



826 Broadway, 9th floor New York, NY + 10003 (212) 227-6601 robinhood.org

ROBIN HOOD

FIGHT POVERTY LIKE A NEW YORKER™

INVESTORS REPORT 2013



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25 YEARS OF BEING THERE FOR OUR NEIGHBORS IN NEED



In 1987, just after the financial markets crashed, I was lucky to be one of the five New Yorkers who sat down over cartons of take-out Chinese food in Paul Jones's apartment to discuss how we could help our neighbors and the city we loved.

That night, Robin Hood was born.

Today, more than 25 years later, that quixotic idea has grown into a movement of tens of thousands of people helping our neighbors earn and learn their way out of poverty.

In 1988, we made our first two grants, totaling \$52,000. In 2013, thanks to your generosity, we were able to make over 200 grants totaling \$126 million. In addition, we made grants of \$56 million to help people who lost loved ones or their homes or their jobs because of Hurricane Sandy.

Together, we've done a tremendous amount of good.

But so much more remains to be done.

Last year began with thousands more of our neighbors pulled below the poverty line by Hurricane Sandy.

The number of homeless families and children in our city has reached levels unseen since the Great Depression, with more than 53,200 New Yorkers—including 22,000 children—sleeping each night in homeless shelters.

In the following pages you'll see a timeline of some of the lifesaving programs, initiatives and systemic changes your support has made possible over the past 25 years. You'll see that Robin Hood has a long history of supporting bold, innovative solutions, whether it was funding a needle-exchange program at the height of the AIDS crisis or building cutting-edge libraries in our public schools. And we're

25 YEARS OF BEING THERE FOR OUR NEIGHBORS IN NEED

continuing to look for those game-changers today, funding audacious approaches to New York’s affordable housing shortage, helping immigrant families rise out of poverty and promoting the use of digital technology in education. There are more details about these programs inside this report, where you’ll also find a full accounting of all the good we were able to do with your help in 2013.

It was another year to be proud of, one of 25 great years of finding new and better ways to be there for our neighbors in need.

Thank you for being an irreplaceable part of that success. We truly couldn’t have done it without you.

THANK YOU FOR BEING ROBIN HOOD.

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ROBIN HOOD

25 YEARS OF FIGHTING POVERTY LIKE A NEW YORKER

1987

Founding of Robin Hood over a Chinese dinner with Paul Jones, Glenn Dubin, Maurice Chessa, Peter Borish and David Saltzman.



1989

First grant to youth programs based on Dr. Michael Carrera and Patricia Dempsey's pregnancy-prevention model.

1991

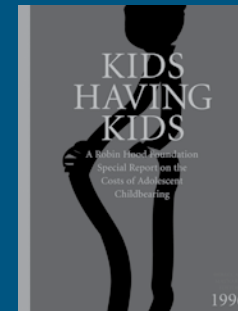
First grants to housing for people with AIDS, including Housing Works and Harlem United (then known as Upper Room AIDS Ministry).

1993

Robin Hood takes on domestic violence and the transmission of HIV through shared needles.

1995

First grant to Good Shepherd Services, to support residences for adolescents.



1996

Kids Having Kids report calls attention to teenage pregnancy's financial toll. Grant to the Campaign for Fiscal Equity, to help guarantee fair funding for NYC public schools; Court of Appeals rules in CFE's favor in 2003.

1999

RH builds first prototype library at Beginning with Children, a K-8 school in Williamsburg.

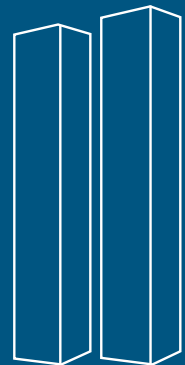
2000
LIBRARY

Robin Hood's L!brary Initiative goes on to build more than 60 libraries in public elementary schools in the city's poorest neighborhoods.



2001

The Robin Hood Relief Fund is created to help those devastated by the 9/11 attacks. The Relief Fund goes on to distribute more than \$65 million to thousands of organizations and individuals. Million-dollar grant to the Food Bank, which supplies about 1,300 soup kitchens and pantries across the city.



1988

First two grants, to Association to Benefit Children and Children's Health Fund, totaling \$52,000.



1997

First grant to KIPP (Knowledge Is Power Program), bringing this new school model to New York City.



Geoffrey Canada

2002

\$1.4 million grant to Harlem Children's Zone for the Baby College (a partnership with renowned parenting expert Dr. T. Berry Brazelton), the Asthma Initiative and other programs.



1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
\$52,000	\$641,565	\$2,000,730	\$3,002,261	\$3,312,149	\$4,120,060	\$4,774,316	\$6,980,553	\$8,022,187	\$8,925,179	\$10,275,635	\$11,669,451	\$12,714,515	\$36,191,131
2	31	52	55	45	73	77	78	92	93	92	89	85	126



2003

Robin Hood launches Single Stop, co-locating services for public benefits access, legal assistance, employment and housing referrals, tax preparation and financial counseling.

Robin Hood's Earned Income Tax Credit (E.I.T.C.) initiative launched, helping 11,000 individuals and families file tax returns, yielding \$18 million in refunds.

Robin Hood's Capital Grants Initiative launches. To date, the initiative has created more than 1.8 million square feet of space for schools and community-based programs.

2004

Establishment of Robin Hood's Leadership Council, with the goal of bringing new voices to the table and building a core group of influential, inspiring and compassionate New Yorkers.



2005

Robin Hood's Guarantee Fund launches to help build housing for the homeless. Robin Hood first funds mentoring/academic tutoring programs, including iMentor and the Go Project.



2006

At Robin Hood's annual benefit in May, donors contribute enough money to build not one but two public charter high schools in poor neighborhoods.

2007

Robin Hood launches a teacher training institute—The Relay Graduate School of Education—to provide better trained teachers for schools and students throughout New York City.



2009

George Soros makes challenge grant of \$50 million over two years to launch the Robin Hood Responds initiative to lessen the impact of the Great Recession on the most vulnerable New Yorkers.



2010

The Crown Heights Charter High School—built by Robin Hood and NYC Department of Education—opens its doors to more than 1,600 students from the poorest neighborhoods in the city.

2012

Robin Hood reactivates the Robin Hood Relief Fund to help victims devastated by Superstorm Sandy throughout the tristate area.



2011

Robin Hood donors contribute \$13.1 million to fund the Veterans Initiative. Robin Hood begins the task of lifting every single homeless Vet off the streets of NYC and providing job training, medical services and mental health support to the families of service members and more.



2013

By April 2013, 100% of the funds raised for Hurricane Sandy Relief—\$70.5 million— had been allocated to 494 Grants.

First class graduates from Crown Heights High School. KIPP High School opens in the Bronx.



2002	2003	2004	2005	2006	2007
\$43,489,597	\$58,328,865	\$66,975,834	\$65,862,525	\$80,536,373	\$138,853,000
158	199	203	182	197	232

2008	2009	2010	2011	2012	2013
\$98,700,000	\$100,700,000	\$102,300,000	\$110,600,000	\$109,200,000	\$111,200,000
252	271	263	283	300	255

HOW YOU ARE MAKING A GREATER IMPACT

EVERY CENT OF EVERY DOLLAR DONATED IS PUT TO WORK

Robin Hood's board underwrites all of our operating expenses, which means 100% of your donation goes directly to fighting poverty.

ROBIN HOOD HAS NO ENDOWMENT

We must raise every poverty-fighting dollar we distribute each year. 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 SOPHISTICATED METRICS TO ESTIMATE THE IMPACT OF ALL OUR GRANTS

We evaluate each program and make grant decisions to maximize impact, much like a financial manager chooses investments to maximize profit. The upshot: a 12:1 return on your investment dollar. Thus, a \$1,000 investment translates into \$12,000 in poverty-fighting benefits to low-income New Yorkers.

A white paper which describes how we calculate benefit:cost estimates can be found at www.robinhood.org/metrics.

ROBIN HOOD ADDS VALUE THROUGH MANAGEMENT ASSISTANCE AND CAPITAL ENHANCEMENT PROGRAMS

Strategy, finance, marketing and other forms of management consulting further protect our donors' investment. Capital assistance adds value by ensuring the successful outcome of our real estate projects.

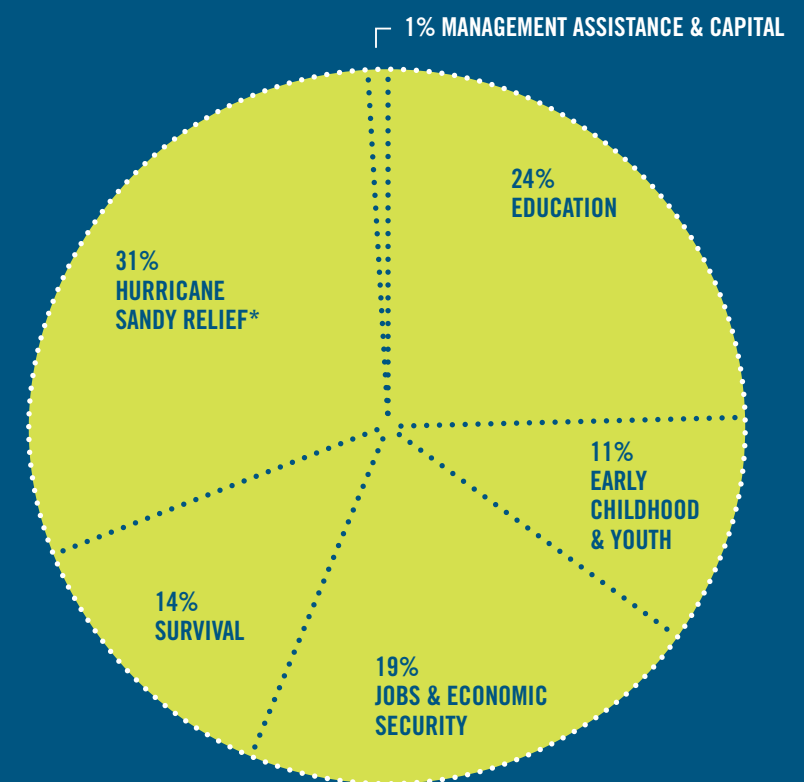
In 2013, Robin Hood executed 138 management assistance projects, including work by pro bono partners, valued at \$6.2 million.

ROBIN HOOD GETS RESULTS

There are over 9,700 poverty-fighting organizations in New York City. Robin Hood partners with only about 200 of the most effective programs. We find ways to bring their successes to scale. When they falter, we bring in experts to fix the problem. And if the problems persist, we discontinue funding. This may appear harsh, but in reality, every misspent dollar is a missed opportunity to help a struggling New Yorker.

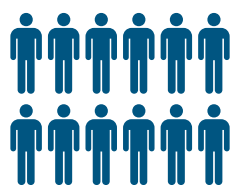
2013 INVESTMENTS: \$182 MILLION

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. HERE'S HOW WE INVESTED YOUR GIFTS TO FIGHT POVERTY IN 2013:



* Donor-Designated





2013



THE YEAR IN NUMBERS

ROBIN HOOD IS THE LARGEST FUNDER OF PROGRAMS IMPROVING THE LIVES OF NEW YORK CITY'S 1.8 MILLION RESIDENTS STRUGGLING IN POVERTY.

Last year, thanks to you, Robin Hood was there for our neighbors in need. Your contributions came at a time when government funding was being cut for food programs and more families were struggling to put food on the table.

Your help came at a time when the number of homeless New Yorkers was greater than during the Great Depression and income disparity reached near-record levels.

In 2013, when families were desperate for support, you were there to help.

ROBIN HOOD INVESTED

\$3.9
MILLION

into more than 20 veterans programs which provided a variety of services including housing, medical assistance and job training, helping to place over 1,300 veterans in jobs.

IN 2013 ROBIN HOOD GRANTED A TOTAL

\$182
MILLION

TO MORE THAN
400

ORGANIZATIONS including \$56 million in Sandy Relief

50,000
+

low-income students received a first-class education through Robin Hood-funded schools.



We helped soup kitchens and food pantries in New York City's poorest neighborhoods serve more than

10
MILLION MEALS across the five boroughs.

12,000
NEW YORKERS

seeking a living wage found help at Robin Hood-funded job placement and training programs.



We granted

\$16.9
MILLION

to programs that provided educational, medical and social support for New York City's young children—and helped 18,000 New York children and parents start life right.

OVER

90%

of people who enter Robin Hood-funded permanent housing programs remain stably housed.

In the last five years, our Single Stop services helped nearly 1,000,000 low-income New Yorkers receive nearly

\$1.2
BILLION IN BENEFITS

Thanks to Robin Hood donors,



13,000
VULNERABLE

New Yorkers avoided eviction, found emergency shelter or moved into permanent housing.



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

30%

BE ROBIN HOOD

Because of the urgent needs facing poor New Yorkers, Robin Hood does not stockpile donations in an endowment fund. This means that every year, Robin Hood relies entirely on donations to support the most effective programs and schools in New York City's poorest neighborhoods. Every gift makes a difference.

GIVE to Robin Hood online at robinhood.org, or mail your check using the enclosed response envelope.

DOUBLE your impact by asking if your employer matches charitable gifts. Spouses can sometimes get a second corporate match. Ask your company's H.R. department for the form.

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

SEND Robin Hood's holiday cards, a festive way to spread the word about Robin Hood's work.

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

JOIN the Archer Legacy and ensure that your bequests and estate plans have the maximum impact in helping poor New Yorkers.

VISIT robinhood.org/get-involved or email info@robinhood.org for more information.

**100% OF YOUR
DONATION GOES
DIRECTLY TO
FIGHTING POVERTY.**

GIVE YOUR TIME AND EXPERTISE

Robin Hood funds more than 200 of the most effective poverty-fighting programs in the five boroughs of New York City. In addition to our core grant making, we provide management and technical assistance to help groups build capacity, and our board placement program is a key piece of this work. Through this service, we connect talented individuals who are interested in dedicating their 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 develop initiatives to strengthen the performance of their boards through trainings, events and access to consulting expertise.

BOARD PLACEMENT is one of the most important things we do to bring the talents and resources of New Yorkers to solve our city's greatest challenges. To date, we have successfully placed over 500 board members at poverty-fighting nonprofits.

BOARD SERVICE is both an honor and a responsibility. It typically requires 10+ years of work experience and a commitment of financial support, time and energy. Board members get involved in everything from strategic planning to fundraising, and finances to public relations. And board members often serve a multi year term, first gaining a deep understanding of the organization and then guiding its future trajectory.

YOUR COMMITMENT will make a difference. And 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 educate a child, place a family in secure housing or connect someone with gainful employment.

LEARN more about the program please contact: boardplacement@robinhood.org.

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BOARD DEVELOPMENT COMMITTEE

Scott Bommer, *Chair* • Lee S. Ainslie III • Steve A. Cohen • Glenn Dubin • Paul Tudor Jones II, *Founder*
Peter D. Kiernan III • Doug Morris • Robert Pittman • David Puth • Alan D. Schwartz • David M. Solomon
Barry S. Sternlicht • John Sykes • Harvey Weinstein • Jeff Zucker

GET YOUR FAMILY INVOLVED

In small towns across America, when someone is in trouble, their neighbors come to their aid. But what can you do in a city where 1.8 million of your neighbors suffer from hunger and homelessness, hidden from view? What can caring parents do to help their children learn of their neighbors' needs and how best to help them? Robin Hood has created programs to do just that.

LEMONAID

A program where younger children can participate in family philanthropy by selling lemonade and donating the profits to Robin Hood. It is a wonderful introduction to the importance of caring for our neighbors. Participate with other families in an existing event in Westchester, Westport/Westin, Greenwich and the Hamptons, or bring Lemonaid to your own community.

Last year, our littlest heroes raised \$130,000 to fight poverty, one cup of lemonade at a time.

CAMP ROBIN HOOD

An eye-opening, horizon-widening, sobering yet inspiring introduction to the state of poverty in New York City. Designed for teens ages 14 to 18, Camp Robin Hood provides an introduction to understanding poverty-fighting in general and Robin Hood in particular. By providing hands-on experience at soup kitchens, job training programs and homeless shelters, it can be a truly transformational experience.

ROBIN HOOD FELLOWS

Camp Robin Hood 2.0. The Robin Hood Fellows program offers graduates of Camp Robin Hood the chance to gain a more in-depth understanding of Robin Hood's innovative approach to helping New Yorkers in need.

TEEN COUNCIL

Designed to give high school students an introduction to poverty-fighting in action. Teens meet monthly, at Robin Hood's office in Union Square, to listen to guest speakers discuss poverty in New York City and ways to make a difference. Students come from across the tristate area, including students from Robin Hood-supported charter schools.

To learn how to get your family more involved, contact Marianne Macrae at macrae@robinhood.org or (212)844-3597. Please note space is limited for some programs.

TEACH YOUR CHILDREN
HOW TO MAKE A DIFFERENCE.

PORTFOLIOS:

The programs that Robin Hood supports fall into four distinct portfolios: **EARLY CHILDHOOD & YOUTH**, **EDUCATION, JOBS & ECONOMIC SECURITY** and **SURVIVAL**. They all address the day-to-day needs of low-income New Yorkers, while striving to achieve systemic change that will provide long-term solutions for our neighbors in need.

EARLY CHILDHOOD & YOUTH

INVESTMENT: \$33.7 MILLION

>> **PROBLEM:**

Only one of three poor infants and toddlers have access to childcare and early education.

>> **APPROACH**

Robin Hood provides support early and often. We know that interventions targeting young children often pack a stronger impact than interventions delivered later in life.

Poor children are born with the odds already stacked against them. They suffer extremely high rates of low birth weight and prematurity, which can lead to a host of lifelong problems, including increased risk of neurodevelopment problems; hearing or vision problems; cognitive, attention and language delays; and learning disabilities. They also fall behind early from lack of adequate verbal and cognitive stimulation at home.

Our comprehensive, proactive approach includes:

- + Infant-toddler development programs that ensure over 3,100 children and their parents receive intensive in-home services that give them a better chance of succeeding in school.
- + Programs that provide clinical and educational therapies to 1,600 special-needs infants and toddlers.
- + Programs that provide nearly 6,800 children with full-day, high-quality kindergarten.

>> **IMPACT:**

Our programs have remarkable records of success among the thousands of children they serve, reversing speech and language delays and ensuring that children are better prepared to learn in kindergarten and beyond.

60% OF THE CITY'S PRESCHOOL AGE CHILDREN LACK ACCESS TO PRESCHOOL EDUCATION.

Early Childhood Initiative

We have long recognized that early childhood presents us with a unique problem. Research tells us that intervention during early childhood matters greatly in the fight against poverty. But we lack information about which specific elements in early childhood programs have the greatest power to drive long-term outcomes for children, thus limiting our ability to use our investment to the greatest advantage. In partnership with MDRC, the nationally respected social policy organization and program-evaluation firm, our Early Childhood Initiative takes up this challenge. Using randomized control methodology, we are identifying and testing the most promising interventions. After a successful and informative pilot year, our inaugural test, Making Pre-K Count, is at the midway point of its first full-scale year. The experiment tests the power of early math skills to change academic outcomes for children throughout their academic careers, including high school graduation. About 4,000 children and 400 teachers across 69 preschools in the highest-need districts across the city have been enrolled in the trial. The study will continue to run through 2020, and includes follow-up of pre-kindergarten participants through third grade.

LAST YEAR, THANKS TO YOUR SUPPORT, WE HELPED OVER 18,000 CHILDREN AND PARENTS THROUGH THE FOLLOWING EARLY CHILDHOOD PROGRAMS:

- | | |
|--|--|
| Abyssinian Development Corporation | Grand Street Settlement |
| Ackerman Institute for the Family | Harlem Children's Zone |
| Albert Einstein College of Medicine - | Jane Barker Brooklyn Child Advocacy Center |
| Early Childhood Center | Little Sisters of the Assumption Family |
| Association to Benefit Children | Health Service |
| Bloomingdale Family Program | MDRC |
| BronxWorks | New Alternatives for Children |
| Brookdale Hospital - Healthy Families | New Yorkers for Children - ACS/Acelero |
| New York | NYU School of Medicine - |
| Brooklyn Kindergarten Society | Children's Trauma Institute |
| Children's Defense Fund | Phipps Community Development Corporation |
| Coalition for Hispanic Family Services | SCO Family of Services |
| Columbia College of Physicians and | Staten Island Mental Health Society |
| Surgeons Department of Psychiatry: | Union Settlement Association |
| Practical Resources for Effective | University Settlement Society |
| Postpartum Parenting | Visiting Nurse Service of New York |
| Episcopal Social Services Fund | |
| for Public Health in New York - | |
| Nurse Family Partnership | |

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BOARD EARLY CHILDHOOD & YOUTH COMMITTEE

Marian Wright Edelman, *Chair* • Atiim Barber • Jacklyn Bezos • John DiRocco • Nancy Jareki • Jack L. Oliver III
David Puth • Alan D. Schwartz • Jes Staley

AT-RISK YOUTH

>> PROBLEM:

There are approximately 350,000 “at-risk youth” in New York City. These are teens who have left school, left home and are jobless. They are at risk for homelessness, drug addiction, teen pregnancy and worst of all, having nothing to look forward to but a life of poverty.

>> APPROACH:

Our approach is simple and effective: do everything possible to connect young people to an education, a job and a future with promise. We invest in a network of opportunities in the community that help disadvantaged young people get into college and complete their education, or show them how to find a path to obtain a meaningful job. Our youth programs are grouped into three categories:

GED Plus We support community-based programs that help nearly 6,000 disconnected youths earn a G.E.D certificate and then find and keep work, or enter and complete college.

College Persistence and Graduation Programs we support are reaching 5,000 CUNY students per year, helping them to stay on course for a college degree.

Juvenile Justice Robin Hood programs reach over 5,500 youths who are heavily street-involved and engage in risky behavior. They are often homeless and have high rates of mental illness. We support programs that seek to reduce those high-risk behaviors by providing counseling, education and access to other support services.

>> IMPACT:

Robin Hood funded programs truly change the odds. Students enrolled in our G.E.D. programs pass the test at rates that far outpace the city average. With this credential in hand, our programs ensure that they enter and persist in college and keep the jobs they attain at much higher rates than their peers.

TOGETHER, WE WERE ABLE TO HELP CONNECT 16,300 YOUNG ADULTS TO A BETTER LIFE THROUGH THE FOLLOWING PROGRAMS:

Ali Forney Ctr.
Andrew Glover Youth Program
BronxWorks
CASES
Ctr. for Court Innovation
Children's Defense Fund
College & Community Fellowship
CUNY - ASAP
CUNY - At Home in College
CUNY - Future Now at Bronx
Community College
CUNY - Kingsborough
Community College

CUNY - The Stella and
Charles Guttman
Community College
Cypress Hills Local Development Corp.
East Side House Settlement
Federation Employment and
Guidance Service, Inc.
Goddard Riverside Community Ctr.
Good Shepherd Services
Harlem Children's Zone
Hetrick-Martin Institute
Inwood House
Lawyers for Children
MDRC

New Profit Inc.'s Pathways Fund/
Social Innovation Fund
New Settlement Apartments
New York Foundling Hospital
Northside Ctr. for Child Development
Opportunities for a Better Tomorrow
Phipps Community Development Corp.
Queens Community House
Safe Horizon
SCO Family of Services
Stanley M. Isaacs Neighborhood Ctr.
The Child Ctr. of New York
The Door
Turning Point

EDUCATION

INVESTMENT: \$29 MILLION

>> PROBLEM:

In many of New York's poorest neighborhoods, children have a better chance of going to prison than to college.

>> APPROACH:

Education is the best poverty-prevention method out there. We look to invest in programs that will increase the likelihood that a student will graduate, first from high school and then from college. Robin Hood supports schools—public, 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 are experimenting with different approaches to increase student performance—whether it is intensifying and individualizing the attention a student receives through tutoring by an adult or using technology to personalize learning for the student.

Charter Schools

Robin Hood-funded charter schools outperform schools in their surrounding districts on average by more than 22 percentage points in math and 10 percentage points in English Language Arts. In 2013, 45 percent of students at Robin Hood charter schools met the new, higher Common Core standards in math, as compared to just 17 percent who met this standard at schools within the same district. The Robin Hood-funded KIPP NYC College Preparatory High School in the South Bronx opened the doors on its new building to more than 800 students in grades nine through twelve in September 2013, and the school will grow to serve more than 1,000 students.

Technology and Education

This broad category encompasses teaching students to code (as part of after-school programs), new high schools that have “software engineering” as a theme, specific tools to reorganize the classroom or to assist teachers in their work; whole platforms and specific applications. In shorthand, one often refers to education technology (“EdTech”) and “technology education.” An important distinction: education technology and technology education are different concepts and represent discrete funding opportunities. The essence of EdTech is the use of transformative technologies in the classroom and throughout the

IN 2013, 45% OF STUDENTS AT ROBIN HOOD CHARTER SCHOOLS MET THE NEW, HIGHER COMMON CORE STANDARDS IN MATH.

school system. While EdTech is not new—indeed, the pencil is a prime (if basic) example of education technology—in recent years, the internet, social media and cellular technology have permeated our lives and our schools. Technology education, however, focuses on teaching students to code (program) and ensuring that computer science is taught in high schools. The notion is that students with these skills—both high school and college graduates—will have access to well-paying careers for the foreseeable future. Note that these programs do not claim that the skills involved in learning to code are transferable in such a way that we should expect that math or language scores will increase. The argument rests solely on the premise that those who know how to code or have computer science degrees will be in demand and that those jobs are well-paying.

Robin Hood is investing in technology education, education technology and other ways technology is used in education, including our support of CFY (formerly Computers for Youth), iMentor and New Classrooms Innovation Partners (formerly School of One). In these cases, the program and the technology are interwoven. Robin Hood also invests in several programs, including Relay Graduate School of Education, where technology underlies and enhances the work.

Intensive Tutoring

Looking for ways to improve the performance of middle school students, the leadership of the Middle School Quality Initiative (M.S.Q.I.) at the New York City Department of Education embraced an idea that would provide intensive tutoring and an expanded school day through enriched programming after school. In September 2013, a pilot program was launched in 20 middle schools in New York City. Under the pilot, a targeted subset of students, beginning in sixth grade, will receive an hour of tutoring in small groups (with the ratio of tutors to students ranging from 1:1 to 1:4) every school day for three years. The pilot also includes a randomized controlled trial (R.C.T.) to determine if the intensive tutoring truly works. Approximately 900 students are receiving the tutoring (in the treatment group).

Robin Hood made a grant for up to \$4.5 million over three years (\$1.5 million in year one) to create this pilot of intensive tutoring in literacy for middle-school students. Called Middle School Extra, Robin Hood’s partners in this program include: Harvard University’s EdLabs (led by Roland Fryer), which selects and trains the tutors and conducts the R.C.T.; The After School Corporation (T.A.S.C.), which is the operating partner in expanding the school day; ReServe, which recruits applicants to serve as tutors; the New York City Department of Education; the City Council; the Carson Family Charitable Trust; and the Ford Foundation. The total budget is \$20 million over the three years—with half of the funds coming from public sources.

ROBIN HOOD SERVES THE MOST VULNERABLE STUDENTS. OUR PROGRAMS ARE CONCENTRATED IN SCHOOLS WHERE OVER 80% OF STUDENTS LIVE IN POVERTY.

>> IMPACT:

The high schools funded by Robin Hood graduate between 75% and 95% of their general-education students compared to 60% citywide.

Last year, we helped promote school reform, supported teacher training and other efforts that will affect more of the city’s 1.1 million public school students. And the schools and programs we support contribute to providing a first-class education to more than 50,000 students in grades K-12—a number that exceeds the size of all but 90 school districts in the country.

TOGETHER, WE WERE ABLE TO IMPROVE THE LEVEL OF EDUCATION IN NEW YORK CITY BY SUPPORTING THE FOLLOWING GRANTEES:

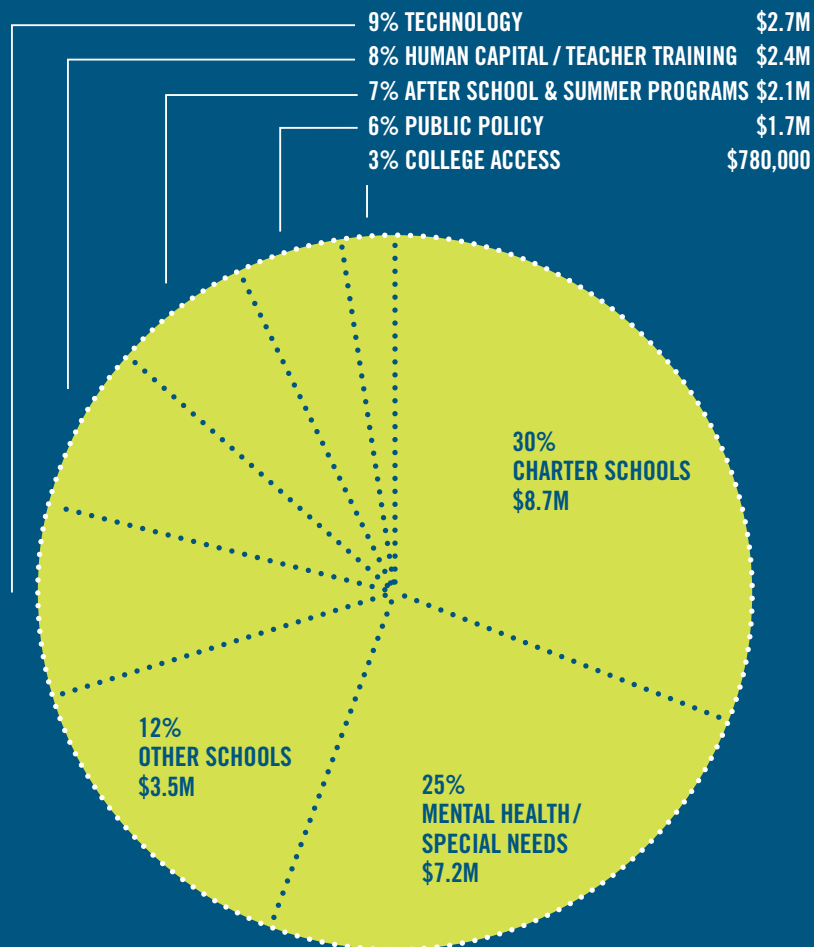
- | | |
|--|--|
| Abyssinian Development Corporation | Jewish Child Care Association (JCCA) |
| Achievement First | KIPP NYC, Inc. |
| Advocates for Children | League Education and Treatment Center |
| Astor Services for Children and Families | Morgan Stanley Children's Hospital of |
| Blue Engine | New York Presbyterian/Columbia |
| Bottom Line | New Classrooms Innovation Partners |
| Bronx Design and Construction Academy | New York City Charter School Center |
| CFY | New York Harbor School |
| Children's Aid Society | New York University McSilver Institute for |
| Children's Storefront | Poverty Policy and Research |
| College Advising Corps | North Shore LIJ Lenox Hill Hospital's Center |
| CollegeBound Initiative - Young Women's | for Attention and Learning |
| Leadership Network | Northside Center for Child Development |
| Comprehensive Development, Inc. | Partnership with Children |
| Cristo Rey New York High School | PROMISE PROJECT |
| Democracy Prep Public Schools | Reading Partners |
| DREAM Charter School | Regents Research Fund |
| Eagle Academy Foundation | Relay Graduate School of Education |
| East Harlem Scholars Academy | SCO Family of Services |
| EdLabs - The Education Innovation | Success Academy Charter Schools |
| Laboratory at Harvard University | Teach for America New York |
| Educators 4 Excellence | Tech Ed Collaboration |
| Explore Schools, Inc. | The After-School Corporation |
| Friends of the Children | Turnaround for Children |
| GO Project | Uncommon Schools |
| Good Shepherd Services | Urban Arts Partnership |
| Harlem RBI | Urban Assembly School for Law & Justice, |
| Harlem Village Academies | Adams Street Foundation |
| iMentor | |

BOARD EDUCATION COMMITTEE

Larry Robbins, *Chair* • Lee S. Ainslie III • Scott Bommer • John D. Clark • Anthony Davis • Anne Dinning
Paul Tudor Jones II, *Founder* • Peter D. Kiernan III • John Sykes

EDUCATION FUND ALLOCATION

BY SUB-PORTFOLIO (TOTAL = \$29 MILLION)



ROBIN HOOD

JOBS & ECONOMIC SECURITY

INVESTMENT: \$35.1 MILLION

>> PROBLEM:

There are over 300,000 adults looking for work in New York City.

>> APPROACH:

Robin Hood's job programs have helped thousands of people get jobs, despite barriers to employment such as histories of substance abuse, incarceration, insufficient education and homelessness. We also support organizations that create economic security for low-income individuals by providing legal assistance and help securing public entitlements, as well as financial and legal counseling, free banking services, loans and technical guidance in starting a business.

Entrepreneurship

We also invest money to encourage entrepreneurship among low-income populations. Our grantees work mostly with foreign-born or minority entrepreneurs whose businesses create employment opportunities for economically disadvantaged neighbors in the areas of New York City with the greatest need. We make grants to microfinance institutions and support the formation and growth of worker-owned cooperatives.

Robin Hood also helps poor working families gain access to public benefits and tax credits through our Single Stop and Earned Income Tax Credit (E.I.T.C.) initiatives. Single Stop provides free and confidential information about obtaining social services, as well as financial, housing, and legal counseling and job placement services, in low-income neighborhoods. E.I.T.C. educates poor working New Yorkers about filing for tax refunds they're owed and helps them prepare their returns and file them at no cost.

>> IMPACT:

Even in one of the worst job markets in decades, our job training programs were able to help more than 2,500 people find and keep steady employment for over a year at annual salaries of roughly \$25,000.

Our Single Stop services enabled 145,000 working New Yorkers to stay above the poverty level by helping them claim \$170 million in tax refunds and benefits.

YOUR SUPPORT HELPED MORE THAN 2,900 PEOPLE FIND AND KEEP A STEADY JOB AND SECURED OVER \$170 MILLION IN TAX BENEFITS AND REFUNDS FOR THE CITY’S WORKING POOR.

TOGETHER, WE WERE ABLE TO SUPPORT THE FOLLOWING JOBS & ECONOMIC SECURITY GRANTEES IN 2013:

- 1199SEIU Funds - Bill Michelson
Home Care Education Fund
Accion USA
Ariva
Association of the Bar of the City of New York Fund, Inc. - City Bar Justice Center
Bedford Stuyvesant Restoration Corporation
Bronx Defenders
Brooklyn Navy Yard Development Corporation
Brooklyn Workforce Innovations
Center for Employment Opportunities
Center for Family Life in Sunset Park
Center for Immigrant Health
Chinese American Planning Council, Inc.
Cooper Union
CUNY - Project for Return and Opportunity In Veterans Education
East River Development Alliance
Fifth Avenue Committee
Fortune Society
Fund for the City of New York - Women's Center for Education and Career Advancement
Give An Hour
Grace Institute
Grameen America
Green City Force
Health Leads
- Hebrew Home for the Aged at Riverdale
Henry Street Settlement
Highbridge Community Life Center
Hot Bread Kitchen
Housing + Solutions
Iraq and Afghanistan Veterans of America
LaGuardia Community College Division of Adult & Continuing Education
Legal Aid Society
Legal Services NYC
LIFT
Manhattan District Attorney Office
Marks Jewish Community House of Bensonhurst Edith and Carl Metropolitan Council on Jewish Poverty
Minkwon
Neighborhood Trust
Financial Partners
New Economy Project
New York City College of Technology
New York City Financial Network Action Consortium
New York City Labor Market Information Service
New York Community Organizing Fund, Inc.
New York Legal Assistance Group
New York Public Library
Nontraditional Employment For Women
- Northern Manhattan Improvement Corporation
NYC District Council of Carpenters
Apprenticeship Journeyman Retraining Education & Industry Fund
Outreach Project
Per Scholas
PHI
Project Renewal
Public Health Solutions
Queens Library Foundation
Restaurant Opportunities Center of New York
SCORE
Selfhelp Community Services, Inc.
Single Stop USA
Southwest Brooklyn Industrial Development Corporation
St. Nicks Alliance
STRIVE International/East Harlem Employment Services
Sunnyside Community Services
Sustainable South Bronx
The Financial Clinic
The HOPE Program
The Mission Continues
Urban Justice Center
Vets Prevail
Women's Housing and Economic Development Corp.
Year Up

BOARD JOBS & ECONOMIC SECURITY COMMITTEE

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

SURVIVAL
INVESTMENT: \$24.4 MILLION

- >> **PROBLEM:**
Over 53,200 people sleep in New York City shelters every night; more than 22,000 are children. Over 1 million New Yorkers rely on emergency food.
- >> **APPROACH:**
Survival is a matter of housing, health and hunger. We attack the immediate problems of day-to-day survival by providing desperately needed food, shelter and health care. But a bowl of soup, a temporary bed or one trip to the doctor isn't enough. Our strategic focus is also on providing the tools needed to advance self-sufficiency and financial independence.
- >> **IMPACT:**
Our survival programs are designed to address immediate needs while giving people the ongoing support services and counseling they need to move toward a job and a home, improved health, self-reliance and economic security.

- Housing**
Robin Hood helped nearly 13,000 homeless adults and children avoid eviction, find emergency shelter or move into permanent housing in 2013. In fact, over 90% of people who enter Robin Hood-funded housing programs don't return to shelters.
- Health**
In 2013, Robin Hood invested \$9.6 million and, in the process, helped over 50,000 New Yorkers live healthier lives. Our funding strategy is to actively connect low-income New Yorkers to primary health care. In addition, we fund proactive, disease-specific interventions against cancer, diabetes and asthma—conditions that disproportionately afflict the poor.
- Hunger**
In 2013, Robin Hood was once again the largest private funder of emergency food groups in the city, spending \$3.5 million to provide over five million meals to low-income families, individuals and vulnerable senior citizens. Our programs distribute more than groceries; realizing that visits to food pantries and soup kitchens result in the opportunity to connect with people in need, we have co-located Single Stop at these locations to provide critical social services, connecting struggling New Yorkers to benefits, job training, legal services and housing.

Domestic Violence

Poor women are rushed to emergency rooms, hospitalized or killed because of domestic violence at twice the rate of non-poor women. Many poor women abused at home wind up, with their children, in bleak, impersonal housing shelters. Robin Hood dollars are targeted toward post-shelter services and eliminating barriers that prevent victims of domestic violence from leading economically self-sufficient lives.

Immigrants

Nearly half of the New Yorkers living in poverty are immigrants or children of immigrants. Some immigrant groups have poverty rates approaching 30% greater than the overall city rate of 20%. In 2013, Robin Hood spent more than \$14 million on 42 programs that focused on lifting immigrant families out of poverty. The biggest investment areas were job training, legal immigration, health care and microfinance

LAST YEAR, YOUR SUPPORT HELPED TENS OF THOUSANDS OF NEW YORKERS AND THEIR FAMILIES TO SURVIVE AND BEGIN TO THRIVE. TOGETHER, WE WERE ABLE TO SUPPORT THE FOLLOWING SURVIVAL PORTFOLIO GRANTEES:

After Hours Project	Fund for Public Health	New York Presbyterian Fund, Inc. -
Aid for AIDS	in New York - HANES	Audubon Family Planning Center
AIDS Service Center	Fund for the City of New York/	NYU School of Medicine - Veterans
Bellevue/NYU Program for	A.I.R. Harlem	Family Support Clinic
Survivors of Torture	Goddard Riverside	Part Of The Solution
BOOM!Health	Community Center	Project Hospitality
Bowery Residents' Committee, Inc.	Harlem United: Community	Providence House
Brookdale Hospital: Live Light/Live	AIDS Center, Inc.	Ralph Lauren Center for Cancer
Right	Helmets to Hardhats	Care and Prevention
Center for New York City	HELP/PSI, Inc.	Samaritan Village, Inc.
Neighborhoods	HELP USA	Sanctuary for Families
Center for Urban Community	Housing Works, Inc.	Services for the UnderServed
Services, Inc.	Institute for Family Health	South Brooklyn Legal Services
Charles B. Wang Community	Lower East Side Harm	St. John's Bread & Life Program
Health Center	Reduction Center	Supportive Housing Network
Children's Health Fund	Madison Strategies Group	of New York
City Harvest	Make the Road New York	The Bridge Fund of New York, Inc.
City Health Works	Mayor's Fund to Advance New York	The Doe Fund, Inc.
Coalition for the Homeless	City - Family Justice Centers	The Family Center
Columbia University Population	Mayor's Fund to Advance New York	The Jericho Project Inc.
Research Center	City - Housing Help Program	The River Fund
Common Ground	Mayor's Fund to Advance New York	Upwardly Global
Community Access, Inc.	City - NYC Department of Small	Urban Health Plan, Inc.
Community Solutions	Business Services	Urban Pathways, Inc.
Federation Employment and	Medicare Rights Center	Volunteers of Legal Service
Guidance Service, Inc.	Mount Sinai Adolescent	West Side Campaign
Food Bank for New York City	Health Center	Against Hunger
Fund for Public Health	Mount Sinai Hepatitis C Program	WIN
in New York - Asthma	Neighbors Together	Women's Center at Montefiore
	New York Common Pantry	Medical Center

BOARD SURVIVAL COMMITTEE

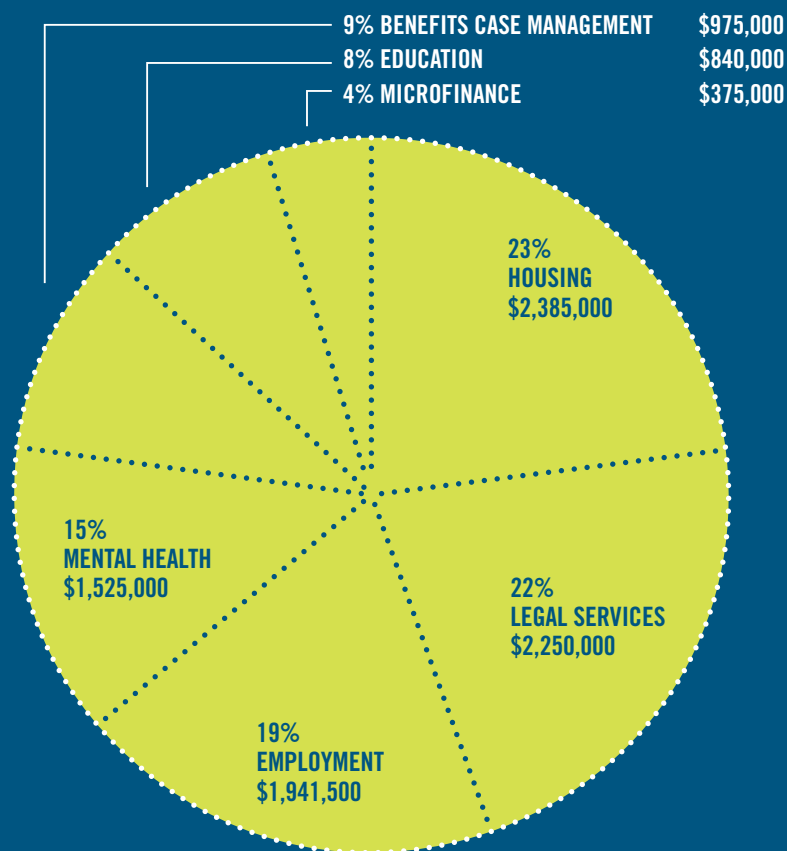
Max Stone, *Chair* • Peter Borish • Geoffrey Canada • Cecily Carson • Glenn Dubin • Jonathan Harris
Peter Muller • Alex Navab

ROBIN HOOD’S VETERANS INITIATIVE

Many of the approximately 250,000 veterans living in New York City need help re-acclimating to civilian life after active duty. For those living on the streets or struggling in poverty, the need is especially desperate. At our 2011 benefit, our supporters donated \$13.1 million to fund a Veterans Initiative to address this urgent problem.

Over the past three years, Robin Hood has made more than 20 grants totaling over \$10.7 million to programs focused on helping veterans and their families. We also worked closely with the military and veterans groups, federal and city governments, and community-based partners to invoke new initiatives, protocols and systemic changes that were hindering access to services for our returning vets, many of which are being replicated at sites across the country. And while we intend to invest the balance of the funds earmarked for veterans services over the course of the year, we leave behind an infrastructure that will provide support for this population for years to come.

VETERANS INITIATIVE ALLOCATION THROUGH OCTOBER 2013



ROBIN HOOD'S VETERANS INITIATIVE

Housing

In 2011, as part of our Veterans Initiative, Robin Hood made a commitment to lift every single homeless vet off the streets and into shelter and permanent housing.

We forged a partnership among our grantees—Bowery Residence Committee, Goddard Riverside and Common Ground—to form outreach teams to identify and counsel street-homeless vets.

Since 2011, we have been able to bring 300 veterans out of the cold and put them on the path to permanent housing.

We've already reduced the number of veterans living on the street by more than 90% and are on track to meet our commitment to help every veteran by the end of 2014.

Health Care

One in five veterans returning from Iraq and Afghanistan reports a service-related disability or suffers from post-traumatic stress disorder or major depression. There can be up to a one-year backlog at the Veterans Administration to receive mental health services. Our partnership with Give an Hour, a member-based organization of therapists, has provided more than 70,000 hours of free therapy to veterans and their families facing depression and post-traumatic stress disorder. And more important, the therapy is available immediately. The therapeutic service approach for veterans is now being copied across the country.

Robin Hood funded another approach to mental-health problems, creating the first-of-its-kind medical clinic for service members and their families at the NYU Langone Medical Center. This year, we are replicating that pilot by providing therapeutic services at family clinics associated with the Brooklyn and Manhattan VA hospitals.

Jobs

Veterans are three times more likely to be unemployed. The grants we've made focus on job training and placement and will help veterans build upon their existing skills to find work in growing sectors where employers are hiring. Robin Hood launched a partnership with former New York City Mayor Michael Bloomberg and New York City's workforce agencies to place unemployed veterans in jobs. To date, we have connected approximately 1,300 veterans to jobs.

MAKE A LASTING IMPACT

Though the Veterans Fund will wrap up new grant making in 2014, we expect some of the work we've accomplished will have a far-reaching impact. The effective partnerships that Robin Hood has helped forge among local agencies (the Mayor's office; local offices of the Veterans Administration) and federal offices (U.S. Department of Defense) will continue to serve the special needs of veterans and their families. And though the purpose of the Veterans Initiative ranges beyond Robin Hood's core mission of fighting poverty, staff have found interventions that serve dual purposes: helping veterans, and especially helping veterans who are poor.

Indeed, we expect to continue support for several major veterans-driven initiatives as part of Robin Hood's ongoing core grant making.

LAST YEAR, THANKS TO YOUR SUPPORT, WE GRANTED OVER \$3.9 MILLION TO PROGRAMS THAT HELPED OVER 6,500 VETERANS AND THEIR FAMILIES.

- Association of the Bar of the City of New York
Fund, Inc. - City Bar Justice Center
Bowery Residents' Committee, Inc.
Common Ground Housing Development Fund
Corporation, Inc.
CUNY - Project for Return and Opportunity In
Veterans Education
Give an Hour - Vets Prevail
Goddard Riverside Community Center
Helmets to Hardhats

HELP USA
Iraq and Afghanistan Veterans of America
Legal Services NYC
NYU Trauma Center
Samaritan Village
SBS Workforce 1
Services for the UnderServed
Single Stop USA
Urban Justice Center, New York Legal
Assistance Group

TOGETHER, WE
WILL LIFT EVERY
SINGLE HOMELESS
VET OFF THE
STREETS OF
NEW YORK CITY.

.....
VETERANS ADVISORY BOARD

Steven A. Cohen, Co-chair • Admiral Michael Mullen, Co-chair • Lloyd C. Blankfein • Tom Brokaw
Cecily Carson • Anthony Crowell • Eric Greitens • Doug Haynes • Kenneth B. Mehlman • Wes Moore
Doug Morris • Deborah Mullen • Joseph H. Reich • Jes Staley • Jon Stewart • Bob Woodruff

LOOKING AHEAD

Poverty is pernicious; to defeat it we must be audacious.
Thanks to your support, Robin Hood has always been able to
fund big, innovative ideas. In 2014, we will launch a series of
Moon Shots—bold, potentially paradigm-shifting initiatives
that aim sky high and might just change poverty as we know it.

MOON SHOTS

Real Estate: Solving the Affordable Housing Problem

The majority of New York's homeless families find themselves living in shelters simply because they cannot afford an apartment. The demand for cheap rentals far outstrips supply. There is a decades-long waiting list for public housing.

In 2013, Robin Hood recruited an advisory board from the city's real estate community to develop ideas about ways the private sector could build massive amounts of affordable apartments. The advisory board is actively considering a number of bold, audacious ideas, as well as smaller, practical solutions to New York City's growing housing problem

Immigration: Justice for All

New York City remains a place where the world comes to begin their American Dream. Nearly four million New Yorkers are immigrants or the children of immigrants. They are the bedrock of much of what this city is built upon. But many of them are at risk. Nearly half of New Yorkers living in poverty are immigrants or their children. Robin Hood exists to give people living in poverty the opportunity to earn and learn their way to a better life. And immigrants have always played a large part in our efforts.

We've learned that legal status for an immigrant family is like education for a young child; it's the gateway that opens up all other opportunities in employment and housing and has been proven to help keep families together. We know that those who have competent legal representation have a much greater chance of acquiring legal status. Unfortunately, immigration law is the only area of law that you can still practice if you fail the bar exam. In New York's poorest neighborhoods, there are countless legal representatives providing shoddy, inferior counsel at exorbitant rates.

The question is "How to provide high-quality, free legal representation to tens of thousands of people?"

In February of 2014, Robin Hood made a \$1.35 million seed investment in the Immigrant Justice Corps (I.J.C.). Similar to "Teach for America" or the "Peace Corps," it will recruit top-notch law school graduates, immerse them in immigration law and then integrate them into community-based organizations. The young lawyers would commit to at least two years of service. The I.J.C. estimates that by the third year, it will be handling nearly 14,000 cases a year. And maybe just as important, it will infuse our legal system with a generation of lawyers committed to serving those in need.

Education: Giving Every Student an Extraordinary Teacher

Education is a cornerstone of Robin Hood's poverty-fighting efforts and among the things we've learned over the years is that a great teacher often makes the difference between a student staying in school and graduating, or dropping out. Robin Hood has funded outstanding charter schools, public and parochial schools throughout the five boroughs, and has even helped create the Relay Graduate School of Education to train teachers to become more effective and successful.

In early 2014, Robin Hood provided \$5 million to Zearn, a revolutionary, web-based learning program designed by some of the country's top educators. Zearn was founded by leaders from Uncommon Schools and KIPP, working with the same visionaries who created the Relay Graduate School of Education. Zearn translates what the best teachers do inside the classroom into dynamic digital lessons to inspire students, teachers and parents.

Designed for children K-8, Zearn's rigorous and joyful lessons allow students to work on their unique needs at their own pace in class and at home, and prepares students for the Common Core State standards, college and beyond. In 1969, Public Television's *Sesame Street* proved that television could be an effective medium for education, and we think Zearn has the potential to do the same for digital technology.

Robin Hood Moon Shots have launched. We will update you on the progress of all of these programs over the coming year.

FINANCIAL STATEMENT

STAY IN TOUCH

STATEMENT OF REVENUES AND EXPENSES (unaudited)

For the year ended December 31, 2013

\$ Millions

REVENUES	NON-BOARD CONTRIBUTIONS*	BOARD CONTRIBUTIONS	TOTAL
Contributions	81.2	65.4	146.6
Net Gains on Board-Donated Investments	—	15.0	15.0
TOTAL REVENUES	81.2	81.8	163.0
EXPENSES	GRANTS PAID WITH NON-BOARD CONTRIBUTIONS*	COSTS COVERED BY BOARD MEMBERS**	TOTAL
PROGRAM			
Grant	126.4	55.5	181.9
Evaluations and Consulting Services for Grantees	—	0.2	0.2
Program Salaries and Overhead	—	8.1	8.1
SUBTOTAL — PROGRAM	126.4	63.8	190.2
FUNDRAISING AND PUBLIC INFORMATION			
Communications and Events Production	—	17.3	17.3
Development Salaries and Overhead	—	8.6	8.6
SUBTOTAL — FUNDRAISING AND PUBLIC INFORMATION	—	25.9	25.9
ADMINISTRATION SALARIES AND OVERHEAD	—	5.2	5.2
TOTAL EXPENSES	126.4	94.9	221.3
CHANGE IN NET ASSETS	45.2	13.1	58.3
Total Net Assets, Beginning of Year			397.6
Total Net Assets, End of Year			<u>339.3</u>
Total Net Assets			339.33
Less: Board Designated for 2014			(152.1)
Less: Board and Donor Restricted by Time and Purpose			(137.0)
Less: Liquid, Restricted Assets			(4.5)
Residual Spendable Net Assets at 12/31/13***			<u>45.7</u>

* 100% of unrestricted non-board contributions pay for grants and initiatives within one year. 2012 unrestricted contributions were used to pay for core grants in 2013.

** 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 liquid 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.

BOARD FINANCE COMMITTEE

David Einhorn, *Chair* • Lee S. Ainslie III • Peter F. Borish • Peter D. Kiernan III • Peter Muller • Alex Navab

BOARD AUDIT COMMITTEE

David Puth, *Chair* • Victoria B. Bjorklund • Peter F. Borish • Doug Haynes

>> For more information about Robin Hood, visit the new robinhood.org.

>> If you have any questions, please email info@robinhood.org.