

# 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.

## PROGRAM #1 (COURT-INVOLVED)

Alternatives to Incarceration (ATI) for Court-Involved participants (re-entry, young adult offenders, diversion and incarcerated youth) through Court Advocacy and HIRE UP programming.

## PROGRAM #2 (AT-RISK)

Customized HIRE UP Programs for At-Risk youth.

## PROGRAM #3 (REFERRALS)

At-Risk Youth Needing Short-term Help and Referrals.





# OUR IMPACT

## 388

Number of participants served in FY'20

## 95%

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

“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

“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

# 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.

"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**

## 203

Referrals were made to third party providers in FY'21.



# 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.**

|   |             |                    |
|---|-------------|--------------------|
| FOUNDATIONS GRANTS, CONTRIBUTIONS, & OTHERS | <b>60%</b>  | <b>\$1,245,558</b> |
| INDIVIDUAL CONTRIBUTIONS                    | <b>8%</b>   | <b>\$158,304</b>   |
| SPECIAL EVENTS (NET)                        | <b>19%</b>  | <b>\$387,242</b>   |
| GOVERNMENT CONTRACTS & GRANTS               | <b>3%</b>   | <b>\$68,100</b>    |
| PPP LOAN -- FORGIVEN                        | <b>9%</b>   | <b>\$195,772</b>   |
| INVESTMENT INCOME                           | <b>1%</b>   | <b>\$19,009</b>    |
| <b>TOTAL REVENUE &amp; PUBLIC SUPPORT</b>   | <b>100%</b> | <b>\$2,073,985</b> |

[CLICK HERE FOR AFJ'S FINANCIAL STATEMENTS](#)

## RETURN ON INVESTMENT

**\$5,750**

**The annual cost of participation at AFJ per participant.**

**VS.**

**\$450,000**

**The annual cost to incarcerate one person for a full year in NYC.**



# OUR PARTICIPANTS

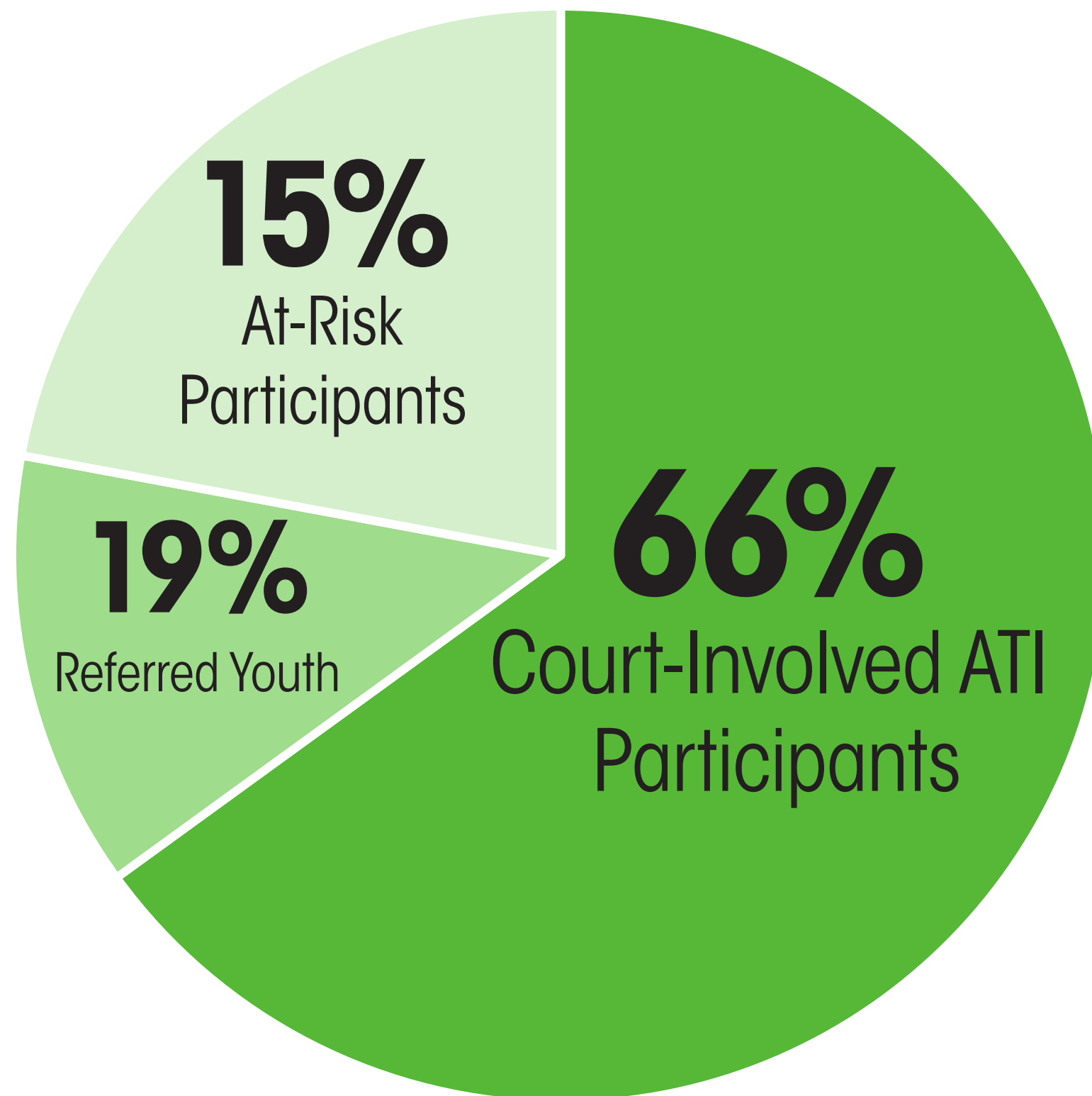
In 2021, AFJ served 388\* ATI court-involved and at-risk youth ages 13 - 24 from across the city. These 388 youth participated in one of AFJ's three program areas:

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.

[FOR MORE CLIENT DEMOGRAPHICS CLICK HERE!](#)



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

# 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.





# HIRE UP: EMPLOYMENT TRAINING

**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 entrepreneurship, helping them create an online business.



# HIRE UP: EMPLOYMENT TRAINING

**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](mailto:gwillis@avenuesforjustice.org).



# 2021 OUTCOMES DASHBOARD



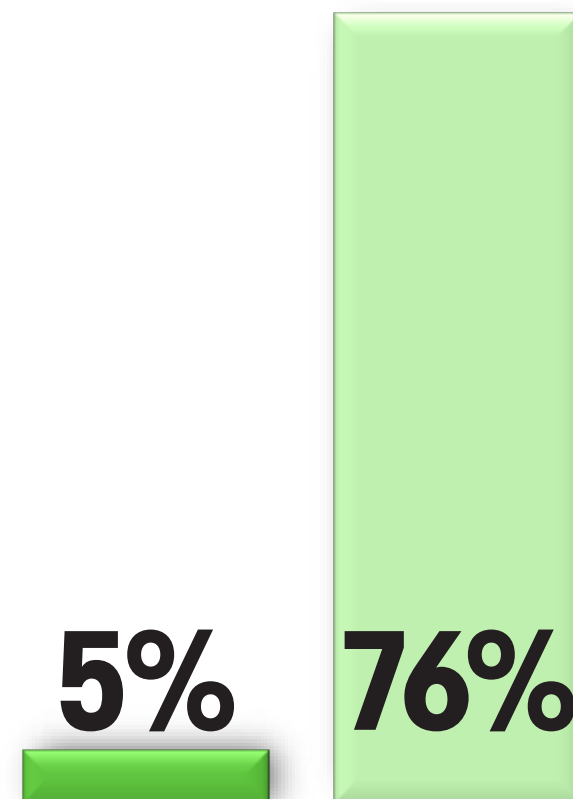
**5%**

**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.**



■ AFJ Participants ■ Juvenile Offenders Post-Release

[VIEW 2021 OUTCOMES DASHBOARD](#)

# 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-TREASURER**, *Richard C. Trepp*, Chairman, The Rockport Group

**CO-TREASURER**, *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 Wilcoxon*, 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

**AVENUES**  
**FOR JUSTICE**

Andrew Glover Youth Program

# PARTICIPANT TESTIMONIAL

**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 a clear perspective, to navigate to calmer waters. The 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/ PICS FOR THE KIDS  
BEEHOUSE JUSTICE INITIATIVES  
BFC PARTNERS  
JOHN N BLACKMAN SR. FOUNDATION  
BLACKROCK  
BROWNSTONE FAMILY FOUNDATION  
JPMORGAN CHASE  
CASILE INC.  
CITY NATIONAL BANK  
CORBIN CAPITAL  
CREDIT SUISSE AMERICAS FOUNDATION  
CREDIT SUISSE GLOBAL  
THE FISSE DAVIS CHARITABLE FUND  
THE DOBSON FOUNDATION  
THE DONNELLY 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  
GOLDMAN 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  
STEBBINS FUND  
TIGER FOUNDATION  
MICHAEL TUCH FOUNDATION  
UNITED WAY OF NEW YORK CITY / BLACK ENTERTAINMENT TELEVISION  
VLASSIS FAMILY CHARITABLE FOUNDATION  
LEONARD & ROBERT WEINTRAUB 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 EastSide, and throughout Manhattan.

**Donate online:**

[www.avenuesforjustice.org](http://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](mailto:info@avenuesforjustice.org)

**Photos by Marty Umans & Andrew Tivon**

# RESOURCES

**[Our Program](#)**

**[Blog Posts](#)**

**[In The News](#)**

**[Instagram Live Events](#)**

**COURTHOUSE OFFICE**

100 Centre Street, Room 1541  
New York, NY 10013  
(212) 349-6381

**LES COMMUNITY CENTER**

100 Avenue B  
New York, NY 10009  
(212) 505-5130

**HARLEM COMMUNITY CENTER**

69 E 130th Street  
New York, NY 10035  
(212) 281-2202

