AVENUES FOR JUSTICE
FY'21 ANNUAL REPORT
Services Not Cells.
ABOUT AVENUES FOR JUSTICE

As one of the first Alternative to Incarceration programs for youth in the country, for more than 40 years Avenues for Justice (AFJ) has protected NYC’s court-involved and at-risk youth from incarceration, replacing cells with services.

AFJ provides on-going court advocacy along with our HIRE UP online and onsite programs for workforce training, education, mental health and mentoring to nearly 400 youth ages 13 - 24 each year.

As one of the most successful, cost-effective models in the US, on average, just 5% of our court-involved Participants are reconvicted within three years of enrollment in our program.

<table>
<thead>
<tr>
<th>PROGRAM #1 (COURT-INVOLVED)</th>
<th>Alternatives to Incarceration (ATI) for Court-Involved participants (re-entry, young adult offenders, diversion and incarcerated youth) through Court Advocacy and HIRE UP programming.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAM #2 (AT-RISK)</td>
<td>Customized HIRE UP Programs for At-Risk youth.</td>
</tr>
<tr>
<td>PROGRAM #3 (REFERRALS)</td>
<td>At-Risk Youth Needing Short-term Help and Referrals.</td>
</tr>
</tbody>
</table>
THE IMPACT

“I got a lot of credit to be honest to Nelson, my court advocate. He was always there talk to me, calling me, telling me like hey John you got to do this; coaching me like a father. And that’s something that you can’t get no where else. It’s kinda like a family member. Not everyone treats strangers like family. Even though it’s his job, he makes it feel more like it’s his life. It made me feel special. It made me feel like I wanted to change, like I wanted to do better.”

JOHN
AFJ Participant

“The impact that AFJ has had on my life cannot be expressed in words. This is why, after 25 years I continue to come back, give back, and share my story.”

LUIS
AFJ Alumnus

388
Number of participants served in FY’20

95%
Percentage of AFJ graduates who avoid reincarceration three years after enrolling in our program

95%
Number of participants served in FY’20

388
Percentage of AFJ graduates who avoid reincarceration three years after enrolling in our program

95%
Number of participants served in FY’20

388
Percentage of AFJ graduates who avoid reincarceration three years after enrolling in our program

95%
OUR IMPACT

17,000+
Encounters made with AFJ ATI participants.

42
Youth had their case dismissed, reduced, were adjudicated a youthful offender, or were conditionally discharged to AFJ.

50+
Youth received certifications in Digital Literacy, OSHA or Mental Health 101.

30+
ATI Participants got a job in FY’21.

203
Referrals were made to third party providers in FY’21.

“I rely on AFJ. If I have a kid under 20 who had no criminal involvement in the past, then has appeared with five cases in the last few months, I’ll talk to AFJ and have them talk to the kid and the family to develop a plan. I know AFJ will figure it out – and hold the kid accountable.”

NYC JUDGE
EVIDENCE-BASED APPROACH

EFFECTIVE ATI: Needed now more than ever.

Avenues for Justice’s long history of success proves that providing support, skills and stability is far more effective at turning lives around than incarceration. Our strategies directly address the socio-economic challenges that lead youth in underserved communities into the criminal justice system:

1) Our headquarters are based inside the criminal courthouse where we can quickly meet youth entering for court dates, assess their needs, and go with them before the judge to advocate they receive our services instead of incarceration;

2) We immediately assign a Court Advocate to mentor and monitor Participants and engage them in our HIRE UP programs for college, careers, and personal stability;

3) We continue our court advocacy until a satisfactory outcome is reached, such as a case dismissal or reduction, or Youthful Offender (YO) status is granted, sealing the participant’s record.

4) Participants continue in our programs for as long as they need beyond the court mandate with an average stay of 2.5 years;

5) We track recidivism rates for up to 6 years to assess our Participants’ long-term needs and our program effectiveness.

AFJ has showed steady budget growth over 40 years to a budget of just under $2M in 2021, building our funder and individual donor base.

STABLE LEADERSHIP OF COLOR

AFJ’s Executive Director and Co-Founder Angel Rodriguez has led the organization since 1979. AFJ’s management team under Angel’s direction is African-American.
2021 FINANCIAL HIGHLIGHTS

AFJ’s annual budgets have remained below $2 million. We keep our overhead low: **82%** of the AFJ budget goes directly to support program.

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations Grants, Contributions, &amp; Others</td>
<td>60%</td>
<td>$1,245,558</td>
</tr>
<tr>
<td>Individual Contributions</td>
<td>8%</td>
<td>$158,304</td>
</tr>
<tr>
<td>Special Events (Net)</td>
<td>19%</td>
<td>$387,242</td>
</tr>
<tr>
<td>Government Contracts &amp; Grants</td>
<td>3%</td>
<td>$68,100</td>
</tr>
<tr>
<td>PPP Loan -- Forgiven</td>
<td>9%</td>
<td>$195,772</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1%</td>
<td>$19,009</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Public Support</strong></td>
<td><strong>100%</strong></td>
<td><strong>$2,073,985</strong></td>
</tr>
</tbody>
</table>

**RETURN ON INVESTMENT**

$5,750 (The annual cost of participation at AFJ per participant.)

$450,000 (The annual cost to incarcerate one person for a full year in NYC.)

CLICK HERE FOR AFJ’S FINANCIAL STATEMENTS
In 2021, AFJ served 388* ATI court-involved and at-risk youth ages 13 - 24 from across the city. These 388 youth participated in one of AFJ’s three program areas:

- 257 (66%) were court-involved participants enrolled in AFJ’s intensive ATI program;
- 58 (13%) were at-risk youth who participated in AFJ’s crime prevention programs at our community centers;
- 73 (19%) were at-risk youth who received referrals through our community centers and court advocates.

*We saw a reduction in at-risk participation in 2020-21 due to the pandemic as we were forced to close our community centers.

For more client demographics click here!
EDUCATION

RECONNECTING WITH SCHOOL: Some youth stop attending school prior to graduation so Avenues for Justice re-connects them, and meets frequently with their teachers and school staff to identify needs.

TUTORING TO STAY IN SCHOOL: AFJ recruits and keeps 60 volunteers on tap to tutor and assist youth with homework and school subjects online or onsite at our centers.

CORPORATE-LED WORKSHOPS: Corporations lead educational workshops such as Goldman Sachs’ 2021 back-to-school STEM bootcamp, coaching participants in science, technology, engineering and math.

ADVANCING TO COLLEGE: When youth successfully obtain a diploma, Avenues for Justice works with them to enter college full or part-time. Assistance includes college visits, SAT-prep and help with applications and financial aid, as well as tutoring.
DIGITAL LITERACY: AFJ provides both self-paced and group instruction for digital literacy, with certification available for 70 levels of aptitude.

OSHA-30 CONSTRUCTION SAFETY: AFJ offers self-paced online curriculum approved by the US Occupational Safety and Health Administration (OSHA), and places students into jobs with corporate partners.

ENTREPRENEURSHIP: AFJ is partnering with Slickdeals to teach participants to launch and market an online tee-shirt business.

VIDEOGRAPHY: Participants learn videography and editing on professional equipment at our community centers.

JOB READINESS BY CORPORATE PARTNERS: Corporate partners lead weekly workshops on job readiness and additional skills, such as Slickdeals teaching participants basics of entrepreneurism, helping them create an online business.
LEGAL RIGHTS & RESPONSIBILITIES: Weekly workshops help Participants better understand their own court cases and the criminal justice system.

LEADERSHIP: Additional workshops focus on civics, communications, and learning leadership skills.

MENTAL HEALTH: AFJ offers group workshops and art therapy to teach coping skills, group sessions led by a psychotherapist for deeper healing, and rapid access to psychotherapist-led individual sessions.

CORPORATE PARTNERS: Corporate partners lead workshops, ranging from one-time to long-term series, on job readiness and skills. Many also provide mentoring, internships and employment.

For information on becoming a corporate partner, contact our Manager of Court Advocacy and Outreach, Gamal Willis, at gwillis@avenuesforjustice.org.
5% of AFJ participants were reconvicted of a crime three years after enrollment at AFJ vs. 76% of juvenile offenders who were reconvicted after three years of release.
BOARD OF DIRECTORS

CHAIR EMERITUS, Josh Baer, Art Dealer & Publisher
CHAIR, Alanna C. Rutherford, Vice President - Legal, Visa, Inc.
SECRETARY, Laura Sweeney, Labor Relations Specialist
CO-CHAIR, Richard C. Trepp, Chairman, The Rockport Group
CO-CHAIR, David Klein, Managing Director, Credit Suisse
EXECUTIVE DIRECTOR, Angel Rodriguez, Avenues for Justice
Marc de Swaan Arons, Founder, Institute for Real Growth
Carrie J. Bloxson, VP Diversity and Inclusion, Hachette Book Group
Ellen Israel, Executive Managing Director, JRT Realty Group, Inc.
Rebecca Lewinson, Vice President-Infrastructure Solutions, BlackRock
Danielle S. O’Bannon, Vice President, Goldman Sachs
Charles Radcliffe, Managing Director, First Republic Securities Company
Suzy A. Reingold, Real Estate Executive
Allen Rothman, Member and General Counsel, Countryside Ventures LLC
Dean H. Schaffer, Managing Director, alterDomus
Antonio Seda, Assistant General Counsel, New York City Transit Authority
Scott Wilcoxen, Managing Director, Communications Investment Banking, JP Morgan

Advisory Council
CHAIR, John Mosler
Charles E. Binder
Benjamin Brafman
Hon. Michael Corriero
Lee Ann Daly
Lucy Lang
Amy Lopez
Wayne McKenzie
Ernest Morales III
Hon. Eduardo Padro
Hon. Leslie Crocker Snyder
ANA, Adjudicated Youthful Offender in 2021: The positive energy. Whether you had a bad day at work, school, home, you come here and it’s a whole different vibe. Someway, somehow, you’re going to forget why you were even mad. Coming here, there’s joy, love and positivity.

PARENT TESTIMONIAL

DOLORES: I’m so thankful for having you AFJ since day one and I’m very thankful for everybody that has extended their hands for me and My family in the times of need. I’m trying to educate myself and my kids to help my family and help others as well. You guys are going to get tired of me saying thank you!!!!

ALUMNUS TESTIMONIAL

JULES FEBRE, GRADUATED 1997; Yoga Instructor, Berlin: The intervention that AFJ provides may be one of the best ways to find a resolution, to bring a life back into a clear perspective, to navigate to calmer waters. The clear and decisive action taken by AFJ along with my family is what allowed me to really see the scale to which my life choices were impacting me in a negative and potentially enduring way. I am grateful for the work I was able to do at AFJ and credit them impacting my ability to be in the place I am today happy and healthy even in stormy waters.

VOLUNTEER TESTIMONIAL

NINA: The Lower East Side Community Center really means so much to me. It felt as much like a home to me, as much as it does for the kids. There is nothing like face to face time at the center. I am so incredibly impressed and proud to have seen AFJ deal with the last year head on and continue to create a space and community for these kids.

DONOR TESTIMONIAL

JUDITH M LUKIN, Long-time Supporter: I knew Bob Siegel just after he founded the [AFJ]. For a while I worked for Angel Rodriguez, and helped raise funds for this organization. The two most important factors that make this valiant effort a success are (1) the staff are available to the young people around the clock (24/7) and (2) judges in the courts are willing to take the huge risk of placing a criminally charged young person with [AFJ], rather than to incarcerate, because they trust [AFJ].

If we had more programs this attentive and immediately responsive to the needs of our young people and their families, there would be significantly less need for jails and prisons, less need to incarcerate and stigmatize, and finally, we would understand what it takes to move public attitudes from punishment to providing care.
OUR SUPPORTERS

AVENUES FOR JUSTICE, INC.
SUPPORTERS: JANUARY 2019 TO JANUARY 2022

ABDOULAH FAMILY FUND
AMERICAN DYNAMIC
AMERICAN FAMILY INSURANCE DREAMS FOUNDATION
MARY ALICE ADDIS CHARITABLE FUND
FRED ALGER MANAGEMENT
AMAZON SMILE
LAURA & JOHN ARNOLD FUND – ARNOLD VENTURES
ARTISTS SUPPORT
THE BARKER WELFARE FOUNDATION
LEONEL BECERRA LLC/PCS FOR THE KIDS
BEEHOUSE JUSTICE INITIATIVES
BFC PARTNERS
JOHN N. BLACKMAN SR. FOUNDATION
BLACKROCK
BROWNSTONE FAMILY FOUNDATION
JP MORGAN CHASE
CASLIE INC.
CITY NATIONAL BANK
CORBIN CAPITAL
CREDIT SUISSE AMERICAS FOUNDATION
CREDIT SUISSE GLOBAL
THE FISSE DAVIS CHARITABLE FUND
THE DOBSON FOUNDATION
THE DONELLY FOUNDATION
ENVIRONMENTAL SYSTEMS DESIGN
THE JEAN & LOUIS DREYFUS FOUNDATION
FOUR PINES CHARITABLE FOUNDATION/EVANS FAMILY FOUNDATION
FEDERATION OF PROTESTANT WELFARE AGENCIES - FPWA
FIRST REPUBLIC BANK
THE FUTURES PROJECT
GE FOUNDATION
GOLDFMAN SACHS GIVES
KEITH HARING FOUNDATION
HEAD FAMILY CHARITABLE FOUNDATION
EMY & EMIL HERZFELD FOUNDATION
HISPANIC FEDERATION
JORDAN FUND
JOSEPHINE LAWRENCE HOPKINS FOUNDATION
LEAVES OF GRASS
MAX & SUNNY HOWARD MEMORIAL FOUNDATION
MARY J. HUTCHINS FOUNDATION
THE HYDE AND WATSON FOUNDATION
IAC
ISLAND CAPITAL GROUP

THE MARION E. KENWORTHY SARAH H. SWIFT FOUNDATION
KLINSKY FAMILY CHARITABLE TRUST
MANHATTAN DISTRICT ATTORNEY’S CRIMINAL JUSTICE INVESTMENT INITIATIVE THROUGH THE DOOR
STEPHEN & MAY CAVIN LEEMAN FOUNDATION
THE PETER & MARY LEVIN FAMILY FOUNDATION
EUGENE M. LANG FOUNDATION
THE MARGARET AND DANIEL LOEB FOUNDATION
LUBETSKY FAMILY FOUNDATION
LYNTON FOUNDATION
MADISON SQUARE GARDEN
MANHATTAN BOROUGH PRESIDENT
MAYOR’S OFFICE OF CRIMINAL JUSTICE WITH CENTER FOR COMMUNITY ALTERNATIVES
MELVIN NEUMAN MILLER CHARITABLE FUND
MERRITT CHARITABLE FUND
METZGER-PRICE FUND
HABERLAND MORDECAI FAMILY FUND
MORRISON FOERSTER FOUNDATION
NEW YORK CITY COUNCIL
NEW YORK COMMUNITY TRUST
NEW YORK UNIVERSITY COMMUNITY FUND
THE JANE AND DAVID OTT FUND
PDT PARTNERS
THE PINKERTON FOUNDATION
PRICE FAMILY FOUNDATION
RED ASSOCIATES
REEBOK
REUTERS
ROBIN HOOD FOUNDATION
SALESFORCE
SEO FOUNDATION
SHAPIRO LEVIN FAMILY CHARITABLE FUND
SILLS FAMILY FOUNDATION
SONY MUSIC
STEPBINS FUND
TIGER FOUNDATION
MICHAEL TUCH FOUNDATION
UNITED WAY OF NEW YORK CITY / BLACK ENTERTAINMENT TELEVISION
VLASSIS FAMILY CHARITABLE FOUNDATION
LEONARD & ROBERT WEINTAUB FAMILY FOUNDATION
WELLMET PHILANTHROPY
WSGR FOUNDATION
ZELL FAMILY FOUNDATION
OUR TEAM

ANGEL RODRIGUEZ, CO-FOUNDER & EXECUTIVE DIRECTOR
ELIZABETH FREDERICK, CHIEF OPERATING OFFICER
GAMAL WILLIS, DIRECTOR OF COURT ADVOCACY & OUTREACH
ANNIE TROY, OPERATIONS MANAGER
NELSON VALENTINE, SENIOR COURT ADVOCATE
ELSIE FLORES, COURT ADVOCATE
BRIAN STANLEY, COURT ADVOCATE
NORA MITCHELL, COURT ADVOCATE
SHANTEL BROOKS, COURT ADVOCATE
TIFFANY QUELIX, COURT ADVOCATE
SAMANTHA FIKILINI, VOLUNTEER & ACTIVITIES COORDINATOR
WESTON MUENCH, COMMUNICATIONS & DATA SPECIALIST
EDISON TABORDA, FACILITIES COORDINATOR
DAVID MOSLEY, ACCOUNTANT & BOOKKEEPER
MALEKA LAWRENCE, DEVELOPMENT CONSULTANT
Support AFJ Today!

Contribute to Avenues For Justice and support one of the nation’s most cost effective, successful crime-fighting programs.

Help hundreds of young people get their second chance each year in Harlem, Lower East Side, and throughout Manhattan.

Donate online:
www.avenuesforjustice.org

Donate by mail:
Avenues For Justice
100 Centre St, Room 1541
New York, NY 10013

Please make your contribution payable to Avenues For Justice.

Contact us at:
Avenues For Justice
100 Centre Street, Room 1541
New York, NY 10013
P 212-349-6381
info@avenuesforjustice.org

Photos by Marty Umans & Andrew Tivon