

EXODUS TRANSITIONAL COMMUNITY INC.

2020 ANNUAL REPORT

Prepared by McLean Zauner, Hunter MSW Intern &
Nora Reissig, VP of Development and Programs



2020 YEAR END REVIEW AND EXECUTIVE SUMMARY



A MESSAGE FROM OUR FOUNDER AND CEO, JULIO MEDINA



With the devastation of the pandemic behind us and the city reopening, Exodus Transitional Community remains steadfast in its commitment to service the most vulnerable New Yorkers being released from our prisons and Jails. Although Exodus never closed its doors throughout the pandemic, we pivoted to ensure that those being released from our city Jails and prisons were not greeted by solely a sign on the door welcoming them home or through a Zoom call. At Exodus, we firmly believe in the human touch! Through innovative programming

grounded in self-care and trauma, our workforce team has adapted to the changing times by providing unique employment opportunities for our participants. However, we clearly understand that the job is not the panacea for all people returning to the community, so we've always taken a holistic approach in meeting individual needs one person at a time through our Exodus contract. In 2020, due to our response during the midst of the pandemic, we have grown threefold! Working closely with the Mayor's Office of Criminal Justice (MOCJ) and other partners, we've managed 4 hotels for people being released from confinement. We have also gone a step further by galvanizing our housing team and moving people from the hotels to permanent housing! With close to 180 people on staff, a supportive board, and a growing budget, one thing we will never lose sight of is the individual.

2020 YEAR END REVIEW AND EXECUTIVE SUMMARY



A MESSAGE FROM OUR FOUNDER AND CEO, JULIO MEDINA

(Continued)

Over the last 22 years, we've worked hard at establishing a culture that is welcoming, life giving, and validates our life's experiences. With a staff that is 80% impacted by the justice system, we know first-hand what that personal touch can mean. It could be the difference between freedom and recidivism. For the team at Exodus, this is personal!

22 years ago, when I founded Exodus, after serving my own 12 years of incarceration, mass incarceration was not a sexy topic, and people like the late Eddie Ellis, Lonnie McLeod, and other trailblazers fought daily for humanizing language! To be a witness to how far we have come, they would be proud. From housing people at hotels, to trainings in workforce development and advocacy, to thinking and working through our own traumas, it is a testament of the resiliency of our population. The advocacy work that has enabled politicians to pass Senate Bill 830, providing that persons on parole now have the right to vote, to political offices funding our music studio, serving as a gang intervention and de-escalation tactic. And we know none of this is possible without our own faith and belief in the work of Exodus!

[Click here](#) to view "*Exodus Through the Lens of a Global Pandemic*," a short film by Friendly Films, Inc.

2020 IN NUMBERS



Participants Served
2,173



Individual Wellness
Sessions
2,659



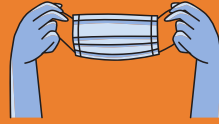
Mobile Phones
Distributed
377



Meals Served
250,000+



City Harvest Food
Boxes Distributed
15,000



Personal Protective
Equipment
Distributed
18,000



Hygiene Kits
Distributed
317



Hotel Intakes
900



Vocational Training
Program Enrollments
And Job Placements
651



Youth Served
145

EXODUS ON THE FRONTLINES OF COVID19



During these uncertain times, one thing is certain—the Coronavirus pandemic has taught us the meaning of community. Throughout these trying times, Exodus has consistently shown up to help our brothers and sisters who are being released from incarceration to this citywide lockdown. In true Exodus fashion, within 12 hours, we assembled a team of 14 Exodus staff members, and we were greeting these men and women as soon they got off the bus. We are now stationed at four hotels, taking people to get their medications, bringing in food and water, buying hygiene items, t-shirts, socks, underwear, street clothes and shoes, and providing counseling, and emotional support. This is a true testament to the spirit of Exodus and the commitment of our staff.



When the pandemic began, Exodus started working with the Mayor's Office of Criminal Justice to help lead an emergency hotel operation for men and women being released from Rikers Island and NYS prisons to help stem the spread of the virus among the jail and prison population. The Mayor's Office asked us to staff two hotels to provide on-the-ground support for these individuals, and coordinated case management services. We have not only continued to provide this support during the pandemic, but we have expanded our hotel operation to 4 hotels, and we have welcomed over 900 released individuals into our hotels to help stop the spread of COVID19 in jails and prisons and provide a safe emergency landing pad as people are coming "home" with no home to go to.

We have never closed our doors and have continued to provide programming, food, PPE and shelter at our East Harlem, Newburgh and Poughkeepsie Offices, as well as the hotels. We have also become a food distribution HUB in our communities, and have continued to help our participants find jobs even in the midst of this pandemic. Our hotels have also provided many, much needed jobs, almost instantly transforming our 90 person organization to nearly 150 staff members.

POLICY AND ADVOCACY WORK



Exodus continues to be a champion for human rights in the state of New York. We play a key role on several policy initiatives, including Fair Chance for Housing, Clean Slate NY, Less is More NY, Close Rikers and Renewable Rikers. As an organization, we support building communities through reallocation of resources, encouraging divestment from DOC, NYPD, BOP, and law enforcement systems and investment in community services, hospitals, social services, nonprofits, frontline workers, and community coalitions. We stay true to our mission in that everyone deserves a second chance and no one should be defined by their worst moments. Whatever and whoever we can support to help further those principles, we do. We also continue to maintain close relationships with City Council and other city agencies such as the Mayor's Office of Criminal Justice and The District Attorney's office in order to work towards enacting systemic transformative justice principles.



EXODUS AND FOOD SECURITY



Exodus Transitional Community continues to address issues that intersect food justice and social justice. Food insecurity has impacted our communities (justice-impacted communities) for decades. Every Wednesday, we hand out FREE fresh vegetables, canned goods and prepared food trays in the front of our East Harlem office – between 123rd and 124th on Third Avenue. Our Newburgh and Poughkeepsie sites also have food pantries where food is being distributed. Throughout the summer, Exodus partnered with City Harvest, in order to help distribute food to our wider communities. Our newest additions to tackling food insecurity include are our NEW Tower Gardens! Each tower is growing different types of lettuce and vegetables, that we plan to provide as healthy alternatives to youth and adult participants, as well as providing education on growing, harvesting, and maintaining agricultural elements. The Tower Gardens will provide many possibilities in terms of programming, and we are truly excited to see how well they fit into our mission to address food insecurity.



NEW YORK COUNTY REENTRY TASK FORCE



In April 2020, Exodus was awarded the New York County Reentry Task Force (NYCRTF) grant through the NYS Division of Criminal Justice Services (DCJS) and The New York County District Attorney's Office. The Task Force has over 60 Manhattan-based partner service providers, who work together to provide support and services to people returning to their communities in the borough of Manhattan, ensuring they are provided with the opportunities needed to stay on a positive path of change, and be successful for themselves, their families and their communities.



We serve anyone coming home from incarceration and on parole in Manhattan. We offer intensive case management and cognitive behavioral interventions, including Moral-Reconciliation Therapy (MRT), Interactive Journaling, and Cognitive Behavioral Interventions for Individuals Seeking Employment (CBI-EMP), as well as referrals to our other in-house services and partner organizations. We also oversee bi-monthly NYCRTF meetings, where we discuss opportunities for participants and highlight partners in order to create networks of support for the people we serve. Through our wide array of partners, NYCRTF participants receive access to employment and education opportunities, mental health and substance use disorder treatment, basic necessities such as clothing and hygiene products, and transitional, supportive or permanent housing.

CENTER FOR TRAUMA INNOVATION



In September of 2020, District Attorney, Cy Vance Jr., invested \$8 million dollars to create the Center of Trauma Innovation (CTI) in our East Harlem location. Untreated trauma and exposure to trauma play a significant role in continuing cycles of violence. The CTI is an innovative approach to addressing the effects of trauma, and will offer comprehensive, culturally-competent, free therapy in Northern Manhattan to communities of color that are disproportionately affected by violence; provide training and technical assistance to local organizations seeking to incorporate and/or enhance trauma-informed and trauma-specific interventions in their work; and establish a Trauma Innovation Learning Community that supports a vision for safety, healing, and equity.. The CTI will offer free, extensive, evidence-based clinical and non-clinical therapies addressing trauma tailored to communities of color, particularly justice impacted individuals, young people, members of the LGBTQIA community, and immigrants.

Community-based healing staff will engage in traditional and non-traditional forms of physical, psychological, spiritual and emotional healing. The CTI will build relationships with the community through as many access points as possible and pursue creative means to engage in healing work. In addition to treating hundreds of New Yorkers, the CTI will provide training and technical assistance to New York City agencies and other community-based organizations to be more competent in working with people who have experienced trauma. Additionally, Exodus will partner with existing grassroots organizations to offer a multi-faceted approach to trauma treatment. These partner organizations will provide innovative approaches to healing, such as: animal assisted therapy, yoga, media and journalism workshops, restorative circles, specialized group counseling, and the use of art and drama in therapy.

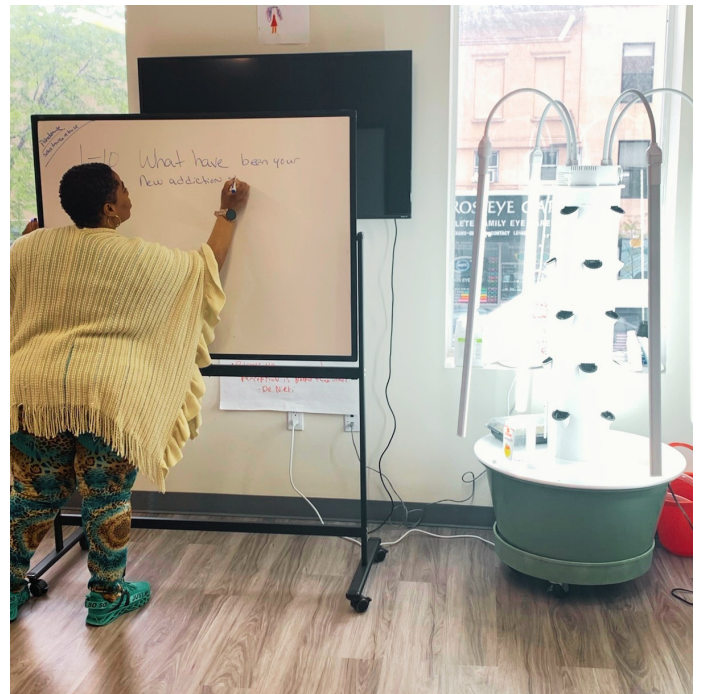
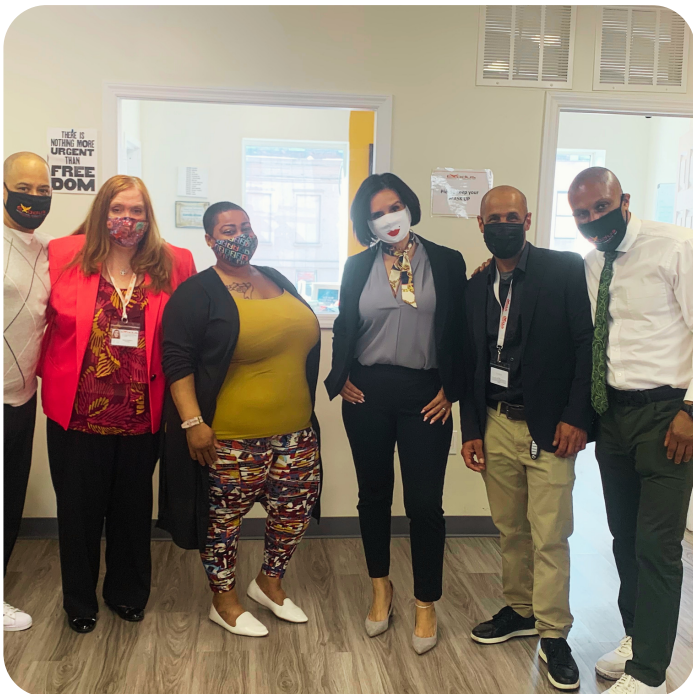
District Attorney Vance explains, "The Center for Trauma Innovation will address underlying trauma and promote healing and resiliency in underserved communities, helping to interrupt cycles of violence and provide crucial resources during this period of increased gun violence in New York City. Long-term, transformative change in our justice system requires substantial community reinvestment that closes the gap between law enforcement budgets and social service expenditures. Beyond arrests and prosecutions, we can create healthier, safer, and stronger communities by lifting up grassroots organizations already working in our underserved communities of color to interrupt cycles of violence, heal survivors, and prevent future justice-system involvement. That is the mission behind much of the work of our Criminal Justice Investment Initiative, and the heart of this new partnership with Exodus Transitional Community."

ALTERNATIVES TO INCARCERATION



In October 2020, Exodus launched our first ever Alternatives-to-Incarceration (ATI) program. ATI programs last 4, 6 or 12 months depending on court mandate obligations. At the core of the program is trauma-informed Transformative Mentoring groups. Our Transformative Mentoring groups are infused with the Sanctuary Curriculum S.E.L.F. that covers the four interactional domains fundamental to all healing: Safety, Emotional Management, Loss, and Future. Participants use the SELF Model to review places where their safety was at risk, what emotions were experienced during the situation, what loss or changes were experienced as a result of the situation, and how to move forward in the future.

Coupled with Transformative Mentoring programming is a wide array of service offerings designed to meet each person's holistic needs in order to reach their true potential. Case Managers use Motivational Interviewing during case management sessions. Civic Engagement workshops are designed to educate, engage and empower individuals to be civically engaged and create meaningful social change in their own communities. Leadership Development workshops teach participants the professional skills needed to strive both personally and professionally. Workshops around effective communication, conflict resolution, taking responsibility, self-reflection and collective leadership help participants achieve their daily, short-term, and long-term goals. Workforce Development and Outpatient Substance Use Disorder Treatment are offered throughout the duration of ATI programming.



2020 IN PICTURES



2020 IN PICTURES



STRATEGIC PARTNERSHIPS



As a community, 2020 has shaken us to our core. As a response to this, Exodus has shown immediate resilience and strength. This past year has helped to remind ourselves how crucially important it is to engage with the wider community, and to work collaboratively for the collective good. . In 2020, Exodus has created several strategic partnerships with key companies and organizations. These partnerships not only strengthen our ability to do this life transformative work by bringing in resources and expertise in key areas, but it also brings together our community to collectively solve problems, like hunger, technological literacy, and barriers to employment and housing for justice involved individuals.



STRATEGIC PARTNERSHIPS



City Harvest

In the early days of the pandemic, we immediately identified the urgent need to feed our community, and to address food insecurity among our participants. City Harvest responded to this need by adding us to their list of pandemic partners. We began receiving weekly deliveries of fresh produce and pre-packaged meals, which were out the door the same day they were delivered – the need was so great. City Harvest increased our deliveries to help us meet this need, but they didn't stop there, they also donated two industrial size refrigerators for us to store the food and ensure we would always have food on hand for everyone walking through our doors. Thanks to our partnership with City Harvest, we were able to receive and distribute over 42,000 pounds of food.

Google

Our partnership with Google also flourished during the pandemic, and we are very grateful to Google for providing donations of much needed technology to help our youth remain connected to services (and to us) during the pandemic when some of our programming moved to virtual platforms. In addition, our Communications Team was able to connect with Google and devise a strategic plan for 2021 which includes a robust social media and YouTube platform and securing donations through Google Ad Grants.

Bronx Green Machine & L.A. Urban Farms & David Blake

The patented technology, promoted by LA Urban Farms and utilized by Green Bronx Machine in its educational programs, grows fruits, vegetables, herbs, and edible flowers approximately 50% faster than traditional farming using 90% less water and 90% less land, regardless of the season. Green Bronx Machine and LA Urban Farms will help Exodus Transitional Community set up and care for the patented tower garden technology by donating seedling and sharing technical expertise.

Vassar College

Our Exodus Poughkeepsie Office has been privileged to have Vassar students placed in internships with us for several years. This partnership expanded in 2020 when Vassar's prison-based classes were suspended due to COVID19 when the prisons closed their doors to all outside providers. We took this as an opportunity to expand our partnership and offer a virtual class to our participants in a mixed class of Exodus participants with Vassar students on the topic of racial and social justice. A total of 13 students (7 Vassar and 6 Exodus took this class) under the combined instruction of Exodus and Vassar staff. We also want to thank Vassar for generously donating to us during the pandemic to help meet our increased operational expenses.

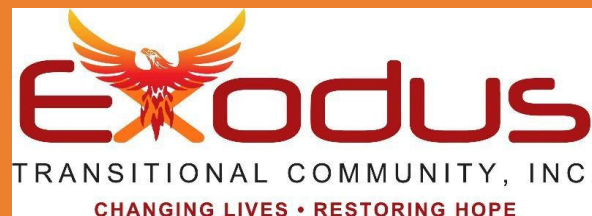
United Way of Dutchess-Orange Region

UWDOR provided critical monetary support to many of our participants in our Newburgh and Poughkeepsie offices who faced tremendous hardship due to loss of employment during the pandemic. UWDOR helped pay rent, utilities, and in one case a bed for our participants. They also provided emergency grants to Exodus that we used to purchase PPE, cleaning supplies, and other COVID related needs to ensure we were able to keep our offices open in Dutchess and Orange County, as well as cash assistance for our participants.

Central Synagogue

Exodus and Central Synagogue (CS) have been faith partners since before the pandemic, joining together to read scripture and sharing the same values and vision of racial and social justice and an end to mass incarceration of our black and brown brother and sisters. During the pandemic this partnership was strengthened as our faith was tested. CS provided much needed donations of money and clothing and we will soon in 2021 launch a Food Justice Initiative thanks to the support of CS.

NEWBURGH AND POUGHKEEPSIE OFFICES



The Exodus Poughkeepsie Office is located in Dutchess County, where according to the 2020 United Way's ALICE (Asset Limited, Income Constrained, Employed) Report, 45% of households cannot afford basic needs and lack sufficient income to pay for housing, food, childcare, transportation and healthcare. In Orange County where our Newburgh Office is located, 44% of the population in the City of Newburgh was within the ALICE threshold, a significant value similar to the 36% of the entire Orange County population that was within the same threshold. The county had a poverty rate of 11%, and the City of Newburgh a poverty rate of 32%. 76% of the total population in Newburgh is unable to meet their basic needs, the first and foremost issue that we address is food. The percentage is even higher for families impacted by the justice system. This population also faces employment discrimination at a higher rate. The Brookings Institution reported that only 55% of formerly incarcerated people have any earnings, and those that do, earn less than minimum wage. Incarceration can also damage the financial situations of the families left behind. Most parents in state prison were employed either full- or part-time in the month preceding their arrest. One of the many challenges faced by people returning to their communities upon release from incarceration – sometimes after decades of being in prison – is their unfamiliarity with work-place culture, and financial concepts and tools.

NEWBURGH



POUGHKEEPSIE



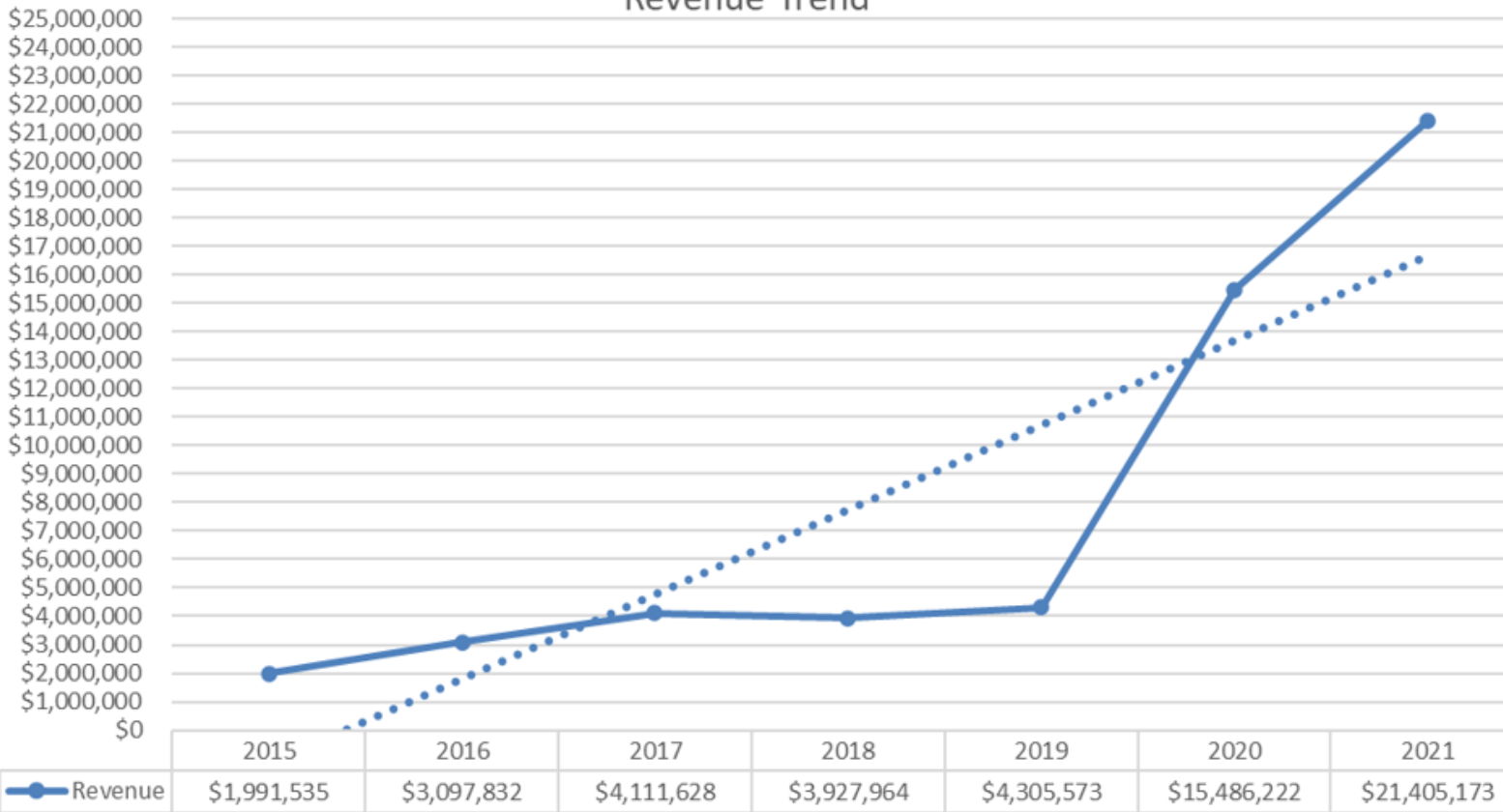
In 2020 our Poughkeepsie and Newburgh Offices combined served close to 400 people, providing case management, help navigating a completely remote system of government services (which made it very difficult to get identification, activate Medicaid, and access SNAP and Cash Assistance). We also helped over 150 individuals become employed, and linked participants to housing, mental health and substance use services. Since the start of the COVID19 pandemic, these services have become even more critical as people transition home to a County in lockdown. Exodus' Poughkeepsie Office was the only provider of reentry services in the County that kept its doors open, providing food, clothing, help accessing benefits and getting ID (even while government offices remained closed), and referrals for medical, mental, substance use treatment, and housing. We also continue to give out PPE, hygiene kits, and emergency food. We have recently started a Food Tower Garden in order to grow produce for our participants to help address food insecurity with healthy nutritious food grown in our own Urban Garden. We are also planning to open our first transitional housing program in Poughkeepsie in 2021. This program will house 6-7 adult males providing transitional housing, case management, daily meals, and other reentry services as needed.

2020 FINANCIAL REPORT



Sources include Audited Financial Statements for 2015 - 2019, preliminary estimate for 2020 and the estimated budget for 2021

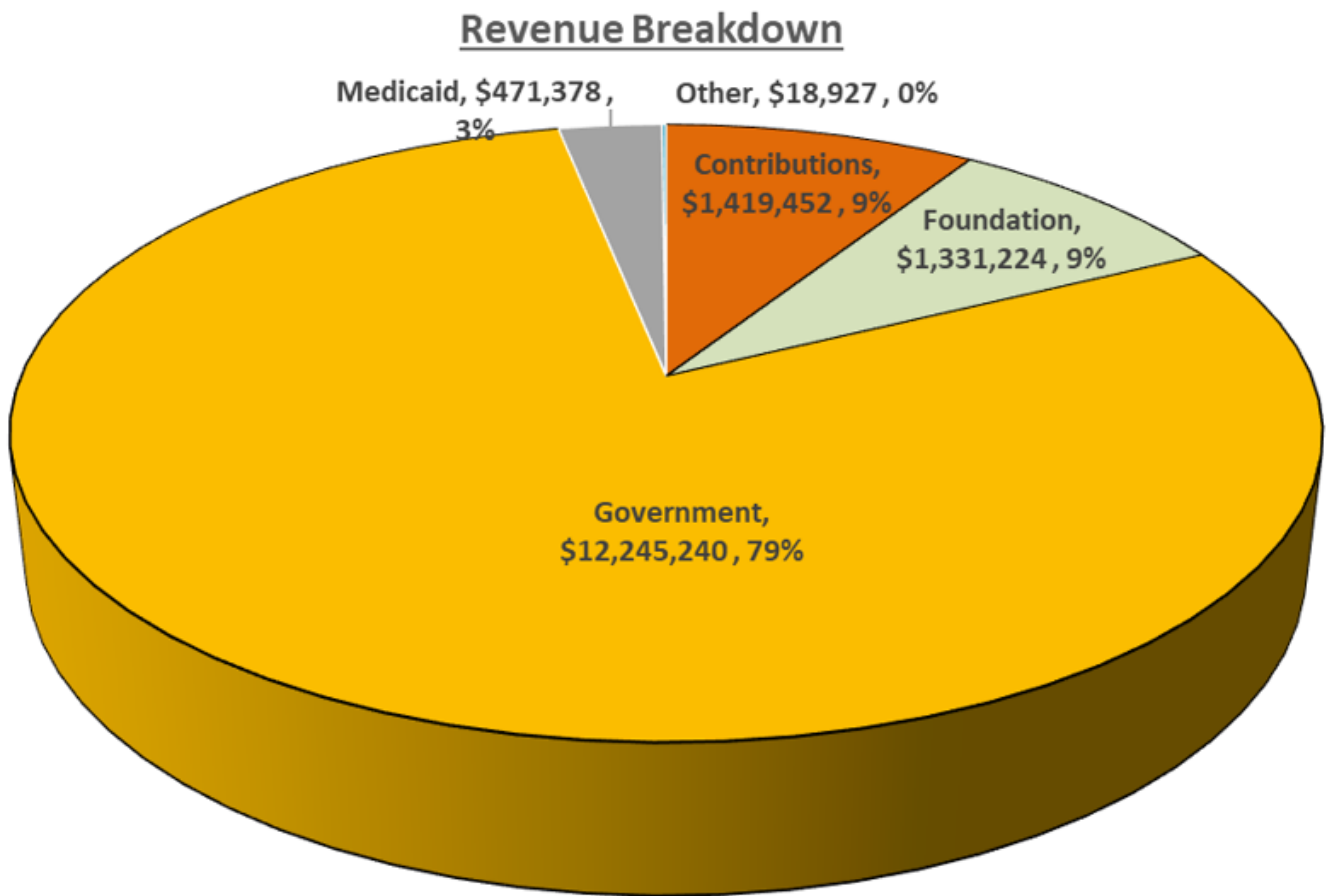
Revenue Trend



2020 FINANCIAL REPORT



Source: Preliminary estimates for 2020

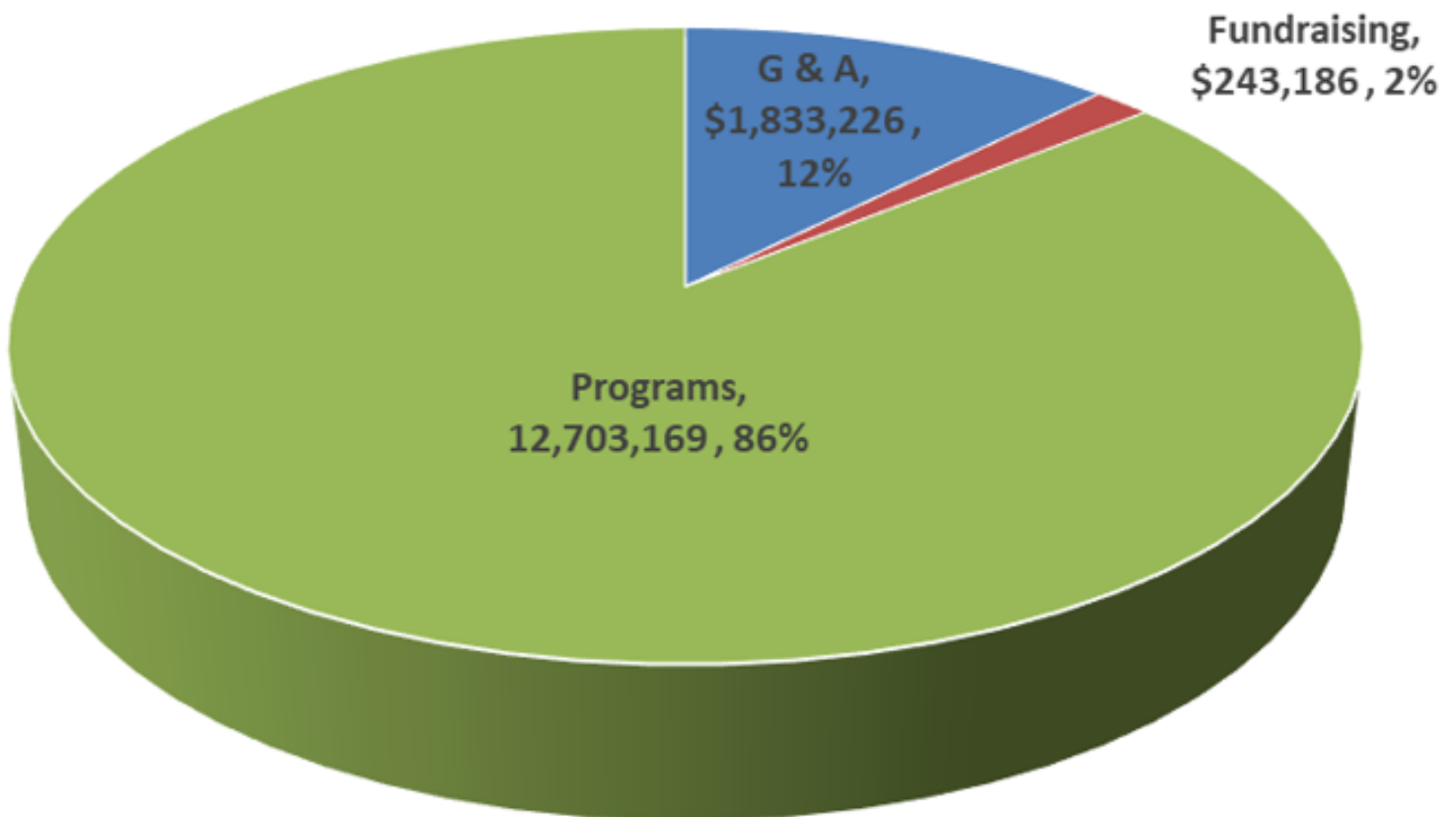


2020 FINANCIAL REPORT

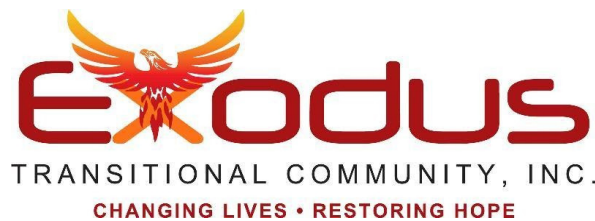


Source: Preliminary estimates for 2020

2020 Expense Breakdown



2020 EXECUTIVE GOALS



GOALS

OUTCOMES

Strategic Partnerships

- Created strategic partnerships with City Harvest to increase our food justice initiatives, Central Synagogue, BronxGreenMachine, and LA Urban Farms to add resources to combat hunger in our community, and United Way and Vassar to support our Newburgh and Poughkeepsie sites.

Clear Data and Metrics

- With the hiring of a Data Manager in 2020, we are now in the process of switching our data and metrics tracking to Salesforce, which will provide us a more robust software application with the ability to build out dashboards for all levels of data tracking and metrics management.

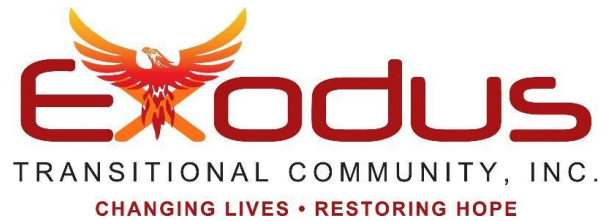
Staff Retention & Development

- Implemented a measured strategy related to retention to allow Exodus to continue to expand in the area of holistic reentry, and to hire individuals who are justice impacted, even if they have limited work experience. This is being done through a combination of enhanced onboarding, staff development, a trauma-informed focus, and mentorship relationships.

Continue to service our participants and residents who have been have been severely impacted by the COVID-19 pandemic

- Welcomed over 2,100 people through our doors, distributed over 25,000 meals, gave out over 18,000 PPE and over 300 hygiene kits, and admitted 900 to the Exodus Reentry Hotels.

2020 EXECUTIVE GOALS



GOALS

OUTCOMES

Development/Fundraising

- Maximized all contracts, strengthened policy arm,
- and built stronger connections with institutions of
- faith by reaching out to 2 churches per month.
- Continued to diversify funding streams, and on
- track to diversify funding streams for a more solid
- donor base and revenue projections.

Albany Replication Site

- Identify new space by September 2021, possible
- purchase by December 2021, and initiate
- programming by January 2022.
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Expand our Housing Footprint

- CY2020 saw a huge expansion in our reentry housing activities
- with the opening of four (4) Reentry Hotels to provide
- transitional housing to for individuals in NYC being released
- from incarceration during the COVID19 pandemic. Part of our
- strategic plan for housing in 2021 will be to complete all steps
- necessary to open a transitional housing program in our
- Poughkeepsie site, and to add to our housing portfolio in NYC
- through several procurement opportunities being offered
- through the NYC Mayor's Office for Criminal Justice.

Secure Newburgh Funding

- Newburgh is our only site without sufficient
- dedicated funding to cover costs. We have
- applied for additional grants for Newburgh, and
- will be searching for new funding sources for this
- site in 2021.
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COMING UP IN 2021

Exodus Music/Recording Studio

George Bailey, Next Steps coordinator and youth department supervisor at Exodus, had the unique experience of starting Exodus' recording studio with Executive Director Julio Medina at its East Harlem location in 2020. As a teenager, George developed a strong love for music and started writing music at 13. While working at Exodus, he expressed interest in connecting youth with music, whether it was rapping, producing, or engineering. After securing funding, the studio was built with the idea of providing programming in a variety of ways, while also serving as a de-escalation tactic amongst youth.



Right now, the studio is focused on serving members of the Exodus community from ages 16 to 24. "We have the youth," he says, "and they want to express themselves." George feels like it's a way for them to express themselves but also to hear it and work on it. It's good to start the conversation, he continues. "It's good that you're doing music and you want to find a way to get yourself out of those situations through your music." George envisions the recording studio as a way to encourage others to express themselves through art, while inviting others to do the same. "It's a journey that you have to take as an artist."

When talking about the future of the recording studio, George said that youth are our gateways to finding community voices and leaders. "They listen to each other - it's all about bringing out the leader." He looks forward to seeing the talent that comes through the recording studio and the way people will help to cultivate it to make it better. "I think there's going to be a lot of great things that come out of there."

