

TARGETING POVERTY IN NEW YORK



ISSUE
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ROBIN HOOD



PETER KIERNAN III, Chair, Management Assistance Committee

Sometimes it feels like Dickens was right—It is a tale of two cities. New York is faced with staggering levels of homelessness, hunger and substandard education; at the same time it is blessed by some of the finest corporations and service firms in the world.

Robin Hood brings these two worlds together—with amazing results. Our corporate partnerships build better futures for the city's poorest kids, and individuals within the workplace are lending their expertise, volunteering and participating in workplace giving campaigns.

From our earliest days, we recognized that financial support was necessary but nowhere near sufficient to fight poverty. I know from a few decades in Investment Banking that even the best companies in the for-profit world sometimes need management help. That's why we borrow heavily from best practices in the for-profit world and apply those skills to nonprofits.

At Robin Hood, management assistance isn't an add-on service; it's at the center of our approach. Before we make a grant we answer

a simple question: What does this

organization need to fight poverty more effectively? Often, it is help with management, accounting, legal, real estate or technology issues.

Proactively we then reach out to the city's best law firms, architects, real estate experts, technology specialists,

accountants, and management consultants who donate their valuable time and expertise.

To give you a sense of the scope of Robin Hood's management assistance, we completed more than 200 projects last year valued at well over \$5 million. And the organizations we serve have evolved under these guiding hands. It is working.

In addition to giving us their most talented employees, Robin Hood's corporate partners are generous contributors. The impact is significant. In 2003, corporations—led by our eight Leadership Partners—donated \$4.5 million. That is the ultimate intersection of the Dow and the cycle of poverty.

Corporate contributions enable us to reach more poor families. Management assistance and volunteer support from the corporate world strengthen the best nonprofits and leverage every dollar you donate. It's a strong and strategic alliance with the sole motivation of making New York a tale of one city—all working together.



PHOTO: KOREN REYES

What We Do

1

WE PARTNER

We provide funding and support services to more than 100 of the best poverty-fighting organizations in New York City.

2

WE CREATE

We respond to unmet needs in poor communities by creating programs or initiatives, such as our Library Initiative, Earned Income Tax Campaign, Relief Fund and Single Stop.

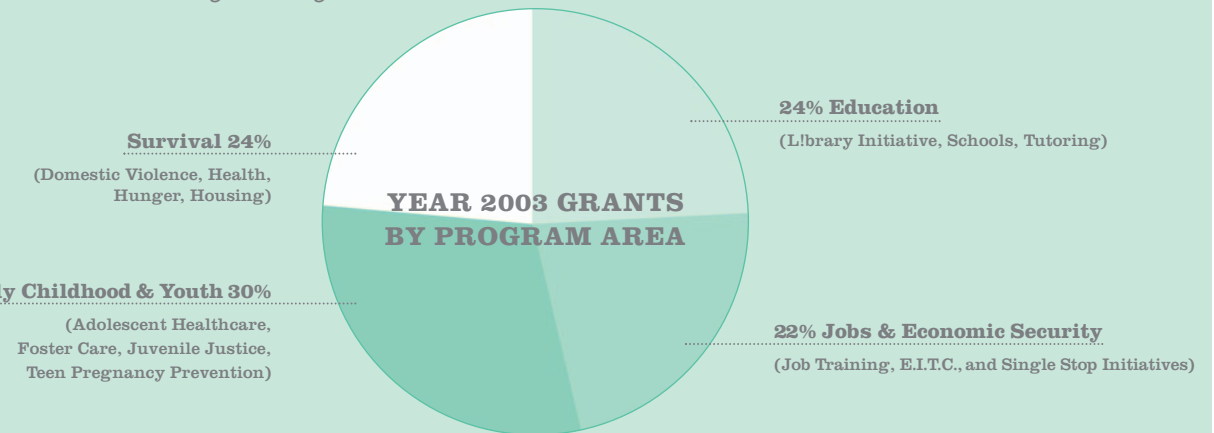
3

WE ADD VALUE AND DEMAND RESULTS

It takes more than money to fight poverty. By providing management assistance, donated goods and extensive evaluation, we ensure donations are leveraged and programs are effective.

Where Your Money Goes

WE BELIEVE IN PREVENTION, so the majority of Robin Hood's annual grantmaking goes to programs and initiatives in three areas: Education, Early Childhood & Youth, and Jobs & Economic Security. And, because we can't turn our backs on those who need help just to live another day, we also support 'Survival' programs in domestic violence, healthcare, housing and hunger.



What Strengthens Your Donation and makes it more effective

The Robin Hood Board of Directors underwrites all overhead, so that 100 percent of every dollar you donate goes to programs that help people in need. By overhead, we don't just mean the copy machines. Here are two key components of the Robin Hood way of doing business:

1. MANAGEMENT ASSISTANCE

Robin Hood staff and our corporate partners provide our groups extensive professional support—legal, fiscal, management, technology, real estate and fundraising expertise. The value of this non-cash assistance comes to more than \$5 million a year.

2. EVALUATION & ANALYSIS

We find and fund the best organizations and projects. And we know the difference between best and less-than-best because we set quantifiable goals and use independent evaluators to measure outcomes and gauge efficacy.



Doing More with Corporate Support

Corporate involvement in fighting poverty builds better schools to educate tomorrow’s workforce, trains low-skilled workers for much-needed jobs, and creates permanent housing for homeless people. Bottom line: improving the city you work or live in is a good investment. Robin Hood’s combination of due diligence, rigorous evaluation, and management assistance adds significant value to corporate contributions.

Leadership Partners are companies that make an annual commitment of \$250,000 or more to fighting poverty in New York City. To date, eight corporations have become Robin Hood Leadership Partners: **Credit Suisse First Boston, Lehman Brothers, Deutsche Bank, Maverick Capital Charities, CIBC World Markets, Goldman Sachs, UBS and General Electric Company.**

In 2003, corporate donations accounted for nine percent of the \$36 million in non-board, non-event gifts raised by Robin Hood. Generous corporate support has also made the annual Robin Hood Benefit among the most successful fund-raising events held in a city known for blockbusters galas, last year reaching an all-time high of \$16.7 million.

It’s not just corporate dollars that have come from this sector. Many companies have initiated employee giving campaigns, often directing their contributions toward specific programs such as the Library Initiative, while matching employee dollars to meet targeted goals. Others provide Robin Hood grantees with hundreds of critically needed volunteer hours that connect employees directly with the needs of the community. Robin Hood has partnered with Citibank to place financial consultants in Robin Hood Single Stop centers around the city and a new Robin Hood volunteer initiative is working with companies to customize volunteer opportunities for their employees.

In addition to volunteerism, Robin Hood provides tens of millions of dollars of donated goods and services for large-scale projects, thanks to a growing list of corporate donors.

Through corporate contributions, employee giving campaigns, matching gift programs, volunteerism, and donated goods, New York City’s corporate sector has joined Robin Hood in the fight against poverty.

“Management assistance projects allow our Deloitte volunteers to have a real impact on a struggling nonprofit. It’s a perfect way for our professionals and the firm to demonstrate our values of corporate community citizenship.”

DUNCAN BARKS, PARTNER
DELOITTE US-NEW YORK

“Our partnership with Robin Hood is enabling CSFB employees to be involved with their community and that’s at the heart of our philanthropic philosophy.”

JOHN MACK, CHAIRMAN
CREDIT SUISSE FIRST BOSTON



PHOTO: KOREN REYES

“We appreciate working with Robin Hood around workplace-based philanthropy because the impact we make goes beyond just money; it also engages our employees in being part of the solution.”

GARY HATTEM, PRESIDENT, DEUTSCHE BANK AMERICAS FOUNDATION

A Unique Partnership

When Robin Hood and the NYC Department of Education created a project to re-imagine school libraries, we turned to the corporate community to help make it happen. With working libraries in less than 100 of the city’s 656 elementary schools, the project has the potential to affect 100 percent of students by investing in five percent of a school’s real estate.

Even before the first architect’s drawing was ready, Credit Suisse First Boston (CSFB) committed to the project. Their leadership support totaling \$2.4 million, made it possible to open the first 10 libraries and begin construction on the next 21. Equally important, their support attracted other corporate donors vital to the project’s long-term viability. In addition, CSFB donated the use of their Manhattan headquarters as training space for the new librarians.

CSFB’s partnership in the Library Initiative led to volunteer opportunities for CSFB staff at Robin Hood grantees around the city including painting sets for a school play at PS 19, planting flowers at an after-school program in the South Bronx, and mentoring students at Manhattan Day and Night High School. By supporting Robin Hood and our educational programs, CSFB has demonstrated incredible commitment to the fight against poverty in New York City.

Making the Best Better

Nonprofits face the same challenges as corporations—succession planning, facility management and marketing strategy, among them—but most funders support only service delivery. From its first grant in 1988, Robin Hood made what we call “Management Assistance” part of its support.

Management Assistance services range from “first generation” projects that build infrastructure through budgeting, accounting systems and technology upgrades to “second-generation” projects to expand capacity, like fund-raising, strategic planning and governance. Robin Hood believes that governance is such an important priority for nonprofits that we work with grantees to identify, recruit and train individuals for their boards of directors.

The “A” Team

Management assistance is provided by an in-house team of professionals and our corporate partners. Here are a few examples:

Accenture helped Robin Hood design and implement new systems for performance management, staff levels and compensation. Right now, it is interviewing extraordinary leaders from Robin Hood grantees and creating a model to help us train others in an executive leadership program.

When the Robin Hood Relief Fund began, we needed help from law firms to accelerate our due diligence. Lawyers from **Cadwalader, Wickersham & Taft** and **Shearman & Sterling** worked together to assess the legal issues of 20 new grantees. They also became so involved in the needs of victims’ families that they devoted countless hours to help low-income families apply for the Victim’s Compensation Fund.

Deloitte is one of Robin Hood’s oldest corporate partners. Over the years, it has created fiscal policy manuals for 25 grantees, revamped purchasing for *Citizen’s Advice Bureau* and developed a succession plan for *Harlem United*. Now, it is serving as the pro bono accountant for the *New York City Center for Charter School Excellence*.

“Strategic Planning 101” is a unique opportunity for grantees to partner with consultants from **McKinsey & Company** and Robin Hood to develop a long-range plan for their agency. In its fourth year, the program has served 20 grant recipients. The results at one agency, *Broadway Housing Communities*, have included doubling assets under management, expanding and re-energizing the board, hiring a CFO and re-negotiating public contracts to save more than \$500,000 annually.

The Campaign for Fiscal Equity won a landmark legal ruling establishing that the current funding system for New York City public schools must be substantially changed in order to provide students with the constitutionally mandated sound basic education. Through the protracted legal proceedings, Robin Hood grants underwrote the costs of expert testimony and as lead counsel, **Simpson Thacher & Bartlett LLP**, provided more than \$15 million worth of pro bono legal work to win this landmark ruling and defend it through two levels of appeals.

One of the first projects completed under Robin Hood’s Capital Grant Initiative was construction of new program space for *Friends of Island Academy*. Besides completing the project on-time and on-budget, pro bono contributions from **Watson + Associates, Goldman, Sachs & Co.** and **Credit Suisse First Boston** increased the value of this project by nearly 16 percent.

Snapshots and Updates

→ EARLY CHILDHOOD & YOUTH

Robin Hood's early childhood programs prepare children for school, provide access to essential health services and prevent child abuse. Our youth programs—teen pregnancy prevention, foster care, juvenile justice and healthcare—help young adults delay pregnancy, graduate high school and attend college. We also support youth programs that reduce the recidivism rates of juvenile offenders.

→ EDUCATION

Robin Hood's education portfolio supports superior elementary and middle schools and last-chance high schools in the city's poorest neighborhoods. Robin Hood schools emphasize rigorous academics, dynamic leadership and utilize an extended day and extended year model. In an effort to make sure that more children in New York City have access to excellent educations, Robin Hood has partnered with the city and several private donors to create the New York City Center for Charter School Excellence. The center aims to ensure the success of all the city's charter schools. Robin Hood tutoring programs prevent students from falling behind by providing one-on-one tutoring and family support. The next 21 libraries in Robin Hood's Library Initiative are on schedule to open by the fall.

→ JOBS & ECONOMIC SECURITY

Robin Hood's job training programs work with people least likely to get and keep jobs. Often, the participants have multiple barriers to employment including histories of homelessness, incarceration, and substance abuse. Despite these obstacles, graduates of Robin Hood's job training programs are placed in jobs at a higher rate and retain jobs longer than trainees in other programs.

→ SURVIVAL

This quarter, Robin Hood issued renewal grants totaling more than \$10 million to 31 grantees in the survival portfolio. In 2003, these groups provided: services for victims of domestic violence and homeless people living with AIDS, healthcare to thousands of children and families, millions of meals to the hungry, and housing for nearly 7,000 people. These services, which often mean the difference between life and death, are all combined with comprehensive support services designed to help people break the cycle of poverty at the root.

**BE
ROBIN HOOD.**
Visit
www.robinhood.org



APRIL 15TH

A Good Day for New York's Working Poor

This tax season, Robin Hood-supported E.I.T.C. tax sites filed more than 27,000 tax returns with an average refund of \$2,000. The total refund amount exceeded \$50 million, and three of the Robin Hood tax sites ranked among the top five volunteer tax sites in the country in terms of the number of returns filed.

The phrase "working poor" may seem like an oxymoron, but unfortunately a significant number of working poor families in New York City do not have the income they need for basic necessities, including food and rent. Many of these people are the workers—cashiers, messengers, waiters, drivers—that are the backbone of our city.

The Earned Income Tax Credit (E.I.T.C.) and Child Tax Credits (C.T.C.) are refundable credits, up to \$5,000, based on income and the number of children living at home. Working families earning up to about \$34,000 and individuals earning up to about \$11,000 are eligible.

The Robin Hood Furniture Store

Robin Hood often works with companies to get quality goods and services donated for our grantees. The Robin Hood furniture store, stocked with donations from corporations, is providing high quality used office furniture to grantees around the city. If you are interested in making a donation, contact Susan Sack at 212-227-6601.



PHOTOS: KOREN REYES

PROBLEM: One in five homeless teenagers comes from the foster-care system. Further, it is estimated that 20 percent of adults in shelters were in the foster care system at some point during their childhood.

SOLUTION: On Saturday April 3, Good Shepherd Services launched The Foyer program at The Chelsea, a residence run by Common Ground for formerly homeless people. The Foyer program will provide housing and support services, including academic support, healthcare, job training and placement, to 40 young people who have aged out of foster care.

More than 20 companies donated products and 60 volunteers came together to turn the apartments into homes. In assembly-line fashion, volunteers moved through the stacks of colorful pillows and crisp sheets, and boxes stuffed with nonstick pots, towels, coffeemakers, cookbooks, trash cans and food, gathering the makings of an apartment. By noon, all the groceries had been put away, the clocks had been set, and the beds had been made.

ROBIN HOOD THANKS: Jonathan Adler, Bed Bath & Beyond, Berkshire Blanket, Better Homes and Gardens, Black and Decker, Carpenter, City Bakery, Cooking.com, Crate & Barrel, Credit Suisse First Boston, Dwell, Farberware, Fresh Direct, Gracious Home, La-Z-Boy, The Meredith Corporation, Rubbermaid, Select Express, Soft-tex, Umbra, United Feather & Down, United Storage, Waterworks, and World Kitchen (OXO, Corelle, Revere).

Farah Tanis

When Farah Tanis meets with an abused woman, she brings more than her social work degree and her exhaustive knowledge of the resources available to victims of domestic violence.

“I know what these women are feeling because I grew up in a home with domestic violence. My mom didn’t leave ‘til I was 18, though she tried to several times,” recalls Farah, who came to Brooklyn from Haiti in 1984. “Coming from Haiti, my mother was more afraid of the police than of my father. And we didn’t even know there was a Family Court where you could go for help.”

In 1999, Tanis was one of a group of professional Haitian women who founded Dwa Fanm, meaning “women’s rights” in Creole. Although smart and passionate, they had no experience running a nonprofit. Dwa Fanm became one of Robin Hood’s “venture groups”—a start-up in need of management assistance, in 2001. “Robin Hood was the only funder that required a board member to sign the grant contract along with me. Right from the beginning, it made the board involved and accountable,” says Tanis. “Robin Hood was instrumental in developing our infrastructure. They identified things we needed to do before we realized we needed them.”

Robin Hood staff worked closely with Tanis to develop her first agency budget, and a later grant for an accounting position led to the development of a strong financial management system. Annual evaluations from Philliber Research Associates, an independent research firm that evaluates Robin Hood grantees, enabled Dwa Fanm to identify areas for growth and led to innovative ways to reach clients, especially children. When Dwa Fanm began planning a 20-bed shelter for abused women and their children, Robin Hood connected them to New Destiny Housing to act as a mentor and to Cadwalader, Wickersham & Taft who provided pro bono legal help.

“The women who call us have no place else to turn. Most don’t speak English and they’re often at the mercy of their abusers. We get them out of danger and then help them rebuild their lives. That means getting them housing, job training, accompanying them to Family Court, even photographing their bruises for evidence,” Tanis explains.

In 2002, Dwa Fanm moved to a spacious 4,000 square-foot facility that has no sign but is well known to Haitian women. Now, with the help of a Robin Hood/McKinsey & Company strategic planning process, they are charting their course for the next five years. “Robin Hood deserves a major chunk of the credit for Dwa Fanm coming so far so fast. Their confidence in us and their assistance to make it a reality cannot be overestimated.”

**FAVORITE PLACE
IN NEW YORK**
Caton Park in
Brooklyn, where she
learned to ride
a bike



**FAVORITE PLACE
IN NEW YORK**
The Temple of
Dendur at the Met

Allen Weinberg

Ten years ago, Allen Weinberg was on track for a career as a corporate lawyer, when he realized that he’d probably already hit the high point of his legal career. “I kept hearing from lawyers that I met that the best experience they’d had was clerking, and I’d just finished working as a clerk in Federal District Court,” recalls Weinberg, who received his BA from the University of Pennsylvania, MA from Oxford University and his law degree from Harvard. “I’d always liked the corporate side of law, so McKinsey seemed like a good fit.”

It proved to be a good move. Now a partner in the Financial Services Group of McKinsey & Company, Weinberg, 37, divides his time between his work with banks, insurance companies, credit card firms, and a growing practice advising CIOs on technology strategies.

Along the way, he also got involved with Robin Hood, leading two major McKinsey pro bono projects, a Customer Survey which examined Robin Hood’s relationship with its grant recipients and a strategic planning initiative to plan the next five years of Robin Hood’s growth.

“Robin Hood has an audacious goal—to eliminate poverty in New York. Their attitude is let’s figure out what should be done, and if no one’s doing it, let’s see if we can. I liked that,” explains Weinberg.

As a member of the McKinsey community service committee that oversees the firm’s pro bono projects, Weinberg is also involved with the McKinsey/Robin Hood Strategic Planning 101 initiative, which pairs volunteer consultants with Robin Hood grantees. “SP 101 is a terrific program because we get people who want to stretch their skills to work with organizations that are hungry for input. It’s incredibly rewarding. Robin Hood is an organization that’s interested in capacity building and performance improvement, so it’s a natural fit for us,” he explains.

Last year, when Weinberg decided he had enough flexibility to serve on a nonprofit board, he contacted Robin Hood. At Penn, he had volunteered for a community-based education project and saw how effective it could be. A new father himself, Weinberg wanted to target his energies toward education. Robin Hood introduced him to Groundworks, a start-up launched by Rich Buery, a Yale Law School graduate who returned to Brooklyn to create an ambitious after-school program. It was a perfect match. “When I met Rich, I said, sign me up. He’s such a dynamic guy that you want to be involved in whatever he’s doing,” laughs Weinberg. “His approach is to go into the community to work with kids and their families. To me, it’s the obvious way to go.”

Asked why he carves out hours from a schedule that regularly involves 16-hour days, Weinberg looks surprised. “To me it’s not a question of why do it; it’s a question of why not do more.”

Donor Tickertape...

→ VOLUNTEERS!!

Robin Hood's volunteer initiative is in full swing. Corporate employees can provide their professional services to Robin Hood's management assistance programs and special initiatives, like Single Stop and E.I.T.C., or participate in traditional one-time service projects. Citigroup employees are working at 17 Robin Hood Single Stop sites throughout the city providing financial counseling to poor families. Employees from local bank branches dedicate time and resources every week to the initiative—helping families reduce debt, manage finances and get on the road to economic security. The photos at right are from one-day volunteer activities hosted by Robin Hood in conjunction with Credit Suisse First Boston, Deutsche Bank, and Maverick Capital Charities.

→ ROBIN HOOD CORPORATE FRIENDS!

Representatives from 15 companies including: Altria, Accenture, Bear Stearns, CSFB, Deutsche Bank, Goldman Sachs, Lehman Brothers, MetLife and Morgan Stanley came together earlier this year to discuss issues related to corporate funding, workplace-based philanthropy and the community at large. The group talked about what motivates and excites employees and leadership, and what requirements and restrictions their companies have for workplace giving programs. At a second gathering, held in early May, the group discussed poverty, education and Robin Hood's funding strategies.

If you are involved in realizing your company's philanthropic mission and are interested in attending future Robin Hood corporate friends gatherings, please contact Sunny Smith at 212-227-6601 or ssmith@robinhood.org.

"They have all those big guys giving big bucks— they don't need my money."

While big guys with big bucks are very dear to our hearts, they don't represent the majority of Robin Hood's donors. The truth is that nearly 60 percent of the donations to Robin Hood in 2003 were under \$1,000. Given the urgent needs today among New York City's poor, we need EVERYONE's help. A \$250 donation will fund five nights of safe shelter and social services for a mother and her children fleeing domestic violence. That means a \$250 donation can save a life. That's not small change.

**A
Robin Hood
Myth
Debunked**



Be Robin Hood

The rebuilding of Yorkville Common Pantry (YCP) was chosen as the project for this year's Be Robin Hood auction package at the annual benefit. The winning bidder will help YCP, the largest emergency food provider in New York City, renovate its building which is in desperate need of repair. The vast majority of poverty-fighting organizations in New York City operate in spaces that are too small and substandard. Inadequate facilities are often the biggest barrier to helping more people. Since the inception of the Capital Initiative in 2003, Robin Hood has taken on 11 capital projects that are transforming spaces and lives.

**CLAIM
WHAT'S YOURS**
Don't forget to take
advantage of your
company's matching
gift program.

Bear Stearns is Bullish on Robin Hood

On May 10, Bear Stearns' Management and Compensation Committee announced an exciting opportunity for all employees to support the fight against poverty in New York City. In recognition of Robin Hood's life-saving work, Bear Stearns will match all employee contributions by 50 percent for the remainder of 2004.

June Weddings!

Mimi and Patrick Adelsbach, who were married September 13, 2003, asked their friends and family to make donations to Robin Hood to commemorate their nuptials! This is your chance to be Robin Hood. If you would like to have donations made to Robin Hood in honor of your wedding or if you would like to make a donation to Robin Hood in honor of your guests (we'll send you cards to use as favors!), please contact Patrick Key at 212-227-6601 or key@robinhood.org.



How to Help...

Tired of picking out ties he'll never wear? Make your dad really proud this **FATHER'S DAY** (June 20) by making a gift in his honor to Robin Hood. He'll know he raised you right. Contact Patrick Key at 212-227-6601 or key@robinhood.org.

Did you know that you can make gifts to Robin Hood automatically from your credit card through our Web site? You tell us how much, how often, and when and we'll do the rest of the work for you. It's a great way to make a difference when you don't have a lot of time. Go to www.robinhood.org and click on "Take Action"; then, scroll down to "**EASY AUTOMATIC GIVING.**" It's that easy!

With **100 PERCENT OF DOLLARS** received going to charity and our value-add of management assistance and evaluation, you'll get the most for your charitable investment.

ROBIN HOOD

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give it to a friend or colleague.

Visit WWW.ROBINHOOD.ORG for
in-depth information and updates.

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