

THIS IS

OUR COMMUNITY

# DEAR FRIENDS,

## MISSION

We change lives and

strengthen communities by

advancing policy and

delivering individualized

services that promote safety,

justice, and inclusion.

As I reflect on my first year as president and CEO of this organization, it's safe to say that it wasn't the year any of us expected. The ongoing COVID-19 pandemic has continued to test us in ways we couldn't have imagined. The virus heaped new challenges onto our entire CRJ community – our programs, our staff, the individuals and partners we serve, and the neighborhoods in which we operate.

And yet, through it all, our community persevered. Through the spikes and dips in infections, the jubilation at the announcement of the vaccines, the rush to get immunized, and new waves that again cast doubt on the pace of our recovery, CRJ stayed true to its mission of changing lives and building stronger, safer communities.

I experienced this perseverance firsthand during visits to each of CRJ's more than 50 program locations and offices throughout Connecticut, Massachusetts, New Hampshire, New York, and Rhode Island. These visits were important for me to understand the successes and challenges for staff and individuals in the programs during the pandemic, as well as to establish a personal connection across a multi-state organization with a widely dispersed workforce.

Our Social Justice Services division continued to provide critical reentry services for folks coming home after incarceration, an already difficult transition made more daunting by the pandemic. And still, those individuals achieved their goals of finding employment, securing housing, and reuniting with their families.

In our Community Strategies division, our residential programs and support services were there to provide stability and empowerment for adults with developmental disabilities during the disruptions to their normal lives and to help reestablish important connections as we continue to move toward a recovery.

And the Crime and Justice Institute worked with partners around the country to advance data-driven, evidence-based policy reform and implementation to improve outcomes for adults and young people who come into contact with the justice system. This work included passage of legislation in Tennessee and Michigan, advancing reform efforts in Louisiana and Pennsylvania, and much more.

I'm proud to be a part of this community, and I'm grateful that you are, too. I look forward to the year ahead with a sense of hope and optimism that we'll move toward a return to normalcy. I hope you'll enjoy reading about our achievements this year in the following pages and learning how you can support our work, our staff, and the individuals we serve.

Be well,



*Deborah M. O'Brien*

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

*President & CEO*

FISCAL YEAR 2021

## OUR IMPACT

879

individuals received services through CRJ's residential reentry centers

265

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

35

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





**WE BELIEVE IN THE POWER OF PEOPLE  
TO MAKE CHANGE HAPPEN**

# THIS IS SOCIAL JUSTICE SERVICES

*We believe that change is possible and attainable for everyone. Our programs offer a range of services, including reentry support for individuals transitioning from incarceration to the community, domestic violence treatment and education, mentoring programs, intensive outpatient programs, and innovative services to help young adults overcome challenges.*

Over the past year, the Social Justice Services division continued to expand and enhance its services at a time when they were more critical than ever, helping to prepare nearly 500 individuals who successfully completed their stay in a residential reentry program to achieve their goals.

The Western Mass. Reentry Center, formerly known as Foundation House, relocated to a new home in West Springfield. The new space allowed the addition of six beds, for a total of 30, and greater opportunities for individuals in the program to work, attend counseling and educational programs, and participate in the community.

In the South Coast region of Massachusetts, the division added 26 beds in Fall River and New Bedford, serving an area that was lacking residential reentry services.

In Connecticut, Family ReEntry provided important services in residential programs, individuals' homes, and virtual group sessions.

Despite the uniquely busy year, Social Justice Services staff found time to pause and recognize a milestone work anniversary for a pillar of the CRJ community. Dorothy Ellis, better known as Ms. Dottie to her coworkers at Brooke House and the many individuals she's supported during their reentry, celebrated her 20th year with CRJ in August 2020.

"For 20 years, I have learned from each individual that comes through the door," she said. "Each one of them makes me stronger at what I do."

Looking back on her time with CRJ, Ellis offered some advice: "Continue to find the best in everyone."



## IN FISCAL YEAR 2021

**497** people successfully completed their stay in a CRJ reentry program

**96%** of those who successfully completed their stay transitioned to stable housing

**77%** of those who successfully completed their stay left with ID

## SJS PROGRAMS

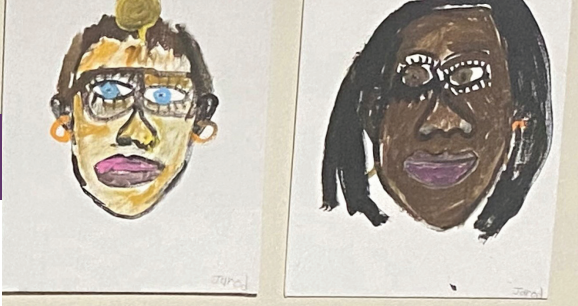
**Connecticut:** Family ReEntry (Bridgeport, New Haven, New London, Norwalk, Norwich, Stamford, Waterbury)

**Massachusetts:** Brooke House, Coolidge House, McGrath House, New Bedford Reentry Center, Sargent House, Western Mass. Reentry Center

**New Hampshire:** Hampshire House

**New York:** Horizon House, LightHouse

**Rhode Island:** Houston House



# THIS IS COMMUNITY STRATEGIES

*We believe that every individual is unique and deserves to be treated with respect and dignity. 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 programs in Massachusetts and New Hampshire, more than 260 people live fuller and more independent lives.*

The pandemic brought enormous challenges for CRJ's Community Strategies programs, but staff and residents came together as a community to support each other through it all.

Across the division's programs in Massachusetts and New Hampshire, staff went above and beyond to support the individuals in the programs, who continued to work toward their personal goals despite the massive disruption and uncertainty the pandemic caused. Dedicated staff members volunteered to temporarily move into programs to care for individuals with COVID-19 to reduce potential exposure to others. Program managers and residential directors stepped up to take on night and weekend shifts when there were vacant staff positions.

Individuals in the Community Strategies programs also found ways to support the staff. JC, who lives in a residential program in West Boylston, Mass., challenged himself to paint

portraits of as many of the program staff as he could in a single day. The staff members were thrilled and hung all the portraits on the wall of the program.

As soon as vaccines became available in early 2021, Community Strategies organized clinics to distribute shots to staff and individuals. The logistical challenges of vaccinating hundreds of people were daunting, but the effort succeeded in getting more than 96% of individuals immunized.

Heading into the summer of 2021, individuals in the programs also welcomed the long-awaited warm weather. In June, the program in Middleborough, Mass., hosted a carnival-style LGBTQ+ Pride Month celebration that included creating personalized fabric squares with messages like "Love is Love" to be made into a quilt. And green-thumbed residents of the Brookfield, Mass., program grew a thriving vegetable garden bursting with tomato plants.

INDIVIDUALS WE SUPPORT FEEL SAFE, SUPPORTED, AND ACTIVE\*

**92%** feel they have possessions they can call their own

**91%** feel they spend enough time at home

**90%** feel safe in their neighborhood

**86%** feel they have a choice of places to visit

**86%** feel staff do their job well and find staff helpful

\*Based on an internal survey





# THIS IS THE 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 for individuals and communities impacted by the adult and youth justice 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 youth justice systems, including community and institutional corrections, pretrial services, and policing.*

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

## LANDMARK REFORM

CJI supported partners in 35 states across the country to advance adult and youth justice reforms:

- Tennessee passed landmark reforms as a part of the Justice Reinvestment Initiative. The bills advance proven strategies that reduce recidivism and protect public safety by expanding alternatives to incarceration, restricting the use of incarceration for technical violations of supervision conditions, streamlining parole release, and expanding reentry support.
- The inter-branch and bipartisan Pennsylvania Juvenile Justice Task Force (pictured above) released policy recommendations that protect public safety, increase accountability, achieve savings for reinvestment, and improve outcomes for young people, families, and communities.
- Michigan passed historic legislation enacting wide-ranging policies that automatically expunge individuals' old criminal records and fundamentally reshape how the state will utilize county jails. The legislation will divert people with behavioral health needs from jail and expand opportunities for people impacted by the justice system to access employment, housing, and education.

CJI'S SOPHISTICATED DATA WORK HIGHLIGHTS THE NEED FOR PRACTICE AND POLICY CHANGE IN MILWAUKEE POLICING.

Black drivers are **8X** more likely to get stopped than white drivers

Black residents are **4X** more likely to be subjected to a field interview  
and **7X** more likely to be subjected to a frisk

## VITAL REPORTS AND RESOURCES

CJI provided expert guidance and analysis to two Council on Criminal Justice (CCJ) task forces. The Task Force on Policing released 12 reports to help improve fairness and effectiveness in American policing. The National Commission on COVID-19 and Criminal Justice published multiple reports and recommendations to ensure a "stronger, healthier, and more equitable criminal justice system in a post-pandemic world."

## LONG-TERM IMPACT IN THE FIELD

- CJI has been a partner in the Virtual Crisis Care program since the pilot in South Dakota began in January 2020 with funding from the Helmsley Charitable Trust. CJI provided planning and facilitation for law enforcement and behavioral health professionals, consultation, and implementation assistance. With 82% of people in crisis diverted from involuntary commitment to date, this virtual mobile crisis response program is expanding in South Dakota and to other states.
- CJI designed the "Facilitating Behavior Change with Persons Under Community Supervision" curriculum in partnership with the National Institute of Corrections. The new training will teach probation and parole officers new skills that have been proven to reduce recidivism, are applicable in any interaction, and can be utilized in a way that does not increase officers' workloads.





# OUR GENEROUS DONORS ARE AN INTEGRAL PART OF OUR COMMUNITY

We are grateful for the gifts we receive from many friends, foundations, and corporate partners who sustain our work to advance policy and deliver individualized services that promote safety, justice, and inclusion.

We anticipate a constant, critical need for philanthropic support in consideration of current times and as we look toward the future. CRJ could never do its job without the support from its donors; we so greatly appreciate your positive influence and the entire community benefits from your choice to donate.

Government rescue plans, like the C.A.R.E.S. Act or the American Rescue Plan, will not be enough relief. CRJ donors allow us to advance significant reform in justice systems, and to support individuals returning to the community after incarceration and adults with developmental disabilities. We intend to raise awareness about this need, and to identify and cultivate more donors and friends, like you, who ensure we're able to serve our community.

In the last fiscal year, philanthropic support for CRJ's residential and community-based programming helped provide direct services to more than 1,000 individuals and supported justice system reform efforts in 35 states.

Gifts of support, in any amount, advance CRJ's mission. Our fiscal year runs from July 1 to June 30 and financial contributions to CRJ are fully tax-deductible. We encourage donors to consider unrestricted gifts to assist our company's areas of greatest need. We also accept gifts of appreciated stock. If you'd like to discuss leaving a legacy with CRJ, please contact us at 617-482-2520.

Again, we wish a heartfelt thank you to each donor who supported our CRJ community in 2020-2021.

Thank you, and please keep CRJ at the top of your philanthropic priority list in 2022!

In the last fiscal year, philanthropic support for CRJ helped provide direct services to

**1,000+ individuals**

and supported justice system reform efforts in

**35 states.**

# THANK YOU FOR SUPPORTING CRJ!

\*CRJ Board Member

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Goulston & Storrs PC



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### **WENDY SMITH**

*(Beginning August 2021)*  
*Vice President and Chief Financial*  
*Officer*

### **RICHARD J. MCCROSSAN**

*(Retired August 2021)*  
*Vice President and Chief Financial*  
*Officer*

## CRJ Welcomes New Executive Team Members in 2021



**PIERRE LUBIN** was promoted to the new Vice President for Human Resources and Culture position in February. He is responsible for aligning CRJ's human resources strategy with the organization's strategic and operational needs. Pierre is a seasoned HR professional with 17 years of experience in the field. He joined CRJ in 2017 as Benefits Manager and was promoted to Assistant Director of Human Resources the following year. He holds a bachelor's degree in business administration from Salem State University, and he earned his Senior Certified Professional (SCP) certification from the Society for Human Resources Management (SHRM).



**OYEYEMI PAYNE** was promoted to the new Vice President for Quality and Compliance position in September. In his new role, he is responsible for collecting, aggregating, and analyzing data, and maintaining the company's policies and procedures, among many other functions. Oyeyemi joined CRJ in 2003 and has held the positions of Residential Director, Program Manager, and Program Coordinator in CRJ's Community Strategies programs in Massachusetts, and he served on the Positive Behavioral Support leadership team. He holds an MBA with a focus on analytics from Bryant University and a bachelor's degree in psychology with a minor in general business from the University of Rhode Island.



**WENDY SMITH** joined CRJ in August as Vice President and Chief Financial Officer, succeeding Rick McCrossan, who retired over the summer. Wendy is a certified public accountant with 25 years of experience in accounting and finance in a broad range of industries, including three years as CFO for Turning Point, Inc., a human services nonprofit organization. She began her career within financial services, holding various security trading licenses for such companies as AIG, Smith Barney, and Oppenheimer. After transitioning to focus on corporate finance, Wendy led teams for large global companies, including Osram Sylvania, Bennett & Co, and PerkinElmer. She holds a bachelor's degree in business administration from University of Delaware and a master's in finance from the University of Denver.



## THANK YOU, RICK!

Rick McCrossan retired in July 2021 after 13 years as CRJ's Vice President and Chief Financial Officer. During that time, Rick was directly involved with CRJ's significant growth and strong financial health. He oversaw the acquisition of new properties that now house residential programs and administrative offices, as well as the day-to-day functions of multiple major departments that keep CRJ running, including fiscal, IT, and facilities. We're grateful for Rick's leadership and unwavering dedication to our mission.

# FISCAL YEAR 2021 FINANCIAL SUMMARY

Consolidated Statement of Activities\* Year ending June 30, 2021

## INVESTMENTS IN CRJ

Government Contracts	\$62,538,594
Contributions and Grants	3,011,812
Other (including sale of selected fixed assets)	1,986,524
Income & Net Appreciation of Investments	2,143,969
<b>TOTAL REVENUE</b>	<b>\$69,680,898</b>

## CRJ'S INVESTMENT IN HELPING OTHERS

Program Services	\$56,537,667
Administration	6,548,858
Fundraising	82,378
Other	701,940
<b>TOTAL EXPENSES</b>	<b>\$63,870,843</b>

\*Data presented are preliminary. The audited financial statements will be presented to the Board of Directors in December 2021. Contact CRJ at that time for a copy of the audited statements.

## STATEMENT OF FINANCIAL POSITION

<b>ASSETS</b>	<b>2021</b>	<b>2020</b>
Cash & Cash Equivalent	\$ 3,635,968	\$ 4,964,654
Contract & Contributions Receivable	7,935,377	4,534,379
Accrued Income	1,888,309	1,278,703
Prepaid Expenses	247,075	667,770
Investments	9,805,399	7,753,501
Net Property and Equipment	20,773,777	19,709,702
Other Assets	(472,074)	(937,401)
<b>TOTAL ASSETS</b>	<b>\$43,813,830</b>	<b>\$37,971,308</b>
<b>LIABILITIES</b>		
Payables & Other Current Liabilities	\$6,522,899	\$6,572,621
Deferred Revenue	595,896	396,036
Long-Term Debt	10,117,721	11,071,743
<b>TOTAL LIABILITIES</b>	<b>\$17,236,516</b>	<b>\$18,040,400</b>
<b>NET ASSETS</b>	<b>\$26,577,315</b>	<b>\$19,930,908</b>







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