

2019-2020 ANNUAL REPORT

# CCA Launches New Programs & Expands Advocacy Efforts



Commissioner Michael P. Hein of the NYS Office of Temporary & Disability Assistance cuts the ribbon at a ceremony commemorating the opening of Freedom Commons in November 2019



## Dear Supporters and Friends:

Despite a most challenging year, we are pleased to report a multitude of successes across the full spectrum of our advocacy and services.

In January, CCA opened the Freedom Commons Academy, which is one component of our larger Freedom Commons facility, which opened last year. The Academy is a comprehensive reintegration program for people facing homelessness when returning from incarceration. The program is based on a model pioneered by the Furtune Society in Harlem; we appreciate their technical assistance and support. As of this writing, Academy staff have served 27 people returning home, most of whom have successfully transitioned into permanent housing.

In March, with the onset of the COVID-19 pandemic, CCA staff quickly improvised creative ways to support our participants, many of whom are particularly vulnerable amidst the overlapping health and economic crises. Thanks to support from the Gifford Foundation and others, CCA has greatly strengthened our operational infrastructure over the past three years, placing us in a strong position to serve our participants without interruption.

With the long-term trajectory of the pandemic still unknown, CCA staff have transformed CCA programs

into hybrid service models, allowing for in-person interactions when safe and feasible while also maintaining consistent contact remotely. Staff have also helped participants face numerous challenges resulting from the pandemic. Notably, we have provided life-sustaining cash relief to people returning home from incarceration and struggling with basic needs.

In July, CCA defied COVID by creating the College Collective, a new program for youth detained in New York City Juvenile Facilities. Charting a new path, one of hope and opportunity, the College Collective offers credit-bearing college courses to youth in detention, taught remotely by professors from community colleges in New York City. So far, over 70 young people have enrolled. We are continuing to expand and improve the curriculum, incorporating advice from youth participants to continue adding youth-friendly elements.

These exciting developments have taken place amid the backdrop of a tumultuous year for all New Yorkers, especially those involved with the criminal legal system. Under the leadership of Director of Advocacy and Organizing Katie Schaffer, we have expanded our organizing capacity across New York State, launching grassroots campaigns to accelerate decarceration in New York State.



**DAVID CONDLIFFE,  
ESQ.**  
Executive Director



**DAN ARSHACK,  
ESQ.**  
Board President



CCA continues to be on the frontline of a variety of campaigns to reform the criminal legal system in New York, including opposing rollbacks to pretrial reforms, demanding widespread access to testing and PPE for those incarcerated in jails and prisons across the state, and calling for clemency for the most vulnerable people behind bars amid the pandemic. We have had several successes in these efforts. For example, last year the State of NY achieved historic bail and speedy trial reform. This year, efforts were made to roll back these reforms, but we were able to stop the most regressive and harmful rollbacks.

This summer also marked the launch of the Summer Organizing Institute, a new statewide program that teaches participants the nuts and bolts of effective advocacy, including community organizing and the legislative process. The goal of the Summer Organizing Institute is to give our participants and their families the tools necessary to advocate for systemic change and to become grassroots leaders of the movement. We look forward to fighting alongside Summer Organizing Institute participants for a more just and equitable New York State.



CCA Deputy Director Kelly Gonzalez speaks about bail reform at a town hall meeting in Syracuse



Memorial for Leonard Carter who passed away from COVID-19 just six weeks before his scheduled release from Queenboro Correctional Facility

We have elected eight new members to our Board of Directors, all of whom offer unique insights in the pursuit of criminal legal system reform based on their varied professional backgrounds. We look forward to working with them as we continue to create new programs and advocate with individuals involved with the criminal legal system.

Our ability to develop innovative programs that transform the lives of so many is due in large part to the generosity of our funders, including the Brooklyn Community Foundation, the Central New York Community Foundation, the Tow Foundation, the Robin Hood Foundation, and United Way of Central New York. We are so grateful for their willingness to support our programs and participants through the unprecedented challenges of this past year.

As we continue to navigate this uncharted territory, we are truly appreciative of our friends and donors. Your support is critical to the work we do, and we look forward to facing the challenges of the coming year with you by our side.

DAVID CONDLIFFE, ESQ.

DAN ARSHACK, ESQ.



# Freedom Commons Academy Offers Hope and Support to Residents Returning Home

When Frank was released from prison earlier this year, he was not sure what to do. *“I had no clue how to make it,”* he said, reflecting on his first few days back in the community. *“Finding Freedom Commons Academy was the biggest blessing.”*

In January, shortly after his release, Frank entered Freedom Commons Academy, becoming one of the first residents of a unique emergency/transitional housing program in Syracuse. The Academy offers both housing and reintegration services to individuals returning to the community following incarceration. It is one component of the Freedom Commons housing project, which CCA opened last September in partnership with the Syracuse Housing Authority.

Offering a program-centered approach, Academy residents are required to engage in 35 hours per week of productive time, which can include participating in mental health and substance use treatment, taking steps toward obtaining employment or education, seeking permanent housing, and working with peer mentors to address obstacles to reintegration.

Providing a soft landing for those getting acclimated to life post-incarceration, Freedom Commons also serves as an anchor for the economic revitalization of the South Side of Syracuse. Freedom Commons Project Director Phyllis Riles, a resident of the South Side for the past 11 years, emphasizes that the role of the Academy is to provide support and safety to residents.

*“They’re the experts of their own lives,”* explained Ms. Riles. *“They don’t need fixing; they need support in their journey as they learn to build trust.”*



One of the dorm-style bedrooms in Freedom Commons Academy

The strengths-based approach of the Academy is apparent in the weekly community meetings held by current residents and Academy graduates. The meetings give residents an opportunity to offer and receive advice from their peers, discuss their struggles and accomplishments, and showcase their talents.





(L to R) State Senator Rachel May, Assemblymember Pamela J. Hunter, and Syracuse Housing Authority Executive Director William J. Simmons attend the Freedom Commons Ribbon Cutting Ceremony, November 2019

In many cases, a traditional shelter program can be a barrier to success for an individual returning home from incarceration. Unchecked substance use, untreated mental illnesses, and a lack of support can trigger breakdowns, making it difficult to move forward.

In contrast, the Academy gives residents *“a breath of fresh air and the chance to focus on their goals,”* as Freedom Commons Academy Case Manager Isaac Rivers puts it. Mr. Rivers oversees admissions at the Academy and develops individualized service plans for all residents.

*“I enjoyed his ambition and eagerness to succeed,”* said Mr. Rivers, recalling his first meeting with Frank. *“You know it when you see it.”*

While COVID has been an obstacle, increasing the length of stay for some residents, the Academy has been able to serve 27 individuals as of September 2020. One of those residents, Paulette, joined the program at the same time as Frank following her release after ten years of incarceration.

Engaged and determined, Paulette made great strides during her time at the Academy. After seven months, Paulette successfully transitioned into her own three-bedroom apartment, where she spends time with her children and grandchildren. She has kept on track with her recovery and, due to her rapid progress, her parole, originally five years, was reduced to eight months.

Frank also successfully transitioned out of the program in June after securing employment and his own apartment. *“The Academy gave me hope, ambition, and the drive to reintegrate. The staff showed me that they genuinely cared,”* said Frank. *“I don’t believe I could have made it without the Academy.”*

One of the most important aspects of Freedom Commons Academy is the authentic community and culture that grows out of resident interactions. Paulette and Frank both continue to stay in touch with staff and attend the weekly community meetings, both as a means of maintaining connection with systems of support and to serve as an example to their peers.

*“I got my independence back – a job, a car, a bank account,”* said Frank. *“I want people to be inspired.”*

That inspiration extends not only to other Academy residents but to Freedom Commons staff as well. Frank and Paulette’s progress is not only a reflection of the Academy but also of their own hard work and commitment to achieving what they set out to do back in January. *“I watched them come home and accomplish their goals,”* said Mr. Rivers *“and they’re still moving forward.”*



# College Collective Program Brings the Classroom to Youth in Facilities

This summer, COVID was rampant, the juvenile detention facilities in NYC were in lockdown, and CCA was shut out. Educational services were curtailed completely, and youth had virtually no access to family and friends. CCA could not stand to see these youth consigned to futility and despair. In July, CCA created and launched a truly outside-the-box program—the College Collective. The program offers all youth detained in NYC juvenile facilities access to a college-level education. In partnership with the Administration for Children’s Services (ACS) and the City University of New York (CUNY), the [College Collective program](#) eliminates barriers to education for one of the city’s most vulnerable populations.

But aside from barriers of access, the biggest barrier is the mindset society has about youth in detention—that they are problem kids to be punished and controlled. The College Collective dares to see them instead as youth with promise, offering them hope and opportunity, enabling them to see themselves in a new way—as college students, as people with a future in a society with room for their talents and creativity.

Through the creative use of technology, strong partnerships with educational institutions and community groups, and the compassionate engagement of educators and program facilitators, this innovative endeavor provides relationship-centered, credit-bearing college courses to all NYC youth in detention.

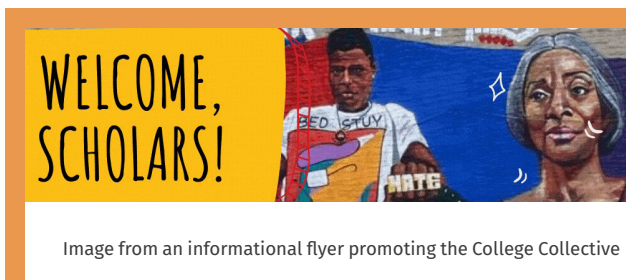


Image from an informational flyer promoting the College Collective

Innovation is usually a team effort, but often, as here, it starts with the passionate persistence of one individual fueled by his own story. Glenn Rodriguez,

CCA Program Director at Horizon Juvenile Center, is himself a graduate of the Bard Prison Initiative (BPI), an educational program provided by Bard College in six New York prisons. Mr. Rodriguez wanted more than anything for these youth to open up to the possibility of seeing themselves as college students on their way up.

*“I understand the transformative power of education,”* said Mr. Rodriguez. *“Our goal is to break down barriers and maintain engagement with young people, both in and outside of the facilities, as they learn and cultivate their talents.”*

Prior to launching the College Collective, CCA held screenings of a PBS documentary about BPI to gauge young people’s interest in pursuing a degree. Discussion groups were led by The Kite, one of CCA’s community-based partners. They provided a safe, encouraging environment to open youth to the possibility of attaining a college education.

At the same time, CCA staff were building relationships with professors from community colleges across the city, including Hostos, Kingsborough, and York, all of which were interested in teaching youth in detention. Many of these educators are from similar backgrounds as College Collective participants, supporting the development of genuine relationships over the course of the program.



With the groundwork set, the application process was opened in June. Young people based in facilities across the city, including all NYC secure juvenile facilities as well as select non-secure “group home” facilities, began writing essays and submitting applications. After reviewing applications, we selected participants and sent them welcome letters and course schedules.

July marked the beginning of the semester, as educators began delivering classes via the cloud-based Desire2Learn (D2L) system to over 70 youth participants. College Collective students use computer tablets to access the D2L system, allowing them to attend class, access all their coursework, and receive real-time feedback from their professors.

In order to keep students engaged throughout the semester, participants are eligible for a number of incentives, including weekly food delivery and prizes, such as college postcards they can send to their families, personalized business cards, and t-shirts/swag from college partners.

While the College Collective program is initiated in detention facilities, the program does not end there. Over the years, a lack of continuity between facilities and the community has been a major obstacle to effectively engaging youth after detention. CCA has worked to overcome this hurdle by developing collaborative relationships with ACS as well as grassroots organizations throughout the city that are ready to support young people when they return home.

Acting as a bridge between institutions and the community, facilitators from these community groups provide programs and services to young people both inside and outside the facilities. The College Collective builds upon these relationships to continue delivering high-quality education and training to youth after they are released from detention.

Upon their release, CCA provides participants the gift of a “Welcome Home Bag.” Containing a black book bag, clothes, toiletries, a basic smartphone, a gift card, and a computer tablet, the Welcome Home Bags allow youth to return home with a sense of pride and accomplishment, while also staying engaged with the College Collective.

Student mentors continue to engage participants after they return home, offering support with earning their high school equivalency and enrolling in college courses, and, through the generous support of the Robin Hood Foundation and Brooklyn Community Foundation, placement in paid internships.

The College Collective program continues to take shape. We are in the process of adding new courses to the curriculum, including Spanish and Social Justice 101 and Intro to Hospitality Careers. Several College Collective participants, who enrolled in college after their release, are advising CCA and partners on making the program more youth-friendly. We hope to expand the scope of the program, both geographically, offering the program in juvenile detention facilities across the state, and up the age ladder, taking it to Rikers and into upstate prisons, so that youth who age out of juvenile facilities can continue their college education uninterrupted. The College Collective was initially launched in response to the pandemic, but now it is a both a dazzling program and a vision on the march.

The Center for Community Alternatives promotes reintegrative justice and a reduced reliance on incarceration through advocacy, services, and public policy development in pursuit of civil and human rights.



# CCA Expands Advocacy and Organizing Efforts as New York Communities Push for Reform

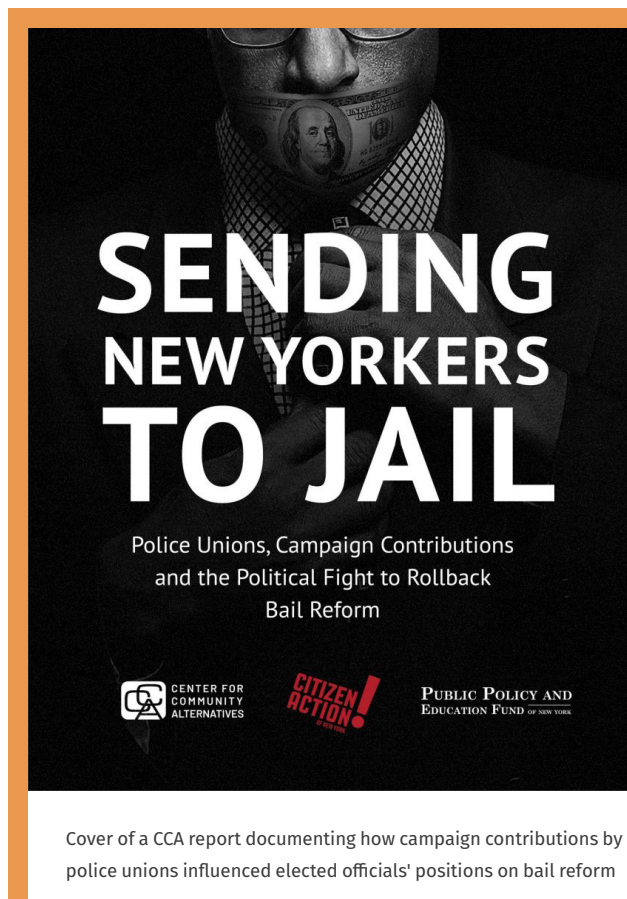
For nearly 40 years, CCA has played a critical role in advocating for decarceration and community-based alternatives to incarceration in New York State. This year marked the beginning of a new chapter in our efforts to end mass incarceration, with the expansion of CCA's advocacy and organizing efforts. Amid myriad social and political upheavals, CCA is leading grassroots campaigns across New York to dismantle the injustices of the criminal legal system.

2019 was a year of major progress, as CCA helped bring about historic pretrial reforms, including bail, discovery, and speedy trial legislation. But in January, these hard-won reforms came under attack as police and prosecutors led a fear-mongering campaign to roll back these important reforms. But CCA immediately

sprang into action. We released a [report comparing local spending on jails to spending on mental health](#), [published op-eds](#), [organized rallies and press conferences](#), and coordinated a [40 legislator sign-on letter](#) in opposition to rollbacks.

Katie Schaffer, CCA Director of Advocacy and Organizing, led these efforts to preserve pretrial reforms, working closely with Statewide Organizer Marvin Mayfield, a longtime leader in the fight for bail reform. Leveraging CCA's statewide presence to link advocacy campaigns throughout the state, Schaffer and her team have expanded the agency's organizing capacity, particularly in Albany, New York City, Rochester, and Syracuse.

These linkages helped contribute to the mass, vocal opposition to bail reform rollbacks. Unfortunately, New York's elected officials caved to pressure from bail reform opponents, and some rollbacks were signed into law as part of the state's budget in April. However, CCA's newly mobilized network of advocates were able to [block even more regressive changes to the law](#) while also initiating a campaign to release as many incarcerated individuals as possible in the wake of COVID-19. Despite the rollbacks, New York's bail reform legislation has had a dramatic impact, resulting in a [40% decarceration](#) rate in jails across the state.



Cover of a CCA report documenting how campaign contributions by police unions influenced elected officials' positions on bail reform







CCA Director of Advocacy and Organizing Katie Schaffer speaks at a rally outside of Edgewood Correctional Facility

As jails and prisons across the state became epicenters of the pandemic, CCA called for clemency for the elderly, the immunocompromised, and those within a year of release. We also advocated for widespread access to testing and protective equipment. In letters sent to [Governor Cuomo](#) and [Mayor de Blasio](#), CCA urged protecting young people’s safety through increased release, reduced arrest, and ensuring youth still incarcerated have access to their families and to programs.

Working with the Justice Roadmap coalition, a network of criminal legal system reform and immigrant justice advocates, CCA [brought attention to the plight of those incarcerated in jails, prisons, and immigration detention centers](#) as COVID-19 continued to rage behind bars. With community-based organizations across the state, [CCA organized rallies outside detention facilities](#), led by formerly incarcerated individuals, families, elected officials and faith leaders.

CCA also joined forces with other community advocacy groups, public defenders, and health care providers to [push for the passage of the Contact Tracing Confidentially bill](#) in New York State. By ensuring confidentially

of contact tracing data and by prohibiting access to the data by law enforcement and immigration officers, the bill will increase acceptance of contact tracing while protecting people from overreach by the criminal legal system.

Through these efforts, CCA’s Advocacy and Organizing team have achieved several victories, including ensuring broader access to personal protective equipment for those behind bars, improved educational programming for incarcerated youth, and more transparency regarding corrections officials’ response to the pandemic.

However, there is still a great deal of work to be done. While some of those in jail for technical parole violations have been released, and a handful of prisoners have been granted clemency, most at-risk individuals continue to be incarcerated. As of September 17, 2020, the NYS Department of Corrections and Community Supervision [has confirmed](#) that over 2,000 staff, incarcerated individuals, and parolees have tested positive for COVID-19, including 26 who have died. CCA’s work on this front continues.



CCA Statewide Organizer Marvin Mayfield speaks during a press conference and digital protest condemning rollbacks to bail reform



As the year continued, CCA's Advocacy and Organizing efforts showed no signs of slowing down. In July, CCA launched the first iteration of a new program, the Summer Organizing Institute. The eight session, six-week program, offered statewide, teaches participants how to provide leadership and engage in systemic reform through community organizing, direct action, digital advocacy, and involvement in the legislative process.

CCA continues its history of working alongside and under the guidance of individuals involved with the criminal legal system. Accordingly, the Summer Organizing Institute selects participants with a focus on those who have been directly impacted by the system, whether formerly incarcerated or having a loved one who is incarcerated.

One Summer Organizing Institute participant, Chenequa, emphasized the importance of cultivating empathy for individuals and families experiencing the detrimental effects of incarceration. Speaking about the empowering nature of the program, she said, *"You already know you're doing the right thing, but now I can be out in front of the movement."*



Activists hold a vigil outside of Queensboro Correctional Facility in memory of Leonard Carter, who passed away from COVID-19 just six weeks prior to his release date

Through the relationships built during this year's efforts, CCA is well-positioned to continue the struggle for decarceration in 2021. One priority in the new year will be new legislation to protect children and youth. We seek passage of legislation to end the criminalization of childhood by raising the age of juvenile delinquency from 7 to 12. We also seek to extend protections for young adults by making youthful offender status available up to age 24, reflecting the age until which growing brains are still reaching maturity. Reflecting a second major priority, CCA is also poised to launch a comprehensive campaign to overhaul New York's sentencing laws through eliminating mandatory minimum sentences, eliminating all sentencing "enhancements," and lowering maximum sentences.

CCA will also be continuing its role as a Steering Committee member for the Parole Justice coalition led by the Release Aging People from Prison (RAPP) Campaign. CCA Executive Director David Condliffe continues to serve on the New York State Bar Association's Parole Taskforce, co-chaired by CCA Board Members Seymour James and Bill Russell.

As a third major priority, CCA is supporting efforts to win housing justice for formerly incarcerated New Yorkers, among whom there is a crisis of homelessness due to legal discrimination by public and private landlords and an affordable housing shortage. CCA has sought to mitigate this issue on the local level by developing and opening Freedom Commons in Syracuse. We are engaged in the Fair Chance for Housing fight in New York City to "ban the box" on all housing applications in the City. We are also pushing for the state to provide funding to fill the statewide need for transitional reentry housing.

The struggle for freedom in New York State is far from over, but CCA continues to lead the way toward a more just and equitable society.



# CCA Staff and Participants Discover New Ways to Thrive Amid Novel Challenges

COVID-19 and the economic shut down threw a big wrench into the way we normally do business. However, CCA staff and participants dug in and improvised. CCA staff maintained contact with participants in jail by phone and letters. They revised cognitive behavioral training to better suit the self-paced nature of virtual programs. Working with participants in Jamesville, CCA began using Interactive Journaling, allowing participants to work at their own pace while also receiving regular feedback on their journal entries from CCA staff.



CCA Reintegration Services staff member Joel conducts a virtual wellness check on a CCA program participant

For services normally delivered in-person or in CCA offices, staff developed hybrid service models allowing for remote check-ins and in-person interactions when safe and feasible. In New York City, Syracuse, and Rochester, addiction recovery staff continued to provide life-sustaining mental health and recovery support by teleconference and phone.

CCA staff also developed online offerings for youth participants, so they could stay engaged with CCA programs while also learning online through their schools. Ironically, students found that online learning provided more individualized attention from teachers. CCA's Student Advocacy and Transition Coach program continued to support students facing school discipline and to help others transition back successfully to regular school after detention or long-term suspension.

Participants in our Violence Prevention program, now taught virtually, learn lessons that are all the more important for young people navigating this turbulent time in their lives, including how to increase resilience, improve communication skills, manage conflict, and build community with peers and staff. CCA's After-School program will also continue virtually this school year, now offering services not just in one school but to all high school students in the District.

In adapting to the pandemic, CCA staff also found entirely new opportunities to offer support, such as connecting participants to stimulus funds and unemployment benefits. For example, CCA has been serving as a facilitator of the [Returning Citizen Stimulus](#) (RCS) program headed by the Center for Employment Opportunities, allowing us to offer



CCA staff members Donald Jones and Cherise Hunter are recognized for their exceptional efforts to continue delivering critical services amid the pandemic



economic relief to over 85 individuals in Syracuse and NYC. The RCS program provides financial assistance to individuals reentering the community following incarceration. Participants who are either unemployed or underemployed can receive up to \$2,750 in financial assistance by attaining milestones that promote self-determination, development of new skills, and financial literacy.

CCA staff have also been able to launch two new initiatives—the College Collective program (described

on page 6) and a new Alternatives to Incarceration program called Community Solutions. Serving eligible youth and adults charged with either felony or serious misdemeanor offenses, Community Solutions creates individualized community-based programs that keep them out of jail while working on the issues that brought them in contact with the criminal legal system. The program seeks to respond to each individual's needs, helping each to discover and build upon his or her unique strengths.

## NICK'S STORY

*When eighteen-year-old participant “Nick” enrolled in CCA’s Work Readiness Class in February 2020, CCA staff immediately recognized his desire to achieve. Recently released from incarceration, Nick had set a goal of obtaining employment. Motivated, diligent, and a natural leader to his peers, he worked closely with his CCA Career Services Specialist to obtain the legal documents necessary to begin his job search.*

*Progress came to a halt, however, when the DMV closed in-person services in March. As was the case for so many people across New York, the COVID-19 pandemic had suddenly thrust Nick into uncharted territory. CCA participants and staff alike found themselves grappling with new challenges brought on by the onset of the pandemic.*

*Detention facilities, such as Jamesville in Onondaga County, were closed, limiting staff’s ability to visit*

*incarcerated participants. The decline of economic activity led to a slowdown of employment training for participants like Nick. In-office activities were paused while New Yorkers worked together to flatten the curve.*

*As staff and participants adjusted to remote interactions, the value of human connection became all the more apparent. Mental health screenings and wellness checks became crucial agency-wide, both for staff and participants. In Nick’s case, it would have been easy to stray from his employment goals, but instead, with the support of weekly check-ins from CCA staff, Nick remained steady and highly invested.*

*With the partial resumption of economic activity, staff are actively working to help participants reach their employment goals. In July, when the DMV in Syracuse opened again, Nick was finally able to obtain his I-9 documentation. He began applying for jobs, and soon after had an interview that led to full-time employment. Nick’s story is just one example of a participant rising to the occasion during a tumultuous period. Across New York State, CCA staff and participants have proven resilient amid the uncertainties we continue to face.*



# CCA Expands Board of Directors, Welcomes 8 New Members

CCA is excited to announce the election of eight new members to its Board of Directors, each of whom brings to the organization a unique perspective and passion for reform of the criminal legal system.

Building upon last year's Board expansion, these individuals offer knowledge from a variety of professional backgrounds including real estate development, non-profit investment, property management, engineering, and healthcare. The new Board members are:

## **RYAN BENZ**

(Syracuse, NY) – Entrepreneur, Developer, and Investor committed to revitalizing Downtown Syracuse

## **MATTHEW FUNICIELLO**

(Syracuse, NY) – Salesperson for JF Real Estate and Property Manager for Partnership Properties

## **GAIL GRAY, ESQ.**

(New York, NY) – Experienced Criminal Defense Attorney who served as Co-Director, Clinical Law Instructor, and Supervising Attorney of the Criminal Defender Clinic of the CUNY School of Law

## **WILLIAM T. RUSSELL, JR.**

(New York, NY) – Partner at Simpson Thacher & Bartlett LLP in the firm's Litigation Department

## **ELIZABETH BYRNE**

(Syracuse, NY) – Structural Engineer at Ramboll, formerly O'Brien and Gere

## **JON P. GETZ, ESQ.**

(Rochester, NY) – Premier Trial and Appellate Lawyer, former Undergraduate Professor, and former President of the Monroe County Bar Association

## **CATHERINE REDLICH, ESQ.**

(Ancramdale, NY) – White-Collar Criminal Defense Attorney, Co-Founder of the firm Driscoll & Redlich, and Justice for the Town of Ancram

## **KIMBERLY TOWNSEND**

(Syracuse, NY) – President and Chief Executive Officer of Loretto, a post-acute care system headquartered in Central New York

*“On the eve of our 40th year advocating for community alternatives to incarceration in New York State, the expansion of CCA’s Board represents another step forward for the agency,”* said Dan Arshack, Esq., Board President. *“We look forward to working alongside our colleagues to expand our impact by building new relationships with communities across the state while developing innovative policy proposals and high quality services.”*



# 2019 Donors and Funders

CCA is grateful to all its private and public supporters.

Your belief in the work we do is vital to the struggle for reintegrative justice.

## Government

### FEDERAL

Department of Education  
DHHS/Substance Abuse and Mental Health Services  
Administration  
Department of Labor

### NEW YORK STATE

Department of Education  
Department of Health  
Division of Criminal Justice Services  
Empire State Supportive Housing Initiative  
Office of Alcoholism and Substance Abuse Services  
Office of Children and Family Service

### CITY/COUNTY

New York City Council  
New York City Mayor's Office of Criminal Justice  
Monroe County  
New York City Department of Corrections  
New York City Department of Probation  
New York City Department of Youth & Community  
Development  
Onondaga County Department of Social Services  
Syracuse City School District

## Foundations/Corporations/ Organizations

Brooklyn Community Foundation  
CNY Works  
Central New York Community Foundation  
First Parish in Lexington  
Fortune Society  
Gifford Foundation  
The New York Bar Foundation  
Onondaga Cortland Madison BOCES  
The Tow Foundation  
United Way of Central New York

## Individuals

### OVER \$1,000

Dan Arshack  
Benjamin & Susan Baxt  
Ryan Benz  
Len Campolieta  
Steve Case  
Robert & Joan Catell  
Patrick Clement

David Condliffe  
David DeVaughn  
David Miller  
David & Nancy Schraver  
David Schwartz  
Shaun Smith

### \$500—\$999

Steve Corsello  
Liz Jarit  
Edward Klein  
Martin Mack  
Nina Matis

Robert L. Ravera, Esq.  
Richard Raysman  
Jennifer Richardson  
Sheila Rule

### \$250—\$499

Charles & Christine Abaté  
Jane Alpert  
Carole Eady-Porcher  
Michael & Lynette Jozefczyk  
Elizabeth Kelley  
Andrea Latchem  
Maureen Fischer

Guy Foster  
Barbara Croll Fought  
Claudia Glaser & Carolina Cordero Dyer  
Kim Townsend  
Marsha Weissman  
Judy Winslow

### \$100—\$249

Richard & Helene Cepler  
Stephen Crane  
Timothy Donaher  
Joan Durant  
Audry Fletcher  
Paula Freedman  
Nina Ginsberg  
Betsy Gotbaum  
David Hoffman  
Mark Hotovy  
Seymour James  
Vince Love

J. Scott Porter  
Wendy Powers & John Sopchak  
Thomas Reiley  
Kate Rosenthal  
Thomas Ryan  
Bill Simmons  
Stuart Spiegel  
Hugh & Eliana Thacher  
Alan B. Vickery  
Beverly Morgan Welch  
Alexandra Morgan Welch  
Alan Charlie Wittenberg



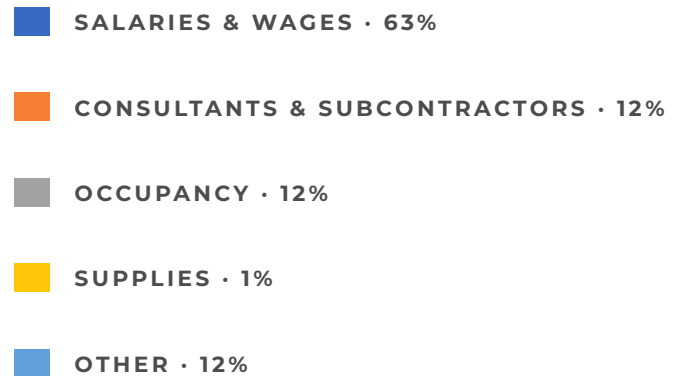
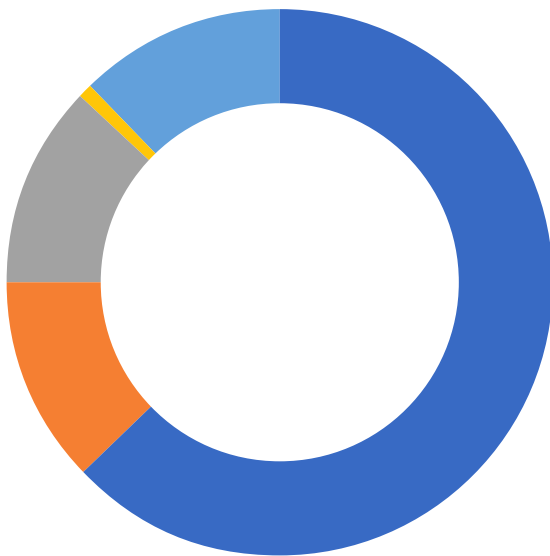
## Operating Revenues and Expenses

### SUPPORT AND REVENUE

	2019	2018
Government Grants and Contracts	8,488,792	7,600,663
Contributions and Other Revenue	898,744	695,482
<b>TOTAL SUPPORT AND REVENUE</b>	<b>9,387,536</b>	<b>8,296,145</b>

### EXPENSES

	2019	2018
Salaries and Wages	5,792,987	5,140,385
Consultants and Subcontractors	1,053,787	734,527
Occupancy	1,122,047	1,053,807
Supplies	125,779	105,963
Other	1,056,112	871,297
<b>TOTAL EXPENSES</b>	<b>9,150,712</b>	<b>7,905,979</b>

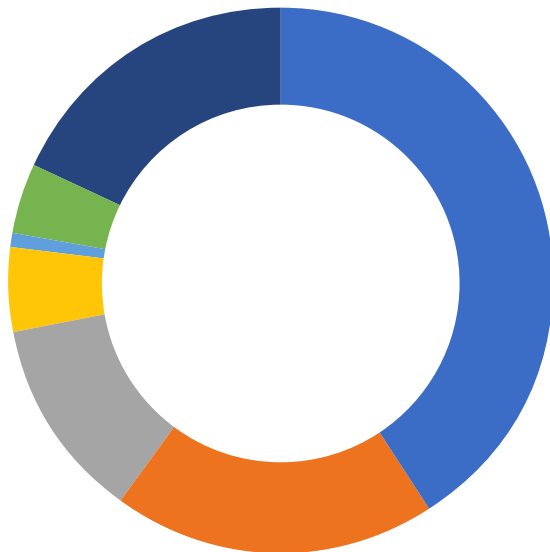


## FUNCTIONAL EXPENSES

2019

2018

	2019	2018
Youth/Young Adult Services	3,737,122	3,176,705
Recovery and Treatment Services	1,724,151	1,925,223
Reintegration Services	1,094,106	712,817
Mitigation Services	482,824	559,612
Advocacy and Organizing	112,595	82,372
Housing Services	345,213	13,033
Management and General	1,654,701	1,436,217
<b>TOTAL EXPENSES</b>	<b>9,150,712</b>	<b>7,905,979</b>



- YOUTH/YOUNG ADULT SERVICES · 41%
- RECOVERY & TREATMENT SERVICES · 19%
- REINTEGRATION SERVICES · 12%
- MITIGATION SERVICES · 5%
- ADVOCACY & ORGANIZING · 1%
- HOUSING SERVICES · 4%
- MANAGEMENT & GENERAL · 18%



## CENTER FOR COMMUNITY ALTERNATIVES

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