetus behind the Home to Stay (H2S) initiative was this question: "How can we move families from homelessness faster and more permanently?" The H2S model moves families from shelters to permanent housing and transitions families away from supportive services to living independently. Results of a 2013 study showed that H2S clients left shelters faster than non-H2S clients in the control group, were more likely to exit shelters with housing subsidies, stayed out of shelters longer and spent fewer total days in shelters. Nearly 400 families have moved into permanent housing as a result of H2S. The model is now being adopted by New York City to serve nearly 1,000 families each year in conjunction with the city's new rental subsidy.





## SAMARITAN VILLAGE, INC.

**Samaritan Village, Inc.**, a 20-year pioneer in veteran-specific treatment, administers three residential treatment facilities exclusively for veterans struggling with chemical dependency, post-traumatic stress disorder and other life challenges. It also operates the Supportive Services for Veteran Families program that provides community-based housing assistance and support services for at-risk veterans and their families. These veterans are often among the one-third of veterans who are denied assistance by the Department of Veterans Affairs because they are slightly over income, have been discharged as “other than honorable” or have been part of the Reserves. In 1996, Samaritan Village opened a licensed residential treatment facility for veterans in Midtown Manhattan, and in 2011, it opened the nation’s first residential treatment facility exclusively for female veterans.

Robin Hood’s support makes it possible  
for Samaritan to work with

# 450

**HOMELESS AND UNEMPLOYED  
VETERANS AND THEIR FAMILIES**

to increase employment, income  
and benefits, and to help secure  
permanent housing.







## GUIDING PRINCIPLES FOR ROBIN HOOD’S VETERANS FUND

*Robin Hood’s Veteran’s Fund, launched in May 2011 and concluded in 2014, granted more than \$13 million to serve more than 8,000 veterans, connecting more than 3,000 to jobs, 700 to housing, 2,500 to benefits and it moved virtually every street homeless veteran in New York City to permanent housing.*

More than 250,000 veterans live in New York City, including a new generation of veterans who served in Iraq and Afghanistan. Veterans are twice as likely as their civilian peers to become homeless, with unemployment rates three times higher. Suicide rates, too, are alarmingly high; between 2005 and 2011, veterans took their own lives at more than double the rate of the civilian population with about 49,000 veterans committing suicide during that period. Although the city, state and federal government increased resources to connect veterans to homes and jobs in recent years, veterans are still struggling. Robin Hood funding helped fill the gaps using the following guiding principles.

### PUBLIC & PRIVATE INNOVATION

The majority of our investment has been made in partnership with all three branches of government, including the city and state of New York and on the federal level with the Veterans Administration. In particular, we relied on the city’s major funder of human services to be our partner. We believe this partnership was critical to our success in helping veterans in New York City who needed help.

### SERVE VETERANS UNIQUELY

Robin Hood relied on a number of New York City’s most established non-profit service providers such as Goddard Riverside Community Center, Madison Strategies, New York Legal Assistance Group and Single Stop to help veterans get the support they needed. Robin Hood also partnered with innovative national veterans service organizations including Vets Prevail and The Mission Continues to coordinate efforts and share best practices.

### THOUGHT LEADERSHIP

Our advisory board helped ensure that the private sector participated in our planning and shaped new models of programming. We were extremely fortunate to have the former Chairman of the Joint Chiefs of Staff Admiral Michael Mullen and businessman Steve Cohen take such an active role in guiding our efforts. In 2012, we held a national Veterans Summit to discuss national models of success for helping veterans.

## KEY VETERANS INITIATIVE SUCCESSES

**EDUCATION:** Our grant to Project for Return and Opportunity in Veterans’ Education (Prove) supports 525 veterans who are newly enrolled college students, assisting them as they transition from military service to student life within the C.U.N.Y. community college system.

**HOMELESSNESS:** Together with New York City’s Department of Homeless Services and the U.S. Department of Veterans Affairs, we secured housing for nearly 700 veterans. N.Y.C.’s veteran street homeless rate is now close to zero.

**JOBS AND ENTREPRENEURSHIP:** Robin Hood partnered with the city to reshape its Workforce1 Career Centers veterans’ strategy, employing more veterans as job counselors so that they could better relate to their clients and, as a result, help them to become more successful. As of 2014, these career centers have placed more than 2,500 veterans in full-time jobs.

**LEGAL:** More than 4,000 veterans have gained access to free legal services since 2011 thanks to a pilot initiative between Robin Hood and four of the city’s leading legal providers, including Legal Services N.Y.C., the New York City Bar Association, New York Legal Assistance Group and Urban Justice Center.

**MENTAL HEALTH:** Robin Hood co-founded the first-of-its-kind mental health clinic for families and spouses of veterans: the Steven and Alexandra Cohen Military Family Clinic at New York University Langone Medical Center. The Clinic served more than 300 families in its first year and nearly 500 families in 2014.

For the list of our Veterans Advisory Board, see page 5.

## COMMUNITY PARTNERS

- Aid for AIDS
- Association for Neighborhood and Housing Development
- Bowery Residents’ Committee, Inc.
- Bridge Fund of New York, Inc., The
- Center for New York City Neighborhoods
- Center for Urban Community Services, Inc.
- Coalition for the Homeless
- Columbia University Population Research Center
- Common Ground Communities Inc.
- Community Access, Inc.
- Goddard Riverside Community Center
- Harlem United: Community AIDS Center, Inc.
- HELP/PSI, Inc.
- Housing Works, Inc.
- Jericho Project Inc., The
- Mayor’s Fund to Advance New York City – Housing Help Program
- Providence House
- Services for the UnderServed
- Supportive Housing Network of New York
- Urban Pathways, Inc.
- Women in Need, Inc.

# ROBIN HOOD FEEDS

INVESTMENT: **\$6.4 MILLION**

BENEFIT / COST RATIO: **15:1**

**“New York City is one of the richest cities in the world, yet 1.4 million of our neighbors rely on emergency food every day.**

*Robin Hood not only invests in the largest and most effective food pantries and kitchens; we also support Single Stop services at these pantries and kitchens. This ensures that New Yorkers will have enough to eat, as well as access to public benefits and new life skills to break the cycle of poverty.”*

Steven Lee  
Robin Hood managing director,  
Income Security



## IMPACT

Our combined investments makes Robin Hood the largest private funder of food security programs in New York City. Last year, Robin Hood’s investment in nine food services, including soup kitchens and food pantries, totaling almost \$3.8 million, made it possible for poor families across the five boroughs to receive five million meals.

## PROBLEM

**1 IN 6  
NEW YORKERS**

**RELIES ON EMERGENCY FOOD EVERY DAY,  
AND 1 IN 5 NEW YORK CITY CHILDREN  
RELIES ON EMERGENCY FOOD EVERY DAY.**

In 2014, cuts to the food stamp program eliminated \$600 million from the total food budgets of low-income New Yorkers. Additionally, the after-effects of Hurricane Sandy still persist, and too many city residents live in “food desert” communities: low-income areas far away from supermarkets where they could access fresh foods and better prices.

## APPROACH

While emergency food may be the primary reason people visit soup kitchens and pantries, we know poor New Yorkers are not only food-deprived; they face other critical needs as well. We approach the fight against hunger in three different ways. First, we make grants to the Food Bank for New York City and City Harvest to distribute food to approximately 800 sites across the city. Second, we provide direct funds to nine soup kitchens and food pantries throughout the five boroughs so that they can provide food to individuals in need. And at most of these sites, we support Single Stop staff to connect low-income New Yorkers to a wide range of financial resources, including access to city, state and federal benefit programs for which the people who visit these food sites may be eligible.

## OUR MOST POWERFUL TOOLS INCLUDE:



**WE SUPPORT SMART, EFFICIENT PROGRAMS** that provide food to families in need and co-locate a range of social services at those sites. City Harvest is at the forefront of food distribution in New York City, projecting more than a 100 percent increase in the number of meals it provides by 2016 to 72 million, up from 32 million just four years ago. As we have done for more than two decades, we continue to invest heavily in the Food Bank of New York City, the largest distributor of food in the City and the conduit to public funding in New York City. We also continue to fund the largest, best-run food pantries and kitchens in the city, including Food Bank of New York’s Harlem site.



**WE FUND MUCH MORE THAN FOOD.** Poor New Yorkers are not only food deprived; they have many other needs that affect their lives. That’s why we fund groups that provide knowledge and skills—about healthy eating and nutrition, disease prevention and staying active—with each serving of food.



## WE ADDED SINGLE STOP, A ONE-STOP SHOP FOR SERVICES, TO THE EMERGENCY FOOD SITES WE FUND

to provide support that helps move families to self-sufficiency. For example, we know that access to food stamps helps to reduce and even stave off poverty. We also know that access to housing, legal counseling, benefits and assistance for filing taxes, among other services, helps to keep families together. Through Single Stop, we make these important links stronger by providing resources for staff, technical assistance and supervision.



## HIGHLIGHTS

### A NOTABLE SUCCESS FOR A FLAGSHIP PARTNERSHIP

In 2014, Robin Hood and N.Y.C.'s Human Resources Administration (H.R.A.) developed a pilot initiative to enroll 10,000 poor New York City senior citizens who were eligible for, but not receiving, food stamps. We did this by analyzing city data to identify and target individuals receiving Medicaid but not food stamps and by providing a call center for eligible seniors to apply easily for food stamps. In the first two weeks of the program, more than 400 seniors submitted food stamps applications. Preliminary results from the partnership are very promising.

AT THIS RATE, WE'LL EASILY SURPASS  
OUR TARGET OF ENROLLING  
**10,000**  
**ELIGIBLE SENIOR**  
**CITIZENS**  
IN THE FOOD STAMP PROGRAM.



### NEW YORK COMMON PANTRY

New York Common Pantry (N.Y.C.P.), a 35-year-old program in East Harlem, was one of the first emergency food organizations established in New York City. It works to reduce hunger and food insecurity through programs that help establish long-term independence for those it serves. Its holistic approach begins with the distribution of nutritious, fresh food pantry packages in Choice Pantry, as well as hearty, balanced breakfasts and dinners in the Hot Meals program. Single Stop funding ensures that the program is open 365 days and provides case management services that help visitors gain access to public benefits and entitlements. N.Y.C.P.'s Project Dignity connects homeless visitors to resources. N.Y.C.P.'s Live Healthy! Program teaches children and adults about the importance of a nutritious diet and active living, and it provides them with the skills necessary to make healthier choices for their families.

IN 2014, NEW YORK COMMON PANTRY PROVIDED  
**FOOD FOR 8,500**  
**HOUSEHOLDS,**  
AND INCREASED ACCESS TO RECIPES  
FOR FOOD, COOKING TIPS AND NUTRITION  
INFORMATION FOR SPECIFIC FOOD ITEMS  
DISTRIBUTED IN CHOICE PANTRY.



THE RIVER FUND NEW YORK, ROSE JACOB: 2014 ROBIN HOOD HERO

When you think of someone in need of help to feed their family, do you think of a person who worked for 32 years as an employee of the U.S. Postal Service, or any individual with a long tenure at a company? Most people don’t, but they are wrong.

Rose Jacob isn’t one of the lucky ones. She had a tough start in life. The daughter of a hardworking but abusive father who was permanently disabled on his job as a dockworker, her family struggled with hunger and the lost opportunities common to those living in poverty. As a way out, Rose left home at 17 to marry but ultimately found herself in a violent marriage with two daughters to protect and support. After one particularly violent episode, Rose left her husband, took her children from school and escaped. After a difficult time sleeping in the car, staying with friends and sleeping in hallways at times, friends provided cash so Rose could rent an apartment and buy food. But with only a G.E.D., little work experience and few marketable skills, she struggled to find work. Finally, with only \$5 in her pocket, luck found her. Rose had previously applied to work for the United States Postal Service and a letter appeared directing her to report to work the next day. So began her 32-year career as a letter carrier. Rose often worked overtime to

pay the bills. Due to significant medical issues, she was forced to retire three years ago.

After more than three decades working for the government, Rose has returned to a daily struggle. Her pension places her \$22 above the threshold for food stamps and Medicaid. Her rent absorbs one-half of her income. She has overwhelming medical bills, and she needs open-heart surgery in the near future. With assistance provided by The River Fund New York, a leading poverty frontline center in Queens, some measure of security has returned to her life. With food assistance from The River Fund New York, it’s possible for her to stretch her dollars to pay for medicine, doctor visit co-pays and transportation to medical appointments. Rose still has a long way to go, but she is getting the support she needs to get there. The River Fund New York is helping more than 14,000 families each year with weekly groceries, benefits access and enrollment, and support and education pathways from cradle to college.

COMMUNITY PARTNERS

- Benefit Data Trust
- City Harvest
- Food Bank for New York City
- Neighbors Together
- New York Common Pantry
- Part of The Solution
- Project Hospitality
- St. John’s Bread & Life Program
- The River Fund
- West Side Campaign Against Hunger

SURVIVAL COMMITTEE

(includes grants made in Feeds, Counsels, Heals, Shelters and Trains)

- Max Stone, Chair
- Peter F. Borish
- Geoffrey Canada
- Cecily Carson
- Glenn Dubin
- Jonathan Harris
- Peter Muller
- Alex Navab

ROBIN HOOD

# AMPLIFIES

INVESTMENT: \$1.3 MILLION

*“Management Assistance is a meaningful way for Robin Hood to combine the best of the private sector and business communities with the nonprofit sector.*

*We know our grantees do a yeoman’s job with scarce resources, and we amplify their efficiency with additional dollars and expertise to ensure they can help as many people as possible. To my knowledge, no other funder matches the quantity and quality of the management assistance we provide to our grantees—and that’s one of our key differentiators.”*

Amy Houston,  
Robin Hood managing director,  
Management Assistance and Human Capital



## IMPACT

In 2014 alone, we granted \$1.3 million and completed more than 100 projects, ranging from developing leaders to securing new revenue streams to facilitating nonprofit mergers for 80 grantee organizations. We also provided our grantees with pro-bono initiatives and game-changing services valued at more than \$5 million.

## PROBLEM

AS NONPROFIT BUDGETS ARE

**TIGHT,**

STAFFING LEVELS ARE

**LEAN.**

Besides providing extraordinary services to people in poverty, the leaders of our grantees must manage complex nonprofit organizations. As nonprofits, budgets are tight and staffing levels are lean. Additionally, each leader needs a committed board, a transparent accounting system and motivated staff. They have to manage logistics, overhead and office arrangements.

## APPROACH

Robin Hood and our corporate partners provide frontline resources and professional services to groups across Robin Hood’s portfolios. We deploy our internal consulting staff to lend expertise directly to a nonprofit. Other times, we recruit the best-in-class providers of professional services for our grant recipients to provide pro-bono initiatives and game-changing services. This may include helping a new agency recruit and hire staff to expand services, enlisting an accountant to streamline an organization’s financial reporting system or getting a consulting firm to design an effective website to take the message to new donors.

### HERE’S HOW WE DO IT:



**WE ASSESS** each organization to ensure it addresses and helps impoverished New Yorkers effectively and efficiently.



**WE LISTEN** to what our nonprofit partners need, evaluate their experiences and respond to new issues.



**WE AUGMENT** and protect donors’ investments in the areas of governance, strategy, human capital, marketing, fundraising, finance, law, technology and real estate.



## HIGHLIGHTS

### ELEVATING OUTCOMES THROUGH TECHNOLOGY

Robin Hood is committed to supporting our grantees as they adopt the latest in technology. In 2014, we invested \$500,000 in 40 small but powerful tech upgrades. These dollars mean that small-scale organizations can build more captivating websites, establish a stronger social media presence and, most important, use data to manage and analyze the information they need to do what they do best: fight poverty.

**Salesforce**, one of the most effective data-management applications, is proving to be a game-changer for many of our grantees. Salesforce is a cloud-based platform used by for-profit companies to track sales and capture and analyze data on client needs, the services they provide and real-time program impact. It is affordable, user-friendly and flexible enough to adapt to an organization's changing needs. In the past five years, Robin Hood has provided more than 30 tech grants and dedicated hundreds of hours of staff time to assist partners in building out Salesforce.

After receiving our grant to customize its software, Neighborhood Trust Financial Partners (N.T.F.P.) began using Salesforce as a platform to reach its clients more effectively. N.T.F.P. works with clients to build financial plans, adopt more productive financial behaviors and access a growing roster of products designed to encourage savings and reduce debt. Knowing that 75 percent of its clients have smartphones and 40 percent of those primarily use smartphones to access the Internet, N.T.F.P. implemented Salesforce to send text messages reminding clients of upcoming bills to pay, savings account deposits

to make and other important financial steps. Clients appreciated the reminders and engaged with the software. In response, N.T.F.P. is customizing automation into the program and developing a Web portal to provide clients with 24/7 access to their personal financial action plans.

**Neighborhood Trust Financial Partners** offers services at 40 locations across New York City, reaching an estimated 6,000 clients annually. Its Financial Empowerment Integration Model is now considered an industry best practice.

***“In a nutshell, we are very grateful for the board members that Robin Hood has introduced. The infusion of these intelligent, generous and, most of all, deeply committed board members has been a wonderful benefit to S.C.O. that will have a lasting impact for years to come.”***

Kelly Williams  
S.C.O. Family of Services, board chair



### STRENGTHENING ORGANIZATIONS THROUGH BOARD BUILDING

At Robin Hood, we thrive under the thoughtful and strategic leadership of our board of directors, and we strive to help our grantee partners develop informed, active and engaged boards to help guide the strategic direction of their organizations. Over the years, we have placed more than 500 board members, leveraging their time and talent for the benefit of more than 150 of Robin Hood's grantee partners.

Beyond the obvious need for financial capital, intellectual capital is also necessary to help nonprofits navigate the complexities of running organizations and consistently delivering high-quality programs. We know how a board of directors can play a key role in providing strategic oversight and guidance, ensuring that organizations are well-run and well-positioned to provide the highest-quality services. After all, without the right people at the table, the governance and fiduciary responsibilities of the board will not be fully addressed.

Robin Hood's board placement program helps meet this nonprofit need by introducing talented professionals with an interest in dedicating time and skills to the boards of Robin Hood grantees. It works like this: We work closely with our grantee partners to assess and prioritize their strategic board needs and develop initiatives to strengthen the performance of their boards through trainings and access to consulting support. Then we work with our candidates to find the ideal fit.

“Robin Hood's board placement program helped me to think through and understand what I was looking for in board service,” explains Abby Westbrook, board chair at Neighbors Together. “And they worked with me to match my skills and experience with the needs of their grantees.”

Our staff sponsors and runs governance training sessions throughout the year, educating grantee partner board members about the roles and responsibilities of board service and the basics of nonprofit finances. Our team works with some of our corporate partners—including Guggenheim Partners, Maverick Capital, BlueMountain Capital, Credit Suisse and J.P. Morgan—to deliver governance-related content to their employees and clients. And we offer a robust junior board placement program, connecting young professionals with opportunities to participate in fundraising and advocacy efforts with the poverty-fighting organizations we support.

Not surprisingly, board work has proven gratifying for the volunteers. “Over the last six years, serving on Neighborhood Trust's board of directors has been incredibly rewarding,” says Ben Appen, board chair at Neighborhood Trust Financial Partners. “I've been able to assist this group of super-dedicated, caring people in dramatically growing the scope and efficacy of our efforts to improve financial inclusion for poor New Yorkers. And, I feel like it's a more meaningful example for my kids when I'm engaged personally and directly like this.”

# ROBIN HOOD BUILDS

INVESTMENT:  
\$850,000,  
AND EXPERTISE

*“Our work aims to remove real estate as a barrier to expanding strong poverty-fighting programs.*

*In a real estate market as complex and costly as New York City, nonprofit organizations face a host of challenges in trying to repair, lease or build space—from building codes to unscrupulous landlords. Mostly, though, nonprofits can’t afford the space they need to serve their clients effectively, and the challenge is in finding ways to make 2 + 2 = 6. By engaging top-notch professionals for these projects and undertaking a thorough planning process, Robin Hood finds ways to make that math work.”*

Susan Sack  
Robin Hood managing director  
Real Estate

## IMPACT

In 2014, Robin Hood assisted 26 programs and invested more than \$850,000 to help grantees complete renovations and move into new spaces that better serve community residents. Since 2003, Robin Hood has invested more than \$50 million to help more than 100 programs take advantage of real-estate opportunities and solve real-estate challenges. In addition, Robin Hood built two state-of-the-art high schools that house students from three high-performing charter-school networks: Uncommon Charter High School and Achievement First Brooklyn High School in Bedford–Stuyvesant, Brooklyn; and K.I.P.P. N.Y.C. College Prep in the South Bronx.

## PROBLEM

MOST PROGRAMS

**LACK THE EXPERTISE**

NEEDED TO LEASE, BUY OR BUILD NEW SPACE.

Real estate all too often determines a program’s success. Real estate may be the largest asset and largest liability on the balance sheet. Get it wrong—sign a lease with rents that are too high, take on too much debt for renovations, fail to identify worn building systems or hire a substandard contractor—and the project and the entire organization may be doomed. Real estate is also a critical element for an organization’s expansion. Yet most programs lack the expertise needed to lease, buy or build new space.

## APPROACH

Robin Hood’s real-estate team works to provide advice, access to real-estate experts and, in certain cases, capital funds for our grantees so they can serve more New Yorkers in need. Robin Hood focuses on pre-development issues, ensuring completion of all due diligence and financial projections. This makes it possible for organizations to make critical decisions based on solid information. To facilitate this, we connect grantees with top industry experts: brokers, architects, project managers, lawyers and contractors. And we share what we’ve learned over the past decade with our grantees so they make the most of limited resources and avoid repeating mistakes.

### OUR MOST POWERFUL TOOLS INCLUDE:



#### FUNDING PRE-DEVELOPMENT COSTS

Pre-development is the key to success. Get the planning right and the actual construction will be relatively easy. We believe so strongly in the planning process that Robin Hood often funds the cost of this early-stage work.



#### ENGAGING AN ORGANIZATION’S BOARD

A real-estate project is usually an extraordinary event for an organization. It involves large sums of money and significant future commitments and can divert significant staff attention from the organization’s core mission. For all these reasons, we strongly suggest that members of an organization’s board take an active role in the project from its inception.



#### SHARING ROBIN HOOD’S CONTACTS

We are most fortunate to count many of the real estate industry’s leading experts as friends who are willing to offer their expertise, passion and commitment to help the organizations we fund.



## HIGHLIGHTS

### THE FORTUNE SOCIETY

***“This is what college must feel like.”***

—Client, upon walking into the renovated space

The Fortune Society offers job training, housing, education and other services to formerly incarcerated individuals. The Society’s heavily visited employment center looked shabby, and a major flooring problem forced it to close portions of the space for safety reasons. With Robin Hood’s advice and funding, including a capital grant of \$275,000 and technical assistance, The Fortune Society, was able to renovate key areas of its employment center in Long Island City. Fortune made strategic, economical renovations to greatly improve the function and the design of the employment center, making it a more welcoming and effective space for helping individuals searching for work. The project was completed in March.



### CENTER FOR EMPLOYMENT OPPORTUNITIES

***C.E.O. turned to Robin Hood for assistance when it learned its landlord would not renew the lease for its headquarters.***

The Center for Employment Opportunities (C.E.O.) helps formerly incarcerated individuals and parolees find work. C.E.O. turned to Robin Hood for assistance when it learned its landlord would not renew the lease for its headquarters. With our assistance and contacts, including a \$200,000 capital grant and technical assistance, C.E.O. was able to move into a new space in Lower Manhattan. The Center made the most of its limited budget and created a bright, warm and cohesive space for clients and staff: space that best reflects C.E.O.’s strong commitment to its work. The project was completed in May.



### GO PROJECT

GO Project, a program launched from the basement at Grace Church School, offers Saturday tutoring and mentoring, as well as an academic summer program for impoverished, low-performing children in elementary and middle schools in Lower Manhattan. When GO Project outgrew the basement, it secured additional space in Grace Church School’s new high

***GO Project smartly maximized its small renovation budget using light, color and graphics, making it a space that students will want to visit.***

school building. Robin Hood provided a \$100,000 capital grant and technical assistance to make it possible for the expansion. GO Project smartly maximized its small renovation budget using light, color and graphics, to create a space students want to visit. The project was completed in March.

## COMMUNITY PARTNERS

A.I.R. NYC  
Center for Employment Opportunities  
The Family Center  
Institute for Family Health





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1) Before the lights went down, donors mingled at the 2014 Big Benefit at the Jacob K. Javits Convention Center. 2) The Philanthropic Young Things (P.Y.T.), a new group of Robin Hood poverty fighters was launched in May at a lively event with The Knocks at the Dream Hotel in Midtown. 3) Our donors and their families, along with Robin Hood staffers, returned to Women in Need N.Y.C. to make elaborate gingerbread houses at this festive annual event. 4) 2014 Robin Hood Hero Jabali Sawicki, founding principal of Uncommon Schools Excellence Boys Charter School in Bed-Stuy and instructional designer of Zearn, offered wisdom at our Heros Breakfast. 5) The Piaget Hamptons Cup Polo Tournament, hosted by Diana and Joe DiMenna, raised more than \$550,000 for Robin Hood. 6) Our next generation of poverty fighters took to the streets again this summer to raise funds via our Lemonaid family program. 7) Bruno Mars headlined our 2014 Big Benefit and helped us raise \$60 million for the most effective nonprofits and programs in our city. 8) Jacob Weisberg, chairman and editor-in-chief of The Slate Group, ran the TCS NYC Marathon for Robin Hood and received big cheers as he hit mile 20. 9) Robin Hood founder Paul Tudor Jones II, board of directors vice chair John Griffin and board member Larry Robbins offer a Wrap Report at the 2014 Investors Conference, presented by J.P. Morgan and hosted by Hyatt. 10) Robin Hood Rocks brought The National to the historic McKittrick Hotel in Chelsea.



3



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## YEAR IN EVENTS



9



6



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## ROBIN HOOD'S RELENTLESS CAMPAIGN

against poverty in New York City relies on 100% private giving to support more than 200 of the most effective schools and poverty-fighting programs in poor neighborhoods across the five boroughs. Every gift makes a difference in the lives of our city's most vulnerable families.

# JOIN THE ROBIN HOOD COMMUNITY OF GIVING

## DOUBLE

your impact with an employer match for your charitable gift. Ask your human resources department if your company offers a match, and invite your spouse or partner to request a corporate match, too.

## CELEBRATE

friend and family milestones with a donation to Robin Hood in their honor.

## SEND

Robin Hood holiday cards—a festive way to spread holiday cheer, while also sharing awareness about our mission.

## RUN

with Robin Hood's marathon team and raise money and visibility for the fight against poverty.

## CONSIDER

Planned Giving to use your assets—beyond your annual income—for charitable giving. Joining our Archer Legacy program will help maximize your annual income tax deductions, benefit you and your loved ones, and serve as a lasting reminder to your children of the values that are most important to you: saving lives and changing fates for New York City's poorest children and adults.

## SPONSOR

remarkable Robin Hood events. When you position your company among the leaders of entertainment, finance and technology who support our work, you also help New York City's most vulnerable residents create futures of possibility. (Remember that Robin Hood is 100-percent charity.)

## DONATE

to Robin Hood online or mail your check in the enclosed response envelope, and explore other ways to give at

[robinhood.org/donate](http://robinhood.org/donate)

## GET INVOLVED

[robinhood.org/get-involved](http://robinhood.org/get-involved)

## JOIN

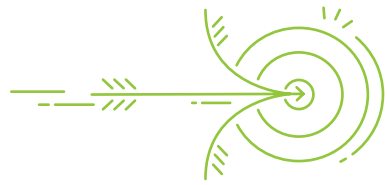
Robin Hood's *Philanthropic Young Things* (P.Y.T.), the next generation of poverty-fighting New Yorkers.

# FOR \$1 A DAY

(\$365 ANNUAL MEMBERSHIP), you'll become a member of the P.Y.T. and receive special invitations to Robin Hood events, volunteer opportunities, speaker series and other exclusive events.

[robinhood.org/PYT](http://robinhood.org/PYT)





# GIVE YOUR TIME AND EXPERTISE.

## BOARD SERVICE

Robin Hood finds, funds and partners with the most effective anti-poverty programs in the city. In addition to core grant-making, we provide management assistance to help groups build capacity. Our board placement program is a key element of this work, through which we connect talented individuals interested in dedicating time and skills to the boards of organizations funded by Robin Hood. We work closely with these groups to assess and prioritize their strategic needs, and we develop initiatives to strengthen the performance of their boards through trainings, events and access to consulting expertise. Board Service is both an honor and a responsibility. Typically, board candidates have 10+ years of work experience and are

able to commit some level of financial support, time and energy. Board members get involved in everything from strategic planning to fundraising, finances and public relations. They often serve multi-year terms, first gaining a deep understanding of the organization, then guiding its future trajectory. To date, we have successfully placed more than 500 board members at poverty-fighting nonprofits.

The return on your investment is the direct impact you will have on one of the city's most effective poverty-fighting groups, and the knowledge that your efforts helped to educate a child, place a family in secure housing or connect someone with gainful employment.

# TEACH YOUR CHILDREN

## TO MAKE A DIFFERENCE IN THE LIVES OF THOSE LESS FORTUNATE.

These Robin Hood programs make it easy to share the joys and responsibility of charitable giving with your entire family.

## LEMONAID

Invite your children of all ages to learn about poverty in New York City, then sell lemonade and donate the profits to Robin Hood. It is a strong introduction to the importance of caring for our neighbors, and it's easy to bring Lemonaid to your own community. Since 2004, families have raised more than \$1 million, one cup of lemonade at a time.



***"Lemonaid was really our first introduction to philanthropy and learning the importance of giving back. At the time we thought it was just fun...but through Robin Hood we have come to learn that it is really important."***

Noah Ruttenberg and Celina Dubin  
Lemonaid volunteers

## LEARN MORE

[BOARDPLACEMENT@ROBINHOOD.ORG](mailto:BOARDPLACEMENT@ROBINHOOD.ORG)



***"I really like being presented with the opportunity to help other people and make some kind of difference in New York with the help of Robin Hood."***

Jamie Pollak, Camp Robin Hood alum

## CAMP ROBIN HOOD

Designed for teens ages 14–18, Camp Robin Hood is an eye-opening, sobering and inspiring introduction to the realities of poverty in our city. The week-long experiential program combines real-world information and hands-on volunteering, with opportunities to hear the personal stories of people who have benefited from Robin Hood's grants. Teens are encouraged to discuss key issues with Robin Hood senior program staff and to spend part of each day volunteering at the most effective soup kitchens, job training facilities and homeless shelters.\*

\* Open to children of donors who give \$10K or more each year

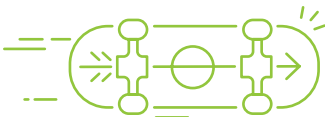




## ROBIN HOOD FELLOWS

After attending Camp Robin Hood, teens ages 16–18 may attend Robin Hood Fellows. Year One offers a week of activity focused on venture philanthropy and Robin Hood’s quest to find, fund and partner with the best poverty-fighting organizations in our City. Fellows get up close and personal with innovative Robin Hood partners who have tackled significant social problems. Site visits and interviews are framed around Robin Hood’s targeted initiatives and programs. Year Two offers a week’s activity highlighting Robin Hood’s rigorous system of metrics and third-party evaluation. Fellows meet with Robin Hood’s leaders, make site visits and examine prior funding decisions.\*

*\*Open to children of donors who give \$10K or more each year*



## TEEN COUNCIL

The Teen Council is available to any high school student with an open heart and a curious mind. It gives students an introduction to “poverty-fighting in action,” and members from schools all over the city and the tri-state area gather to learn about the challenges facing the 1.8 million individuals and families who live below the poverty level, as well as the ways Robin Hood strives to be a meaningful force for good in the community.



## SUMMER COLLEGE INTERNSHIPS

In 2014, Robin Hood launched its first five-week, college-level internship to engage students who are passionate about learning more about poverty and Robin Hood’s approach to finding solutions.\*

*\*To qualify, internship applicants must submit a cover letter and resume and must be currently enrolled in undergraduate studies.*

### INTERNS LEFT ROBIN HOOD WITH:

- + A ROBUST UNDERSTANDING ABOUT THE ISSUES OF URBAN POVERTY
- + AN INSIDE LOOK AT ROBIN HOOD’S RIGOROUS GRANT-MAKING PROCESS
- + THE ABILITY TO EVALUATE SOCIAL-SECTOR INVESTMENT OPPORTUNITIES

*“Participating in the Fellows Program granted me the opportunity to see Robin Hood’s hard work and dedication in action. And as a result, I realized the true heroes of New York are the people who commit their lives to helping our neighbors most in need.”*

Jane Iwanowski, former Fellow

*“Robin Hood has truly instilled what the true meaning of philanthropy is. Not only with money, but through understanding of people.”*

Ayhnisa Jackson, Teen Council member

## LEARN MORE ABOUT OUR FAMILY PHILANTHROPY PROGRAMS

Marianne Macrae, [macrae@robinhood.org](mailto:macrae@robinhood.org)  
[www.robinhood.org/family-programs](http://www.robinhood.org/family-programs)

*Please note: Space is limited for some programs.*

# FINANCIAL STATEMENTS OF REVENUES AND EXPENSES (UNAUDITED)

For the year ending December 31, 2014

REVENUES:	NON-BOARD CONTRIBUTIONS*	BOARD CONTRIBUTIONS	\$ MILLIONS TOTAL
CONTRIBUTIONS	96.6	78.5	175.1
NET GAINS ON BOARD-DONATED INVESTMENTS		8.4	8.4
INTEREST AND OTHER INCOME		0.2	0.2
TOTAL REVENUES	96.6	87.1	183.7
EXPENSES:	GRANTS PAID WITH NON-BOARD CONTRIBUTIONS*	COSTS COVERED BY BOARD MEMBERS**	TOTAL
PROGRAM:			
GRANTS AND INITIATIVE	76.7	56.1	132.8
EVALUATIONS AND CONSULTING SERVICES FOR GRANTEES		0.1	0.1
PROGRAM SALARIES AND OVERHEAD		7.7	7.7
SUBTOTAL – PROGRAM	76.7	63.9	140.6
FUNDRAISING AND PUBLIC INFORMATION:			
COMMUNICATIONS AND EVENTS PRODUCTION	-	9.1	9.1
DEVELOPMENT SALARIES AND OVERHEAD	-	9.6	9.6
SUBTOTAL – FUNDRAISING AND PUBLIC INFORMATION	0.0	18.7	18.7
ADMINISTRATION SALARIES AND OVERHEAD		4.0	4.0
TOTAL EXPENSES	76.7	86.6	163.3
CHANGE IN NET ASSETS	19.9	0.5	20.4
TOTAL NET ASSETS, BEGINNING OF YEAR			369.6
TOTAL NET ASSETS, END OF YEAR			390.0
TOTAL NET ASSETS			390.0
LESS: BOARD DESIGNATED FOR 2015			(292.5)
LESS: BOARD AND DONOR RESTRICTED BY TIME AND PURPOSE			(44.3)
LESS: ILLIQUID, RESTRICTED ASSETS			(4.1)
RESIDUAL SPENDABLE NET ASSETS AT 12/31/14***			49.1

\*100% of unrestricted Non-Board contributions pay for grants and initiatives within one year. 2013 unrestricted contributions were used to pay for core grants in 2014.

\*\*100% of all overhead costs are covered by Board donations unless specifically funded by restricted donations.

\*\*\*Spendable net assets are net assets that remain after subtracting all liabilities, commitments and illiquid assets. This is Robin Hood’s reserve fund. Because all non-board donations are designated solely and directly for program grants, this reserve fund is comprised exclusively of board-donated dollars.

# THANK YOU FOR BEING ROBIN HOOD.

Without you, the life-transforming and life-saving work of our grantees would not be possible. Robin Hood’s critical campaign against poverty in New York City fully relies on private giving to support more than 200 of the most effective programs and schools in poor neighborhoods across our five boroughs. It is your philanthropy and your passion that enables Robin Hood to change the lives of our most vulnerable New Yorkers.

\$75

CAN FEED A FAMILY  
OF THREE FOR A WEEK.

\$1,000

PROVIDES ONE NIGHT OF  
SAFE SHELTER FOR 10 FAMILIES.

\$6,000

TRAINS AND PLACES A NEW YORKER  
IN A COMMERCIAL DRIVING JOB.

\$50,000

PROVIDES 200 FAMILIES WITH THE FINANCIAL  
COUNSELING THEY NEED TO REDUCE DEBT,  
IMPROVE CREDIT AND AVOID BANKRUPTCY.

\$250,000

HELPS 3,000 LOW-INCOME WOMEN SECURE  
NEARLY \$6 MILLION IN MICROLOANS TO  
HELP THEM LAUNCH OR EXPAND  
THEIR OWN BUSINESSES.

\$1,000,000

SENDS 100 STUDENTS TO A  
HIGH-PERFORMING CHARTER  
SCHOOL FOR FOUR YEARS.



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Robin Hood is New York's largest poverty-fighting organization and, since 1988, has focused on finding, funding and creating programs and schools that generate meaningful and measurable results for families in New York's poorest neighborhoods. Since its founding, Robin Hood has raised more than \$2 billion in dollars, goods and services to provide hundreds of the most effective soup kitchens, homeless shelters, schools, job-training programs and other vital services that give New York's neediest citizens the tools they need to build better lives. Robin Hood's board of directors pays all administrative, fundraising and evaluation costs, so 100% of your donation goes directly to organizations helping New Yorkers in need.

## TO LEARN MORE ABOUT OUR WORK, VISIT [ROBINHOOD.ORG](http://ROBINHOOD.ORG).

If you have questions, please email [info@robinhood.org](mailto:info@robinhood.org).



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