

Doors of Hope

A Rutherford County, Tennessee organization that significantly reduces recidivism rates through pre-release and transitional housing programs.

Charity Summary

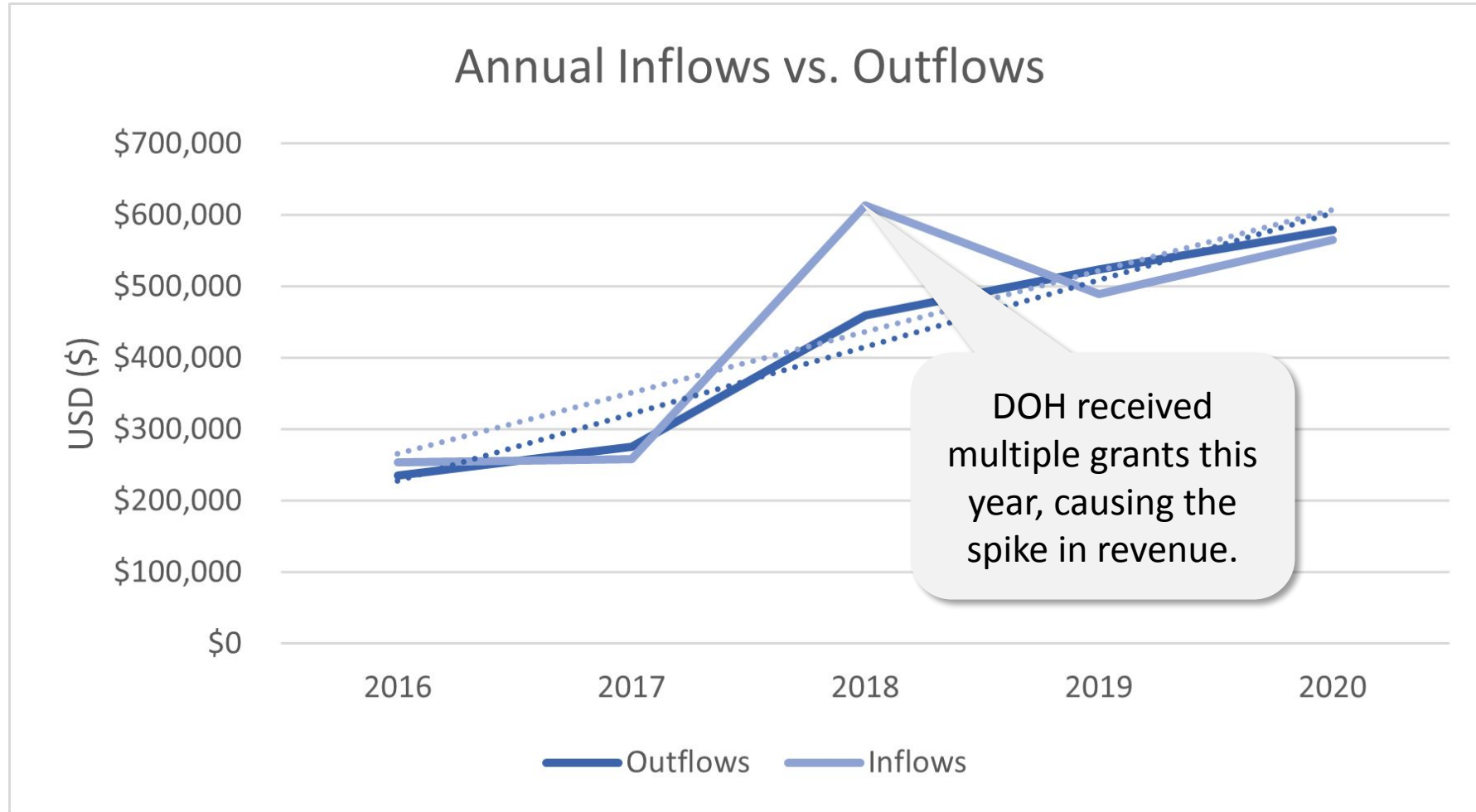
Charity Overview

- **Founded in 2011, DOH provides pre- and post-release programming for female prisoners**
 - DOH focuses on providing help with substance abuse, mental counseling, and transitional housing
 - DOH's current receipts total \$489K, which fall short of its \$524K annual expenditures
 - DOH's programs include Supportive Transitional Housing (post-release housing, 70% of expenditures), VOCA classes (pre-release classes for women who have experienced violence, 30%)
- **DOH clearly addresses the three main root causes of female recidivism as evidenced by KPIs**
 - 3% one-year recidivism rate within organization, 100% of women employed within 6 months
- **DOH is primarily funded (27.6%) through government grants**
 - These include national (Emergency Solutions Grant), state (CARES Act funding), and local grants

Donation Thesis

- **DOH would use funds to build out data capabilities and expand medical/dental care**
 - Former clients have consistently praised free care, which is no longer possible *due to lack of funding*
- **In the vertical of female recidivism, DOH has the most extensive programming & support**
 - The SROI for incremental capital deployed by DOH is estimated to be 29.2x
- **Management team cares deeply for the women involved and serves them comprehensively**
 - Through interviews with management and 4 DOH current and former clients, we are confident DOH provides comprehensive services for its clients

Financial Snapshot



Program Summary

Supportive Transitional Housing

70% of expenditures

- Supportive transitional housing represents the primary activities of Doors of Hope
- Services include addiction treatment, job training, medical and dental care, mental health treatment and counseling, obtainment of identification documents, and family reunification support



VOCA Pre-Release Program

30% of expenditures

- 25% of women (16 women) in supportive transitional housing participated in DOH pre-release programming
- The purpose of Reentry Program is to lower recidivism after release through addiction support, life skills education, and therapy



Theory of Change Summary

Inputs	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • 9 houses (35 beds, can only accept ~7% of applications) • Mental health counseling from Dr. Ellen Blaylock LPC/MHSP, NCC • Staff of 8, including 3 full-time Social Workers and a Peer Recovery Specialist 	<ul style="list-style-type: none"> • <u>Supportive Transitional Housing:</u> housing and support services • <u>Pre-Release Re-entry:</u> needs assessment, NA/AA meetings, life skills, etc. 	<ul style="list-style-type: none"> • >600 women graduated from pre-release classes since 2011 • 2021: plan to house 85 women • 36 women have been employed by Red Door Catering (not DOH-run) • Served 2,000+ women since ruling year 2011 	<ul style="list-style-type: none"> • 3% overall 1-year and 3-year RR • Reduces 1-year recidivism rate by 91% • 32% decrease in recidivism over 1 year • 100% of women employed after housing • 67% employed through explicit DOH referrals • 40% of clients who begin the reunification process succeed 	<ul style="list-style-type: none"> • <u>Reduce relapse, homelessness, and recidivism</u> • Create strong community for women who are newly-released from prison • Family reunification • Gainful employment for incarcerated women

Comparable Charities

- Very few women-focused nonprofits in the recidivism space.
 - Non-gender-specific programming (which, realistically, is just programming for men that is implemented in a female population) *does not work* because it does not consider gendered needs
 - Pathways to prison for men involve violent crime, but involve drug use for women
 - Women have significantly higher rates of trauma histories, which non-gender-specific programming does not address
 - More physical and mental health needs (e.g. because of past trauma and victimization, the proportion of women in prison/jail who have HIV is astronomical compared to men)
- Compared to similar charities, Doors of Hope:
 - Has served more (2,000+ in 9 years vs. 4,000+ in 46 years [Friends of Guest House]) in less time
 - Reports lower recidivism rates (3% vs. Leap for Ladies' 4-7%)
 - Has higher yearly per-woman costs (\$22,440 vs. Leap for Ladies' \$10,500), which is directly due to more comprehensive programming
 - **Addresses histories of substance abuse and boasts positive feedback loops**
 - Many of DOH's former clients go on to have careers in the recovery field, helping other addicts on their journey to sobriety
 - **Addresses histories of trauma with gender-specific mental health counseling**
 - ~98% of incarcerated women report trauma histories

Key Risks and Mitigating Factors

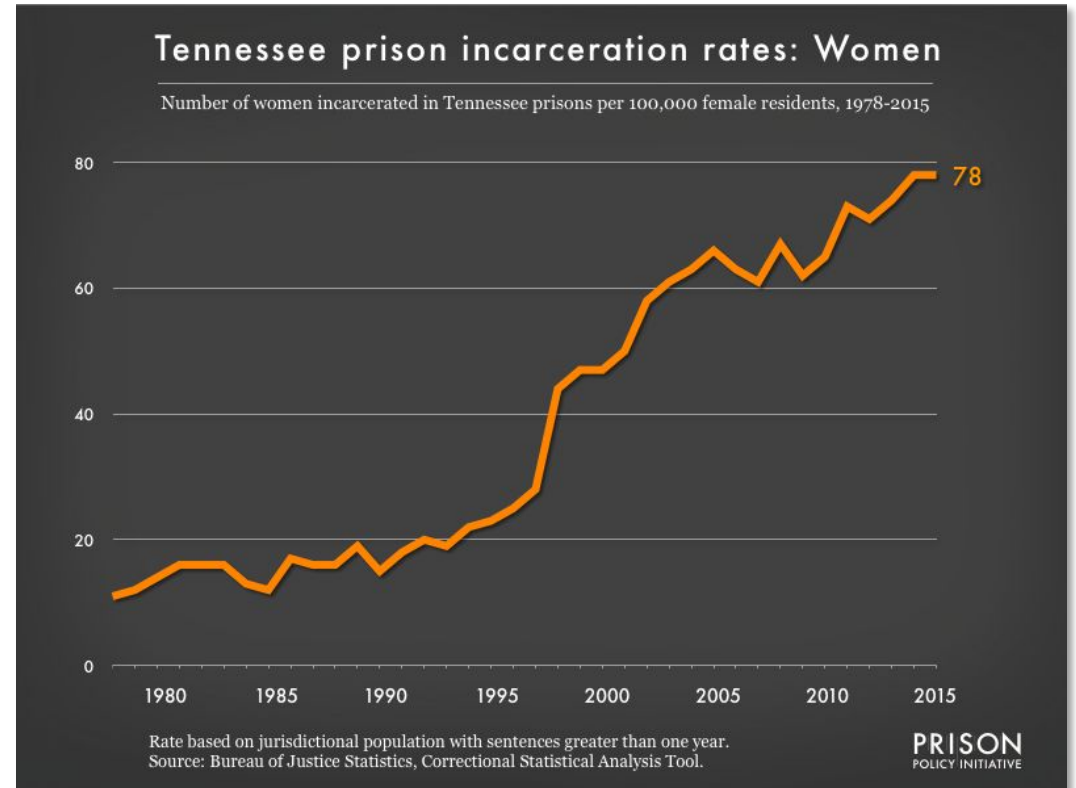
Key Risks	Mitigating Factors
Ambiguous internal structure	Current employees manage current clients successfully, and dedicated staff is open to help from USIT Foundation
High per person expenses	Low recidivism rates and other benefits justify high expenses and DOH has a SROI of 29.2x
Unclear expansion plan	USIT Foundation can provide guidance on how Doors of Hope can expand in the future while still providing high-impact programming

Charitable Vertical

Charities in this space try to address various root causes of high female recidivism. The three main causes are poverty, lack of safe housing, and drug use.

Issue Overview

- There are currently 2,776 incarcerated women in Tennessee
 - The rate of women's imprisonment has grown rapidly since the 1980s
 - In 2017, Tennessee increased its prison population solely by incarcerating more women
 - Incarceration rate is 53% above the national average
- It costs \$31,481 to house a Tennessee prisoner in 2021
 - Therefore, it costs Tennessee \$87.4 million to house its female prisoners for one year
 - Costs in 2019 were \$28,043, a 12.1% increase over 2 years
- The one-year recidivism rate of female prisoners is 35.1%



Comparable Charity Landscape

- 22 charities in TN that focus serving prisoners pre- or post-release
 - Only three of them are focused on women specifically
- Operational responses tend to vary, but focus on:
 - 1) Pre-release education
 - 2) Transitional housing
 - 3) Substance abuse treatment
- Some of the major organizations in this space nationally are:

Charity Name	Annual Inflows	Number of People Served/Year	Annual Inflows per Person served
The Doe Fund	\$57,488,543	660	\$87,103
Alvis, Inc.	\$31,641,763	8,000	\$3,955
Safer Foundation	\$25,335,614	4,359	\$5,812
Doors of Hope	\$489,639	190	\$2,577

Discussion of Root Causes

- The three largest drivers of high female recidivism are:
 - Poverty
 - 37% of women (versus 28% of men) report an income less than \$600 per month compared to prior to their arrest
 - Before being arrested, most women were employed in low-wage, entry-level positions and 67% earned a max wage of \$6.50 per hour
 - Safe Housing
 - Out of every 10,000 formerly incarcerated women, 264 are homeless
 - Compared to 195 men
 - 67% of formerly incarcerated prisoners who are homeless recidivate within one year
 - Drug Use
 - 67 - 82% of incarcerated women meet lifetime criteria for substance abuse/dependence
 - Addicted women are 3.17x more likely to recidivate than women who don't struggle with substance abuse

Program Activities

Supportive transitional housing and pre-release VOCA classes

Programming

Supportive Transitional Housing

- Programming includes case management, support to acquire identification documents, medical and dental care, recovery coaching, regular scheduled in-house therapy, employment training resume development, professional communication, interview prep, life skills, family reunification support, connecting women to safe housing
- This program costs \$1,600/woman/month and serves 70% of DOH expenditures

VOCA Classes

- Programming includes case management services, recovery classes led by the Certified Peer Recovery Specialist, referrals to post-release housing and job training programs, mentorship from former DOH clients, community-building
- This program costs \$2,500/woman/month and serves 30% of DOH expenditures

Growth Plans

- Expectations from management on growth
 - DoH does not have a structured growth plan, but is currently only able to accept 7% of applicants to its housing program
 - Greater funding is needed for more growth
- What is the charity planning to do with more money?
 - More comprehensive medical and dental care
 - Expansion of the transitional housing program
 - More support for recovery from addiction
 - Better access to trauma-informed mental health counseling
 - Enhanced data collection
- Former DOH client Casie Dalton, who works as a recovery coach, states that there is huge demand for an expansion of DOH services—nearly everyone she coaches wants access to its programming

SROI Calculation

Based on raw data provided by HLD, calculations by the PIT team, and outside data

SROI Assumptions

Transitional Housing

Monthly Per Person Housing Cost (DOH)	\$ 1,300
Monthly Healthcare Costs (DOH)	\$ 300
Total Monthly Cost (DOH)	\$ 1,600
Total 6-Month Program Cost	\$ 9,600
6-Month Cost to House Homeless Person (Control)	\$ 5,000
6-Month Emergency Room Costs for Homeless Person (Control)	\$ 9,250
Total 6-Month Cost (Control)	\$ 14,250
Number of Women Served Per Year	65
Total Return (Housing & Healthcare Savings)	\$ 302,250

Recidivism Savings

Recidivism Rate (DOH)	3%
Recidivism Rate (control)	35%
Number of Women Served (DOH)	190
Number of Recidivating Women (DOH)	5.7
Number of Recidivating Women (control)	66.69
Yearly Cost for Imprisonment	\$ 31,481
Total Return (Taxpayer Savings)	\$ 1,920,026

Additional Wages

Number of Women Served	190
Number of Recidivating Women (DOH)	5.7
Number of Recidivating Women (Control)	66.69
Employment Rate (DOH)	100%
Employment Rate (Control)	68.4%
Number of People Employed (DOH)	184.3
Number of People Employed (Control)	84.34
Yearly Wage	\$ 10,090.00
Total Return (Increases in Wages)	\$ 1,008,556

Family Reunification

Number of Women Served (DOH)	190
Percent of clients who are mothers	85%
Percent of women who regain custody (DOH)	40%
Percent of women who regain custody (Control)	13%
Number of women who regain custody (DOH)	64.6
Number of women who regain custody (Control)	20.995
Decreased likelihood of high school diploma (HSD)	55.80%
Number of children with HSD (DOH)	28.5532
Number of children with HSD (Control)	9.27979
Lifetime benefits of HSD	\$327,000.00
Total Return (Increased Lifetime Earnings)	\$ 6,302,405

SROI Calculations (2019)

SROI

Transitional Housing Total Lifetime Benefit	\$	302,250
Recidivism Savings Total Lifetime Benefit	\$	3,118,766
Additional Wages Total Lifetime Benefit	\$	5,581,896
Family Reunification Total Lifetime Benefit	\$	6,302,405
Cumulative Total Lifetime Benefit	\$	15,305,317

Total Uncertainty Factor		1.00
Total Adjusted Return Calculation	\$	15,305,317

Cumulative Total Lifetime Cost	\$	524,428
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SROI	29.2x
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Unit Economics Per Person

Per Person Benefits

Transitional Housing Total Lifetime Benefit	\$ 4,650
Recidivism Savings Total Lifetime Benefit	\$ 17,278
Additional Wages Total Lifetime Benefit	\$ 92,970
Family Reunification Total Lifetime Benefit	\$ 144,534

Total Average Lifetime Investment Per Person \$15,720

Monthly Costs (Provided by Charity)

Transitional Housing Program	\$1,600
<i>% of Expenditures</i>	70%
VOCA Pre-Release	\$2,500
<i>% of Expenditures</i>	30%
Medical and Dental Care	\$100-500
Sobriety and Rehabilitation Services	\$500

Unit Economics Assumptions

Benefit Assumptions

- Lifetime benefits include:
 - Likelihood of a DoH client who is a mother to reunite with her child, who then goes on to receive a high school diploma and associated lifetime earnings
 - Likelihood of a DoH client who is employed and does not recidivate to receive additional wages
 - Imprisonment costs saved from DoH clients who do not recidivate, compared to the status quo recidivism rates
 - Total return on housing and healthcare divided by the number of women served

Investment Assumptions

- Lifetime costs include:
 - Yearly cost of DoH client based on the likelihood she is in the housing program
 - Yearly cost of DoH client based on the likelihood she is in a VOCA classes

Other SROI Considerations

- Items excluded from SROI calculations:
 - Sobriety savings
 - Difficult to estimate sobriety rates because DOH has recently begun collecting data
 - In addition to saving the social cost to U.S. society from 1 addicted person, DOH's sobriety savings has reverberating effects as many sober DOH clients go on to work in the recovery field and help other addicts
 - Additional benefits from family reunification
 - Child's mental health, probability of future incarceration, potential for higher education
 - Intangible benefits from medical and dental care
 - Contributes to better employment outcomes by providing women with higher self esteem and more professional appearances

Financials

Further information on what goes into the charity's financial picture

Further Details on Funding

- 27.6% of funding from various levels of government
 - Emergency Solutions Grant from Department of Housing and Urban Development
 - State funding from Tennessee through CARES Act
 - Smaller city grants from Smyrna and Murfreesboro
- Hold two large fundraisers per year
 - Brought in 16.4% of total revenue (\$80,292) in 2019
- Fundraising efficiency of \$10 raised for every \$1 spent
- Several grants have already expired or are set to expire soon—currently funding mental health counseling and previously funded medical and dental care

Cost Items

- Monthly per person program costs
 - \$1,600 for transitional housing program
 - \$2,500 for VOCA pre-release program
 - \$100-\$500 for medical and dental care
 - \$500 for sobriety and rehabilitation services
- Currently spend 100% of expenses on programming, according to 2019 Form 990
 - Based on program budgeting, we believe this figure is closer to 91%
- Large spike in funding in 2018 from many new grants received
 - These ran out last year (had funded medical and dental care, so it was free to clients), or are set to expire soon (currently partly funding mental health counseling)

Additional Information

Outstanding Questions

- Future composition of funding
 - Will the future expiration of grants affect DoH service capabilities? Are any grants set to renew or expand?
- Data collection
 - Is there a possibility of double-counting clients and outcomes due to unclear internal data tracking?
- Large Per-Person Costs
 - Does DOH's extra investment in comprehensive programming lead to a larger impact, or is it better to spend less and have not as good of results?
- Expansion Plan
 - Once DOH secures funding, what does it see as the next steps to impact women's lives?

Comparable Charities



Doors of Hope

- Comprehensive programming
 - **Transitional housing**
 - **In-house recovery services and mental health counseling**
 - **Case management**
 - **Family reunification**
 - Employment training
 - Pre-release classes (life skills, essentially)
 - **Individualized, case-by-case, client-by-client considerations**
- Recidivism rate 3%
- \$22,440/person/year

Leap for Ladies

- Programming includes:
 - Employability and life skills classes
 - Substance abuse programming
 - Connects women to housing and employment post-release—**does not do it internally**
 - **Eight-month program—not individualized; mentorship model is difficult to replicate**
- Recidivism rate 6%
- \$10,500/person/year

Comparable Charities

Doors of Hope

- Comprehensive programming
 - Transitional housing
 - **In-house recovery services and mental health counseling**
 - Case management
 - **Family reunification**
 - Employment training
 - Pre-release classes (life skills, essentially)
 - **Individualized, case-by-case, client-by-client considerations**
- Recidivism rate 3%
- \$22,440/person/year

Friends of Guest House

- Programming includes:
 - Transitional housing
 - Case management
 - Employment training
 - Pre-release classes
 - Referrals for additional healthcare, legal, and employment needs—**does not do it internally**
 - **Does not address addiction**
- Little transparency on recidivism
- Has served 4,000+ in 46 years



Management Structure



JACKIE MILLER
Interim CEO



DR. ELLEN BLAYLOCK,
LPC/MHSP, NCC
Mental Health Counseling



CALLIE GARBISON
Certified Peer Recovery
Specialist

Dr. Blaylock conducts all in-house mental health counseling. Callie Garbison is responsible for recovery coaching.

Other staff includes:

- 3 Social Workers, one of whom also works as the Intake Coordinator
- Case Managers
- Interns

Photos of Houses Owned by Doors of Hope



Map of Operating Area



- Red icons indicate office space
- Blue icons indicate housing
- <https://tinyurl.com/DOHmap>

Expert Interview: Dr. Hopp

- On April 12, 2021, Medha Anoo and Kate Woodhouse spoke with Dr. Hopp, a doctor at RiverBend Maximum Security prison in Tennessee.
- She believes that consistent in-prison programming helps inmates, and substance abuse programming would be the best place to invest money in prisons.
- Dr. Hopp thinks that the best programs are ones that start in prison and continue with support post-release.
- Recently incarcerated individuals struggle to receive healthcare without organizational help.

Client Interview: Missy Turner

- On May 12, 2021, Kate Woodhouse spoke with Missy Turner, a current DoH client in the transitional housing program.
- Turner believes that Doors of Hope really cares about their clients and does not do this for government money like many other organizations.
- She tried rehab once before, but it was not as successful as the DoH program.
- She believes that DOH is “a great program for women.”

Client Interview: Brooke Baird

- On May 13, 2021, Kate Woodhouse spoke with Brooke Baird, a current DoH client in its transitional housing program.
- Baird believes that without Doors of Hope, she would not be alive.
- Doors of Hope has helped her get her first job, a higher paying second job, a driver's license, birth certificate, and social security card.
- She said she would not change a thing about DoH and would live there for longer if they would let her.

Client Interview: Casie Dalton

- On May 13, Medha Anoo spoke with Casie, a former client of Doors of Hope. Dalton had been an addict for 20 years before DoH.
- Currently, Dalton works as a Lead Recovery Coach at JourneyPure at the River, which offers both men and women safe and effective drug and alcohol rehabilitation.
- While at Doors of Hope, Dalton received free medical care and counseling and stated she wished the dental capabilities were more fleshed out. Her employment training was comprehensive.
- Dalton believes she would be dead without Doors of Hope. She said they taught her to be a responsible person—including skills a lot of people take for granted such as budgeting, paying rent on time, etc.
 - She is currently in the process of reunifying with her children, which is taking longer because communication was cut off for a longer period of time.

Client Interview: Ginger

- On May 12, 2021, Medha Anoo spoke with Ginger, a former client of Doors of Hope.
- Ginger was a two-time client of Doors of Hope and among the 3% who recidivated. Homeless and addicted, she had no family left when she began working with Doors of Hope.
- Now, Ginger has worked in the recovery field at Doors of Hope for almost three months. She is working to be a recovery coach and is in the process of becoming a Certified Peer Recovery Specialist. She has also reunited with her daughter, 15, who has been in her father's care since she was 5.
- Ginger believes there is not a better team of people to help women with a history of trauma re-enter society.

Summary of Diligence Activities / Notes

- First interviewed DOH social worker Shaneeka Scott on February 25
 - Call notes: <https://docs.google.com/document/d/1N0ld6dTWnoKyiiQUz20B18NnGDoeH3VU8GiQiXJ4NTU/edit>
- Talked to Interim CEO Jackie Miller on April 8
 - Call notes: <https://docs.google.com/document/d/1zAj90cYBNwSYCcG3msLnYx8Bu-miHjd37nHqUCuaUCQ/edit>
- Interviewed Dr. Hopp, who works in a Tennessee prison, on April 12
 - Call notes: <https://docs.google.com/document/d/1VicmZd0dKLQ8Ol6-GMeL4l0kuxTjqSwSsxXK5uC9HA8/edit?usp=sharing>
- Received answers to follow-up questions from Jackie Miller on April 27
 - Email notes: <https://docs.google.com/document/d/1qLFb6FeGkU2aY1RI-THy5KG2JscJkVl5/edit>
- Talked to 4 women who've been through the program or are currently in the program on May 12 and May 13
 - Call notes: https://drive.google.com/drive/folders/1VtJxAEfTvSMac6LeMCISEj2vU_Ub79Eu?usp=sharing
- Links to annual budgets and Forms 990 since 2012:
<https://givingmatters.civicore.com/index.php?section=organizations.financials&action=main&fwID=977>
- Approved 2021 budget:
https://givingmatters.civicore.com/?downloadFile=1&table=organizations_documents&field=file&check=695f7d10f5682e4597e991dfa2f4eef5&key=46109
- Form 990s: <https://projects.propublica.org/nonprofits/organizations/274987364>

Other relevant links and contact notes

- Nowhere to Go: Homelessness among formerly incarcerated people by Lucius Couloute (Prison Policy Initiative)
- Two-thirds of homeless ex-prisoners reoffend within a year by Amy Walker (used data obtained from Ministry of Justice)
- Tennessee Female Felon Population Update (February 2021) prepared by Tennessee Department of Correction Decision Support: Research & Planning