

# ROADS SUCCESS

ANNUAL REPORT SEPTEMBER 1, 2023, TO JUNE 30, 2024



**Where Vision Meets Action:  
Empowering Tomorrow's Leaders**

# Mission & Vision

The mission of Roads to Success (RTS) is to inspire and empower all young people to take control of their futures. We believe in a world where everyone has equal opportunities to succeed.

RTS is dedicated to empowering young people across New York City, fostering their academic, personal, and professional growth. Operating in over 30 public schools, we impact more than 7,000 youth annually through engaging after-school programs, summer camps, and career readiness initiatives. Serving communities in Manhattan, Brooklyn, and the Bronx, we partner with designated Community Schools to enhance student success by addressing absenteeism and strengthening academic performance. Our diverse programs include STEAM education, performing arts, athletics, college access support, workforce development, and leadership training, ensuring that every young person we serve is equipped with the skills and confidence to build a bright future.

## Core Values



### BOARD OF DIRECTORS

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## Dear friends and supporters,

As we reflect on the past year, we are filled with gratitude for the unwavering commitment of our community, supporters, staff, and partners who make Roads to Success (RTS) a transformative force in the lives of NYC youth.



**In 2024, we strengthened our impact across the Bronx, Brooklyn, and Manhattan, serving over 7,000 young people through dynamic programs designed to nurture curiosity, build essential skills, and open doors to a future full of possibilities.**

From early childhood to career readiness, our approach remains steadfast; Equipping youth with the resources, mentorship, and opportunities they need to succeed.

Internally, 2024 marked a period of intentional growth. Our executive team has worked to deepen our organizational capacity diligently to align our vision, advocate for critical funding, and expand our programs with a renewed focus on quality and long-term sustainability. We have secured critical funding and laid the groundwork for long-term impact. Together, we have built a more resilient and future-ready RTS.

Looking ahead, we’re excited to expand our reach even further. With new program sites planned, enhanced partnerships, and innovative initiatives in development, we are poised to serve even more youth and families with excellence and care. This expansion is more than just a growth in numbers it is a deepening of our commitment to equity, opportunity, and meaningful change. We remain dedicated to fostering a future where every child has access to the tools, guidance, and community they need to pursue their dreams.

Thank you for standing with us in this work. Your belief in our mission continues to be the driving force behind all that we do. We are excited for what’s to come and honored to have you with us on the journey.

With appreciation,



**Sheila Duke**  
*Chief Executive Officer*  
Roads to Success



**Gregorio Concha Toro**  
*Board Chair*  
Roads to Success

# Organizational Overview

**Growth Mindset:** At Roads to Success, we cultivate a growth mindset, instilling the belief that intelligence and abilities can be developed through dedication and effort. This mindset encourages resilience, motivation, and a willingness to embrace challenges, setbacks, and feedback as opportunities for growth.

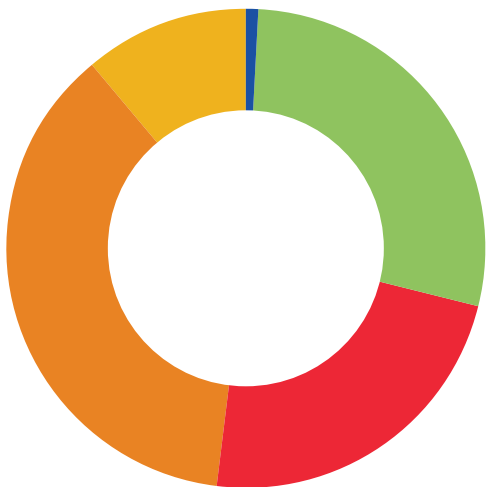
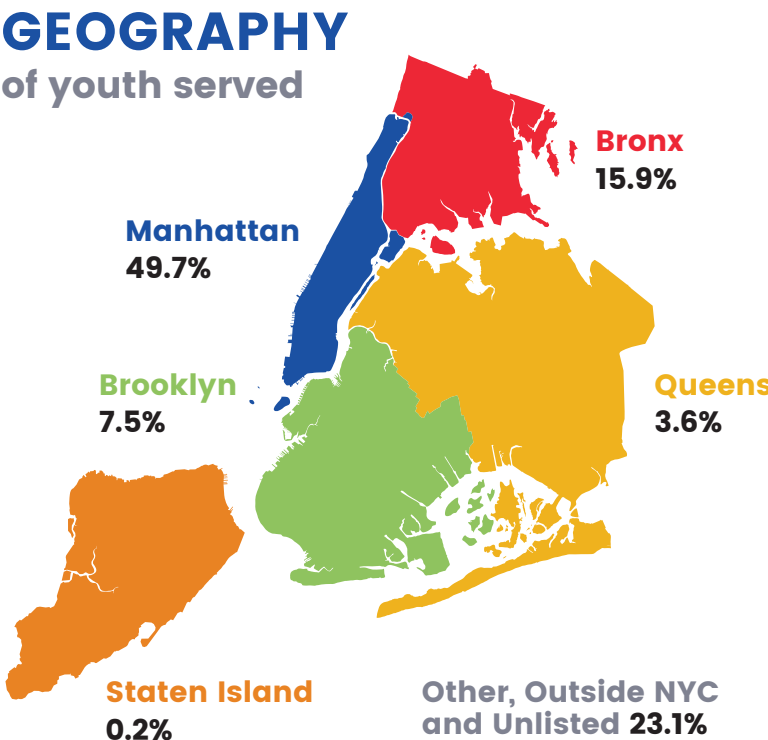
**Project-Based Learning:** Our approach emphasizes project-based learning, where students tackle real-world challenges through research, collaboration, and presentation of their findings. This hands-on approach fosters critical thinking, problem-solving skills, and a sense of ownership over their learning journey.

**Social Emotional Learning (SEL):** Social Emotional Learning is embedded in all our programs, recognizing the importance of emotional intelligence in academic and life success. Through SEL, students develop skills such as self-awareness, self-management, empathy, and responsible decision-making, crucial for navigating school, work, and relationships.

**College-Going Culture:** Roads to Success promotes a college-going culture, exposing all participants to post-secondary options early on. Through career development programs, mentorship, and exposure to college concepts, we empower youth to envision and pursue higher education or vocational pathways, regardless of academic background, fostering aspirations for a brighter future.

7000+ youth served in FY '24

**GROWTH PLAN**  
In the coming year, we plan to expand and launch targeted literacy, career, and skill development programs for underserved youth. These initiatives will address critical educational gaps while maximizing our existing resources and expertise.



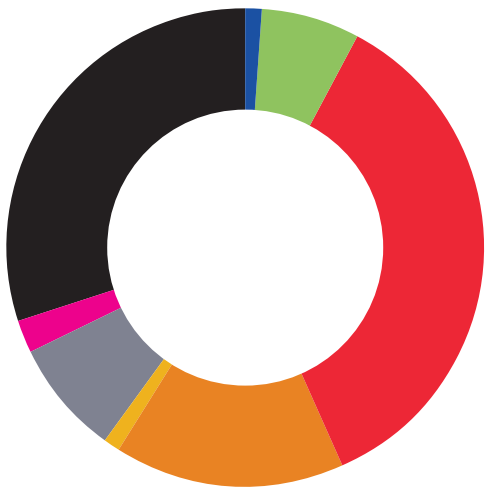
**AGE**  
of youth served

- 0-5 years old: 1%
- 6-10 years old: 28%
- 11-13 years old: 23%
- 14-18 years old: 37%
- 18+ years old: 11%



**GENDER**  
of youth served

- Female: 37%
- Male: 29%
- Non-binary/Genderqueer: 1%
- Other: 1%
- Unknown: 32%



**ETHNICITY**  
of youth served

- American Indian or Alaskan Native: 1%
- Asian/Asian American: 6%
- Black/African American: 32%
- Latino/Latina/Latinx: 24%
- Native Hawaiian/Pacific Islander: 1%
- White: 7%
- Other: 2%
- Unknown: 27%

# Our Programs

Empowering young people at every stage of their journey.



## ROADS TO SUCCESS AFTER-SCHOOL

Pre-K – Grade 8

Our after-school programs empower students to apply their learning in real-world settings. From mastering STEAM concepts and presenting innovative projects at community events like science fairs, to designing renewable energy solutions and conducting year-long studies on local water quality, our students gain hands-on experience and confidence. This year, RTS youth competed in citywide basketball and volleyball leagues, organized school sports events like the Spring Olympics, and explored sports management and analytics. In the arts, students created large-scale installations, performed in musicals, and built portfolios showcasing their creative talents.



## ROADS TO SUCCESS COMMUNITY SCHOOL

Pre-K – Grade 8

RTS Community School in East Harlem stands as a beacon in underserved areas, dismantling barriers to education. Through comprehensive offerings in counseling, after-school programs, and restorative justice, we prioritize family engagement, wellness, academics, and leadership, empowering students and fostering systemic change. RTS Community School is funded by the New York City Department of Education and tailored to meet the needs of the East Harlem Community.



## RECESS PROGRAM

Pre-K – Grade 5

Our recess programs for elementary and middle school students prioritize physical fitness and social skills. Through a blend of structured activities and free play, we create an inclusive environment where students thrive in sports, creative games, and collaborative experiences, emphasizing safety and holistic development.



## SUMMER CAMP

Pre-K – Grade 8

RTS Summer Rising Camp Programs provide K-8 students with a dynamic blend of academics and enrichment activities, ensuring a well-rounded summer experience. Mornings focus on academic instruction led by licensed teachers, while afternoons are for engaging field trips, arts programming, and outdoor recreation led by Roads to Success staff. As part of the NYC Department of Education and DYCD's Summer Rising initiative, our programs create an inclusive, stimulating environment where students continue to learn, explore, and grow beyond the school year.



## COLLEGE AND CAREER EXPLORATION PROGRAMS

Grade 6 – 12

This year, the College Access Pathways program equipped middle and high school students with essential guidance on postsecondary education, career pathways, and financial literacy. Serving hundreds of students across New Design Middle School and PS/MS 57, the program provided hands-on learning experiences through college visits to institutions like Fordham University, Kingsborough Community College, Queens College, and Columbia University. Participation exceeded expectations, with 65 to 70 students attending each trip. Parental engagement was a key focus, with over 80% of parents participating in workshops designed to support their children's academic and career aspirations.



## WORKFORCE READINESS

Ages 14 – 24

Our Workforce Readiness programs empowered over 1000+ youth through community-based initiatives and school partnerships, equipping them with essential career and life skills. Across New York City, 600+ younger and older youth participated in our community-based programs, while partnerships with schools such as Bronx Envision Academy, Explorations Academy H.S., and Gramercy Arts High School provided targeted career readiness support.”

Students engaged in individual and group counseling, receiving tailored support through SEL lessons, motivational interviewing, and cognitive behavioral strategies. Our sessions offered a safe space for high-risk students, while recess and after-school programs reinforced social-emotional development. Anti-bullying initiatives fostered a positive school climate, and student recognition events, such as honor roll ceremonies, celebrated academic and personal achievements.

# Year in Review

SEPTEMBER 1, 2023 to JUNE 30, 2024

This year, RTS empowered youth across NYC to lead, learn, and thrive. From policy advocacy to personal growth, each moment sparked change and built brighter futures.

## CIVIC ENGAGEMENT & COMMUNITY SERVICE

### HONORING DR. KING THROUGH SERVICE

In honor of Martin Luther King Jr. Day, Roads to Success partnered with a Bronx-based food assistance organization to prepare and distribute over 600 meals. Volunteers contributed their time and energy to serve neighbors in need, promoting Dr. King's message of justice and service.



### SPREADING HOLIDAY CHEER

In December, RTS helped bring holiday joy to more than 150 families in East Harlem through a toy and food distribution event. In partnership with local community organizations and donors, students received gifts including electronics, books, and games, while families were provided with holiday meals and essential items.



### AMPLIFYING YOUTH VOICES IN ALBANY

In February, 30 high school students from the Bronx and Manhattan traveled to Albany to participate in the New York State Black, Puerto Rican, Hispanic, and Asian Legislative Conference. Students met with elected officials to advocate for increased educational resources, solutions to gun violence, and expanded youth employment opportunities. For many, it was their first experience engaging in the civic process.

## CAREER READINESS & WORKFORCE EXPOSURE

### DATAIKU OFFICE VISIT (NOV 2023)

Youth explored careers in artificial intelligence and machine learning, gaining exposure to real-world applications in the tech industry.



### TOMORROW'S LEADERS CONFERENCE (FEB 2024)

Students attended leadership workshops, heard from inspiring speakers, and explored strategies for civic engagement.

### FORDHAM UNIVERSITY VISIT (MAR 2024)

Nearly 100 middle school students participated in a campus tour and financial literacy workshop, receiving fee waivers for future applications.



### ADVANTAGE CAPITAL CAREER DAY (FEB 2024)

47 youth participated in sessions focused on resume building, communication skills, and professional development.

### DELOITTE IMPACT DAY (FEB 2024)

Over 80 youth explored pathways to success through activities focused on personal branding, resilience, and goal-setting.



### CAREER & COLLEGE AWARENESS WEEK (MAR 2024)

Held at New Design Middle School, students engaged in games, performances, and interactive workshops promoting future pathways.



# CELEBRATING EMPOWERMENT & COMMUNITY



## RTS 1ST ANNUAL SPRING BENEFIT (MAY 2024)

On May 9th, over 200 partners and supporters came together under the theme “Igniting Dreams” to celebrate the transformative power of community and opportunity for NYC youth. Hosted by Emmy-nominated journalist Leslie Mayes Low, the evening featured moving performances and powerful personal stories from RTS youth, alumni, and community champions.

From a spirited step performance by Hyde Middle School students to heartfelt testimonies by Kemiah Frazier, Amy Guzman, Emerald Snipes-Garner, and business owner Craig Watson, the night spotlighted the lasting impact of mentorship, access, and belief in every young person’s potential.



## EMPOWERMENT BRUNCH (MAR 2024)

Community leaders, donors, and youth gathered for a celebration of Women’s History Month and to recognize changemakers across our network.



# SCHOOL-YEAR HIGHLIGHTS & CELEBRATIONS



## STEAM WEEK AND STEAM FAIR (APR 2024)

Over 200 students across eight schools participated in activities and showcases in science, technology, engineering, arts, and math. The fair featured hands-on experiments, coding challenges, and BIPOC guest speakers sharing STEM-related career pathways.



## CITI GLOBAL COMMUNITY DAY BIKE BUILD (JUN 2024)

Select students received new bicycles as a reward for their positive participation and community service.



## RTS ANNUAL BASKETBALL 3V3 (FEB 2024)

Roads to Success brought the energy with our annual 3vs3 Basketball Classic tournament! Over 147 middle schoolers from across NYC came together for a thrilling day of friendly competition and basketball fun. Days like the 3vs3 Classic are about so much more than basketball. They are about nurturing well-rounded youth, forging connections, expanding horizons and planting seeds of promise.

## AFTER-SCHOOL AWARDS CEREMONY (JUN 2024)

Students were recognized for their academic progress, leadership, and engagement across RTS program sites.



## END-OF-YEAR CARNIVAL (JUN 2024)

Students and families came together to celebrate the end of the school year with music, games, and community fun.

# Thank you to our Donors!

Roads to Success extends its gratitude to the following individuals, corporations and foundations who generously donated between September 1, 2023 and June 30, 2024.

## INDIVIDUAL DONORS

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D. Neal	J. Perez	N. Henry	Y. Chong
	J. Zuleta	N. Jayawickrama	Y. Abreu
	J. Lang	O. Holtz	

## HI FIVER'S CLUB

Fabio Adduchi  
Gregorio Concha-Toro  
Heekyo Kim  
Ibrokhim Davlatov  
Jacqueline Fusco  
Lakimja Mattocks  
Matthew Wray  
Sabrina Santana  
Sarah Stamboulie

## GOVERNMENT PARTNERS

NYC Department of Youth and Community Development (DYCD)  
New York State Office of Children and Family Services (OCFS)  
Empire State After-School Program  
Office of Community Schools, DOE

## FOUNDATION SUPPORT

Brooklyn Org  
Dune Road Foundation  
ExpandED Schools  
JP Morgan Charitable Giving Fund  
MacMillan Family Foundation  
Maximus Foundation  
Scott and Katie Kleiner's charitable trust  
West Harlem Development Corporation  
West Side Children's Fund

## CORPORATE PARTNERS

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Columbia University  
Dataiku  
Deloitte  
Morgan Stanley  
New York Cares  
PwC (PricewaterhouseCoopers)  
Wells Fargo  
Peloton  
Microsoft  
Con Edison  
Apollo Company

## NYRR MARATHON 2023 TEAM RUNNERS

Andrew Vittorio  
Alexa Lodenquai  
Filepe Concha  
Matthew Vittorio  
Samuel Kim  
Seth Samuels



# Financial Statement

For the Periods Ending August 31, 2023 and June 30, 2024

## STATEMENT OF FINANCIAL POSITION

### ASSETS

	FY 2024 10-month fiscal year	FY 2023 12-month fiscal year
Cash	\$ 221,669	\$ 256,500
Grants and Contracts Receivable	643,331	1,548,054
Accounts Receivable	383,564	—
Prepaid Expenses & Other	70,936	40,416
Property & Equipment, net	73,715	—
Right-of-Use Asset (Lease)	41,939	72,715
Security Deposits	6,155	6,155
<b>Total Assets</b>	<b>\$ 1,441,309</b>	<b>\$ 1,923,840</b>

### LIABILITIES AND NET ASSETS

Accounts Payable & Accrued Expenses	—	48,568
Accrued Payroll & Payroll Taxes	\$ 277,525	\$ 401,559
Operating Lease Liability (Non-current)	3,356	36,593
Operating Lease Liability Current Portion	—	36,171
Refundable Advances	30,876	565,395
Deferred Revenue	52,315	100,440
<b>Total Liabilities</b>	<b>403,193</b>	<b>1,118,726</b>
Net assets, Without Donor Restrictions	913,116	735,114
Net assets, With Donor Restrictions	125,000	—
<b>Total Net Assets</b>	<b>\$ 1,038,116</b>	<b>\$ 735,114</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 1,441,309</b>	<b>\$ 1,923,840</b>

## STATEMENT OF ACTIVITIES

### REVENUE AND SUPPORT

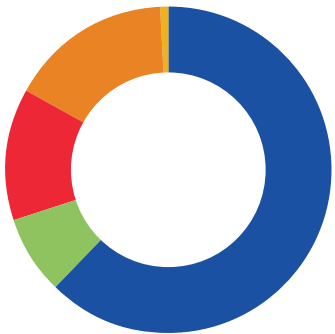
Government Grants and Contracts	\$ 4,009,365	\$ 5,620,216
Contributions and Grants	500,437	143,935
Program Service Fees	851,329	901,435
Program Contracts	1,032,735	1,018,723
Other Income	35,153	39,198
<b>Total Revenue and Support</b>	<b>6,429,019</b>	<b>7,723,507</b>

### EXPENSES

Program Services	\$ 5,075,758	\$ 6,614,677
Management and General	775,741	872,633
Fundraising	274,518	166,563
<b>Total Expenses</b>	<b>6,126,017</b>	<b>7,653,873</b>

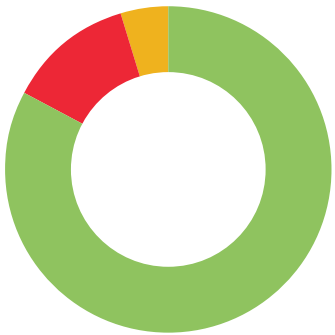
### NET ASSETS

Beginning of Period	\$ 735,114	\$ 665,480
Change in Net Assets	\$ 303,002	\$ 69,634
<b>End of Period</b>	<b>\$ 1,038,116</b>	<b>\$ 735,114</b>



## 2024 REVENUE AND SUPPORT

- Government Grants and Contracts: 62.3%
- Contributions and Grants: 7.8%
- Program Service Fees: 13.2%
- Program Contracts: 16.1%
- Other Income: .6%



## 2024 EXPENSES

- Program Services: 82.8%
- Management and General: 12.7%
- Fundraising: 4.5%

# Our Partner's Testimonials

“ I feel grateful first to God and then to you for the opportunity you gave my son Josue. Thank you for the support you give him.

It is the beginning of a future and a career in the new stage of his life, and I feel very proud of my son Josue. ”

Parent: Nancy  
Child: Josue • *RTS Pathways Participant*

“ When participating in Roads to Success Program, I gained valuable knowledge that helped prepare me for life past high school.

This program helped me gain a perspective on what jobs/careers will look like.

My favorite part of this program was being able to experience the opportunities that was given to me and cherish the skills I learned. ”

Student: Akeelah • *RTS Intern – Work Learn Grow*



“ Our RTS interns have brought fresh energy, tech-savvy skills, and a real eagerness to learn. By supporting our team and taking on meaningful tasks, they’ve helped boost productivity while gaining valuable real-world experience. It’s a true two-way street—our staff gains from mentoring, and the youth gain from being mentored.

Partnering with Roads to Success has been incredibly rewarding, and we’re proud to be part of shaping the next generation. ”

Craig Watson, Owner, Baked Cravings • *Work, Learn & Grow Internship Worksite*

# Ways to Support

## DONATE AND BUILD ROADS FOR YOUTH

Empower youth with the tools and resources they need to shape their future. Your contribution doesn’t just offer support; it fuels a movement towards equity and change.



[roadstosuccess.org/donate](https://roadstosuccess.org/donate)

## JOIN THE HIGH FIVERS CLUB

Extend a heartfelt high five to youth facing adversity, igniting their resilience and spirit. Your monthly donation of \$5 or more solidifies you as a steadfast champion in their corner.

## HIRE A YOUTH INTERN

Open doors of opportunity by providing valuable, paid, entry-level work experience to youth aged 16-24. Hosting an intern at your company isn’t just about offering a job; it’s about profoundly impacting their prospects. For more information, email [syep@roadstosuccess.org](mailto:syep@roadstosuccess.org).

## JOIN THE RTS MARATHON TEAM

Step into the arena as a Charity Runner or donate for our RTS runners as they push themselves physically and philanthropically in the TCS New York City Marathon. [roadstosuccess.org/#email-signup](https://roadstosuccess.org/#email-signup)

## HOST A CAREER DAY OR CAREER AND COLLEGE WORKSHOPS

Offer RTS youth a window into the world of work by showcasing a typical workday at your office. Empower participants to make informed decisions about their future by hosting workshops that provide guidance and direction. Your support doesn’t just offer information; it offers pathways to success. For more information, email [development@roadstosuccess.org](mailto:development@roadstosuccess.org).

## ASSOCIATE BOARD

Peter J. Rodriguez  
*Chair*

Arianna Laghaeian  
Daniel Buehler  
Dara Brody  
Debra Cox  
Ethan Altmayar  
Gabriel Rosen  
Katharine Shao  
Megan Baumbach  
Mitchell Roy  
Rhea Sali  
Roland Huang  
Tom Orlander

## EXECUTIVE LEADERSHIP

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*Chief Executive Officer*

Esther Kuykendoll  
*Chief Administrative Officer*

Bashan Fernandez  
*Chief Program Officer*

Lisa Recio  
*Director of Finance*

Jessica Didier  
*Director of Human Resources*

## SENIOR LEADERSHIP

Angelo Cabrera  
*Deputy Director of Education and Career Pathways*

Nathalie Louis  
*Deputy Director – After School and Community Centre Programs*

Yanira Camino  
*Director of Operations / Executive Assistant*

Vidhi Guleria  
*Marketing and Communications Manager*



# ROADS to SUCCESS

Roads to Success Main Office

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