



**Exodus Transitional Community**

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**2022 Annual Report**

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# TABLE OF CONTENTS

Message from CEO Julio Medina.....	3, 4
2022 in Pictures.....	5, 6,7
2022 in Numbers.....	8

## Program Highlights:

Reentry Hotel Program.....	9
Alternatives to Incarceration (ATI).....	10
Center for Trauma Innovation (CTI).....	11
Wellness Center.....	12
Civic Engagement and Advocacy.....	13
Exodus-Based Initiatives on Rikers.....	14
Transcending Through Violence (DOJ).....	15
Reentry Task Forces.....	16
Post Incarceration Services.....	17
Mayor's Action Plan Initiatives (MAP).....	18
Newburgh Office.....	19
Poughkeepsie Office.....	20
Poughkeepsie Community Based Residential Program.....	21
Participant Story.....	22
Staff Spotlight.....	23
Partnership Highlights.....	24
Financial Report.....	25
Executive Goals & Results.....	26



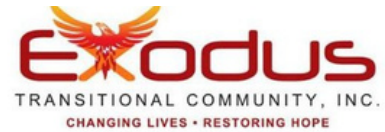
# MESSAGE FROM JULIO MEDINA, CEO

To Be Human Is To Be Political.

As Exodus approaches its 25th year of providing holistic reentry services to those impacted by the criminal legal system, I reflect on how it all began. From our humble beginnings to the many challenges and successes, Exodus has found a way to prevail. Yet, in its formation, what sums up a quarter century of our work best was articulated by one of my professors who said, “to be human, is to be political”. I heard those words in Sing Sing Correctional Facility while attending the Master of Professional Studies (MPS) Program.

The class was Church History, and the Professor was a nun by the name of Sr. Marion Bowen. It was her response to my naive question, “why is politics attached to everything we do”? The late nun, filled with wisdom, looked at me both puzzled, and lovingly and said “you must be prepared for the systemic challenges that are embedded in every aspect of our lives. Just as you were born, one day you will die in the web of a political system. And within that time, you must make the political system more balanced for the oppressed.” Even in the darkness of a prison cell, she forced me to think creatively, not as a captive, but as a liberator! She was keenly aware that one day many of us would be released and would confront what the Bible calls those “principalities and powers in high places”. She wanted us to know that we are leaders who will be challenged by the politics of the day and must stand firm in our beliefs! Just like the apostles of old, who became martyrs because they refused to deny their faith, we too must commit to justice without compromise! She knew that our voices must shine through the same political machinery that can be biased toward the poor. She wanted us to vote, advocate and transform the system. She saw us for our humanity, not our crime! Leaving prison and through the creation of Exodus, I quickly realized that her statement was embedded in the vast majority of my work. From building a sustainable non-profit culture centered on supporting those being immediately released from prison, to seeking funding, all relied on “who you know”.

# MESSAGE FROM JULIO MEDINA, CEO (CONTINUED)

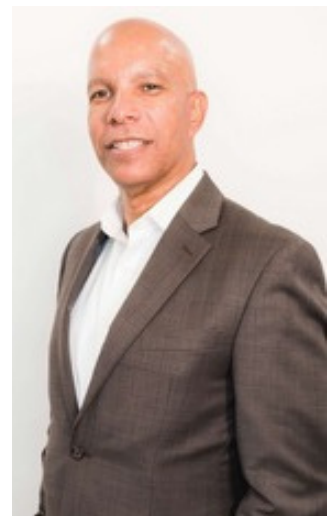


What politician either locally or nationally, is championing the rights of those being released from prison? Which non-profits could afford and hire influential lobbyists? Who in the local region care about those who committed a crime and in providing them a second or third chance? “To be human is to be political” also talks to human frailties, redemption, and forgiveness. At least that is what the late Sr. Marion Bowen taught in class and what we were led to believe. And although her words ring true, the political culture can also eat you up. Allies who you thought loved and supported you and the mission, show their frailties and judgmental human side at the first sign of challenges or misinformation.

Yet at Exodus we remain optimistic, hopeful, and forgiving. I’ve sustained this work because of my passion and commitment to what the Bible describes as “the least of thee”. I will not “socially distance” myself from my sisters and brothers who are incarcerated throughout the country for political expediency. Whatever price I must pay, I will do so knowing that I will not stand by while those I consider my sisters and brothers suffer silently.

When COVID hit and the world was in a panic, other non- profits remained on the sidelines while Exodus answered the call. Answering the call for justice is not safe, can be messy, and is frequently unpopular; but it’s always rewarding.

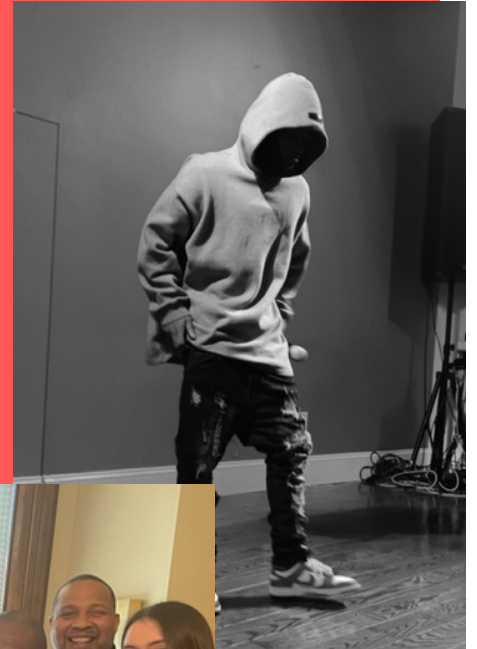
It honors what the late Sr. Marion Bowen taught us in the darkness of Sing Sing and allows us to live free of guilt and always fight for those on the margins! To be human is to be political holds us accountable to those who remain in the bowels of our prison system and forces us to do something! Something that restores humanity, hope, redemption and is life giving!



# 2022 IN PICTURES



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**3,113**

Participants Served



**16,412**

Case Management Sessions



**1,024**

Completed Job Readiness

**913**

Obtained Employment



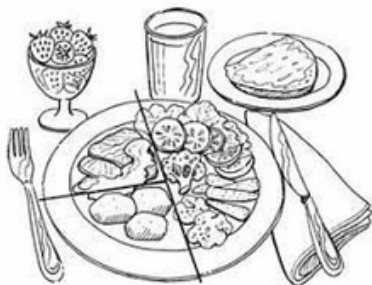
**559**

Emergency Hotel Intakes



**188**

Youth Served



**300,000+**  
meals served





## THE EXODUS REENTRY HOTEL PROGRAM

The Exodus Reentry Hotel Program has provided housing for over 2,490 individuals returning home from incarceration since the start of the COVID19 pandemic from 2020 through 2022. Providing 24/7 on-site care for participants, Exodus staff showed up when other organizations had gone to remote work. Our team worked diligently to connect participants to resources to support them in thriving, including connecting over 400 participants to transitional and permanent housing, connecting over 700 participants with treatment, and supporting over 400 participants in reuniting with family members. The Exodus Reentry Hotel Programs saved lives in the time that mattered the most.



# ALTERNATIVES TO INCARCERATION (ATI)

Since 2020, Alternatives to Incarceration (ATI) has featured a community-focused method where members work towards establishing ownership of their lives and participate in a space where everyone can contribute. ATI does this by providing peer-led transformative groups, court advocacy, and other services to support the process of becoming contributing members of their community.

Now offering services to over 186 clients of all genders, ATI provides alternatives that best suit each participant. Our goal is to provide a support system while stressing the importance of community and family. We work as the voice of participants, with an understanding that everyone has different needs. We offer individualized services to ensure that all know and understand their rights, with an opportunity to process the trauma of the court system. In 2022 the Exodus ATI program enrolled 162 new enrollees.





The Exodus CTI offers free, extensive, evidence-based clinical and non-clinical therapies addressing trauma tailored to communities of color, particularly young people, members of the LGBTQIA community, justice impacted people and immigrants. Community-based healing staff engage in traditional and non-traditional approaches to physical, psychological, and emotional healing. The CTI builds relationships with the community through as many access points as possible and pursues creative and collaborative means to engage with other stakeholders as part of our healing work; in 2022 the CTI worked closely with New York Police Department, Department of Homeless Services, Office of Neighbor Safety, Mayors Action Plan , Mayors Office of Criminal Justice and other community partners. One such partner was B Kind, a nonprofit organization whose mission is to “empower communities to be a catalyst for change & equal opportunity through sustainable programs that promote nutrition, wellness, education, & inclusion, in collaboration with residents, volunteers, civic leaders & business coalitions.” B Kind hosted wellness events to teach elders and women self-defense skills as well as acupuncture and yoga to community.

# WELLNESS CENTER

Our Wellness Center provides holistic trauma-informed treatment for our participants who are battling substance use disorder. Our New York State Office of Addiction Services and Supports (OASAS) licensed Wellness Center is open five days a week and works closely with all our other programs to help move participants from crisis to stability and recovery. The Wellness Center is staffed by highly trained medical and non-medical staff. It delivers treatment-informed, evidence-based quality care with the goal of helping our participants overcome their addictions and move forward to lives that are fuller, freer, and healthier.

In 2022 we made some improvements in our client intake process, which ultimately contributed to an increase in total services, as well as the need for additional staffing. Our total number of intakes for 2022 was 366 Assessment Extended and 275 Assessment Normative. This resulted in an overall service total of 10,400 services. Our service total includes services for Individual Counseling Sessions, Brief Interventions, Group Sessions, Nurses' assessments, and Peer Counseling. We've also added 4 additional staff members. We have also incorporated the harm reduction model into every step of our treatment.



# CIVIC ENGAGEMENT & ADVOCACY



Exodus continued to make great strides in our advocacy efforts in 2022. Our Advocacy Team worked alongside staff, volunteers, participants and community members to dismantle systems of oppression and reallocate funding to invest in solutions to scale. We partner on several campaigns, including Clean Slate, Communities Not Cages and Fair Chance for Housing.

As housing advocates, we worked alongside Corporation for Supportive Housing (CSH) engaging in panel discussions related to CSH's report laying out the actions the Eric Adams' Mayoral Administration, the Affordable Housing Leadership team, and New York City Council should take in 2022 to make humane, innovative, and fiscally responsible policy changes and investments in supportive housing. Over 50% of the people detained/incarcerated on Rikers Island requested mental health services, with 19% over the overall population being identified as having a serious mental illness. Mental health is a root cause of incarceration. Instead of incarcerating people, we could provide them with the support and treatment they need to break the cycles of crime, poverty and recidivism. Housing the estimated 2,589 people incarcerated on Rikers Island in a given year that need supportive housing would cost NYC \$1.2B less than incarcerating the same number of people in one year. And under the Treatment Not Jails Act, we could bring this restorative vision to reality. The Treatment Not Jail Act will ensure that New Yorkers with disabilities and other health-related challenges are provided an opportunity to obtain treatment and support in their communities.

While Exodus staff rallied in support of legislation aimed at reimagining our justice system, our Civic Engagement Team partnered with the NYC Civic Engagement Commission to host participatory budgeting workshops for people impacted by the justice system in late 2022. We found that many of our community members wanted significant investments to be made in housing, mental health treatment, and education. Several members also attended Fair Chance for Housing and Close Rikers events with us in NYC.

# EXODUS BASED INITIATIVES ON RIKERS



The EBI (Exodus Based Initiatives): is a dynamic team of 17 experienced facilitators who were based on Rikers Island (RNDC) to provide CBI\EBI (cognitive behavioral and evidence-based groups grounded in positive behavior modification and consequential thinking.

The contract started out with seven mandated curriculums set by DOCS that EBI had to create. Not only did the team create all the seven required curriculums and got approval, but there were also five additional curriculums ( 1. Ready Set., 2. Work Financial Literacy, 3. Inside out, 4. Psychology of Incarceration, 5. Entrepreneur Spirit) that were created, approved, and provided to detainees on Rikers. In 2022, EBI serviced over 10,000 participants. The GIFT of CHESS is an EBI highlight for 2022. This was a joint venture that EBI spearheaded with TGC (The GIFT of CHESS). In collaboration with this agency, we were able to donate 500 chess games and over 500 books on chess to the NYCDOC for the detainees. In addition, we were able to facilitate the process of bringing in the youngest-ranked Chess Master in the USA, to play chess with the men in custody in AMKC. That was an awesome day.

FRR (Live From Rikers) was located at RNDC where the younger detainees (18-21) are housed. The LFR team of 8 facilitators delivered CBI groups in some of the most challenging houses on RNDC as a violence reduction intervention and brought in non- traditional models to engage the young men, such as a music therapy program delivered through a trauma informed lens that was inWe also brought ECMT (Exodus Credible Messengers) teams of six facilitators who developed a six-week Credible Messengers Training for the Young Adults at RNDC. RNDC was defined as the most violent facilities on Rikers. This training addressed the different causes of violence, conflict resolution, and risk assessment. As this initiative rolled out, we saw that many of the young men started holding their peers accountable. As a result, Commissioner Luis Molina credited the Exodus Credible Messengers for a 47.5 % reduction in violence at RNDC. ECMT served 1,843 participants in 2022. LFR served 948 participants in 2022.



## TRANSCENDING THROUGH VIOLENCE (DOJ)



Exodus was awarded a DOJ contract in October 2022 with a November 2022 rolled out. The program is centered on the CVIPI (Community-Based Violence Intervention and Prevention Initiative) model. This model uses PEACE Brokers to address gang\gun violence in Harlem and the South Bronx. The Peace Brokers' focus is to engage with the community, identify known gang affiliates and their leaders and have them become active entities in the reduction of gang\gun violence in their community.



The Media Center (i.e., studio, podcast, and green room) is used to provide a platform where our participants who have an interest in music or other artistry, can be provided an opportunity to work on their talents.

The team offers groups to the participants with full curriculums, focusing on providing new ideas and ways that can positively influence their way of thinking and ultimately change their behavior towards a more positive one. The team also provides one-on-one\group mentoring to our youth. Upon each course completion, the participants have a graduation where letters\certificates of completion are provided, along with stipend, fantastic food, and invitations to other events. This includes artistry events, where participants can highlight their talents, and attend gang summits with a restorative justice foundation, and informational community board meetings.

We also have an onsite gym, where participants are able to work out, get some positive affirmations, and have a place where they can be at ease. In addition to the usual work out equipment found at most gyms, we offer non-contact boxing, karate, yoga, etc.

## New York County Reentry Task Force (NYCRTF)

The New York County Reentry Task Force (NYCRTF) is a partnership between Exodus, DCJS (Department of Criminal Justice Services), DOCCS (Department of Community Corrections Services), D.A.N.Y (District Attorneys of New York) & NYPD, along with Manhattan based partner service providers. This union was formed in April of 2020. The NYCRTF is staffed by a Program Coordinator and 3 Service Coordinators. The primary objective of the CRTF is to reduce recidivism in the borough of Manhattan. This is done by providing the returning citizens support through weekly case management sessions, facilitated by service coordinators trained in Motivational Interviewing. Our participants are also referred to our wide array of partnered organizations to assist with their needs. Participants who have parole mandated conditions, such as substance use treatment, anger management, Mental Health treatment etc. are referred to our partnered service providers, including Exodus' Wellness Center. CRTF also provides Cognitive Behavioral Intervention workshops (CBI-EMP) for employmen, and Moral-Reconation Therapy (MRT) workshops, as well as Interactive Journaling sessions, that uses evidence-based strategies to assist people involved in the criminal justice system in making positive changes to their thoughts, feelings, and behaviors.



## Dutchess County Reentry Task Force (DCRTF)

The DCRTF is housed in the Exodus Poughkeepsie Office located at 99 Cannon Street in Poughkeepsie.

The Exodus Poughkeepsie office has been coordinating the Dutchess County Reentry Task Force for the last 8 years in partnership with six other regional organizations in addition to over 35 community based and faith based partners. to help meet the needs and challenges of individuals returning home from prison to Dutchess County under parole supervision. With the goal of increasing the resources available to our participants in the Hudson Valley, DCRTF provides services including case management, assistance obtaining vital records, workforce development, job placement, transportation assistance, and assistance meeting other basic needs.



In 2022 the DCRTF provided service to 77 individuals through this collaborative model and efforts of the Task Force partners.



Our Post Incarceration Services at Exodus are rooted in providing individuals impacted by the carceral system with the support, tools, and knowledge needed to promote successful reentry into society utilizing person-centered and trauma informed practices. We do this through our Community Justice Reentry Network (CJRN) and DOCCS Enhancement Initiative. Both programs provide individuals released from incarceration with a continuum of care that begins inside jails and prisons, with pre-release discharge planning and transportation from facilities to Exodus, to support the individuals' smooth transition. Upon arrival at Exodus, individuals are welcomed home and offered the full array of social services available at Exodus and access to our referral services. By creating this individual service plan, we are able to address participants' needs as well as support their goals and interests. Utilizing the Exodus Contract, we collaborate with participants to prioritize their goals and work together with a case manager to set S.M.A.R.T. goals in the following areas: Mental-Behavioral Health & Physical Fitness; Housing, Income & Employment; Personal & Professional Relationships; Education & Training; Community Involvement; and Spirituality & Faith. Through this, we help individuals find stability that may include housing stability, healthcare, counseling, educational attainment, vocational training, and employment. During 2022, we served over 1200 individuals, completing over 8,800 case management sessions, providing over 950 referrals to housing, 200 referrals for education, 150 referrals for healthcare, 500 referrals for mental health treatment, and 500 referrals for substance use treatment.

Exodus has been providing workforce development training for over 24 years and we seek to address the barriers carceral system impacted people experience when seeking employment. Our Walking Through the Wilderness Program provides jobseekers with a week-long, soft-skills job-readiness training, where participants learn how to create a resume and cover-letter, participate in mock interview sessions, engage in group discussions about the challenges of reentry, acceptance, guilt, and external influences, and learn coping mechanisms to manage stress. Employment opportunities may include subsidized transitional employment, paid internships and training, educational stipends, and direct placement into unsubsidized employment. Exodus's Job Development team addresses participants' employment desires in different employment fields as well as assists in employment retention. During 2022, we provided career readiness services for over 1000 individuals, including resume development, mock interviews and job placement support, in addition to placing over 500 individuals in employment.





The goal of the Exodus Youth Empowerment Programs is to help opportunity youth and court-involved participants create their own individualized plan for change, so they can take control of their future and build a better life for themselves. We have designed various programs that actively engage participants in prosocial activities including transformative mentoring, cognitive behavioral intervention, and career readiness training to support their goals from a holistic perspective. Additionally, we actively work with young people in key life areas, including the development of social skills, educational attainment, family relationships, and emotion management to support their growth and development. Our Youth Mentors are credible messengers who share the lived experiences as many of our participants and some of whom have successfully engaged in and completed Exodus Youth Empowerment Programs.

Working in close partnership with the Department of Probation, Exodus offers the following youth-centered programs: NeON Works, which provides youth and young adults with the opportunity to acquire the knowledge, skills, and experience that prepare them for success in the workplace. NeON Works is designed for people who are at all different stages of their employment journey: from the young person who is not sure where to begin to the college graduate who wants to get ahead in their chosen field - providing a highly individualized set of opportunities depending on each person's interests and work readiness. Next Steps, which works with individuals in several NYCHA Developments, including Wagner, Johnson, And Jefferson Houses, located in East Harlem, to provide a transformative mentoring designed intervene at a critical point in the lives of young adults who are actively engaged and/or involved in serious violent activity (including domestic violence) and/or are gang-affiliated. Arches and Arches Alumni, which connects young people on probation to mentors with similar life experience in their own neighborhoods. This transformative mentoring program focuses on high-risk young people age 16 to 24 who struggle to overcome the thinking patterns and behaviors that led them to probation. The thought processes that may have led to violence or crime in the past can stand in the way of finding a job, finishing school, or peacefully resolving conflict today. To counter this harmful thinking, group sessions run in a family-style atmosphere follow an evidence-based curriculum that relies on cognitive behavioral principles aimed at self-reflection and changing behavior.

During 2022 we served over 210 young people in our Youth Employment Programs, conducting over 500 case management sessions and 300 workshops. We worked closely with our youth to connect them with opportunities for growth with over 25 participants completing vocational training, 25 placed in internships, and over 50 obtaining employment.

# MAYOR'S ACTION PLAN INITIATIVES (MAP)



Exodus was awarded a contract with the Mayor's Office of Criminal Justice (MOCJ) in 2022 to serve as an implementation partner for NeighborhoodStat. NeighborhoodStat (NSTAT) for the East Harlem Community in Wagner, Johnson and Jefferson Houses. The operational centerpiece of MAP, is a community-based, problem-solving process grounded in the belief that public safety cannot exist without the public. It is an acknowledgment that safe and thriving neighborhoods require resident leadership, community and government support, and resources to produce sustainable change. To that end, NeighborhoodStat employs a series of local meetings that engage residents and MAP partners in sharing, analyzing, and using data to identify public safety priorities and implementation of solutions. These meetings, the information they generate, and the actions that follow are an important part of MAP's strategy to enhance accountability and reduce community violence by providing local residents and stakeholders with considerable resources and access to key decision-makers.

In our first year of implementation we successfully organized the Wagner Stakeholder Team, began outreach at both Johnson & Jefferson Houses and serviced the community with monthly food distributions providing food security to over 2k homes. We also held holiday events, Halloween, Turkey Drive and two Christmas events in 2022, and began planning for 2023 events to continue to bring the East Harlem Community together.



# NEWBURGH OFFICE

The Exodus Newburgh Office provides comprehensive reentry services and peer mentoring to individuals impacted by the justice system as well as people who have immigration status and have been impacted by the ICE system. In 2022 we served 150 unduplicated individuals and their families.

Consistent with the fundamental efforts and activities being conducted across the agency to help improve the lives and communities of those we serve, the Newburgh office held three events in 2022: A community engagement workshop with Exodus staff and students from Mount Saint Mary's College to offer our perspective on criminal justice and the arts, a meal distribution for the thanksgiving holiday where 100 complete meals were given out to our participants, local shelters, churches, and other community agencies to feed those in need, and a toy & gift drive for the Christmas holiday where toys, clothing, and gift cards were distributed to participants, their families, through the generosity of a local restaurant.





Exodus Transitional Community (ETC) Poughkeepsie was established in 2014 and specializes in working with men and women transitioning from incarceration back into society. Our mission is to deliver innovative programming tailored to adults and youth affected by the justice system and to advocate for a society in which all individuals can achieve social, economic, and spiritual well-being. ETC Poughkeepsie has served over 3,000 men and women since we opened our doors in 2014, and has become one of the most successful reentry programs in the Hudson Valley. Our services include, but are not limited to, case management, transitional housing and referrals for housing assistance, resume and job development through Ready, Set, Work!, basic computer training, mentorship, Moral Recognition Therapy (MRT), Anger Management programs, education referrals, college courses through Vassar College, and more. We work closely with the NYS Department of Corrections and Community Supervision, and has close partnerships with the Dutchess County Department of Community and Family Services, recovery centers, and other charitable organizations local to Dutchess County. In 2022 we provided 230 unduplicated individuals with reentry services, placed 134 participants into a job, and provided over 1,200 hot meals.



## **POUGHKEEPSIE "Exodus House": COMMUNITY-BASED RESIDENTIAL PROGRAM**

In December of 2022, Exodus opened its first transitional housing in Poughkeepsie for 7 adult men who were released from incarceration to Dutchess County under community supervision. The program is a public/private partnership funded by the NYS Department of Corrections and Community Supervision and the Mother Cabrini Foundation.

Each resident is given a warm welcome, a Welcome Home Package with clothing, hygiene items and a cell phone (if they need), and assigned a case manager who has lived experience and knows what this transition is like. Every facet of the program is based on trauma-informed care coordination and peer support. Each day starts with a morning community meeting over breakfast and an inspirational Word of the Day. We provide 3 nutritious meals and snacks, as well as round-the-clock peer support, case management, support groups, social activities evenings and weekends, and life skills training. Residents are linked with other services they may need, including mental health/substance use treatment, medical services, employment readiness and job placement, and financial literacy to help them save money and become self-sufficient. Family reunification, healthy relationships, and other goals are supported in order assist residents in moving into their own home and rebuilding their lives for longterm success.



After serving over 20 years in prison, Luis arrived at “Exodus House” in Poughkeepsie and has made incredible strides to transform his own life.

“I served over 20 years and spent a lot of that time in ‘the box.’ I always knew that coming home, IF I ever came home, was going to be shocking. Every day I wake up, I still can’t believe I am free. But coming home without resources or support is impossible. Exodus has been a great experience— if you want to change, Exodus is going to help you. Even if you don’t want to change, Exodus will help you. But the support is here, you just have to take advantage to succeed. This community helped me get on my feet and gave me space to grow and regain my independence.”

During his time here, Luis has worked hard to create healthy habits and processing techniques, implement transformative thinking practices and build positive relationships, both professional and familial. He is a talented tattoo artist who loves to cook, draw, and spend time with family. But more than anything, he loves to work hard. Since his arrival to the program, Luis has obtained and maintained two jobs working in construction. When asked what he is most proud of, he says, without hesitation:

“...my patience. I always knew I had potential. I waited for so many years to use it. Now I wake up every day, and I go to work, and I have something to be proud of.”

Luis has been a beacon of light to all of us and has truly exemplified how essential access to resources, stable housing, and humanizing care are for successful reentry. Luis’ immediate goal is to get his driver’s license and make good use of the truck his employer has offered to let him drive once he gets his license. He has obtained his learner's permit and is scheduled to take the 5-hour class. As he nears the end of his stay with Exodus House, he has a solid plan to move into his own place with the money he has saved from employment and to continue to enjoy his freedom. We can’t wait to see him spread his wings beyond his time here with Exodus and truly soar.



## STAFF SPOTLIGHT

Raphael, better known as Roc in the community, has been a part of the Exodus family since 2021 and now serves as the Department of Justice Peace Broker and Event Coordinator.

Raised by a single mom, Roc always found solace in participating in community events, searching for that sense of team and guidance. Enamored by the perception of what gang life meant, he tried looking for that sense of brotherhood he thought it could provide. Now he uses his experience to dismantle false ideations of gang life and works daily to bring awareness and help redirect negative emotions through education and music therapy.

Initially joining Exodus as a participant, he worked with our Workplace Development team and originally found work as an electrician. Roc's passion kept him coming back to Exodus, and we couldn't ignore the impact he's made within and outside of Exodus. Roc's decision to join our group as a peace broker was easy because his goals are to dismantle gang life culture throughout the community and bring awareness of the endless opportunities our youth can attain.



Roc's goals are to help bring awareness to the effects of gun violence and gang culture and its harm to the community and the individual. Additionally, he uses music as a means of dismantling stereotypes that are often portrayed in media that glamorizes crime and violence.

His goals and passion keep him motivated every day. Being a part of Exodus has broadened his reach. He takes pride in the work he can do when he connects with and brings hope to our participants.

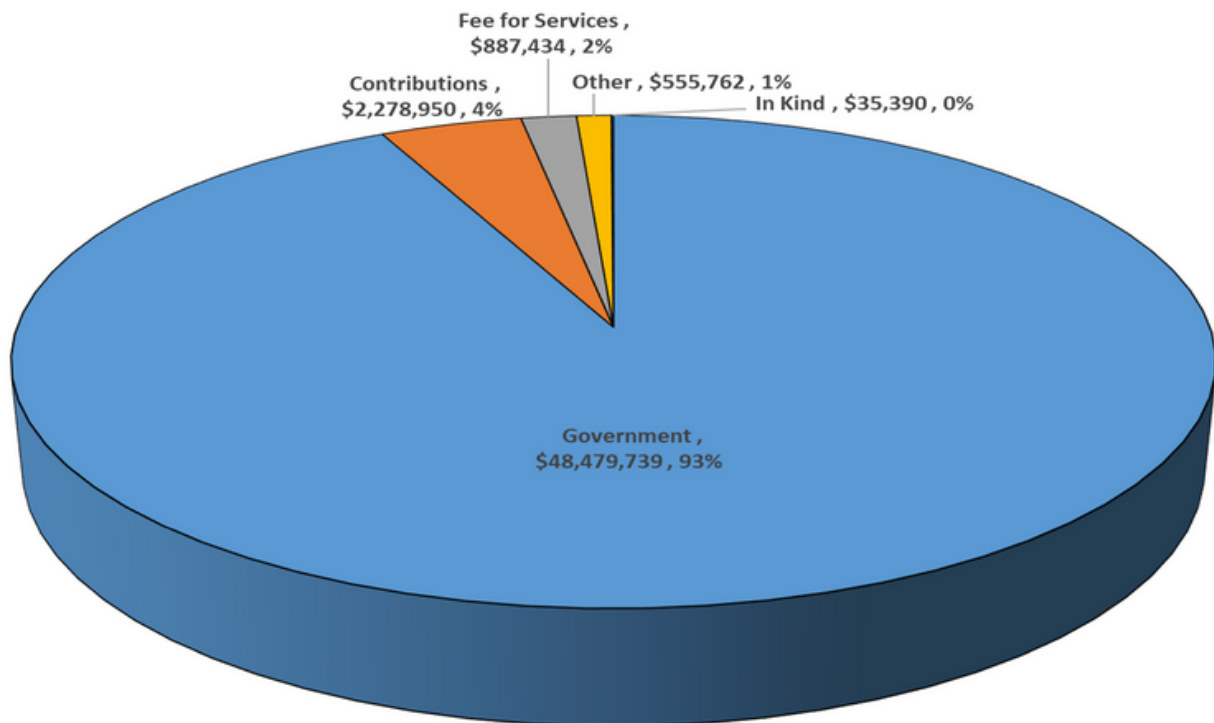


## PARTNERSHIP HIGHLIGHTS

The Institute for State and Local Governance (ISLG) at the City University of New York (CUNY), and Exodus have enjoyed a fruitful partnership for several years as part of the Criminal Justice Investment Initiative (CJII) through the Manhattan District Attorney's Office. With the support of ISLG and as a part of the CJII, Exodus implemented and developed the Common Unity program for young survivors of violence, provided training and technical assistance support to other nonprofits, and in 2021 launched the Exodus Center for Trauma Innovation. Through all of these programs, ISLG has continued to provide support in a variety of ways including training, strategic planning and agency networking which has ultimately benefitted the community we service. It has been a privilege to work with ISLG as a thought partner and look forward to a continued partnership.



## Revenue



## Strategic Partnerships

Our team engaged in intentional and thoughtful partnerships with the goal of expanding our reach, maximizing our resources, and strengthening our inclusionary approach to this work. Our 2022 focus continued to be faith-based partners, as well as grassroots organizations in the communities we serve. We also continued to strengthen our public and private partnerships, resulting in enhanced fundraising, programmatic, and policy efforts.

## Staff Retention & Development

In the last year, Exodus has strengthened its commitment to staff training and retention by creating a people practice function focused on aligning the business needs of Exodus with the people needs and resolving the various conflicts that arise between the two. The current priorities of the People Practices function at Exodus are to ensure all employees have access to a safe, healthy, and productive environment where they can grow, thrive, and heal. As a trauma-informed, and strength-based organization, it is important that healing is included in all activities and decisions, including those that involve our employees.

Recent accomplishments include:

- Updated employment policies for clearer communication about employee expectations
- A systematic mediation program that can be employed throughout the agency - managers are receiving the tools to mediate conflict within their own teams.
- Decrease in employee concerns and complaints with a focus on long-term solutions rather than quick fixes.
- User guide for managers describing how to engage with HR to reduce risk, and increase employee satisfaction and retention.

## Clear Data & Metrics

In 2022, Exodus programs utilized Salesforce for collecting intake and enrollment information, case management input, and recording program service deliveries. System automations have allowed for more seamless follow up tasks and staff reminders. Departments utilize performance dashboards and automated reporting functions to meet funder reporting needs on monthly and quarterly schedules. In addition, Salesforce data has been used for research projects analyzing the effectiveness of Exodus programming and participant engagement.

## Development & Fundraising

We have successfully increased our private funding streams and added new foundation partners to our portfolio. While it has been challenging to maximize our government contracts due to delays in contract registrations and payments, we have found ways to increase revenue in other areas and to control costs. This helped us to strengthen the integration of policy with practice, built stronger connections with institutions of faith and continue to diversify funding streams. We also had a hugely successful GivingTuesday Campaign which raised close to \$20,000.

## Expand Housing Footprint

Exodus House opened in Poughkeepsie, NY in 2022 with our first ever Transitional Housing for adult men being released from NYS prisons to Dutchess County. This is a 7 bed program with 24/7 on-site support, wrap-around case management, 3 hot meals daily, assistance obtaining vital documents/ID, employment and permanent housing.

## Increase Services in Newburgh

Newburgh is a community with a diverse population and many basic needs. It is also one of the counties in NYS with the highest incidents of gun violence. Exodus was selected to be a lead agency for the Project RISE initiative under DCJS. As a lead agency we are able to expand our services and hire Peace Brokers and a Family Engagement Worker to support families impacted by gun violence. We also are supporting grassroots organizations with micro grants, capacity building and TA. Thanks to a Hispanic Federation grant, we have also been able to hire a bilingual Case Manager to support individuals and families who are justice & ICE impacted and have immigration status.