

2020 ANNUAL REPORT

CHANGING LIVES IN CHALLENGING TIMES

>>> DETERMINATION >>>

>>> PERSEVERANCE >>>

>>> INNOVATION >>>



Our Mission

We change lives and strengthen communities by advancing policy and delivering individualized services that promote safety, justice, and inclusion.

Our Impact

Fiscal Year 2020

849

Individuals received services through CRJ's residential reentry centers

242

Individuals lived happier, more independent lives through CRJ's programs for adults with developmental disabilities

34

States' residents benefited from adult and juvenile justice system improvements developed and implemented with support from the Crime and Justice Institute

Dear Friends,

At Community Resources for Justice, we pride ourselves on changing lives and building safer, stronger communities. Our dedication to that mission has never been so fully on display as during this past year when we faced the formidable challenges of a global pandemic and a CEO transition. CRJ met these challenges with innovation and perseverance, never wavering from our commitment to those we serve.

This fiscal year, we knew we'd have to find a successor to our longtime President and CEO John Larivee, who retired in August after 46 years with the organization. It's no embellishment to say that CRJ would not be what it is today without John, whose forward-thinking leadership grew it from a small organization focused on corrections reform to a 750-employee human services provider and national public policy workshop. His extensive career has helped reshape criminal justice policy and practice, positively impacting the lives of more individuals than we will ever know.

To fill those big shoes, the Board of Directors searched far and wide and found Deborah O'Brien, whose more than 25 years in management and executive leadership make her not just a good fit for the position, but the *best* fit.

She has led many innovative programs and services to address recovery across Rhode Island, including providing substance use treatment in the state's prison system, partnering with police departments to embed clinicians in response teams, and providing clinical services in Providence schools.

We thank John for his incredible contributions to CRJ and our society, and we look forward to this new chapter of the organization's long history with Deborah at the helm.

While we anticipated and prepared for the CEO transition, no one could have predicted the devastating impact of COVID-19. CRJ snapped into action to safeguard the health and safety of our staff and residents and adapted so our programs could continue to provide the critical services at a time when they were more essential than ever. Our staff showed incredible dedication to those who depend on them each day. Likewise, residents exemplified determination and resilience as they continued to work toward their personal goals of being independent and thriving in their communities.

Despite the incredible obstacles, CRJ continued to grow and expand our services and reach many more individuals.

In March, CRJ opened its eighth residential reentry center, LightHouse, in Buffalo, New York. And in July, the organization completed a long-discussed merger with Family ReEntry, a leading provider of reentry services, domestic violence treatment and education, mentoring programs, and intensive outpatient programs in Connecticut.

I hope you'll enjoy reading about our efforts and the individuals our work supports in this report and on CRJ's website, www.crj.org. And to those of you who have made donations supporting our work, thank you very much. Your financial contributions advance our work and serve as a major encouragement.



A handwritten signature in black ink, appearing to read 'Scott Harshbarger', written in a cursive style.

SCOTT HARSHBARGER
Chair, Board of Directors



JOHN J. LARIVEE

*President & CEO
(Retired August 31, 2020)*

For 46 years, I was fortunate to be part of Community Resources for Justice. Along the way, I got to learn from some truly inspirational leaders; to work with talented and dedicated colleagues, both at CRJ and around the world; and to share some wonderful and significant accomplishments.

Together, we were able to make our corners of the world a little more just, compassionate, and accepting. We broke down barriers, offered resources, and gave support so that people who had been silenced, ignored, and marginalized could move forward with their lives and thrive as active members of their communities. We challenged the status quo with data and evidence to reshape policy and charted new paths forward, ensuring that the progress we helped create will carry forward and grow. For that, I will always be grateful and humbled.

To my CRJ coworkers, thank you for sharing with me your skills and knowledge, and for bringing your commitment and passion as we tackled challenges head on and created opportunities. While we may not have succeeded every time, we won far more than we lost, and we always brought our best.

To the individuals who received services through CRJ's programs during my tenure, your resilience and

determination has been a constant source of inspiration. Witnessing your dedication and perseverance drove me to work harder and taught me the real value of the work CRJ does. Without you, there is no CRJ.

To my many professional colleagues, thank you for teaching and guiding me as I sought to contribute to the advances in our fields of human services and criminal justice. I will always value the contributions you made to my development and to our professions.

To those who generously supported CRJ with their time, treasure, and talents, thank you for believing in and endorsing our work. Your contributions allowed CRJ to enhance our services and to develop new approaches to advancing our mission.

And to the friends made along the way, people who brought me in as the new kid, welcomed me, and showed me the way, thank you for your support and for enduring friendships.

To all of you, thank you for shaping CRJ into an organization that truly lives its mission of changing lives and strengthening communities.



DEBORAH M. O'BRIEN,
BS, RN, MPA

President & CEO
(Beginning September 1, 2020)

I am honored and proud to be in my new role as President and CEO of this outstanding organization.

I look forward to learning from CRJ's incredibly talented staff, our community partners, and the individuals we serve, and to bringing my own experience and expertise to help shape the future of our work together.

I thank John for his dedication to and leadership of CRJ, as well as the kindness and wisdom he has extended to me during this transition. I also congratulate him on the amazing legacy he has built during his tenure here at CRJ, and I wish him all the best as he begins retirement and his next adventure.

As I begin in this new role, I want to share with you a little about me. I hold both a nursing degree and a master's degree in public administration from the University of Rhode Island. I have over 25 years of experience working to improve the lives of at-risk individuals, most recently as President and Chief Operating Officer at The Providence Center in Providence, Rhode Island. Over the years, I have had the opportunity to lead many innovative programs and services at the intersection of healthcare delivery, integrated behavioral health, and primary care to expand recovery services across Rhode Island.

This work has included partnering with police departments to embed clinicians in response teams, providing substance use treatment in the Rhode Island Department of Corrections, and establishing Recovery Programs within the prison system and Recovery Community Centers for adults and teens.

The common thread throughout my career is a dedication to supporting individuals who too often fall through the cracks, providing services that help individuals overcome barriers so that they can thrive. It's this commitment that brings me to CRJ and its work opening up opportunities for individuals transitioning home after incarceration, empowering adults with developmental disabilities, and driving data-driven reforms that build safer, stronger communities.

The road ahead presents formidable challenges that will impact our work, including the ongoing COVID-19 pandemic and our nation's long overdue reckoning with racism and injustice. I am confident that together we can face these challenges and help build a stronger, healthier, and more equitable future.

I'm so excited for all that we will accomplish.

Deborah M. O'Brien



CRJ's Commitment to Racial Justice

The killing of George Floyd in May catalyzed a renewed national conversation on racism and inequality, but these injustices are not new; they have been with us for centuries. The systemic injustice of bias, violence, and intimidation in our society, including our government agencies, public services, and laws, must end.

CRJ rejects racism in all its forms and is committed to supporting anti-racist policies and causes that will build real, meaningful change in our society. We will carry forward this commitment as we continue our work to change lives and build safer, stronger communities.

Our work touches many aspects of the struggle for justice. We support individuals who have been incarcerated and people with developmental disabilities to overcome discriminatory barriers so they can thrive in the community. We advocate for programs

and policy solutions that seek to dismantle those barriers that have limited access to housing, employment, and much more. We work with police departments and corrections agencies to develop practices and ensure they follow policies that recognize and protect individuals' civil rights.

We recognize that we must do more to promote racial justice and anti-racism. We don't have all the answers yet. But we will keep working, with the input of our incredible staff and community partners, to make our organization and our society more inclusive and equitable spaces. As a first step, we're strengthening CRJ through an ongoing internal process to promote diversity, equity, and inclusion at all levels.

There is much hard work to come, and we commit to joining in that work. We face the future with hope that our nation can achieve change, healing, and true justice.

CRJ's Response to COVID-19

Community Resources for Justice is committed to providing exceptional services and a healthy, safe environment for those in our care and our staff.

Despite the immense challenges from the COVID-19 pandemic, our residential programs, which are considered essential services, have remained open and staffed to provide support and care for those who depend on us each day. Early on in the crisis, we acted quickly to secure personal protective equipment and distribute it to programs. We put new policies and protocols in place to limit the chance of spreading infection. And we instituted awareness campaigns to stress the critical importance of safety measures like frequent



and proper handwashing, wearing face coverings, and maintaining social distance whenever possible.

We thank our staff, whose dedication kept our operations running even during shutdowns in the states where we provide services. Our frontline staff in our Social Justice Services and Community Strategies divisions, in particular, showed incredible commitment to those we serve, coming to work every day to support our residents.

We also thank our residents for their tenacity, patience, and resilience as they continue to achieve their personal goals and shape and improve their communities.

The strength of our incredible staff and residents makes our work possible, even during the most challenging times we face.

It's impossible to know how long COVID-19 will be with us, but we will remain vigilant in our efforts to keep our staff and residents healthy so we can continue changing lives and building stronger, safer communities.





SOCIAL JUSTICE SERVICES

We believe that change is possible and attainable for everyone. Our network of eight community-based residential reentry centers serves individuals transitioning from incarceration back into the community, empowering them with the tools, support, resources, and opportunity to overcome barriers and thrive in the community. Our Sargent House program provides innovative services to help young adults overcome challenges and succeed.

Residents of CRJ's reentry programs showed remarkable perseverance in meeting – and beating – daunting challenges from the COVID-19 pandemic.

When communities shut down to slow the spread of the virus, the need for reentry services did not. Individuals continued to arrive at our programs with a commitment to work hard toward their transition home. Most residents found work, many in essential services. For others, conference rooms converted into remote workspaces. Support groups and counseling sessions moved online.

Most importantly, residents continued to succeed. Siavash, a Brooke House resident, was well on his way to transitioning home when COVID hit. Undeterred, he kept up his job at an IT company and even started his own freelance IT business on the side, often working into the early morning hours from the program. As he prepared to wrap up his stay at Brooke House, his hard work and determination led to a promotion to IT director at his company.

Despite the pandemic, CRJ also completed two significant expansions of services, one into Western New York and one in Connecticut.

In March, CRJ opened LightHouse, a 42-bed reentry program in Buffalo, New York, restoring reentry services in the region that ended when the property's former operator, Buffalo Half-Way House, closed in 2017.

In July, CRJ completed a merger with Family ReEntry, making the Bridgeport, Connecticut-based organization a sub-division of SJS. Since 1984, Family ReEntry has worked to break cycles of violence, crime, and incarceration by providing client-centered interventions and support through reentry services, domestic violence treatment and education, mentoring programs, and intensive outpatient programs.

In Fiscal Year 2020

552

People successfully completed their stay in a CRJ reentry program

86%

Transitioned to stable housing

71%

Left with employment

SJS PROGRAMS

Massachusetts: Brooke House, Coolidge House, Foundation House, McGrath House, Sargent House

New Hampshire: Hampshire House

New York: Horizon House, LightHouse

Rhode Island: Houston House



COMMUNITY STRATEGIES

Recognizing that each person we support is unique, our programs empower individuals to be themselves in a supportive home environment where they can pursue their own interests through hobbies, work, and volunteering. The people we support don't just live in the community, they actively enrich and strengthen it. Through our residential programs in Massachusetts and New Hampshire, more than 240 people live fuller and more independent lives.

When COVID-19 hit and shutdowns followed, residents of Community Strategies' programs and the staff who serve them got creative. With community activities, work, and volunteer opportunities on hold for months, they invented ways to stay active and show their support for each other and their communities.

Early on in the pandemic, individuals living in our residential programs decorated the windows of their homes with brightly colored paper hearts, each one representing a message of hope, support, and love for friends, relatives, and those on the front lines.

"Our residents feel better knowing they have a place to put their families or those they are thinking of through these times of social distancing," said Eliza Graton, assistant program manager at Westminster House in Central Massachusetts.

To help stay connected, Community Strategies staff organized around an ambitious goal: coordinate a pizza party across 19 residential programs, linked together by FaceTime and group chats. Five staff members collected orders, loaded up their cars with pizza and subs, and pulled off the feat of a feast.

"They brought so much more than pizza; they brought memories, laughs, and smiles," said Janet Kachadoorian, Residential Director for Community Strategies-Massachusetts.

Community Strategies also found opportunities to enhance services and grow in the past year, including a much-needed expansion of the ACTIVELife day program in Keene, New Hampshire. The 1,400-square-foot expansion opened in November 2019, nearly doubling the size of the program and adding space for participants to socialize, enjoy activities, work on setting personal goals, have meals, and do arts and crafts.

Individuals we support feel safe, supported, and active*

95% Feel they have possessions they can call their own

93% Find staff helpful

91% Feel they spend enough time at home

93% Feel safe in their neighborhood

92% Feel they have a choice of places to visit

90% Feel staff members do their job well

**Results based on an internal survey*



CRIME AND JUSTICE INSTITUTE

The Crime and Justice Institute (CJI) is a leader in advancing innovative, data-driven, and research-tested solutions that reduce costs, improve public safety, and promote better outcomes in adult and juvenile legal systems.

CJI partners with state and local leaders to develop and implement reforms that improve justice systems and increase opportunities for people and communities. Areas of focus include the adult and juvenile justice systems, corrections, pretrial services, and policing.

CJI's Police Self-Assessment Tool Remains Topical

More people in the U.S. are paying attention to police use of force following accusations of unjustified force and shootings this past year, leading to increasing scrutiny for law enforcement. CJI continues to share the self-assessment tool it created last year for police and community leaders to examine their use of force, supervision, and training policies. Applying the tool, based on an analysis of 21 federal consent decrees from the past two decades, is a concrete step police departments can take to strengthen their adherence to constitutional practices.

Transforming Systems with Local Partners

The Clean Slate Initiative, which includes state partners and CJI, passed four bills in Louisiana over the summer despite the delayed legislative session due to COVID-19. The legislation will have an immediate impact and should set the stage for automating the expungement process in the near future.

Davidson County Juvenile Court leaders worked with CJI in Tennessee to train the court's entire probation unit on effective, evidence-based methods to interact with youth, families, colleagues, and providers in a positive way. To increase staff capacity, CJI also trained a juvenile court magistrate as a trainer for the first time since CJI has been providing technical assistance. A juvenile court magistrate becoming a trainer is a critical demonstration of leadership.

Addressing Behavioral Health Needs in Communities is a Growing Part of CJI's Work

CJI began assisting Kentucky to assess and ready its court system to transition to a Recovery-oriented System of Care. This model coordinates systems and person-centered services and supports to address an individual's needs, and provides choices along the recovery pathway.

In Louisiana, CJI facilitated policy discussions with the Women's Incarceration Task Force to develop recommendations for additional behavioral health support and to improve outcomes for women in correctional facilities.

In South Dakota, CJI helped launch the Virtual Crisis Care pilot program in July. The program provides law enforcement officers responding to a person experiencing a mental health crisis with virtual, real-time access to mental health professionals via an iPad. CJI coordinated recruitment of the pilot counties and will now assist with project implementation and the evaluation of progress and outcomes.

Thanks to our many partners and funders who help us make this work happen, including Arnold Ventures, Bureau of Justice Assistance (BJA), National Institute of Corrections, Office of Juvenile Justice and Delinquency Prevention (OJJDP), Pew Charitable Trusts, and several state, regional, and local jurisdictions.

CJI supported several states and local jurisdictions to develop their responses to COVID-19 by:

- Ensuring corrections agencies maintained behavioral health services
- Coordinating transition planning with community support services
- Tracking data on jail and prison releases and assessing outcomes
- Outlining new or expanded release options
- Preparing supervision for individuals granted early release

BOARD OF DIRECTORS

SCOTT HARSHBARGER, ESQ.

Senior Counsel
Casner & Edwards
Chair

GERALD K. KELLEY, ESQ.

Acting General Counsel (Retired)
MBTA
Co-Vice Chair

JOSEPH C. CARTER

Adjutant General (Retired)
Massachusetts National Guard
Co-Vice Chair

THOMAS J. DESIMONE

Executive Vice President
WS Development Associates, LLC
Treasurer

ELLEN M. LAWTON, JD

Lead Research Scientist and
Co-Principal Investigator
National Center for Medical-Legal Partnership
The George Washington University
Clerk

SANDRA BEST BAILLY, MSW

Assistant Director, Field Education
Graduate School of Social Work,
Simmons College

TIM CABOT

President and CEO
Katahdin Industries, Inc.

BERNADETTE DI RE

Healthcare Executive

CARLOS FEBRES-MAZZEI

Managing Principal
Quaker Lane Capital

ANNETTE HANSON, MD, MBA

Chief Inpatient Adult Psychiatry
Tufts Medical Center
Vice-Chair, Public Sector
Department of Psychiatry
Tufts Medical School

JAMES G. MARCHETTI

Senior Counsel
Raytheon Company

HONORABLE JAMES F. MCHUGH

Associate Justice (Retired)
Massachusetts Appeals Court

GERRY MORRISSEY

Chief Quality Officer
The MENTOR Network

SANDRA (NENI) ODIAGA

Public Defender
Roxbury Defenders Unit
Committee for Public Counsel Services

PETER PATCH

Principal
Patch & Associates, LLC

PETER TAMM

Goulston & Storrs

EXECUTIVE TEAM

JOHN J. LARIVEE

(Retired August 31, 2020)
President and Chief Executive Officer

DEBORAH M. O'BRIEN, BS, RN, MPA

(Beginning September 1, 2020)
President and Chief Executive Officer

WILLIAM H. AMES

Vice President for Disability Services

CHRISTINE M. COLE

Vice President; Executive Director of the
Crime and Justice Institute

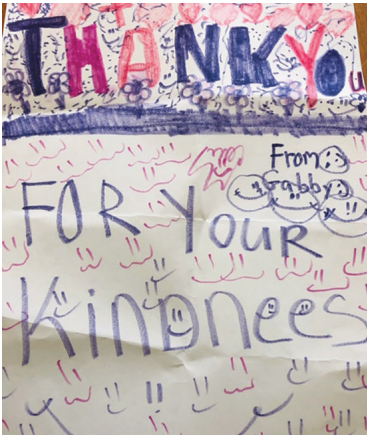
ELLEN DONNARUMMA

Vice President for Justice Services

RICHARD J. MCCROSSAN

Vice President and Chief Financial Officer

THANK YOU FOR SUPPORTING CRJ!



2019 - 2020 LEADERSHIP DONORS

**CRJ Board Member **CRJ Employee*

PHILIPS BROOKS SOCIETY

Gifts of \$5,000 and above

*Tom and Midge DeSimone
*Annette and Robert Hanson
*Scott Harshbarger and Judy Stephenson
Albert J. Kaneb
Marc Plonskier
Greg Torres and Betsy Pattullo

WILLIAM COOLIDGE SOCIETY

Gifts of \$2,500 to \$4,999

Jeffrey J. and Kristin M. Fox
**John and Wendy Larivee
Julia C. Livingston, Esq.
Dick Marks and Jennifer Morrison

ARTHUR T. LYMAN SOCIETY

Gifts of \$1,000 to \$2,499

Jack Cinquegrana and Karen Siegel
*Bernadette Di Re

John Ettinger and Linda Simpson
Michael and Linda Frieze
John Gates, Jr.
Kurt and Jane Hanson
*Ellen M. Lawton, Esq.
*Honorable James Francis McHugh
**Richard J. and Carol McCrossan
Edward Murphy and Ann-Ellen Hornidge
Tom Tachovksy
Jonathan Wallace
Michael Weekes

GERTRUDE HOOPER SOCIETY

Gifts of \$500 to \$999

**Christine M. Cole
Martin and Susana Fantozzi
Marjorie Greville
Frank and Karen Hartmann
C. Bruce and Helen L. Johnstone
Michael and Martha Keating
*Gerald K. Kelley

Garrett and Erin Larivee
 Edward P. Leibensperger
 Robert M. MacPherson
 *Gerry J. Morrissey, Jr.
 *Sandra Odiaga
 *Peter Patch
 Stephen Rosenfeld and Honorable Margot
 Botsford
 Richard and Bonnie Russell
 Renee Sorrentino, M.D.
 *Peter Tamm



ALBERT ARNOLD SOCIETY

Gifts of \$250 to \$499

Richard and Rosemary Allen
 *Sandra Best Bailly
 Carol S. Ball
 *Joseph and Rae Carter

Ronald P. Corbett, Jr.
 Joe and Kathryn Green
 Judith Hanson
 Thomas and Diane Hollister
 Marilyn J. Mosier
 Bruce F. and Pamela J. Nardella
 **John F. Rogers, III
 William Swanson
 Richard W. Talkov and Susan P. Davies
 Michael Weintraub
 Michael Wouley and Sally Kerans

EMPLOYEE DONORS

Terry Burch
 Christine M. Cole
 Heriberto Crespo
 Ellen and Mike Donnarumma
 Julie Finn
 Janet Kachadoorian
 Cindy Kassanos
 John and Wendy Larivee
 Richard J. and Carol McCrossan
 John F. Rogers, III

CORPORATIONS, FOUNDATIONS, & TRUSTS

The Berestecki Fund
 Cabot Family Charitable Trust
 Casner & Edwards, LLP



Enterprise Holdings Foundation
 Eugene Fay Trust
 First Church In Cambridge Congregational, UCC
 Gardiner Howland Shaw Foundation
 Hays Companies
 Janey Fund Charitable Trust
 Jeffrey Rindge Rotary Charitable Fund
 King Delcevere Trust
 Laredo & Smith, LLP
 Mugar Enterprises, Inc.
 Murphy, Hesse, Toomey & Lehane
 Rappaport Family Foundation
 Team Engineer NH, PLLC

GIFTS IN KIND

Goulston & Storrs PC

FISCAL YEAR 2020 FINANCIAL SUMMARY

Consolidated Statement of Activities* Year ending June 30, 2020

INVESTMENTS IN CRJ

Government Contracts	\$50,546,922
Contributions and Grants	3,058,038
Other (including sale of selected fixed assets)	2,281,823
Income & Net Appreciation of Investments	263,477
TOTAL REVENUE	\$56,150,260

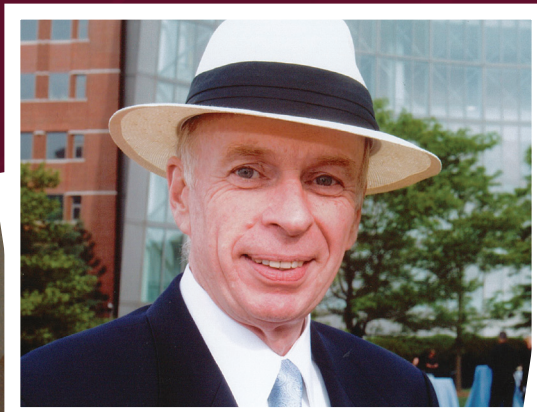
CRJ'S INVESTMENT IN HELPING OTHERS

Program Services	\$48,113,747
Administration	5,692,700
Fundraising	75,440
Other	912,798
TOTAL EXPENSES	\$54,794,685

*Data presented are preliminary. The audited financial statements will be presented to the Board of Directors in December 2020. Contact CRJ at that time for a copy of the audited statements.

STATEMENT OF FINANCIAL POSITION

	2020	2019
ASSETS		
Cash & Cash Equivalent	\$ 4,964,654	\$2,325,276
Contract & Contributions Receivable	4,534,379	5,642,182
Accrued Income	1,365,076	1,403,517
Prepaid Expenses	630,322	451,965
Investments	7,753,501	7,484,807
Net Property and Equipment	19,345,376	16,761,111
Other Assets	(937,401)	(602,305)
TOTAL ASSETS	\$37,655,907	\$33,466,553
LIABILITIES		
Payables & Other Current Liabilities	\$6,028,244	\$4,090,860
Deferred Revenue	396,036	467,755
Long-Term Debt	11,071,743	9,915,009
TOTAL LIABILITIES	\$17,496,023	\$14,473,624
NET ASSETS	\$20,159,884	\$18,992,929



Thank You, John Larivee

FOR 46 YEARS DEDICATED TO CHANGING LIVES
AND BUILDING STRONGER COMMUNITIES!





355 BOYLSTON STREET

BOSTON, MA 02116

PHONE: 617-482-2520

FAX: 617-262-8054

WWW.CRJ.ORG