

# OPERATION NEW HOPE

*Rebuilding Lives.  
Restoring Communities.  
Renewing Hope.*

*Celebrating 20 Years*

ANNUAL REPORT  
2019



Legacy of  
**HOPE**

Lee Livingston

Chef/Entrepreneur  
&  
2007 Ready4Work  
Graduate

# Our Mission

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Operation New Hope provides support, life and job skills training for people with a history of involvement with the criminal justice system, and places them in employment that offers a sustainable quality of life.

Implementing a four-pronged approach (case management, supportive services, job training, and job placement assistance) Ready4Work ensures each client receives custom holistic care. Additionally, strategic partnerships with faith-based organizations, local businesses, community partners, and the judicial system motivate and move individuals to become productive, responsible citizens within the community.

Operation New Hope works to build a stronger community by creating opportunities to realize second chances and reduce recidivism.

***Ready4Work® is a nationally-acclaimed, market proven approach to prisoner reentry in the State of Florida .***

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## [READY4WORK]

### PROGRAM LOCATIONS



# OPERATION NEW HOPE

## Unlocking Opportunities

for Returning Citizens Committed to Change



# History

Operation New Hope was founded to address the problems facing Jacksonville's Historic Springfield community - poverty, crime, homelessness, disrepair, and drug addiction. By initially employing neighborhood residents as craftsmen and laborers to build and restore more than 80 homes throughout the Springfield and Eastside neighborhoods, the organization successfully brought together a community once lost to blight, poverty, and outright neglect.

The organization's success caught the attention of the most powerful office in the world and in 2003, President George W. Bush selected Operation New Hope as the pilot site for the Ready4Work program. It has been recognized as one of the most experienced reentry service providers ever since. Our work has been praised by the last four White House Administrations, as well as, current and former City of Jacksonville leaders - Mayors Lenny Curry, Alvin Brown, John Peyton & John Delaney and Sheriffs Nat Glover & Mike Williams. On a recent visit, HUD Secretary Ben Carson, said about Ready4Work, "I don't think there is any better (program) than this."

Ready4Work saves taxpayers millions of critical dollars a year that can be reinvested back into communities to help address the root causes of incarceration, like poverty, lack of quality affordable housing, limited education, mental illness, and substance abuse. The success of the program is evident in the transformation stories of its clients, enhanced hiring practices for the employment partners, healthier communities and families, and better public safety through reduced recidivism. Operation New Hope has truly transformed Jacksonville into the City of Second Chances.

Now in its 21st year, Operation New Hope is poised to expand services, planning additional locations, exploring social enterprises, and incorporating restorative justice. It is with great hope that we will continue growing, bringing the Ready4Work program to cities all over Florida and beyond, leading to many Cities of Second Chances!



**1999**

**2003**

George Bush selects Operation New Hope as pilot site for Ready4Work reentry program



**2007**

Compassion in Action Roundtable on Prisoner Reentry White House Office of Faith-Based and Community Initiatives



**2001**

Homes, neighborhood and lives are restored



**2005**

Bill Clinton applauds Operation New Hope

Florida Legislature doubles funding for the Ready4Work program

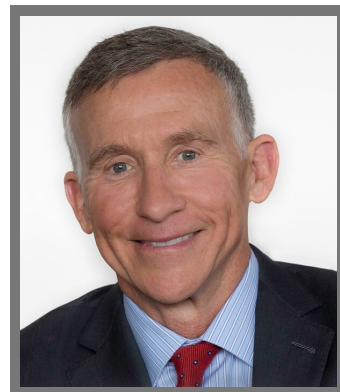


**2008**

Barack Obama recognizes Operation New Hope



# Letter from Kevin Gay, Founder/CEO



Dear Friends of Operation New Hope-

I am very excited to report that 2018 was a great year at ONH and we continue to see progress around criminal justice reform. I can honestly say, that five years ago I would have never predicted that our work in reentry would become one of the most galvanizing bi-partisan issues in our country. This is the result of a lot of incredible work taking place on many fronts.

Recently, I was asked the question "What does it take for reentry to work in a community?" and I responded by saying it truly takes a village. While I would lift up our work as some of the very best in the country, our work goes beyond just delivering services. We also help harness and engage the great assets a community has to offer, in order to address the critical issues our clients face. In our city, which I like to call The City of Second Chances, we are blessed to have a true convergence of powerful allies helping set the stage for reentry to work. Our criminal justice partners (State Attorney, Public Defender & Judiciary) are continuing to look for ways to rehabilitate versus incarcerate. Our employment partners, led by the dynamic JaxChamber, have made hiring people with criminal records a priority. Our local and state elected officials have continued to champion our efforts for both funding and reform. Our community partners align their great assets with us to insure that consistent services are delivered. Our local media has worked to "humanize" the issues faced by returning citizens. This collective and comprehensive effort is crucial and has helped lay the groundwork for the development of critical empathy that truly must rise up in order for second chances to become realized. And last, but certainly not least, our philanthropic community is one of the best in the country. As we continue to show both a powerful ROI and a SROI (Social Return on Investment), our donors continue to support the expansion of our work which has now touched over 7,000 citizens, their families, and the communities to which they return.

This year marks our 20th Anniversary and I couldn't be more proud of the body of work we have built together. We see great opportunities on the horizon. We see more and more companies coming to us to solve their hiring challenges as we sit on an untapped pool of great candidates for employment. We look to deploy more technology to stay connected and improve our outcomes. And finally, with the great momentum currently in place, we see that closing prisons is a reality and will allow us to reinvest critical dollars in much needed areas both locally and around the state.

I extend my heartfelt thanks to those who have supported us over these 20 years. Your support has enabled our work locally and has helped to launch a national movement. However, today your support is more critical than ever. There are several ways you can help - become a Beacon of Hope by making a monthly sustaining donation, join us on social media, sign up for our newsletter, volunteer as a Life Coach, hire a returning citizen and show you are proud of living in The City of Second Chances. Together we can show that #SecondChancesM

**2014**

Abe Brown Ministries became the 1st Ready4Work replicated site in Tampa, Florida

**2016**

Bethel Empowerment became the 2nd Ready4Work replicated site in Tallahassee, Florida

**[READY4WORK]**

**2018**

Implemented Diversion Program with 4th Circuit State Attorney's Office



**2010**

Ready4Work graduates help with Deepwater Horizon oil spill cleanup

**2014**

Started Breaking the Cycle Program to provide family reunification services to break the cycle of generational incarceration.

**[BREAKING THE CYCLE]**

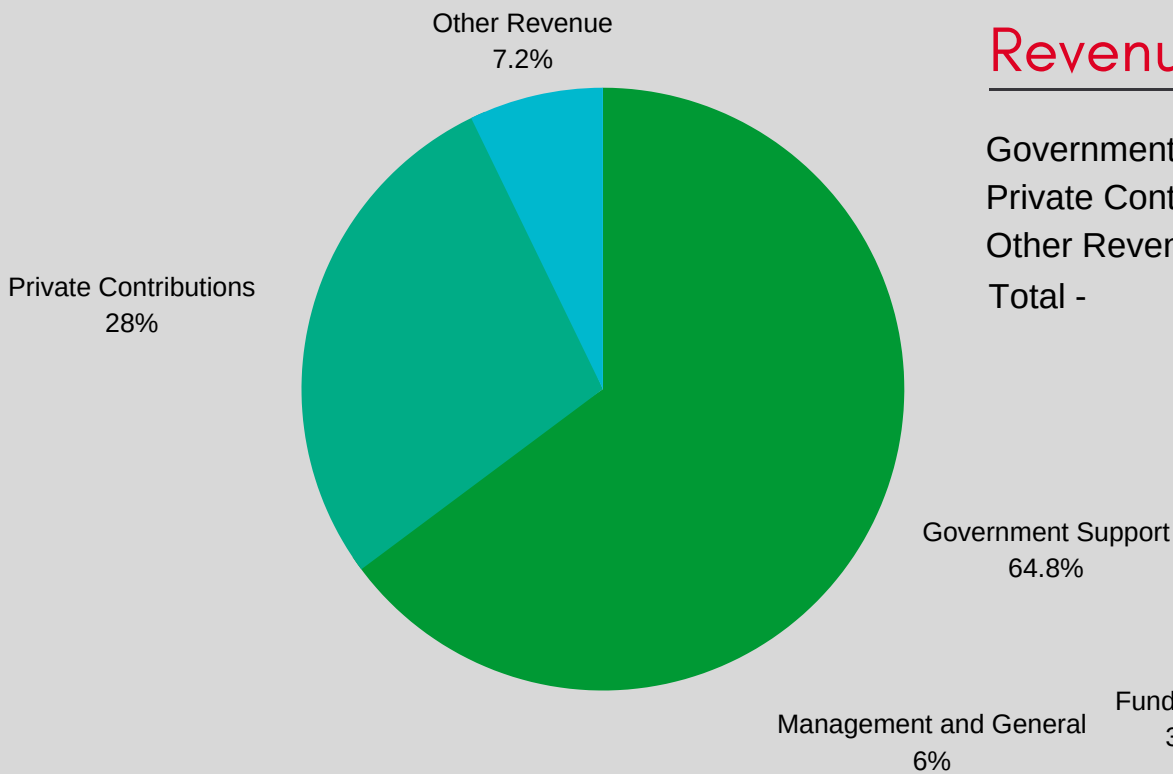


**2017**

Dozier Apartments open in Historic Springfield to provide housing to moderate, low-income, and very-low-income families.



# Financials • Fiscal Year Ended December 31, 2018

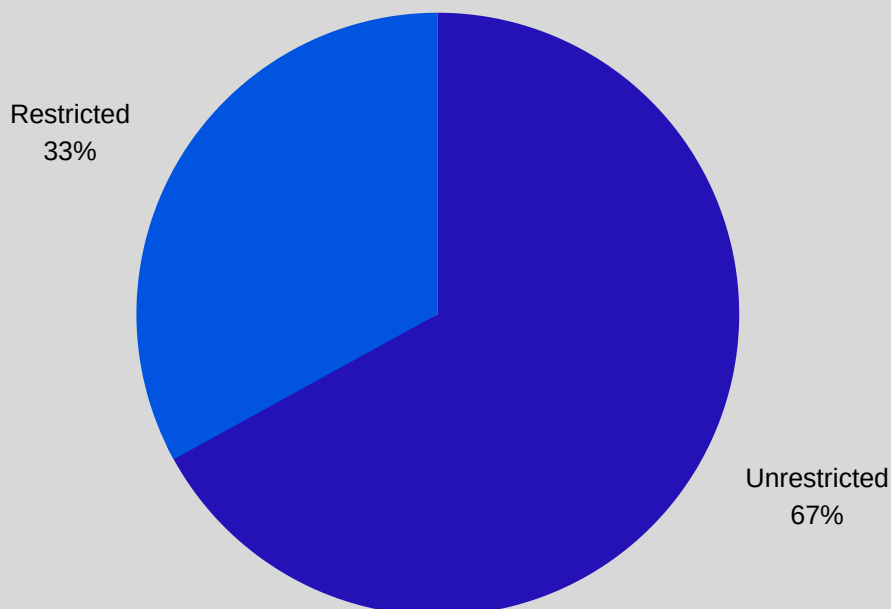
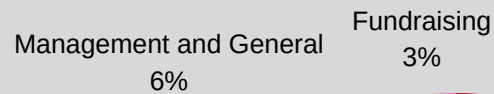


## Revenue

Government Support -	\$2,368,392
Private Contributions -	\$1,022,011
Other Revenue -	\$264,044
Total -	\$3,654,447

## Expense

Program Services -	\$3,561,647
Management and General -	\$221,094
Fundraising -	\$119,031
Total -	\$3,901,772



## Net Assets

Unrestricted -	\$2,030,517
Restricted -	\$1,004,341
Total	\$3,034,858

# 2018 • By the Numbers

Duval County residents are the

**2<sup>nd</sup>**



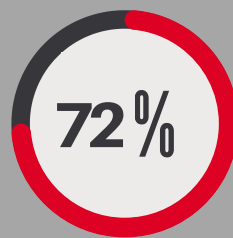
highest % of Florida DOC inmates

**350** POST-RELEASE  
CLIENTS ENROLLED IN  
**[READY4WORK]**

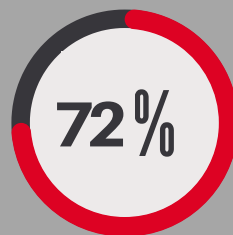
**1,900**  
RETURNING  
CITIZENS

approximate number of inmates released  
annually into North Florida from Florida DOC

PRE-RELEASE  
**372**  
INMATES SERVED



ENROLLED CLIENTS  
**GRADUATED**



GRADUATES  
**EMPLOYED**



**10.81**  
AVERAGE HOURLY RATE  
OF EMPLOYED  
READY4WORK GRADUATES



Unemployment  
Rate

in 2008\*

**27%**

RETURNING CITIZENS

vs

**6%**

OTHER CITIZENS

\* [www.prisontpolicy.org/reports/outofwork.html#methodology](http://www.prisontpolicy.org/reports/outofwork.html#methodology)

**\$507,529**

total paid in supportive services to clients



**\$242,370**  
paid for transitional housing



**\$113,925**  
paid for vocational training



**\$15,140**  
paid for clothing & attire



**\$32,748**  
paid for bus tickets

# Operations

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## Case Management

Case managers work 1:1 with clients to create an individualized plan of care which assists with overcoming common barriers upon re-entrance into the community. We provide support with:

- Transitional housing assistance for up to 3 months;
- Free bus passes for 3 months;
- Access to wellness / health care;
- Professional attire given for interviews;
- Assistance obtaining vital documents (birth certificate/drivers license);
- Help coordinating reinstatement of a suspended license in certain situations.

The case manager stays connected to the client for a full year acting as the central point of contact to assure the client stays on track and to provide support when needed.

## Supportive Services

**MENTAL HEALTH** - Clients are administered a Bio-Psycho-Social Assessment upon enrollment by a Licensed Mental Health Counselor. A comprehensive history is collected from each client regarding their prior medical, mental health, and substance use, and areas of potential need for treatment are identified. Medication management, if indicated, is referred to a partner agency and monitored. The client's mental health status and progress are shared in multi-disciplinary meetings and individual counseling, as well as group sessions, are offered for the client and immediate family for up to one year. Both substance use counseling and HIV training are provided.

**LIFE COACH** - Mentoring is an integral part of a returning citizen's successful integration back into the community and the workforce. Clients without a dedicated support system in place are matched with a Life Coach to mentor, guide, and help motivate them through the transition of reentering their family, community, and workforce. The Life Coach is trained to provide support and accountability for up to one year and beyond.

**BREAKING THE CYCLE** - Children of formerly incarcerated parents are 7 times more likely to become offenders themselves. The Breaking the Cycle program provides family reunification services to break the cycle of generational incarceration. Clients with children ages 0-18 who elect to participate are partnered with a Breaking the Cycle coordinator who will create an individualized Family Support Plan to assist with:

- Recovering, establishing, and maintaining a relationship with the co-parent whether in the home or not;
- Reconnecting with their child after being gone;
- Parenting children with emotional or educational challenges.

The BTC team coordinates parenting workshops and family events.

## Employment Services

All clients attend a comprehensive 4-week program featuring life skills, employment skills, and resume writing, Monday-Friday.

We also provide vocational training options including:

- Warehouse/Forklift Certification
- Customer Service Certification
- Call Center Certification
- Microsoft Office
- Construction Apprenticeship Program
- Electrical Training Alliance of Jacksonville Apprenticeship



Job Coaches work 1:1 with clients to create an Individualized Career Path Plan, which takes into account education level, past work experience, physical abilities, and long-term career goals. The Job Coach then matches clients to available job openings, takes the client to the first interview, and remains engaged with the client and employer for the first 2 months, assuring that the match is a good fit for both parties.

Our Business Development Specialist connects with community employers to educate them regarding the benefits of hiring this untapped pool of great candidates for employment.

## Financial Support

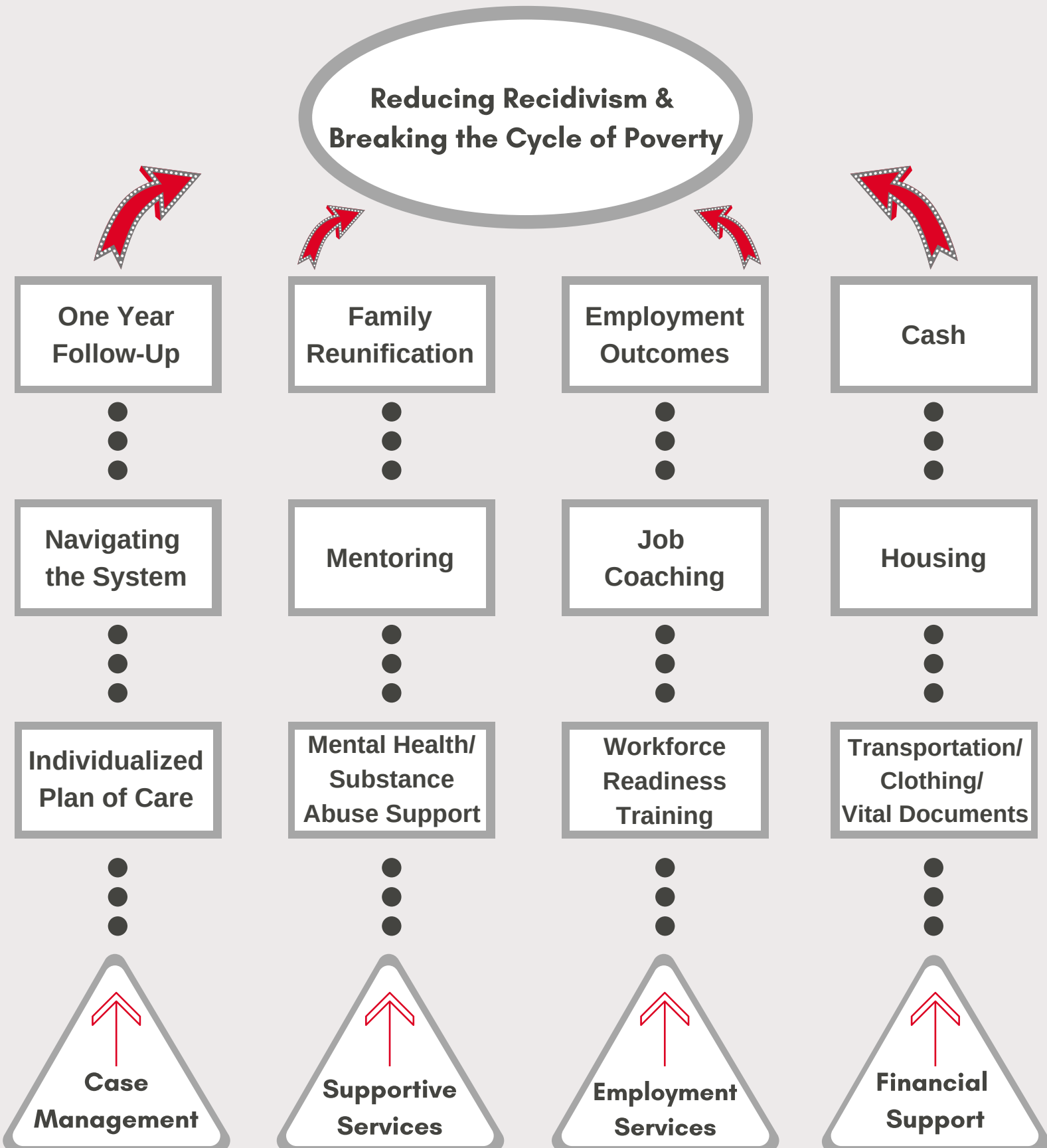
There is immense financial pressure for the formerly incarcerated when reentering the community. To help address this, our clients can earn up to \$5,000 in incentives while in the program. In addition to transitional housing, transportation, and vital documents, clients can also:

- Earn a \$50 stipend per week of active enrollment;
- Earn up to \$150 for work equipment and supplies;
- Earn up to \$100 for vital documents;
- Excel in class and become Student of the Week and earn an extra \$25;
- Graduate from Career Development and earn another \$75.

***"I'VE LOOKED AT A LOT OF PROGRAMS ACROSS THE COUNTRY, I DON'T THINK THERE IS ANY BETTER THAN THIS (READY4WORK)"***

- Ben Carson, U.S. Secretary of Housing and Urban Development, March 2018





# Legacy of **HOPE**

Local entrepreneur  
shares his story of how  
Operation New Hope  
helped guide him  
towards success



*Lee Livingston*

One of the early graduates of Operation New Hope's Ready4Work program, Lee Livingston completed the program in 2007. As a young man, Lee experienced many interventional programs designed to help troubled youth, but remembers that "Operation New Hope was the only one that made the difference."

After receiving the job and life skills training and career placement opportunities offered by Operation New Hope, Lee said he was able to get his "life back on track" so that he could cultivate a path towards success. Ready4Work taught him valuable skills such as resume writing, how to research an employer, and the importance of confidence and truthfulness with employers.

In the years following his graduation from Ready4Work, Lee went on to become a Sales Specialist at Duval Ford and Web Consultant for Web.com. In those roles, he learned valuable skills involving customer service and web design.

An entrepreneur at heart, Lee launched his own business, 3 G's Grill & Soul Food Catering, in 2018. He knows the importance of continuing education and building connections and recently completed the Jax Bridges program offered by the Chamber. He says business is growing and he is "experiencing the joys and pains of owning your own business. But I'm still setting goals."

His current clients include Amazon, Centurion, Baptist Health, and various local churches and community groups.

Wanting to give back to the organization that he made the difference in his life, Lee recently volunteered to become a Life Coach at Operation New Hope. "Now that I'm in a place in my life where I'm accepting more responsibility, I was drawn to volunteering. I got chill bumps remembering the power of Operation New Hope. I want to be part of the legacy. My job is to help somebody because I was helped."



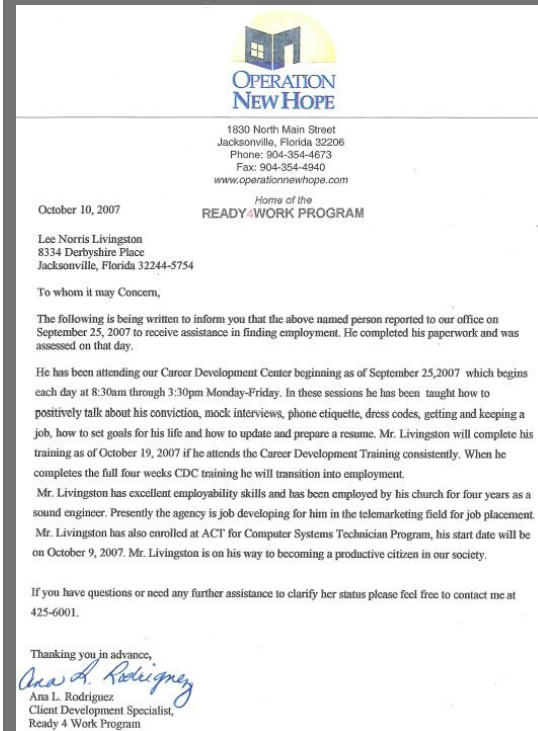
January 2019 Life Coach Training - Lee Livingston on back row.



**Operation New Hope  
was the only one that  
made the difference."**



Lee hard at work in the kitchen.



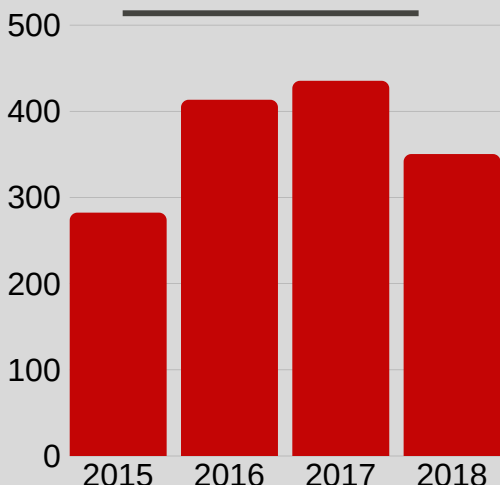
Lee's certificate of completion from Ready4Work program in October 2007.



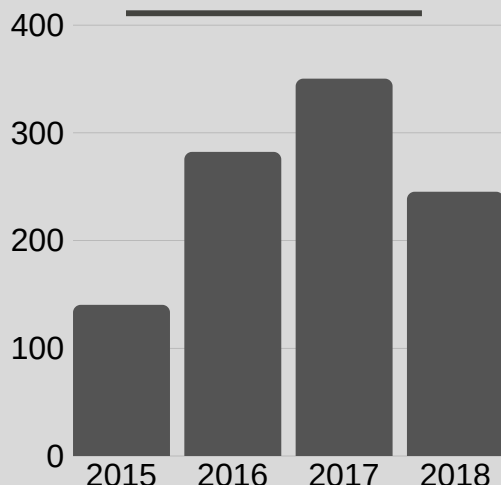
To have Lee Livingston cater your next event, contact him at 904.888.2516 or visit [www.the3ggrill.com](http://www.the3ggrill.com)

# [READY4WORK] Statistics (post-release only)

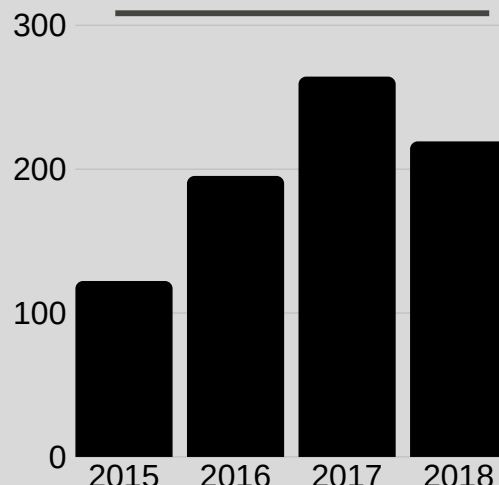
## Enrollment



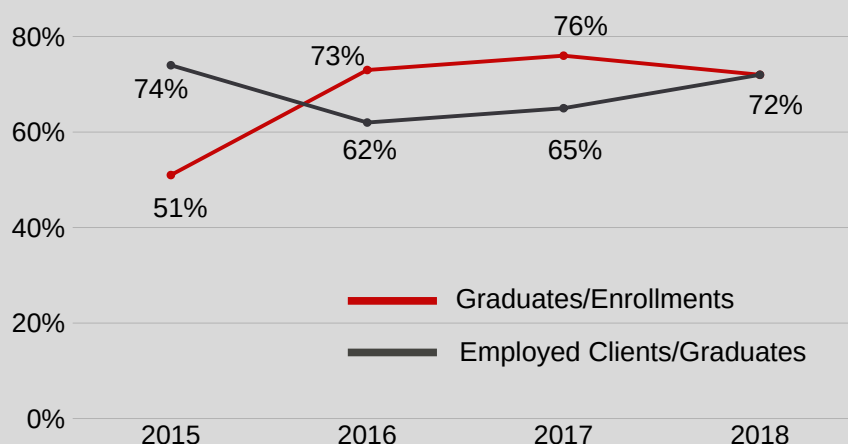
## Graduates



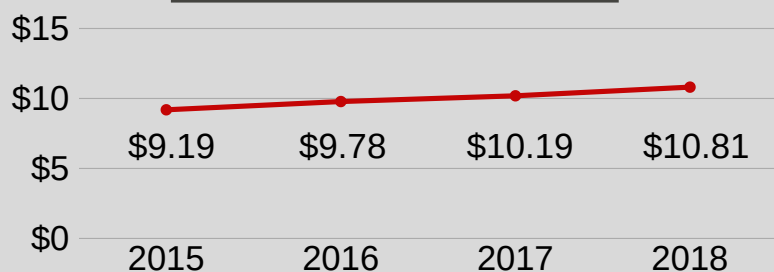
## Job Placement



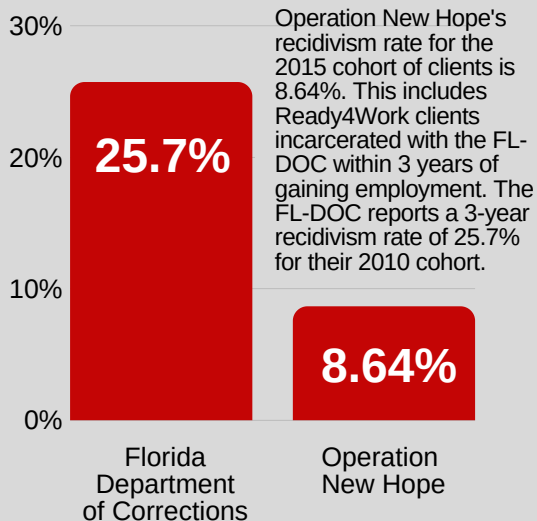
## Graduation and Employment Percentage by Cohort



## Average Wage of Employed Clients



## Recidivism Rates





- **REENTRY**

A broad term used to refer to issues related to the transition of returning citizens from prison to the community.

*"Ready4Work has been designed to prepare you for reentry to the profession."*

- **RECIDIVISM**

The tendency of a formerly incarcerated person to reoffend. Within three years of release, about two-thirds (67.8 percent) of released prisoners are rearrested. Within five years of release, about three-quarters (76.6 percent) of released prisoners are rearrested.

*"The success of the Ready4Work program improves public safety and reduces local, state, and federal budgets for incarceration services as evidenced by its recidivism rate of only 9%, less than half of the State of Florida rate."*

- **BREAKING THE CYCLE**

A child's parents have the greatest influence on his/her economic well-being and children of formerly incarcerated parents are 7 times more likely to become offenders themselves.

*"Our Breaking the Cycle program provides family reunification services to break the cycle of generational incarceration."*

- **RETURNING CITIZEN v. FELON v. EX-OFFENDER**

Changing our language is a small step we can take that can help us to think and act in new, redemptive ways. For people leaving prison and integrating back into society, the language used to describe them can perpetuate harmful stigmas and make their transition even more difficult.

*"Operation New Hope has provided services to over 7,000 returning citizens during the past 20 years."*

- **LIFE COACH**

An additional life-line for returning citizens, a life coach serves as a confidant, counselor, and champion. A life coach helps build confidence and instill personal accountability and responsibility in returning citizens, as well as helps to establish boundaries for those seeking assistance.

*"I have the honor to volunteer as a Life Coach at Operation New Hope because I believe in restoring human dignity and worth to our world. All people are created in the image of God and all life is valuable- it is a gift that should be celebrated. My hope is for more individuals to come alongside those who are vulnerable to share in this gift of life together, building strong bonds and even stronger communities." - Ashlea Rieser, Volunteer Life Coach*

# 2018 • Major Contributors

*We extend a special thank you to our Funders, Donors & Corporate Partners!*



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FOR NORTHEAST FLORIDA



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*We are also very thankful for the service of our Board of Directors!*

- |                                     |                  |                    |
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| • Timothy Corrigan                  | • Josh Martino   |                    |

# City of Second Chances



There is an old folk story titled "Going Home" that I would like to leave you with. The story was originally published by Pete Hamill in the *New York Post*. It's a story about a man named Vingo who was traveling south to Jacksonville on a Greyhound bus after leaving prison. Seeing anxiety in Vingo's face, a fellow passenger asked what was weighing on him. Vingo told this fellow traveler that his heart was full of worry. He said he was unsure if he would be welcomed back by his wife after spending the last three years incarcerated. He hadn't heard from her in all that time and he was not sure she wanted him home. He went on to explain that before being released, he wrote to his wife asking for a sign. He told her that if she wanted him home, she should tie a yellow handkerchief on the big oak tree in Brunswick, the last town before Jacksonville. He was anxious about what he would find on that old tree, dreading that she would not want him back.

Touched by Vingo's story, the fellow passenger told others about his journey. As the bus approached Brunswick, everyone onboard crowded by the windows in anticipation while Vingo sat with his head bowed, unable to look. Cries of joy erupted and when he finally opened his eyes, what greeted Vingo was not a single yellow handkerchief, but instead hundreds of yellow ribbons tied to the tree "as a banner of welcome blowing and billowing in the wind."

What I find myself asking is "How can we charge up our communities to be like the fellow travelers on the bus who showed empathy when they came face to face with Vingo returning from prison? How can we shift our thinking from a position of judgement to an offer of redemption?" If we can become inspired to open our hearts and show the formerly incarcerated that we truly welcome them home, then I believe we can transform our communities with empathy.

That brings me to my vision for this great City of Jacksonville. I love that my hometown lives within our stories as a city with a heart big enough to believe in redemption. And I know this to be true. For the last 20 years, I have had the opportunity to work with men and women returning home after incarceration. At Operation New Hope, we have been working to build a stronger community by creating opportunities to realize second chances, through job training and employment partnerships. Our Ready4Work® program has helped clients reunite with their family, get a job and become taxpayers, ultimately reducing recidivism by half. That all leads to better and safer neighborhoods, which in turn makes Jacksonville a better place to live.

Join me in becoming The City of Second Chances. Stand with us at Operation New Hope and tie a yellow ribbon to your trees, your business, your church, your school - pin one to your shirt. Show you believe that Second Chances Matter®. Be like Vingo's fellow travelers and open your heart to empathy. Welcome home our neighbors and be proud of living in The City of Second Chances.

*- Kevin Gay*

Founder/CEO of Operation New Hope



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