



OUR **VISION** FOR  
**HOPE**

**20|20**

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**OPERATION**  
**NEW|HOPE**  
**ANNUAL REPORT**

# OUR VISION FOR HOPE

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## A MESSAGE FROM FOUNDER/CEO KEVIN GAY

When we began working in the community 20 years ago to address the issues of poverty, crime, homelessness, and drug addiction, we never could have imagined that our organization would evolve into the national reentry model it is today, expanding services to meet the needs of the ever-growing number of returning citizens. We could have never imagined that in our 20th year that we would host the daughter and granddaughter of Nelson Mandela and Vice President Mike Pence, Ivanka Trump, and Governor Ron DeSantis in back to back weeks. And we could have never imagined a world racked by pandemic and a nation battling the persistence of systemic racism, both challenging us to continue meeting the needs of clients, staff, and communities we serve.



*Kevin Gay is the Founder and CEO of Operation New Hope, home of Ready4Release and Ready4Work reentry programs. He has worked to revitalize neighborhoods while assisting individuals to find a way out of the cycle of addiction, poverty and incarceration for more than 20 years.*

As I reflect on the past 20 years and contemplate the next 20 years here in the year 2020, I continue to have a clear **Vision for Hope**. At Operation New Hope, we believe that people have the power to transform their lives. By building a strong community framework of support, we can help support that journey by building a safety net of support services which leads to healthier communities and lower recidivism.

We are achieving our **Vision for Hope** by developing strategic partnerships with businesses, the justice system, the faith community and other key members in the city. Our Ready4Work reentry program delivers trained workers to over 400 employment partners who have come to trust our model and our clients. We engage key justice system partners, creating opportunities to diversify sentencing alternatives. Leaders from the faith community help to champion the importance of redemption and provide additional support to the clients we serve. We work closely with post-secondary educational institutions to address skills gaps and offer shorter pathways to vocational training, providing our clients with a competitive edge that leads to living wage employment.

Our **Vision for Hope** is focused on addressing the problem of coercive mobility and the cycle of poverty. We are successful in providing a structured social framework, otherwise absent or depleted in high-incarceration neighborhoods. We know this is necessary for cultivating the human capital in the formerly incarcerated to prepare them for jobs with upward mobility. Where there is opportunity for growth and contribution, communities are stronger, and crime is lower. We believe (and know) second chances matter.

Our **Vision for Hope** remains focused on expansion plans. We were thrilled to open our Ready4Work St. Johns County program location in March and our Ready4Release team is hard at work delivering pre-release services to 17 facilities across the state. Major criminal justice reform aimed at reducing prison population at both the federal and state levels, backed by unprecedented bipartisan support, is increasing the need for quality reentry services; and we are ready to answer the call. I am confident the next 20 years will bring a great reduction in the barriers that returning citizens face and we are thankful to be on the forefront of this important work. I am so proud of the Operation New Hope of 2020 and I would like to extend my deepest gratitude to the thousands of helping hands it took to get us to where we are today.

With Great Hope,

A handwritten signature in black ink that reads "Kevin Gay". The signature is fluid and cursive, with a large, stylized "K" and "G".





# Visionary Events - 2019 & 2020

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## Nelson Mandela International Day Jax - Kickoff to Freedom Awards Ceremony

*"All of us have beauty and goodness inside. We should not let anything or anybody tell us otherwise."*

- Dr. Makaziwe Mandela, July 19, 2019

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## White House Tour & Roundtable Discussion with Mike Pence, Ivanka Trump & Ron DeSantis

*"A model program not only in Florida but for the United States."*

- Vice President Pence, July 26, 2019



*"When you compare Operation New Hope's recidivism rate to the State's overall, it's about 1/3 of what it would be absent this program [Ready4Work]. That's the type of metrics we want to support."*

- Governor DeSantis, July 26, 2019

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## Expansion of Reentry Program Services Ready4Work St. Johns County Opens

It is with great hope that expansion of our services into St. Johns County is just the beginning and that we will continue growing, bringing the Ready4Work program to cities all over Florida and beyond, leading to many Cities of Second Chances!

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## Ready4Release Program Launch

Since the inception of our Ready4Work reentry program in 2003, Operation New Hope has engaged with inmates prior to release from incarceration. In 2019, we created a dedicated team of trained case managers who provide individualized release plans to facilitate a smooth transition back into the community and increased our reach from 5 to 17 prisons.



# **WE BELIEVE SECOND CHANCES MATTER!**

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## **VISION**

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

## **MISSION**

We provide support, life and job skills training for people with a history of involvement with the criminal justice system, and place them in employment that offers a sustainable quality of life.

## **VALUES**

We are honest, respectful, and forthright in our actions, adhering to the highest ethical standards. We listen and learn from each other and align ourselves with partners to leverage our collective capabilities in creating an inclusive environment. We are passionate about our mission, committed to our communities and work every day to earn their trust. We approach each opportunity with a belief that nothing is impossible, challenging everyone to make a difference.

# Voices of Hope - Charlotte Smith

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In 2000, Charlotte Smith was indicted on drug charges by the federal government and served five years. "When you're in prison, the first thing you do is go through a phase of playing the innocent role. 'I didn't do it. I'm here wrongfully.'" She paused, laughed, and shook her head before conceding, "Some are there wrongfully, but I was there because I did it. In fact, I should have been there longer because I did a lot of deeds I didn't get caught for. But after a time, I eventually came to the realization that in order for me to do better, I have to do better. I had a changed mind."



"However, I still didn't have too much hope. I was afraid of what would happen to me after coming out from behind the walls." When Charlotte was released from prison, she was expected to get a job within the first 10 days and found work on a night shift, but remembered how unsafe she felt walking home late at night as a woman alone. She didn't know how she was going to make it, but smiled when she recalled, "By the grace of God and the heart of those who wanted to help, I was given the opportunity to enroll in the Ready4Work program. And it blew me away! They helped me find a job. They helped me get an apartment. They helped me get my kids back."

"One thing I learned about Operation New Hope is that they absolutely care. But they cannot go any further than your mind can allow." Speaking to the current class of Ready4Work clients, Charlotte advised, "you're going to have to put the work in – no excuses! You have to have a renewed mind. We have to prove something to society - we have to prove that we are going to be responsible citizens."

After graduating from the Ready4Work program in 2005, Charlotte was hired by Allied Plastics, and she has been with the company ever since. She recalled working her way up from the bottom, to assistant supervisor, and then to Customer Service Representative, where she now works directly with the president of the company. "I am truly blessed! I believe God used the Ready4Work program for a reason. Operation New Hope was the footprint that helped me start my way. I am a living witness that Second Chances do matter!"



*Charlotte Smith speaking about how Operation New Hope helped transform her life during the White House Roundtable in July 2019.*





# SECOND CHANCE LOGISTICS



Our dedicated pre-release team works in 17 facilities across the state to prepare people for their return home building individualized release plans to facilitate a smooth transition back into our communities.



Implementing a comprehensive 4-pronged approach (case management, supportive services, job training, and job placement assistance), we deliver a comprehensive reentry program featuring life and employment skills training.

Because poverty and financial hardship for the formerly incarcerated are main drivers of recidivism, our clients can receive up to \$5,000 in supportive services and earned incentives while enrolled in the program, including transitional housing and transportation.

We offer vocational training to provide our clients with a competitive edge that leads to living wage employment.

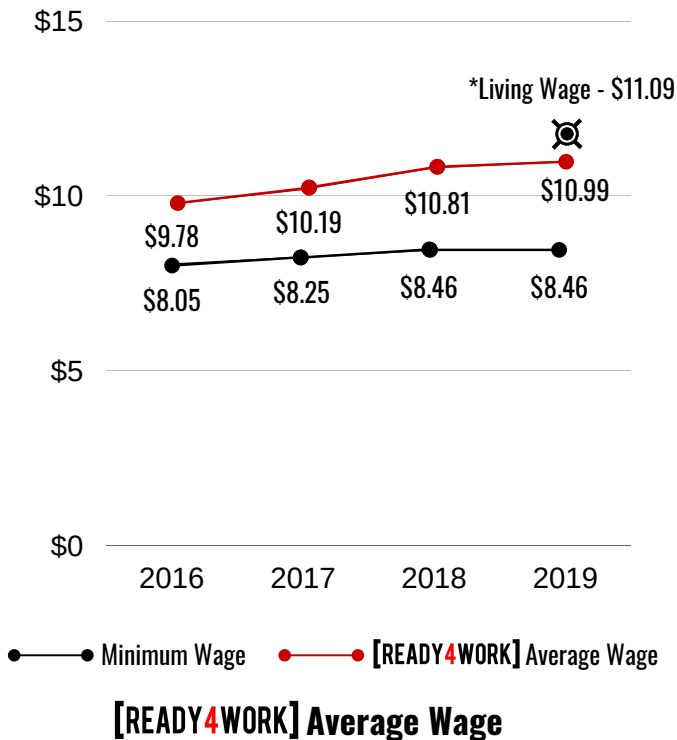
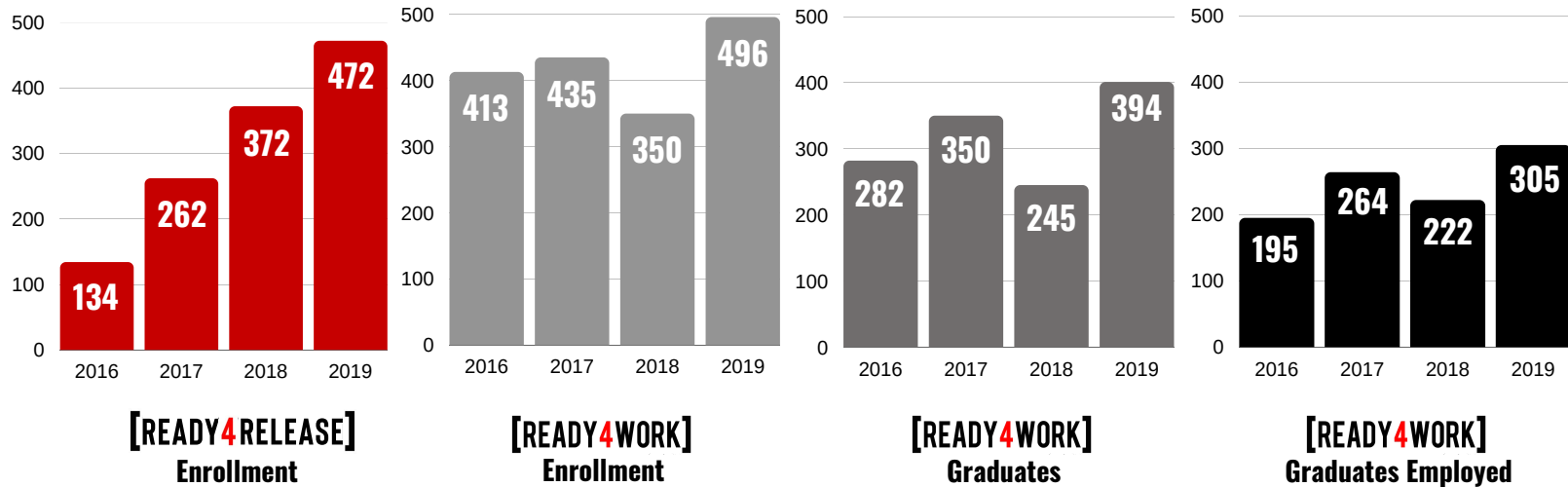


We pair clients with a Licensed Mental Health Counselor and Case Manager who develop and implement an individualized plan of care.

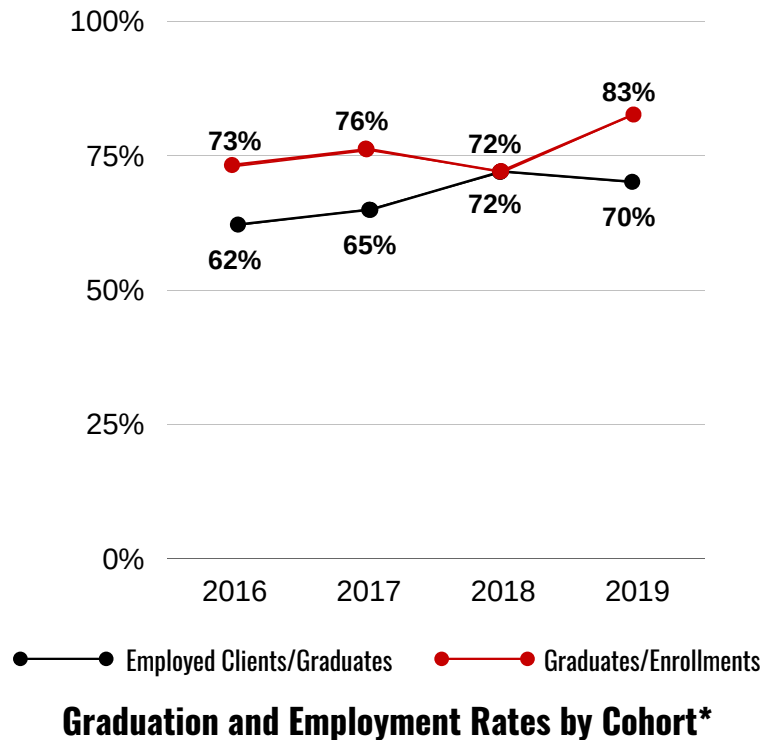
Our experienced Job Coaches provide guidance and support to each client, leading to living wage jobs with targeted employment partners. The success of the program is evident in the transformation stories of our clients, enhanced hiring practices for employment partners, healthier communities and families, and better public safety



# STATISTICS

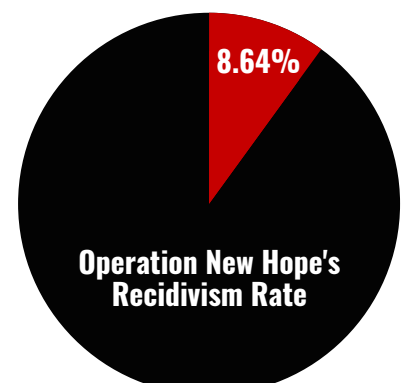
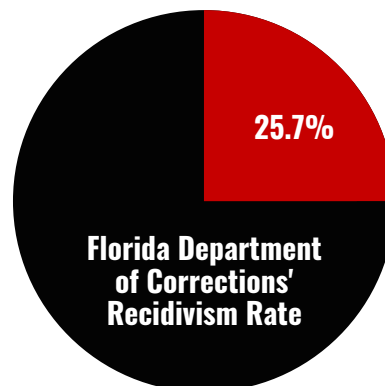


\*<http://livingwage.mit.edu/>



\*[https://en.wikipedia.org/wiki/Cohort\\_\(statistics\)](https://en.wikipedia.org/wiki/Cohort_(statistics))

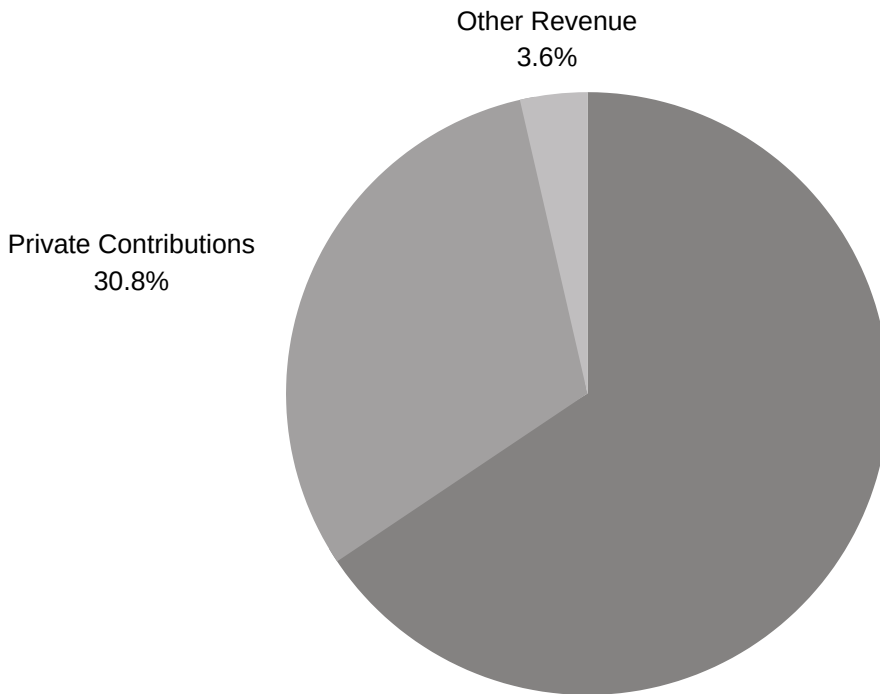
Our recidivism rate illustrates the success and cost-savings of our programs. The Florida Department of Corrections reports a 3-year recidivism rate of 25.7%. Our Ready4Work program reports a 3-year recidivism rate for the same cohort of 8.64%. We are saving taxpayers millions of dollars by avoiding repeated cost of incarceration and lost tax revenue.



Source: FL Department of Corrections Recidivism Report, June 2015  
<http://www.dc.state.fl.us/pub/recidivism/2014/exec.html>

# FINANCIALS

Fiscal Year Ended December 31, 2019

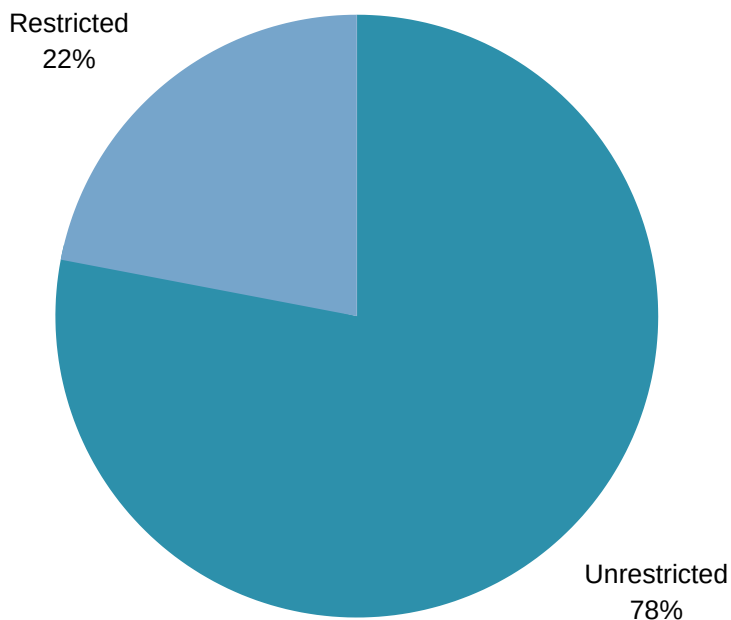
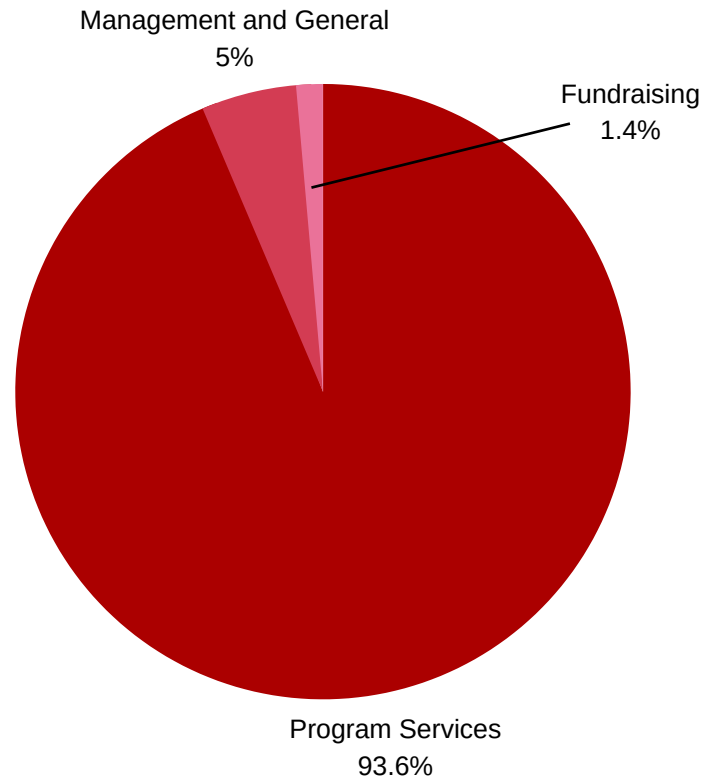


## Revenue

Government Support -	\$2,808,587
Private Contributions -	\$1,320,339
Other Revenue -	\$153,950
Total -	<u>\$4,282,876</u>

## Expense

Program Services -	\$4,084,297
Management and General -	\$219,148
Fundraising -	\$ 59,890
Total -	<u>\$4,363,335</u>



## Net Assets

Unrestricted -	\$2,113,075
Restricted -	\$ 593,999
Total	<u>\$2,707,074</u>



# Major Contributors

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



- Neviasser Charitable Foundation
- Weaver Family Foundation
- The Jim Moran Foundation
- Edna Sproull Williams Foundation
- Fanny Landwirth Foundation
- George and Dorothy Dorion
- Quinn Bell Foundation
- Holland & Knight, LLP
- BB&T Trust Division
- The Warren P. and Joanne C. Powers Charitable Foundation
- Christ Episcopal Church

## READY4WORK - ST. JOHNS COUNTY DONORS

- City of St. Augustine
- St. Paul AME Church
- Compassionate St. Augustine
- Memorial Presbyterian Church
- Sisters of St. Joseph
- St. Cyprian's Episcopal Church
- United Church of Christ of St. Aug.
- Doug Wiles
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- John Arbizzani
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- Islamic Center of St. Augustine/  
Youssef Filat
- Kevin Gay
- Caren Goldman
- Victor Yerrill
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- The Wilson/Reinhorn Family Trust
- Rae O'Hair

## COVID RELIEF DONORS

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- Petway Family Advised Fund
- Wells Fargo Foundation
- Fidelity Charitable/Rae O'Hair
- Warren & Joanne Powers Charitable Foundation
- Nona Rawls & H Taylor Jones - Renaissance Charitable Foundation/Linda Thomas
- Hudson Family Charitable Fund
- Jeannette Bajalia - O'Neill Family Charitable Foundation
- Julie Vontz

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

- Kevin Gay, *Founder/CEO*
- Peter O'Brien, *Board Chair*
- Leslie Jean-Bart
- Timothy Corrigan
- Ted Pappas
- Josh Martino
- Coral Messina
- Scott Coble
- Kin Cannon, III
- Allison DeFoor
- Terri Wall
- Karen Holt
- Tara Wildes

# OPERATION NEW HOPE

*Rebuilding Lives.  
Restoring Communities.  
Renewing Hope.*

## [READY4RELEASE] + [READY4WORK]

### Program Locations



**JACKSONVILLE**

OPERATION NEW HOPE

**ST. AUGUSTINE**

OPERATION NEW HOPE

**TAMPA**

ABE BROWN  
MINISTRIES

Working in collaboration with the Department of Corrections, we successfully deliver pre-release services to 17 facilities in Florida. Our dedicated Ready4Release team targets qualified inmates, presents Ready4Work program details, and develops individualized release plans to facilitate a smooth transition back into the community. The success of our programs is evident in the transformation stories of our clients, enhanced hiring practices for employment partners, healthier communities and families, reduced recidivism, and better public safety.

- |              |               |
|--------------|---------------|
| 1. NWFRC     | 10. Lake City |
| 2. Gadsden   | 11. Columbia  |
| 3. Quincy    | 12. Lawtey    |
| 4. Wakulla   | 13. Putnam    |
| 5. Jefferson | 14. Lowell    |
| 6. Madison   | 15. Marion    |
| 7. Hamilton  | 16. FWRC      |
| 8. Suwannee  | 17. Tomoka    |
| 9. Baker     |               |