

**2016**  
**ANNUAL**  
**REPORT**

*Improving the lives of vulnerable and challenging populations.*

# Changing

Lives and Strengthening  
Communities.





Residents and staff at the Bellingham residence grew an organic garden this summer to promote healthy eating. They worked together building raised beds, planting, weeding, harvesting and then eating what they grew. Residents gained a sense of satisfaction and accomplishment, especially when they were able to show off their hard work at a cluster cookout. The residents are planning to teach what they learned about gardening to residents of other group homes next summer. Here, residents Michael Guay and Per Hanson show off the produce they helped grow.

## Community Strategies

Our **more than 30 residential and day programs** in Massachusetts, Connecticut and New Hampshire empower adults with developmental/intellectual disabilities to enjoy the rich and rewarding lives they deserve through community engagement, meaningful employment and personal development.

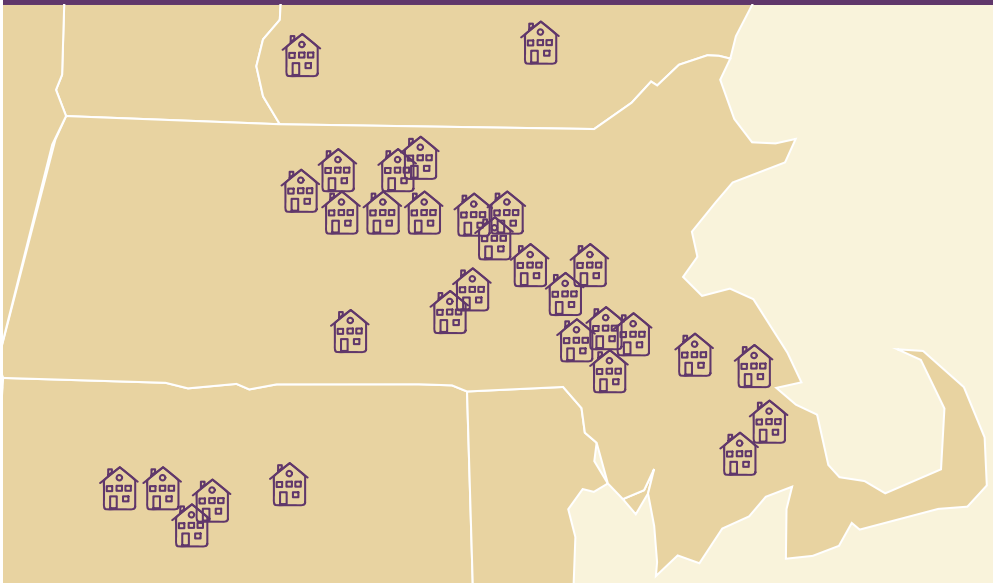
During the past year, we continued to grow our impact on the lives of individuals **by increasing our capacity to provide Shared Living options** for our clients whose needs can be best served outside of a group home setting. In this highly individualized model, we match a person with developmental disabilities with a Shared Living Home Provider who has the talents and resources to provide care in a more home-like setting. Many of our clients have thrived in these settings and have built lasting bonds with their home providers. CRJ staff provide training, case management and other support needed to build success. **This year we are continuing to recruit more compassionate caregivers** who can welcome these men and women into their homes and lives.

**“ Thank you for working hard to place quality staff with my son and the other clients.”**

— Gwen, mother of Danny from the Leicester residence.

## CS Direct Service Program Locations

*A growing presence in New England.*



The SJS Division received a CEO award at the 2016 annual holiday celebration for its work on Operation Integrate. The intent of Operation Integrate is to combine the results of several assessments and reviews of SJS programs into a focused effort to improve services. With a goal of “doing what works and what matters to reduce the risk of SJS clients reoffending,” the division has worked in four key areas: assessment, programming, data management, and staff development. We’ve initiated Effective Practices for Community Supervision (EPICS) training, had senior SJS staff trained in project management skills, and have re-focused and re-energized monthly division meetings around these efforts. The CEO award thanked the team for their “passion, persistence, and creativity.”



## Social Justice Services

Through a network of five residential program locations and one non-residential program, we assist in the successful transition of men and women who have been incarcerated back to their communities. Our programs provide support services, counseling, education, and training. Successfully reuniting these men and women with their families, securing gainful employment and stable housing combined with the effective use of support systems significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

Our residential program for youth – Sargent House – works with young men with very challenging behaviors due to trauma, cognitive disabilities or intellectual challenges. Building on their individual strengths, we set out to maximize motivation, participation, and progress. Clients develop self-esteem and self-control with the ultimate goal of successful independence.

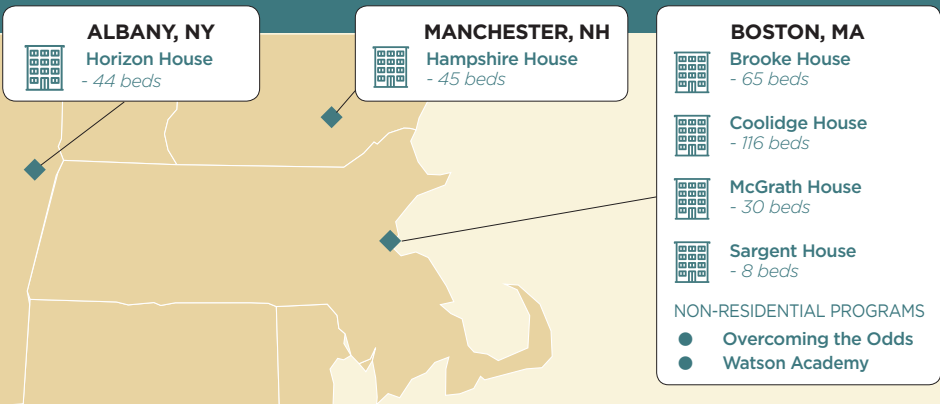
Watson Academy, our educational enrichment program, provides clients – both youth and adults – with classes on life skills like job readiness preparation, money management, nutrition and health, and parenting. Watson Academy also facilitates training for SJS staff.

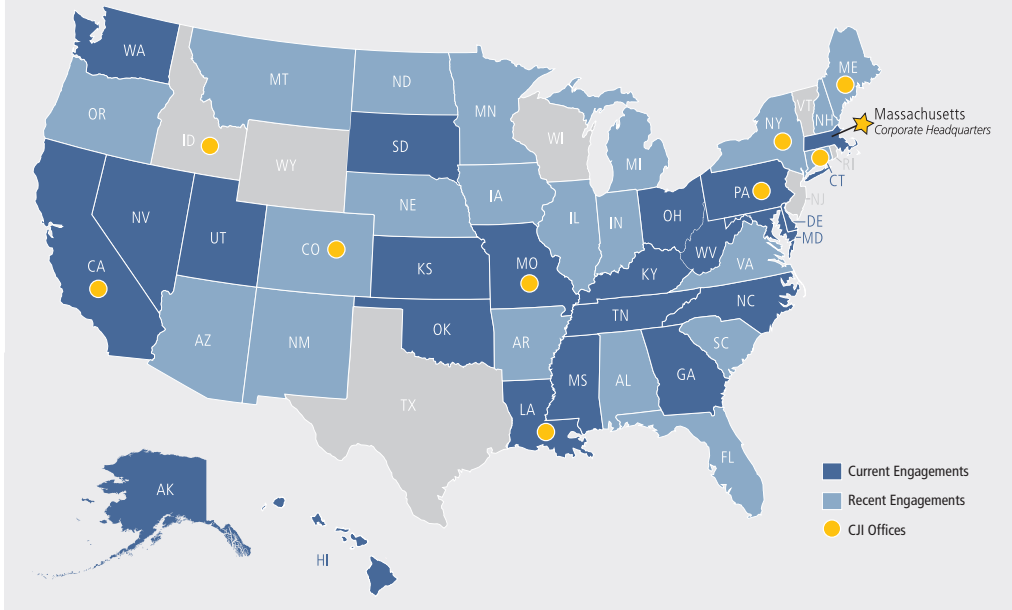


The 2016 Annual Spring Reception featured an emotional highlight of a success story from the Overcoming the Odds program run by CRJ’s Social Justice Services division. Dekara Anderson, a graduate of the program who started a catering business using the support he received in OTO, was reunited with some of the team that helped start him on a path to success. Anderson (second from left) posed for a photograph with (left to right) Judge Shannon Frison, who once sentenced him; CRJ Community Hero Award recipient Supreme Judicial Court Chief Justice Roderick Ireland (ret.); and Anderson’s one-time public defender Mark Helwig.

## SJS Direct Service Program Locations

*Residential and non-Residential Programs*





# Crime and Justice Institute

Our national-scale consulting practice works with elected officials, policy makers, and thought leaders to effect significant criminal justice reforms. We help our clients improve public safety and justice by

- **Bridging the gap** between research and practice
- Using data to **promote accountability and achieve results**
- Providing nonpartisan **consulting services, policy analysis, and research**
- Empowering stakeholders to **implement sustainable systemic change**

CJI's research focuses on smart, data-driven reforms in both the adult and juvenile corrections systems, including reducing confinement of non-violent, low-level offenders; identifying and treating people with mental illness who come into contact with the justice system; and creating safer communities at a lower cost to taxpayers. This year, our team of dedicated researchers and analysts will work on projects in 20 states.

## 2016 HIGHLIGHTS

**Police oversight and collaborative reform with the community** – CJI completed a nine-month study of Las Vegas Metropolitan Police Department's reforms catalyzed by the U.S. Department of Justice's Collaborative Reform Initiative. Officer-involved shootings are down, accountability to the community increased, and reforms are being sustained.

**Restrictive Housing Pilot in South Dakota** – CJI's research produced positive results overall by focusing on incentives for staff and on behaviors of inmates. This model is designed to reduce reliance on segregation for punishment, increase the safety of prison staff and inmates, and prepare offenders for a return to population and society.

**Pretrial Risk Tool Development, Implementation and Validation** – Risk assessments allow for more informed decision making at the earliest stage in the system – for both release and levels of supervision. CJI is developing empirically-based risk tools for several jurisdictions that are locally validated.



# Fiscal Year 2016 Financial Summary

Consolidated Statement of Activities\*  
Year ending June 30, 2016

## Investments in CRJ

Government Contracts	\$40,422,034
Contributions and Grants	1,971,006
Other (including sale of selected fixed assets)	173,195
Income & Net Appreciation of Investments	(110,102)
<b>TOTAL REVENUE</b>	<b>\$42,456,133</b>

## CRJ's Investment in Helping Others

Program Services	\$37,191,887
Administration	4,543,906
Fundraising	273,175
Other	352,162
<b>TOTAL EXPENSES</b>	<b>\$42,361,130</b>

## Statement of Financial Position

<b>ASSETS</b>	<b>2016</b>	<b>2015</b>
Cash & Cash Equivalent	\$1,725,341	\$1,817,729
Contract & Contributions Receivable	4,487,750	3,683,676
Accrued Income	1,025,875	921,909
Prepaid Expenses	198,670	480,745
Investments	6,205,544	6,314,421
Net Property and Equipment	16,230,214	15,542,542
Other Assets	(988,531)	(623,789)
<b>TOTAL ASSETS</b>	<b>\$28,884,863</b>	<b>\$28,137,233</b>
<b>LIABILITIES</b>		
Payables & Other Current Liabilities	\$3,605,340	\$2,647,667
Deferred Revenue	536,079	327,753
Long Term Debt	9,161,413	9,417,633
<b>TOTAL LIABILITIES</b>	<b>\$13,302,832</b>	<b>\$12,393,053</b>
<b>NET ASSETS</b>	<b>\$15,582,031</b>	<b>\$15,744,180</b>

\*Data presented is preliminary. The audited financial statements will be presented to the Board of Directors in December 2016. Contact CRJ at that time for a copy of the audited statements.



COMMUNITY STRATEGIES

**236**

The number of women and men with developmental disabilities who enjoyed better lives last year because of the work of our committed staff.

**37**

The number of group homes and day services in Massachusetts, Connecticut and New Hampshire.

SOCIAL JUSTICE SERVICES

**942**

The number of women and men served in our residential re-entry programs last year.

**82%**

The percentage of those clients who successfully completed a re-entry program.

CRIME AND JUSTICE INSTITUTE

**43**

The number of states where CJI has worked, providing research and assistance in implementing evidence-based practice that improves justice outcomes while lowering costs.

**\$7,450,000**

The value of new or renewed research and implementation grants awarded in 2016 to provide assistance in states, counties and municipalities.

# Board and Executive Staff

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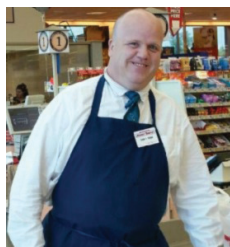
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Dan Kentley, who is supported by Community Strategies' shared living program, recently celebrated his two-year anniversary working at Market Basket in Littleton where he enjoys helping customers. He's extremely proud of his progressing independence toward being alone at work without check-ins for 45 minutes.

# 2016 Highlights



Boston City Councilor Josh Zakim met with SJS staff at Brooke House to tour the 65-bed facility in October of 2015.



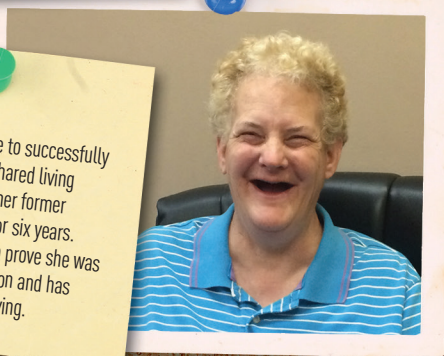
Dekara Anderson (left), a graduate of SJS's Overcoming the Odds program, had an emotional reunion with his former public defender Mark Helwig (right) at CRJ's Annual Spring Reception.



Timothy Ashe, who is supported in Community Strategies' shared living program, is looking forward to a trip to the Bahamas with his girlfriend and enjoying a new job at the Great Wolf Lodge in Fitchburg.



Community Strategies clients and staff took part in an annual eight-hour deep sea fishing trip this summer off of Gloucester. The weather was great, the fishing was excellent and the trip was perfect. Plans are already under way for the 2017 trip in June. Here, staff member Tawanda (left), poses with Alvin, a client at the Franklin house.



Ann Yokelson was able to successfully transition into a new shared living home after living with her former shared living provider for six years. Ann worked very hard to prove she was ready for the big transition and has done very well since moving.



Clients of the ACTIVElife of Keene program in New Hampshire rallied to show their support for a previous staff member who was diagnosed with cancer.



# 2015 - 2016 Leadership Donors

*Thank You for Supporting CRJ!*

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Ed Chartier, who is supported by Community Strategies' shared living program, started his new job in the community after four years of working in the Shirley Offices cleaning. He is excited and has been doing a great job thanks to the CRJ staff for continuing to assist him in gaining work experience to be employed in the community.



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