



2022 ANNUAL REPORT



# DEAR FRIENDS,

At Community Resources for Justice, we are proud to be a mission-driven organization who is a force for good. In 2022, we watched our impact grow as we responded to growing community needs across our service lines.

Nearly 80% of inmates in Connecticut have mental health or substance abuse issues requiring treatment. Our Social Justice Services met a community need by establishing two additional behavioral health programs in the State of Connecticut.

In our Community Strategies programs, we strived to make sure the individuals in our care lived joyous, independent lives. That meant connecting those we serve to employment opportunities and shared living accommodations. Through cooking classes, fishing trips, art projects, and more, our staff made sure to bring joy into the day to day lives of our residents.

Our Crime and Justice Institute provided nonpartisan technical and policy assistance to 32 states across the country. Their work sought to advance women in policing, provide policy options to reform state criminal justice systems and divert individuals from incarceration by front-loading mental and behavioral health support.

2022 was also a year of reflection. That meant looking inward to guarantee our work – and those who provide that work – goes beyond the status quo to center inclusivity, intersectionality, and evidence-based outcomes in all we do. We were honored to welcome Abimbola Iyun – our Director of Equity and Inclusion – to ensure CRJ is truly a community for us all.

Throughout these pages, you'll see firsthand the big and small ways our staff leads with empathy first. From keeping residents safe, to creating days of fun and independence, to systemic policy reform, our work is making a difference in the lives of the people we serve.

To those of you who have made donations supporting our work: **thank you.** Your financial contributions advance our mission and allow us to dream even bigger.

With gratitude and appreciation,



**DEB O'BRIEN,**  
*President and  
CEO, Community  
Resources  
for Justice*



**SANDRA BEST BAILLY,**  
*Chair, Board of Directors,  
Community Resources  
for Justice*

**WE CHANGE LIVES AND STRENGTHEN COMMUNITIES BY ADVANCING POLICY AND DELIVERING INDIVIDUALIZED SERVICES THAT PROMOTE SAFETY, JUSTICE, AND INCLUSION.**

*“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.” —MARGARET MEAD*

#### THE CRJ IMPACT

## OUR WORK:

For 145 years, some of society’s most overlooked community members have benefited from the programs we provide. Guided by excellence, creativity, and compassion, we support individual transitions, strengthen families, promote justice, and improve community safety. Our work encompasses three lines of service, each with a distinct practice area and population served:

- **Social Justice Services** serves men and women transitioning out of prison and back into the community through a network of residential reentry centers operated under contracts with federal, state, and county agencies. The division also runs a residential program for young adults with complex clinical needs and Family ReEntry, a family-focused group of programs providing domestic violence treatment, mentoring, and other behavioral health supports.
- **Community Strategies** supports adults with developmental or intellectual disabilities to live as independently as possible through a range of community-based residential options offering structure in a caring, home-like environment, as well as day programs.
- **The Crime and Justice Institute** is a national-scale consulting practice that works with elected officials, justice system practitioners, policy makers, and thought leaders affect significant reforms to promote safety and justice.

FISCAL YEAR 2022

## CRJ BY THE NUMBERS

**225** Individuals received compassionate care and support in our Community Strategies Programs.

**43** Residential homes for individuals with developmental disabilities across Massachusetts and New Hampshire.

**900** Individuals received domestic violence intervention through CRJ programs each week

**812** Individuals received services through CRJ’s residential reentry centers.

**32** States benefited from research and justice system improvements developed and implemented with support from the Crime and Justice Institute.

**11** Federal and state reentry centers operated by our Social Justice Services team.

**827** CRJ staff who made a difference.

## EYES ON NEBRASKA

Nebraska is one of just four states in the nation with higher incarceration rates than in 2010. In order to prioritize public safety and effectively tackle reform, state leaders came together to request technical assistance through the Justice Reinvestment Initiative (JRI). Aptly named the “Nebraska Criminal Justice Working Group”, our Crime and Justice Institute joined this bipartisan group of local leaders, corrections and law enforcement officials, advocates, and researchers, to analyze the drivers and outcomes of Nebraska’s criminal justice system. Over a rigorous six-month process of analysis and discussion, the Working Group analyzed corrections data, assessed decision-making throughout the justice system, and developed recommendations for policy and practice changes.

In January 2022, the Nebraska Criminal Justice Reinvestment Working Group released a final report laying out key findings on the state’s justice system, along with policy options to address the various challenges.

The policy recommendations were translated into a comprehensive, legislative reform package, LB 920. The bill ultimately stalled during the 2022 legislative session, but the Working Group’s identification of crucial challenges and evidence-based solutions lays a foundation for future justice reform efforts. ■

### KEY FINDINGS INCLUDED:



Nebraska’s corrections spending has increased over 51% since 2011, and the state faces a \$270 million bill to build a new prison absent major reforms.

▲ **38%**

Time spent in prison increased 38% over the last decade



Nebraska’s prison population grew 21% since 2011

**1 in 3**

Nebraskans released from incarceration end up back in prison within three years



Black, Hispanic, and Native Americans are overrepresented in Nebraska prison admissions **Black individuals, make up 5% of Nebraska’s population but 22% of prison admissions in 2020**



As of 2020, Nebraska’s prison system is the most overcrowded system in the country. Six out of every 10 prisons exceed 120% of capacity.



# SUPPORT FOR RURAL BEHAVIORAL HEALTH NEEDS IN NEVADA



Individuals who experience a mental health crisis may become involved in the justice system due to unmet treatment needs. With limited behavioral health resources in rural areas, law enforcement officers are often the first and only responders to mental health crises. Yet officers do not always have the tools, training, or support to respond effectively. In June 2022, the state of Nevada announced a crisis response pilot program designed to address gaps in services in rural areas and divert people with mental health needs away from the justice system.

*“I expect this program will help fill a critical gap, In our 2019 criminal justice reform legislation, we committed to strengthening responses to behavioral health needs and Virtual Crisis Care is a major step toward achieving that goal.”*

—SPEAKER PRO TEMPORE STEVE YEAGER

With the technical assistance of our Crime and Justice Institute team, the Virtual Crisis Care program will enable frontline law enforcement officers in 11 agencies to provide immediate telehealth services to people in crisis. The program will equip officers with iPads that connect to behavioral health specialists – and that provider will connect the person with local service providers to coordinate a plan that provides appropriate care and follow-up.

Nevada’s effort is modeled after the Virtual Crisis Care pilot program in South Dakota, launched in 2019, which CJI helped to design and implement with state stakeholders. In the first 18 months of the program, 80% of people in crisis were diverted from involuntary hospitalization or jail, and the program has since expanded to additional police and sheriffs’ departments.

State leaders are hopeful that Nevada’s pilot will be just as successful as South Dakota’s and will likewise expand across the state in subsequent years. ■



WHAT MOTIVATES ROSA EACH DAY?

*“I have passion for the individuals we serve. My goal is to see the positive impact on their lives.”*

## MEET ROSA.

Rosa Kilongola started at Community Resources for Justice (CRJ) as a Residential Counselor in 2006 serving adults with intellectual and developmental disabilities. Now providing care in Leominster for an all-woman residential program, Rosa works tirelessly for her residents and individuals across our community programs. Patience and understanding are two of the most valuable traits a care provider can have – and Rosa truly exemplifies grace under pressure.

Rosa goes above and beyond to create community and connection among her residents. Not only does she go the extra mile to make sure that each person in the home has what they need, but she makes sure her colleagues get the care and support they deserve, too. Rosa is the type of person who takes extra care to mentor and train new staff. She’s

mentor to others as they study for MAP training – so much so that many staff will testify that they passed MAP thanks to Rosa’s tutoring. She is a Human Rights Officer and Fire Safety Officer.

Cooking is just one small example of how Rosa goes above and beyond to express her care for her residents. She shares the food of the world with her resident’s cooking foods across cultures and making sure they take part in the preparation! If you stopped by in Leominster, the dinner menu is composed of dishes from different parts of the world.

Rosa’s supervisor puts it best: “Rosa truly embodies what we need more of in this world. Her strength of character, compassion for those she works with, and overall integrity truly makes a difference every day in the lives she touches.” ■

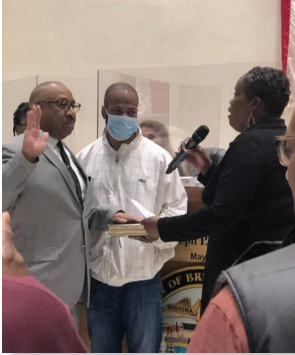
## FAMILY REENTRY STAFF HONORED FOR DOMESTIC VIOLENCE SERVICES

On April 8th, three of CRJ’s domestic violence facilitators – Frank Silva, Carmen Ortiz, and Terry Hardy - were honored by the Connecticut Coalition Against Domestic Violence for their work to improve the lives of domestic violence survivors and their children. ■

*From L-R: Frank Silva, former CRJ staff Monia Roland, Carmen Ortiz, and Terry Hardy*



## CRJ LEADER FRED HODGES JOINS THE BRIDGEPORT CITY COUNCIL



***“There are only two ways you come out of the prison. You either make a complete change and come out better, or you come out worse than you were before you went in.”***

On March 21, 2022, Fred Hodges was named to fill the 136th District seat of the Bridgeport, CT City Council. Fred is a force for good at CRJ - currently serving as the Program Manager of Family ReEntry Enterprise House and Director of Community Affairs for Family ReEntry.

His journey for change began while he was incarcerated, after having been inspired by a quote that stated: “There are only two ways you come out of the prison. You either make a complete change and come out better, or you come out worse than you were before you went in.” Fred took that advice to heart – and he has been a driver for change in his community ever since. In addition to pushing for legislative changes to support individuals affected by the criminal justice system, Fred is a fixture in the Bridgeport area through his volunteerism and community advocacy.

He completed coursework at The Connecticut Counseling Center and is currently a Counselor in Training and studying for the state exam for his CADC certification and is currently pursuing a Human Services Degree at Housatonic Community College. Fred continues to be an active member of EX-Offenders Alumni Association where they focus on shaping policy in the criminal justice system. ■



## CELEBRATING OUR 2022 RISING STARS

Each year, emerging leaders from across CRJ are selected to take part in our “Rising Stars Academy.” After completing two one-week sessions, 14 of our staff graduated from the program. Throughout the training, these leaders honed their talents and developed leadership skills, while also learning how to be voices for change at CRJ. Congratulations to our 2022 Rising Stars! ■

*From Left to Right: Gina Abbondandolo, Colleen Bogonovich, Yvonne Chan, Jim Greene, Allie Knowles, Carlos Lopez, Jaime Matuszko-Minor, Heather Miles, Monica Mosho, Kristine Park, Jennifer Plourde, Zia Soofi, Brett Tyson, Monique White*

# SNAPSHOTS FROM OUR PROGRAMS

Through creative activities, nature, and meaningful traditions, CRJ strives to make sure every resident in our programs are connected to their community both in and outside the home.

1.



2.



3.





4.



5A.



5B.

**1. West Boylston Community Strategies:**

Resident Artwork

**2. Milford Community Strategies: The Altieri**

**Vegetable Garden:** Meaningful Day Coordinator Richard Njemfoa - along with the individuals at CRJ's Altieri residence - built and planted a beautiful vegetable garden.

**3. From Jails 2 Jobs: Our New Bedford Re-Entry**

**Center:** CRJ's New Bedford Re-entry Center hosted its first Jails 2 Jobs event. Our team received hundreds of donations of items to equip our residents with professional clothing to get them prepared for job interviews and dressed for success.

**4. A refresh at the Shrewsbury Communities**

**Strategies program:** A beautiful paint refresh brought appreciation and accolades from the Town Manager and neighbors in Shrewsbury.

**5. McGrath House Art Therapy Day:** With support from community art teachers, women at McGrath House gathered for a day of art and relaxation.

**A:** Residents painted mandalas representing ideas that embodied peace and hope - with many choosing to illustrate themes of family, freedom, and hope.

**B:** McGrath residents enjoyed henna - a mashed plant that is used to make temporary tattoos in South and Central Asia.



## MEET OUR NEW BOARD CHAIRPERSON: **SANDRA BEST BAILLY, MSW, LCSW**



In 2022, CRJ was thrilled to welcome the new chair of our Board of Directors: Sandra Best Bailly. Sandra takes over for former board chairperson, Scott Harshbarger, who served the board with distinction since 2008.

Sandra brings nearly 30 years of experience in management and professional positions in health plans, public health, healthcare delivery, higher education, and global collaboration. As a professionally trained clinical social worker working with medically complex and chronically ill populations, Sandra knows the barriers to care – and the impact compassionate care makes on the lives of others.

Currently, Sandra is the Associate Director of Student Support and Alumni Networks and an adjunct faculty member at Simmons University. Prior to joining Simmons, Bailly was the Assistant Director of Field Education at Boston College's School of Social Work. Previously, Sandra led and managed a Project Management Office at Blue Cross Blue Shield of

Massachusetts, held project management, clinical quality management, and case management roles in other Blue Cross Blue Shield Association health plans at Premera Blue Cross and The Regence Group's Regence Blue Shield in Washington State.

Drawing on a wealth of experience in managed behavioral health care, direct service delivery, and health education, Sandra's perspective as a CTI-trained leadership coach is firmly rooted in social justice and humanity in achieving business results.

Sandra holds a bachelor's degree and Community Health Program certificate from Tufts University and a master's degree in social work from Simmons University. She also holds a Graduate Certificate in Project Management from City University, Bellevue, WA and is a fellow of UMASS Boston's Center for Collaborative Leadership's Emerging Leaders Program (ELP) as well as a fellow of the Executive Leadership Council (ELC)'s Mid-Level Leader's Strengthening the Pipeline Program.

# IN 2022, WE WELCOMED TWO NEW MEMBERS TO OUR LEADERSHIP TEAM!



**ABIMBOLA IYUN, *Director of Equity and Inclusion***

Abimbola Iyun is a DEI professional who is passionate about representation and social change. Her commitment, passion, and expertise on DEI is informed by research and continuous collaborations with marginalized communities and allies. Abimbola is currently completing her PhD in Mass Communications and Media Arts at Southern Illinois University, where she is focusing on systemic exclusion as it impacts historically marginalized communities. She earned a bachelor's degree in communication and Language Arts from the first university in Nigeria, University of Ibadan. Professional (SCP) and IFC – Associate Certified Coach (ACC) Credentialing.



**CARA HART, *Vice President, Human Resources***

Cara is a human resource professional with more than two decades of experience in all HR functional areas including recruiting, onboarding, training and development, employee relations, compensation, benefits and HR compliance. As a human resources leader and strategic partner, Cara has aligned HR initiatives with organizational goals and priorities to attract, develop and retain a talented workforce in support of an organization's mission and vision. Cara is a mission-driven leader and has spent much of her career working at non-profit health care organizations, most recently serving as Chief Human Resources Officer at HopeHealth in Providence, RI. Cara is committed to, and is an advocate for, developing inclusive leaders and building strong organizational cultures. Cara holds a bachelor's degree in communications from Bridgewater State University and has completed the SHRM Senior Certified Professional (SCP) and IFC – Associate Certified Coach (ACC) Credentialing.

## THANK YOU FOR YOUR YEARS OF DEDICATED SERVICE!

CRJ is indebted to the support of these three board leaders who served our organization with honor and distinction. We are especially grateful to our outgoing board chairperson – Scott Harshbarger – for over a decade of leadership to CRJ. Your support and guidance will be missed!

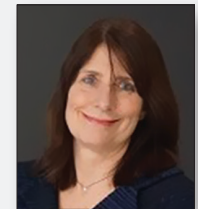
### EMERITUS LEADERS:



**Scott Harshbarger**



**Joseph Carter**



**Ellen Lawton**



*John J. Larivee retired in 2020, after 46 years in service at CRJ and over two decades as President and CEO. John's significant contributions to the growth and legacy of CRJ paved the way for our bright future.*

## INTRODUCING: THE JOHN J. LARIVEE LEAGUE

In honor of our esteemed former President and CEO, John J. Larivee, the John J. Larivee League honors donors whose cumulative giving is \$10,000 or more. Their support has forever shaped our programming and allowed us to serve thousands of individuals across the country.

Everett and Sally Schenk

Felix and Melissa Rovelli\*\*

Tom and Midge DeSimone

Philip and Tisha Potter\*\*

Michael and Diane Jones\*\*

Elizabeth Mellor\*\*

William and Ellen Galvin\*\*

Reynolds Burgund and Mary Darcy

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Charles and Deborah Royce\*\*

*\*\*Denotes a legacy Family ReEntry donor.*

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Gerald K. Kelley  
Douglas Scales\*\*  
Robert Small

# THANK YOU FOR SUPPORTING CRJ!

## 2021-2022 LEADERSHIP DONORS

*\*Denotes a current or former CRJ board member.*

### **PHILIPS BROOKS SOCIETY (\$5,000+)**

Everett and Sally Schenk  
James G. Marchetti and Susan Shephard\*  
Reynolds Burgund  
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Tim Cabot\*  
Tom and Midge DeSimone\*

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Peter Hanson  
Steve Denning  
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Sally Carroll  
Sandra Odiaga\*  
Shaun Jafarzadeh  
William Aseltyne

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Elena Kingsland  
Elliot Jaffe  
Gerald Holdridge  
Gerry J. Morrissey, Jr.\*  
Jacqueline Chamandy



THESE LISTS GENERALLY REPRESENT GIFTS OF \$250 OR MORE RECEIVED BETWEEN JULY 1, 2021, AND JUNE 30, 2022. EVERY ATTEMPT HAS BEEN MADE TO ENSURE ACCURACY. PLEASE CONTACT US IF YOU FIND AN OMISSION OR ERROR.

Josephine Merck  
Judith Hanson  
Karen Hanson  
Kenneth Bartels  
Keith and Debbie Bishop  
Lewis Sargentich and Valerie Bradley  
Marc and Sally O'Brien  
Peter and Judith Berg  
Shelah Feiss  
Ronald and Myrna Bocage

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Christine M. Cole  
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The Causeway Agency  
Citizens Charitable Foundation  
Cummings and Lockwood  
Eugene Fay Trust  
Fairfield County Community Foundation  
FJC  
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Women's Fellowship - First Congregational Church of Greenwich

### **IN-KIND**

Goulston & Storrs PC

# CRJ 2022 LEADERSHIP

## BOARD LEADERSHIP

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Associate Director, Student Support and Alumni Networks, Adjunct Faculty  
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Committee for Public Counsel Services

## BOARD OF DIRECTORS

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### **ANNETTE HANSON, MD, MBA**

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Tufts Medical School

#### *Emeritus*

### **ASHLEY DORTCH, LCSW**

Mental Health Court Clinician,  
Boston Medical Center

### **BERNADETTE DI RE**

Chief Operating Officer, Health Plans,  
Martin's Point Health Care

### **BRIAN J. CORR**

Executive Director, Cambridge Police Review & Advisory Board, Cambridge Peace Commission

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Manager Recovery Support Services,  
East Bay Community Action Program,  
East Bay Recovery Center

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Vice President & Associate General Counsel, L3Harris Technologies

### **STEVEN KRYGER**

Investment Committee Member,  
Head of Founder's Research Team,  
Bridgewater Associates

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---

### **ELLEN M. LAWTON, JD**

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

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*Emeritus*

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*Adjutant General (Retired), Massachusetts National Guard*

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*Senior Counsel, Casner & Edwards*

*Emeritus*

### **THOMAS J. DESIMONE**

*Executive Vice President, WS Development Associates LLC*

*Emeritus*

## COMMUNITY RESOURCES FOR JUSTICE, EXECUTIVE TEAM

---

### **DEB O'BRIEN, BS, RN, MPA**

*President and Chief Executive Officer*

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*Vice President of Human Resources*

### **ELLEN DONNARUMMA**

*Vice President for Justice Services*

### **OYEYEMI PAYNE**

*Vice President for Quality and Compliance*

### **CHRISTINE COLE**

*Executive Director and Vice President, Crime and Justice Institute*

### **WENDY SMITH**

*Vice President and Chief Financial Officer*

### **WILLIAM H. AMES, LICSW**

*Vice President for Developmental Services*

# FISCAL YEAR 2022 FINANCIAL SUMMARY

Consolidated Statement of Activities\* Year ending June 30, 2022

## INVESTMENTS IN CRJ

Program Service Fees	\$71,713,862
Contributions and Grants	1,721,213
Other (including sale of selected fixed assets)	929,199
Income & Net Appreciation of Investment	(1,674,686)
<b>TOTAL REVENUE</b>	<b>\$72,689,588</b>

## CRJ'S INVESTMENT IN HELPING OTHERS

Program Services	\$61,171,971
Administration	8,493,730
Fundraising	147,108
Other	457,073
<b>TOTAL EXPENSES</b>	<b>\$70,269,882</b>

## STATEMENT OF FINANCIAL POSITION

<b>ASSETS</b>	<b>2022</b>	<b>2021</b>
Cash & Cash Equivalent	\$6,398,750	\$3,635,968
Contract & Contributions Receivable	10,483,067	7,919,517
Accrued Income	1,499,630	1,864,425
Prepaid Expenses	606,429	247,075
Investments	8,185,191	9,805,399
Net Property and Equipment	20,270,213	20,740,827
Other Assets	(27,548)	(467,638)
<b>TOTAL ASSETS</b>	<b>\$47,415,732</b>	<b>\$43,745,573</b>
<b>LIABILITIES</b>		
Payables & Other Current Liabilities	\$8,676,961	\$6,676,010
Deferred Revenue	272,832	595,863
Long Term Debt	9,690,255	10,117,721
<b>TOTAL LIABILITIES</b>	<b>\$18,640,048</b>	<b>\$17,389,594</b>
<b>NET ASSETS</b>	<b>\$28,775,684</b>	<b>\$26,355,979</b>

\*Data presented are preliminary. The audited financial statements was presented to the Board of Directors in December 2022.





