

INDUSTRIES

Dear Friend

We are evolving. Specifically, we are changing the way we think about men and women on the margins of Los Angeles. In the '80s when we were "getting tough on crime," youngsters involved in gang violence were hardly considered human. Gang killings and other crimes committed of destitution were often described as "victimless". The myth held such currency: that some lives matter less than other lives.

Much has changed since then: we are now "smart on crime." We are talking about "investing in people rather than incarcerating them." The rhetoric is encouraging.

Since 1988, Homeboy Industries has stood with a reverence for how complex humans are. Working with formerly gang-involved and previously incarcerated men and women, we hold in tension conflicting realities. We honor the good in everyone, even as we rail against the transmission of trauma that leaves so many families broken.

Homeboy Industries' core values hold a commitment to transformation. We encourage each other to stop chasing death and live.

In the words of one of our mental health therapists, "Transformation is a long, slow slog that involves loss and pain and leaving things behind." At the same time, she continues, "We help each other move forward into this place of flourishing and health and joy that no one can take from us."

Like the men and women who come through Homeboy Industries, we are changing as an organization. With continued help from an invigorated board of directors and executive team, 2014 was our strongest financial year ever. Growing social enterprise revenue and more community support meant that Homeboy Industries provided not only more hope, but more training and more wraparound services more efficiently than ever.

As donors, volunteers, clients, and friends, **together we are erasing the margins** at the edges of Los Angeles. Thank you for standing with us.

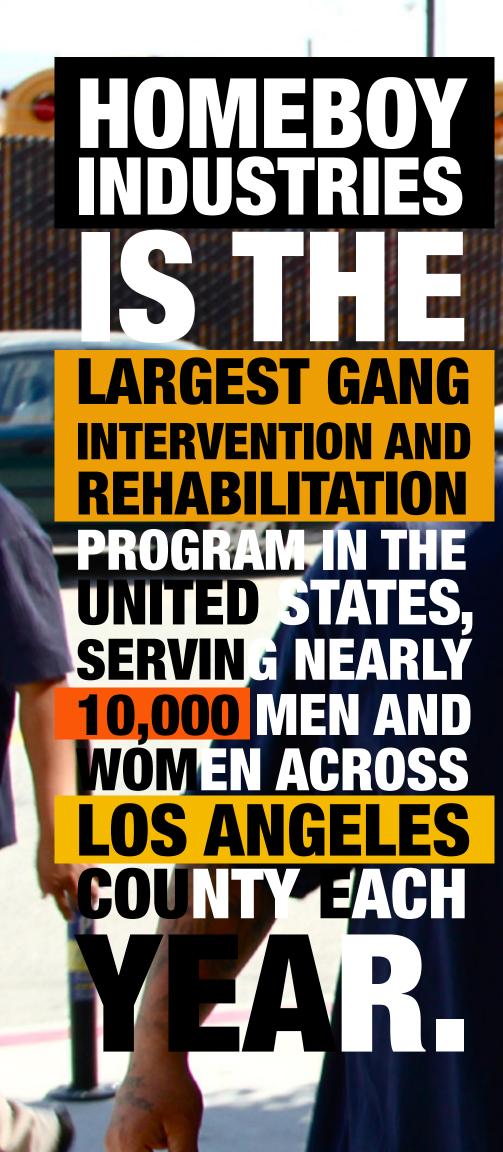
Father Gregory Boyle,

Founder & Executive Director

Thomas Vozzo,

Sugar Start S.: Thomas J. Voerso

Chief Executive Officer





HOMEBOY INDUSTRIES

For more than 26 years, Homeboy Industries has helped formerly gang-involved and previously incarcerated men and women re-identify who they are and redirect their lives to become contributing members of the community.

With an array of free programs and services that include tattoo removal, academic and life skills classes, substance abuse and other support groups, job training, work readiness and employment placement services, Homeboy Industries is the single place that engages the imagination of this marginalized population.

Considered a model of therapeutic community and job training, Homeboy launched the Global Homeboy Network in 2014, with more than 35 cities, 17 states, 6 countries, and 74 organizations represented at an inaugural Gathering last August.

Homeboy Bakery, Homegirl Cafe and Catering, Homeboy Silkscreen and a handful of other social enterprises serve both as a job training grounds and revenue centers for Homeboy Industries. On any given day, you'll find men and women honing culinary and baking skills, as well as basic cooperative working skills, at Homeboy headquarters. You'll find dozens of others polishing customer service skills at Farmers' Markets across LA, at the Writers' Guild of America Theater in Beverly Hills and at catering events casual and formal.

In 2014, social enterprises accounted for 34% of Homeboy Industries' revenue while providing compensation and benefits for hundreds of men and women working to re-enter society. The paycheck helps legitimize a population that has never considered climbing a traditional ladder of success. It offers dignity and spending power, and a reason to get up in the morning.

Homeboy Industries continues to focus locally while helping to create a more compassionate global community.

Thank you for being a part of this movement.



PROGRAM OVERVIEW

18-Month Program

In 2014

HOMEBOY INDUSTRIES PROVIDED PROGRAMS AND SERVICES TO

FORMERLY GANG-INVOLVED AND PREVIOUSLY **INCARCERATED MEN AND WOMEN IN LOS ANGELES COUNTY HELPING THEM TO REDIRECT THEIR LIVES AND** BECOME CONTRIBUTING MEMBERS OF THE COMMUNITY.

18-MONTH PROGRAM

PHASE 1 ORIENTATION

Trainees work on the maintenance crew at our headquarters, building basic employment skills such as arriving to work on time, working as part of a team, and accepting supervision and guidance. They also work individually with case managers to define the goals of their training program (e.g., obtaining a driver license, achieving necessary vocational credentials). With case managers, trainees therapy, remove tattoos, and work with also define educational objectives (e.g., obtaining a GED, working on parenting skills) and enroll in a selection of the 45 academic, life skills, vocational and enrichment classes offered at Homeboy. Trainees may participate in tattoo removal procedures and mental health therapy throughout this phase.

PHASE 2 IMMERSION

Trainees transition from maintenance to clerical and program support positions. Here, they build crucial employmentreadiness skills (e.g., basic computer and communication skills) that will enhance their ability to obtain outside employment. Throughout these months, trainees continue to participate in classes and

305

full time trainees in **Homeboy Industries' 18-Month Program**

PHASE 3 TRANSFORMATION

Trainees transition from clerical/support positions either into Homeboy's social enterprises or into internships outside of Homeboy (e.g., Project 180, local restaurants, film production companies) to broaden their skills base and potential for outside employment. Throughout these months, they also work intensively with employment specialists to achieve necessary credentials, build resumes, practice interview skills, and find available jobs. Trainees continue to participate in classes, therapy, and tattoo removal.

Employment Services

Our Employment Services department provides a key bridge between Homeboy's training program and the "real world" job market. Homeboy's employment counselors also work with community clients who are seeking employment. From referrals and resume-building workshops to mock interviews, Homeboy takes clients through each stage of career development.

Annual cost per client to send through Homeboy 18-month program

earned in compensation by Homeboy Industries clients while in the 18-month program

EMPLOYMENT

10,652

2,278

2,063

Work readiness class attendance



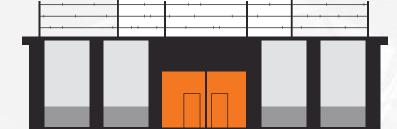


I came here right out of jail, looking for a job, and they asked me what I was willing to do and I said, 'Anything-I'll wash windows, clean up trash.' They said, 'That's good, but what are you willing to do to work on yourself?' I didn't really understand the question at the time, but I kept showing up. I didn't get a job right away, but I took classes and worked on myself. I guess they got tired of seeing me, because eventually they hired me. And because of a little bit of willingness to work on myself, I've been working at Homeboy for three years, and I've celebrated four years of consecutive sobriety.

FOCUS ON HOMEBOY'S SOLAR PANEL INSTALLATION TRAINING PROGRAM

PARTICIPANTS PLACED in industry jobs by Homeboy









PROGRAM OVERVIEW

Case Management

When trainees are accepted into our job training program, they are assigned a case manager; together, the trainee and his or her case manager set goals and come up with an Individualized Service Plan. Case managers provide ongoing continuity, direction, and referrals that empower trainees to transform their lives. In a day's work, a case manager might do anything from give a pep talk to give out diapers to young parents. Case managers also lead an interdisciplinary "Secure Base" team that meets regularly with trainees to discuss their progress in all areas.

Case managers survey trainees quarterly about five key areas:

housing,

recidivism,

social connectedness,

substance abuse and

family reunification.

FALL 2014 18-MONTH TRAINEE SURVEY RESULTS



have contact at least weekly with people who are supportive of their transition away from gang or criminal activity



have not been arrested in the past 3 months

91%

feel safe in their current living situation



of trainees have experienced fewer adverse effects of their use of alcohol or illegal drugs since coming to Homeboy



of applicable trainees have reunified or regained contact with their child



Mental Health

Because of early childhood stress and trauma—from absent parents to gang violence—many Homeboy clients have trouble forming healthy attachments, which can lead to challenges at work, among other places. At Homeboy, clients work on themselves in a therapeutic environment. Not only do they attend 12-step meetings and individual psychotherapy, but all of our programs are trauma-informed. Homeboy Mental Health Clinician Theresa Karanik describes our approach this way: "Instead of saying 'How is this person behaving in this environment?' we say 'How does the environment feel to this person?'"

- **I was taught in prison that going to therapy was a sign of weakness, but that's not true at all. I encourage all the trainees I mentor to go to therapy.**J
- VICTOR KEY, Former Trainee, now Senior Navigator at Homeboy

Support Group Attendance

8,699

Substance Abuse Support Group Attendance

3,841





these categories:

Visible, gang-related tattoos make it extremely hard to get a job. Even among younger clients who are still completing high school, tattoos can be a barrier to education. Engaging in a course of tattoo removal treatments is an indicator of readiness to leave gang identity. Our volunteer physicians, each of whom undergoes nine hours of training, often talk with clients about their challenges and aspirations, gently steering them in the direction of positive change. They conduct some of our most persuasive outreach, all while wielding a laser.

Homeboy Industries has totally changed my life. Now that I've gotten three gang tattoos removed, I've been able to grow out my hair Ito cover his remaining tattoosl, and you don't see any sign of who I used to be.

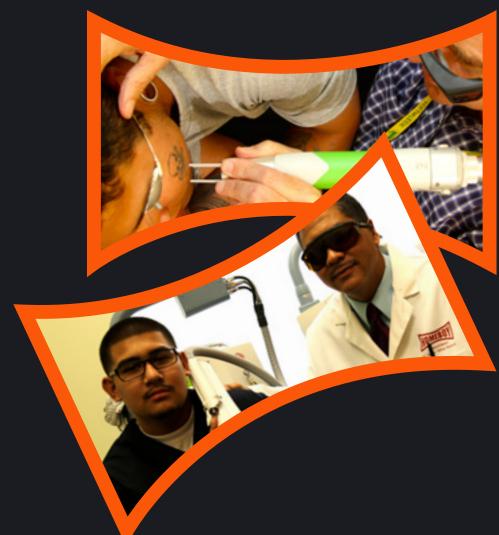
- JAMES, Community Client

SolutionReceived Tattoo Removal Services

50,179Tatto Removal Treatments

Tattoo Removal Treatments

11₃58



HOMEBOY VOLUNTEERS SPOTLIGHT

Dr. Paula Pearlman

The approximately 175 volunteers who donate their time to Homeboy each year are a special breed: They are talented, they come from all walks of life, and their idea of a fun afternoon is teaching fractions to a former inmate with tattoos on his face among other duties.

We rely on volunteers to help with everything from business consulting to envelope-stuffing, but the majority of our volunteers help with three programs: "Homeboy Heals," our network of licensed psychotherapists; tutoring for the GED and other academic courses; and Tattoo Removal, which requires licensed physicians use powerful laser tattoo removal machines.

Leading the latter program is Homeboy's volunteer Medical Director, Dr. Paula Pearlman, a native Angeleno who found a calling in emergency medicine. She began working with Homeboy Industries 11 years ago, after a long career at Kaiser Permanente, when she was invited by one of the two doctors volunteering with the Tattoo Removal program at the time. She quickly became a recruiting powerhouse herself, becoming Homeboy's Medical Director and expanding the program to 40-50 doctors at any given time.

I grew up in L.A. under the same skies but under vastly different circumstances than many of the clients at Homeboy, and I now realize that it is the 'kinship' that Father Greg talks about that brings me back. I can't help but feel it when I walk through the door at Homeboy, and I can't help but take a little bit away with me when I leave.

— DR. PAULA PEARLMAN

Tattoo Removal Volunteer

After undergoing intensive training on Homeboy's laser equipment, Dr. Pearlman has steadily devoted at least four clinical hours each month to removing tattoos from the faces, hands, necks, and arms of countless clients, and many more hours to helping build the program. Affectionately called "Dr. P" by clients and staff, Dr. Pearlman is known for her relaxed manner and gentleness. Most clients undergo painful tattoo removal procedures with no anesthetic. Some have expressed that they "deserve" the pain because of their gang involvement. Dr. Pearlman discourages them from the kind of self-hatred that is a way of life for many former gang members. She brings in numbing cream for after-care and provides prescriptions when needed. and won't hesitate to take a quick look at other medical issues, often saving clients from standing in line for hours at a clinic.

When large groups of youth from juvenile detention camps come to Homeboy for tattoo removal, Dr. P asks them, "How many of you liked Pokemon when you were little?" Many mumble that yes, they were fond of the roly-poly cartoon characters. "And how many of you like Pokemon now?" Pokemon has few present-day fans among juvenile offenders. This leads her to her point: "You probably won't like the same things ten years from now that you do today. So maybe you should hold off on getting that next tattoo."

Clients grow comfortable confiding in Dr. Pearlman. She observes: "These are people who are done with the hate and the bad decisions. These are people who bravely endure a long wait for an appointment and the terrible pain of the removal process over and over again. These are people who deserve and have my respect."

The homeboys and homegirls she serves inspired her to take her volunteer work to new

heights in 2014. In addition to reworking our physician training program, she worked with staff and volunteers to launch a fundraising campaign to overhaul the program's aging laser removal machines and equipment.

2014

SOCIAL ENTERPRISES

I had no idea...that the bakery is just one sliver of a much larger and extremely dedicated non-profit that's improving and saving countless lives throughout the community.

- IMEDIA CONNECTION, "PEOPLE FIRST, BUSINESS SECOND"

SILKSCREEN AND EMBROIDERY









BAKERY GEAL CATERIN















FOOD TRUCK

Social Enterprises: A Q&A with Homeboy CFO Jack Faherty

Jack Faherty joined Homeboy Industries as our Chief Financial Officer in 2014 after a long, successful career in the corporate world. Here he reflects on a year in the life of our social enterprises, which include Homegirl Café & Catering, Homeboy Diner, Homeboy Bakery & Farmers Markets, Homeboy Silkscreen & Embroidery, and Homeboy Merchandise.

Q: What were Homeboy's most significant business developments in 2014?

JF: Growth in the Homeboy Bakery was up almost 30% from 2013.

Catering was up 18%. Growth across all our businesses was almost 20% in 2014.

Q: To what do you attribute these successes?

JF: In the bakery, we have Gervaise and Freddy as sales reps. They're both former trainees who are out pounding the pavement and meeting with customers. And the product is both good and consistent. It's easy to bake one great cake, but to bake as many as we do and maintain consistency is the real challenge. In catering, we have a stable team with good marketing and good leadership.

Q: What do you see for our businesses going forward?

JF: We want to keep leveraging the kitchen and bakery, and use them to maximum capacity. They should be producing meals and food at all hours. Silkscreen has more capacity too. We're also going to be upgrading our point-of-sale software.

Q: When people visit Homeboy for the first time, what do you want them to see or sample in our businesses?

JF: They should know that Homeboy Bakery is a real artisan bakery—they're not making Wonder Bread in there. The service in the café is great. Sometimes there are hiccups because we're a training program, but our businesses always have that warm Homeboy vibe. Homegirl Café is Zagat-rated. The restaurant received a score of 24 last year.

Q: We often say that we're a program first and a business second. What does that mean?

JF: We're a training program, so labor costs are high— in 2014 our labor costs for the bakery were 102% of our revenue. Like Fr. Greg always says, we don't hire homies so we can bake bread. We bake bread so we can hire homies.

With the population we hire, you're going to have disruptions and crises, which can be stressful for our management team. Our business managers have really big hearts. When trainees have a family crisis or a court date, they still have to deliver a quality product on time. Also, we have high turnover. Traditional businesses have long-time employees they can count on, but in our 18-month job training program, people only spend about nine months in any given business. Then if they do a great job, they move on and we train new people.

Q: What's your favorite item in the café and bakery?

JF: You can't go wrong with the carne asada tacos. I'm trying to cut back on sweets, but the banana muffin is amazing.





GLOBAL HOMEBOY NETWORK

THE GLOBAL HOMEBOY **NETWORK IS BORN.**

Over two decades, Homeboy Industries has become the model for grassroots organizations creating healthier families and communities by standing with men and women on the margins of society.

In August, more than 74 organizations convene in Los Angeles to learn from Homeboy Industries and each other about using trauma-informed therapeutic

> services, intentional attachment repair, and jobs/skills training to create healing alternatives to gang life and crime in



United States

CITIES

ALABAMA

Ba Minette

CALIFORNIA

Hermosa Beach Long Beach

Moreno Valley

Newport Beach

Pasadena

Rancho Cucamonga San Bernardino

San Juan Capistrano

Santa Ana Santa Monica

DISTRICT OF COLUMBIA

Washington

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REDUCTION UNIT | SECOND HELPING |

CALIFORNIA, LOS ANGELES UNIVERSITY OF







PARTNERSHIPS

PROJECT FATHERHOOD

Spend some time at Homeboy headquarters, and you'll probably hear homies refer to Greg Boyle as "my father." It's not because he's an ordained Jesuit priest; it's because they think of him as the father they never had. Children who grow up without dads are more likely to live in poverty, commit crimes, and become incarcerated. Many Homeboy trainees are living proof of these statistics, but by walking through our doors, they're expressing a desire to break the cycle.

the shape of their father. Most of these youngsters have never had a father in their life. And they want it," Fr. Greg has observed. "Look at some of the kids you see who come in here—their mothers are doing all they can—but they miss that father, they miss that presence in their lives. Then there's the homies whose fathers have had long-term drug problems. So even if they're around, they're not present, they're not part of their lives. All these kids want is a father—someone to care about them. They know that's how life should be. And they want that for their own children.

their children's mother.

A client named Moses of because he'd been assi as part of an open DCFS complete his court-man step up to become a be joined Project Fatherhood back to Homeboy to take classes and study for his initially came to Homebox they want that for their own children.

We have to help with that."

But how? That's the question that Project Fatherhood aims to answer. For more than a decade Homeboy has partnered with Children's Institute, Inc. to offer the program, which helps men overcome financial and relational barriers to involvement in their kids' lives. Founded by Dr. Hershel Swinger in 1996, the program is like Homeboy in that it responds to community needs rather than providing reactive prescriptions. You won't find a social worker telling participants how "dysfunctional" their families are. Instead, you will find a group of fathers discussing their triumphs and challenges, operating around core tenets of respect, opportunity, options, and maturity.

Project Fatherhood Phase 1 and Phase 2 meet weekly at Homeboy, with sessions focused on topics like separation and loss, child abuse, child development, and punishment vs. discipline.

Although plenty of teaching happens during the meetings, they are anything but didactic. The leaders are therapists and fathers themselves; they share openly about their struggles. As Project

Fatherhood facilitator Anthony Young said at CII's annual Project Fatherhood Solutions Conference, after describing how he was impacted by his sister's death, "Men ain't gonna share unless you have some skin in the game."

As in all of Homeboy's programs, peer mentoring is a major component of the Project Fatherhood model. When clients see other young men of color making positive choices and playing with their children, they realize they can do the same—regardless of the past and regardless of whether or not they're still with their children's mother.

A client named Moses came to our headquarters because he'd been assigned parenting classes as part of an open DCFS case. Not only did he complete his court-mandated parenting classes and step up to become a better father, he voluntarily joined Project Fatherhood; and he kept coming back to Homeboy to take anger management classes and study for his GED. Like many clients, he initially came to Homeboy because he "had" to, but stayed because he was inspired by the stories of transformation he witnessed all around him.

Outcomes suggest that Moses's story isn't unusual at Homeboy. In the ten-plus years since Project Fatherhood began meeting at Homeboy, approximately 250 fathers have come through the program. Three Homeboy participants have received Father of the Year awards, including Joe Escamilla in 2015. A Men's Group has started meeting Fridays as an outgrowth of the program. And dads who once believed they could only bring their kids disappointment now bring them to the Homeboy Family Picnic.

like Homeboy Industries, we're not predestined to become what our parents were.

ROBERT JUAREZ Former Trainee,
 now Senior Navigator and Proud Father



THANK YOU FOR YOUR SUPPORT

\$200,000+ Anonymous | The California Endowment | Johnny Carson Foundation | Children's Institute, Inc. | John & Geri Cusenza The Thomas and Dorothy Leavey Foundation | Ring-Miscikowski Family Trust \$100,000 - \$199,999 The Angell Foundation | Eisner Foundation | Billie & John Gogian | William and Sue Gross | Jim and Nelly Llanos Kilroy | Anthony Mullen | The Ring Foundation | The Rose Hills Foundation | Special Service for Groups | Fran & Ray Stark Foundation \$50,000 - \$99,999 Anonymous | The Herb Alpert Foundation Bickerstaff Family Foundation | The Boeing Company | The Eli and Edythe L. Broad Foundation | The Harry Bronson and Edith R. Knapp Foundation | California Community Foundation | Carrie Estelle Doheny Foundation | The Green Foundation | Mike Stoller & Corky Hale Stoller | Jewish Community Foundation of Los Angeles | Lilly & Bruce Karatz | Dr. Mario & Therese Molina | Nathan Cummings Foundation | The Roddenberry Foundation \$25,000 - \$49,999 Carol Borzi | Lisa & John Brady | The State of California | Dume Wolverine Foundation | Leah Estes | Fred & June MacMurray Foundation Conrad N. Hilton Foundation | George Hoag Family Foundation | Don and Elizabeth Johnson | Marilyn & Tom Johnston | Kaiser Financial SVCS Ops | Power 106 FM | Litow Family Foundation | Lovejoy Family trust | Frank McHugh-O'Donovan Foundation | Fabian Nunez | Jami Gertz & Tony Ressler | Michael B. Rosenfeld Barbara Ross Charitable Trust | Smart Family Foundation | The John H. and Cynthia Lee Smet Foundation | Specialty Family Foundation | Joachim Splichal Family Fund UFCW Local 770 Icaza Foundation Walmart Chris Weitz & Mercedes Martinez Thomas & Lindy Vozzo \$10,000 - \$24,999 Anonymous Ed Aguilar John & Hilda Arnold Foundation | Florence & Serge Azria | Debbie and Paul Baker | The Bank of America Charitable Foundation, Inc. | Robert Brazelton | Patricia Brooks Charles B. "CHIP" Caldwell | Mark & Liza-Mae Carlin | Daniel Carlson | Donald Carpenter | Francis Coleman | Confidence Foundation | Neill Cooney | Ronald and Betty Courtney Susan & Rick Creed | The Curci Trust of 1983 | Jeff and Nancy Davis | The Eleanor Lloyd Dees Foundation | Carl & Roberta Deutsch Foundation | Disney Worldwide Services Inc. Julia Stearns Dockweiler Charitable Foundation | Edison International | Brian Farrell | Fiduciary Trust Company International | Austin and Lauren Fite | Fox Entertainment Group Inc. | Goodwin Family Memorial Trust | Greater Los Angeles New Car Dealers Association | William H. Hannon Foundation | Phyllis & Michael Hennigan | Herbalife Mary & Mel Herbert | Ann & John Hisle | Interior Removal Specialist | Martha & Bruce Karsh | Tom LaBonge | Stephen Laird | Lon V. Smith Foundation | Robert Looker | Jeffrey and Teresa Lucas | Dawn Malcolm | Roy Mar | Marriott International, Inc. | William Milligan | Dave and Louise Morton | Rocky & Lon Morton | James Mulally | Munger Tolles & Olson LLP | Nationwide Mutual Insurance Company | Northgate Gonzalez Markets | Pfaffinger Foundation | Principal Development Group | Reynolds Family Foundation | Bill and Kathryn Rooklidge | Patty Rosenfeld | Sawchuk Family Foundation | Shaheen Foundation | Nancy & Michael Sitrick | St. Bernardine of Siena Church | Mary Steinmetz Elizabeth Stephenson | Terry & Bill Szymczak | The Tappan Foundation | Walter J. & Holly O. Thomson Foundation | Lauren Tom & Curt Kaplan | Dolores Tukich | Union Bank Foundation | Vanguard Charitable | Michael Ward | Charles Wuller | Phil & Elizabeth Young | Richard and Kathleen Zacky Family Foundation | Ziffren Brittenham LLP

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Donate

not reoffend. This is not because an education assures that this guy will get hired somewhere. It is because his view is larger and more educated, so that he can be rejected at ninety-three job interviews and still not give up. He's acquired resilience.

- FATHER GREG

Visit **homeboyindustries.org/donate** or call (323)526-1254 x 312 to ask about making a planned gift, or donate appreciated stock.

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Tattoo Removal

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Business Development

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Employment Services

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Volunteer

gang member over there is in need of my exquisite healing. The truth is, it's mutual. We are called to bridge the distance that exists between us. You want to get to this place of utter mutuality, the place of utter delight. That's where healing is. For all of us.

- FATHER GREG

Join Homeboy Industries' hundreds-strong network of volunteer doctors, licensed therapists, lawyers, educators, and others coming together in a community of strength. Visit homeboyindustries.org/volunteer.

Hire

been about a lethal absence of hope. So making room in the workplace for those who have made mistakes could make a big difference in our public safety. The business of second chances is everybody's business.

— FATHER GREG

Call Employment Services at 323-526-1254x385 or visit **homeboyindustries.org/hire**.



