



CELEBRATING *145* YEARS OF SERVICE

Celebrating 145 Years of Changing Lives and Strengthening Communities



DEBORAH M. O'BRIEN,
*President and CEO,
Community Resources
for Justice*



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

Dear Friends,

May 29, 1878 – A group of Boston residents came together to announce the creation of the New England Society for the Suppression of Vice. Their most urgent objective? To promote public morality and the removal of corrupting agencies by any means, moral or legal. Soon evolving into the aptly named “New England Watch and Ward Society,” Community Resources for Justice’s colorful history was born.

As the Victorian era came to a close, the New England Watch and Ward Society shifted their sights on crime prevention and collaborating with law enforcement. Across town, social activists were working hard to provide housing and resources to newly incarcerated people, soon evolving into the Massachusetts Correctional Association.

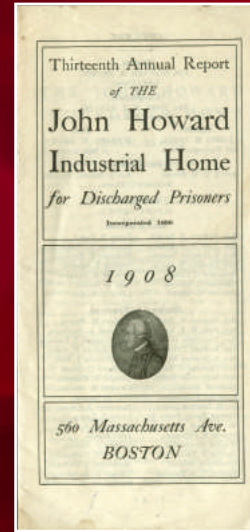
A century later, these two organizations came together under the “Crime and Justice Foundation,” adding policy research and reform to their growing portfolio.

CRJ’s service model as we know it quickly began to take shape. In 1999, the Crime and Justice Foundation merged with Massachusetts Half-Way Houses, which provided residential and non-residential programs for adults with developmental disabilities and men and women leaving incarceration.

Our Community Strategies and Social Justice Service lines were put in place, with several group homes and residential reentry centers still in operation today from that first merger. The Crime and Justice Foundation’s policy and research work continues today in our Crime and Justice Institute.

Fast forward to August of 2020. CRJ expanded its program footprint. We announced the acquisition of Connecticut’s Family Reentry, whose mission is dedicated to breaking cycles of violence, crime, and incarceration by providing reentry services, domestic violence treatment and education, mentoring programs, and intensive outpatient programs.

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



TOP: Logo of the Watch and Ward Society, circa 1879

MIDDLE: The Annual Report of the John Howard Industrial Home for Discharged Prisoners, circa 1908, one of the earliest programs in our history.

LEFT: See Her, Ann Lewis, 2017. Mixed media mural created with support from residents of McGrath House. Photo by Damian Hickey

In 2023, noting the growing desert of behavioral health support available to communities coming out of the COVID crisis, our behavioral health programming took shape. Two behavioral health clinics quickly emerged, with a recovery center now set to open in spring of 2024.

It cannot be understated that this massive expansion was supported by a growing team of its own: A network of dedicated support staff that keep our services running. From our IT team who made our cybersecurity its number one priority, to a dedicated HR team that has brought in the talent to support our work, to the fiscal and development operations that make sure our programs are financially supported, our next 145 years look bright because of the administrative team who fully embrace our mission.

Our history may be long and winding, but one truth remains constant: CRJ has always been and always will be ready to take on our communities' toughest challenges and support those who need help the most. As we celebrate 145 years in operation, we are poised to serve more people in more communities than ever before.

The ability to take on all of these new challenges and continue to evolve would not be possible without the friends and supporters who helped us along the way. From our donors to our staff to the communities who took a chance on our work: Thank you.

Sincerely,

DEBORAH M. O'BRIEN,
*President and CEO,
Community Resources for Justice*

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

Behavioral Health and Family Reentry

WE DELIVER GROUND-BREAKING BEHAVIORAL HEALTH SERVICES BY BRIDGING CLIENTS TO TREATMENT AND SUPPORT.

2023 was the inaugural year of our Behavioral Health and Family Reentry service line. Spearheaded by Holly Fitting, this new service line will continue the essential programs and services provided at Family Reentry, as well as grow a highly sought-after behavioral health footprint.

With over 28 years of community behavioral health experience, Holly oversees CRJ's domestic violence educational groups, intimate partner violence support and family assessment intervention response, residential reentry programs, our RISE support program for women, and treatment and recovery services. This past year has been one of tremendous growth. Two new behavioral health centers have opened: One in New Haven, CT in 2022 and one in New London, CT in 2023.

To advise the expansion of this essential work and support other health programs across CRJ, Dr. James Greer was hired as CRJ's first chief medical officer. As we grow our health programming,

Dr. Greer's expertise will be vital as we navigate third party billing through Medicaid and private insurers. Dr. Greer comes to CRJ with over 45 years of behavioral health experience and is boarded in adult and child psychiatry.

2023 closed with a milestone achievement: Our behavioral health team was awarded one of only four coveted national grants from the Substance Abuse and Mental Health Services Administration (SAMHSA). Totaling \$300,000 over five years, the grant will fund a new recovery center in our Bridgeport, CT office and provide resources, support groups, and recovery coaching for clients impacted by addiction.

As we turn to 2024, Family Reentry will celebrate 40 years of service to greater Connecticut. This major milestone underscores the strength and support of our donors - and the dedicated staff who help this program thrive.



Our Impact

AT A GLANCE

3,177

individuals received domestic violence intervention services, and

42

families were supported through our intimate partner violence family program.

185

individuals were supported by reentry services, fatherhood programs, and residential reentry housing.

668

individuals received compassionate care in our new behavioral health clinics in New London and New Haven.

TOP: Connecticut Congressman Jim Himes meets with staff and clients at Family Reentry, Bridgeport.

BOTTOM LEFT: Staff display Thanksgiving baskets prepared for Greater Bridgeport community members in need.

BOTTOM RIGHT: The women of RISE with Family Reentry friend and supporter, Judith Evnin

Our Impact

AT A GLANCE

261

individuals were supported by our care team across Massachusetts and New Hampshire.

176

of those individuals received support throughout

43

residential programs in Massachusetts.

52

individuals received support through shared living placements in Massachusetts.

33

individuals received support in ActiveLife, Staffed Homes or with home providers in New Hampshire.



TOP: Our residential programs go all out for the holidays. Here's our program in Athol at Halloween.



BOTTOM: The team at Community Strategies New Hampshire celebrating Direct Support Professionals Recognition Week.

Community Strategies

WE EMPOWER PEOPLE WITH INTELLECTUAL OR DEVELOPMENTAL DISABILITIES TO LIVE AS INDEPENDENTLY AS POSSIBLE.

Our direct support professionals are a lifeline for the individuals in our care. COVID forever changed how we operate our business, and emphasized the difficult and essential work this service line performs day in and day out.

One of our highest priorities was the retention and compensation of these dedicated workers. In the past four years in a row, we have provided salary increases of at least \$1/hour to increase the starting salaries for new employees, while adding to the current wages for all of our hourly employees. New Hampshire employees are now starting at \$18/hour and \$20/hour in medical homes. Massachusetts hourly employees are starting at rates from \$17/hour in most homes, \$18/hour in specialized homes, and \$20/hour in medical homes.

In the spring of 2023, we began the implementation of Care Logic EMR (Electronic Medical Record) in New Hampshire. We are currently using this system to collect information and complete the new expectation of direct federal billing and new rates. This new program, along with the support of CRJ's fiscal team, has resulted in a greater level of financial performance that has supported the payment of increases in New Hampshire.

The Community Strategies Training Team has continued to develop and improve the onboarding training for all new hires in hopes of offering the most effective and welcoming training program possible to ensure all of our staff are regularly trained on lifesaving measures, among other training.

STAFF SPOTLIGHT:

COMMUNITY STRATEGIES PRIORITIZES FIRST AID AND CPR TRAINING FOR ALL OF OUR DIRECT CARE STAFF.

In the fall of 2023, our Brookfield residential home was faced with a life-threatening scenario with one of our individuals, and their training made all the difference. Brookfield Program Manager Alyda King and Residential Counselor Allie Skyrocki helped rescue an individual who was choking and had stopped breathing. They were able to clear her airway and get her breathing while also calling 911 emergency services to come to the home. The individual was hospitalized but made a full recovery that would not have happened without the life saving measures that were skillfully implemented by the staff at the home.

Crime and Justice Institute

WE WORK WITH LOCAL, STATE, AND NATIONAL CRIMINAL JUSTICE ORGANIZATIONS TO IMPROVE PUBLIC SAFETY AND THE DELIVERY OF JUSTICE.

The Crime and Justice Institute continues to grow and make change in communities across the country. This year, we added 25 staff to the CJI team and won over \$1.5 million in new funding through new grants and awards. This not only underscores the continued confidence our funders have in the quality and impact of our work, but CJI's national reputation in helping justice systems do the right thing the right way.

CJI supported dozens of municipalities in tackling some of their toughest challenges around criminal justice and public safety.

DULUTH POLICE DEPARTMENT AUDIT REPORT

In August, the Policing Team released its audit report on racial bias by the Duluth Police Department. Feedback from residents and officers acknowledge much of the tension: residents often felt officers lack empathy — and that they are treated as though they are “guilty until proven innocent.” Meanwhile, some officers surveyed said they were hesitant to engage with people of color because of the “perception of racial tension.” Groups discussed the definition of public safety, what actionable steps should be taken to improve officer demeanor, and talked through a drafted framework for next steps. CJI conducted the analysis using data, policies, body-cam footage and interviews with Duluth law enforcement staff and residents.

OKLAHOMA COUNTY'S PROGRESS REPORT: REDUCING THE JAIL POPULATION AND PROMOTING PUBLIC SAFETY

In August and October, CJI staff presented data and findings from its report detailing a five-year study of conditions at the Oklahoma County Jail. The report found:

- Oklahoma County achieved its primary goal of reducing the jail's population to address overcrowding, as the population is down 46% since its peak in 2015.
- Procedural hurdles continue to delay the assessment and placement of individuals in noncustodial settings leading to increased length of stays for individuals in jail longer than 48 hours.
- Jail data also show an increase in the percentage of Black individuals admitted to the jail over the study period. Admission of white individuals declined at a faster rate than Black admissions (50% v 37%), increasing the overrepresentation of Black individuals admitted to the jail.
- The report noted the static ratio of sentenced individuals to pretrial individuals and the sizable number of individuals held for low-level offenses or violations.

The CJI team is now partnering with Oklahoma County to push forward recommendations and policy changes.

SPOTLIGHT: THE NATIONAL SUMMIT TO ADVANCE STATES' CRIMINAL JUSTICE PRIORITIES

On December 5-6, 2023, representatives from 49 states convened in Atlanta for the National Summit to Advance States' Criminal Justice Priorities, a 2-day conference examining the past 17 years of criminal justice system analysis and policy development to improve public safety and support communities and individuals impacted by the justice system. The event was launched by six organizations – the Crime and Justice Institute (CJI), The Council of State Governments Justice Center, CNA, The Pew Charitable Trusts, Arnold Ventures, and the Bureau of Justice Assistance, and brought together organizations and individuals directly involved in supporting these efforts over nearly a 20-year period.

The Justice Reinvestment Initiatives (JRI) was a primary focus of the conference as a vehicle for data-driven, evidence-based problem solving at the state and local level. State leaders—governors, legislators, and agency officials—play a critical role in ensuring public safety by setting priorities, identifying policies and programs to achieve them, and allocating finite resources that impact every area of the justice system. More than 420 attendees assembled to collaborate.



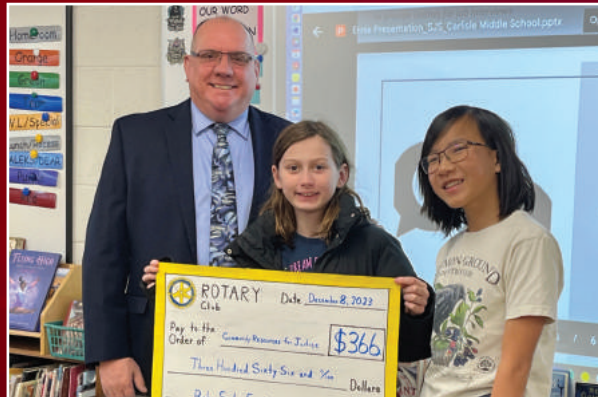
TOP: *The CJI Team at the National Summit, Atlanta, GA*

BOTTOM: *CJI's Len Engel sits down for a panel discussion with JRI partner, Oklahoma Governor Kevin Stitt.*



CONNECTING WITH FUTURE LEADERS: **CONCORD-CARLISLE STUDENTS SUPPORT CRJ!**

The students of Concord-Carlisle Middle School and their teacher, Liz Gray, reached out to Team CRJ with a surprise: Their students had raised \$366 from a bake sale to support our reentry programs, and they were eager to meet our team. Interim VP of Reentry Services Ernie Goodno sat down with the students to share more about what we do, and allow them to ask questions about our work. CRJ was selected to receive their fundraising dollars because a student researched organizations that help incarcerated people. This student told us that she found CRJ on the internet and she was impressed with our work to reduce “recidivism” (her words and she defined it for the entire group!). Students presented Ernie with a “big” check. These students not only took the time to research our work, the people we serve, and the criminal justice system, but wanted to help. The future looks bright.



SPOTLIGHT ON OUR REENTRY RESIDENTS: **BROOKE HOUSE**

Community-based reentry programs offer residents the ability to work directly in the community where they live - an important factor in lasting, successful reentry. Two of our residents at Brooke House were hired by local restaurant and neighbor, Thaitation, to restore the front of their building. The management team at Thaitation believes strongly in the power of second chances and placed their faith in these two residents. Brooke House Program Director Travis Flanders-Caraballo put it best, “These guys are the pure definition of coming to Brooke House and doing the right things.”



TOP: MA State Senator Liz Miranda meets with staff and residents of McGrath House, CRJ's reentry program for women.

MIDDLE: Interim VP Ernie Goodno visits students from Concord-Carlisle Middle School.

LEFT: Brooke House residents help repair the exterior of Thaitation restaurant in Boston.

Social Justice Services

WE SUPPORT INDIVIDUALS LEAVING INCARCERATION TO MAKE POSITIVE, SUSTAINABLE LIFE TRANSITIONS.

CRJ proudly operates 11 federal and state community-based reentry programs across four states.

Our programs provide essential support to individuals as they transition from federal, state or county incarceration back into their neighborhoods. Our programs are designed to reduce recidivism by helping individuals find employment, housing, substance use and mental health counseling to address the barriers many returning community members face. Staff at the program do an assessment for each resident and develop an individual case plan outlining which support services will be most helpful. By addressing the key barriers to returning to life outside the wall, the individuals in our programs build a strong foundation before returning home. Much of the growth - and success - of our programs can be attributed to the hard work and dedication of Ellen Donnarumma.

In 2023, Ellen Donnarumma, our Vice President of Reentry Services and External Affairs, resigned to take on a new role as the President & CEO of Dismas Charities, the largest provider of federal reentry services in the country with programs operating in 15 states. Since joining CRJ in 2006, Ellen assisted CRJ in exponential growth of our programs and was instrumental in establishing our Massachusetts reentry programming. Ellen was an asset to operations, development, and community and government relations, not to mention a trusted mentor to many staff over the years.

Ernest “Ernie” Goodno, our Director of Reentry Operations, will now take the lead as our Interim Vice President of Reentry Services. Ernie has more than 30 years’ experience in the criminal justice field. He previously served as program director of Hampshire House and spent more than 20 years in law enforcement, providing investigative and community policing, and working to reduce recidivism in the state of New Hampshire.

Our Impact

AT A GLANCE

853

individuals completed our federal and state reentry programs in FY2023.

74%

of these residents completed our program successfully, and of those: More than half were released with stable housing, a state ID or driver’s licenses, health insurance, and stable housing.

CRJ 2023 Leadership

BOARD LEADERSHIP

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*Manager Recovery Support Services,
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Chief Quality Officer, Mentor Network

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PETER TAMM

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Honorary

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Honorary

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Emeritus*

ROBERT J. WATSON

*Chief Executive Officer, LPN Holding
Company, Inc.
Honorary*

COMMUNITY RESOURCES FOR JUSTICE EXECUTIVE LEADERSHIP TEAM

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WILLIAM H. AMES, LICSW

Vice President for Developmental Services

HOLLY FITTING

Vice President, Behavioral Health

PETER GERONDEAU

Vice President and Chief Financial Officer

ERNEST GOODNO

Interim Vice President of Reentry Services

CARA HART

Vice President of Human Resources and Culture

SPURGEON KENNEDY

Vice President, Crime and Justice Institute

OYEYEMI PAYNE

Vice President for Quality and Compliance

MEGAN PICCIRILLO

Senior Director of External Affairs



Thank you for Supporting CRJ!

WE CREATE CHANGE BECAUSE OF THE GENEROSITY OF OUR DONORS. PHILANTHROPIC DOLLARS ALLOW US TO TAKE ON NEW CHALLENGES AND PROVIDE ENHANCED SUPPORT FOR THE PEOPLE WE SERVE.

2022-2023 LEADERSHIP DONORS

PHILLIPS BROOKS SOCIETY (\$5,000+)

Judith Evnin
Tom and Midge DeSimone
Joseph Priselac Jr.
Everett and Sally Schenk
Reynolds Burgund
Robert and Annette Hanson*
Tim Cabot*

2022-2023 LEADERSHIP DONORS (CONTINUED)

WILLIAM COOLIDGE SOCIETY (\$2500-\$4,999)

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C. Bruce and Helen L. Johnstone
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John and Crina Phillips
Marilyn Clements
Marta Jo Lawrence
Peter Tamm*
Ralph Callaway
Shaun Jafarzadeh



ABOVE: *Billie, one of our RISE clients and group facilitators, celebrates with staff at Family Reentry.*

2022-2023 LEADERSHIP DONORS (CONTINUED)



LEFT: A group therapist holds a meeting with staff at our new behavioral health program in New London, CT.

CORPORATIONS, FOUNDATIONS, AND TRUSTS

The AE Family Foundation
Marshall Clark Revocable Trust
Elizabeth & Joseph Massoud Family Foundation
Margaret Jameson Mellor Memorial Fund
Near & Far Aid Association, Inc.
Kryger-Even Charitable Fund
Boston Realty Advisor
City of Bridgeport
Cummings and Lockwood
Pakula Foundation
Robert M. Schiffman Foundation
The Baird Foundation
The Resource Foundation
Watkinson Prisoners Aid Society

ALBERT ARNOLD SOCIETY (\$250-\$499)

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Donald Steckler
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Sean McElligott
Carmen Francella III
Cindy Kassanos
Keith Bishop
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Josephine Merck
Martin and Susana Fantozzi
Peter B. Patch*
Jeanne Host
Julie Finn
Janet Kachadoorian

2022-2023 LEADERSHIP DONORS (CONTINUED)

Please note: This list reflects all donations made in Fiscal Year 2023 (July 1, 2022 - June 30, 2023).

United Church of Rowayton Outreach
Fairfield County Community Foundation
First Church of Christ, Woodbridge
Nellie Thomas Trust
Tisbest Philanthropy
The Paige Gillies Revocable Trust
Enterprise Holdings Foundation



ABOVE: Family Reentry staff dress in purple to support survivors of domestic violence.

Brennan Family Charitable Fund
Honor Townsend & Kent, LLC
IC Federal Credit Union
Koskoff, Koskoff & Bieder
One World Boston, Cummings Foundation
Parish of Christ Church
TeamEngineerNH, PLLC
The Cory and Bob Donnalley Foundation
Town Fair Tire Foundation, Inc.
Women's Fellowship - First Congregational Church of Greenwich
Barnum Foundation For Life INC
Citizens Charitable Foundation
Eugene Fay Trust
Highland Street Foundation
St. Pius X Church Corp
The Howard Head Family Foundation
Bonterra Tech
Okie, M&A Fouracre IMA-Main PLGD
King Delcevere Trust

IN-KIND SUPPORT

Goulston and Storrs



ABOVE: Staff at New Bedford Reentry pose at "Dress for Success" a CRJ-sponsored day where reentry clients can find free new or gently used items for job interviews.

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 connect@crj.org. Again, we wish a heartfelt thanks for all you do to enhance the impact of our work.

Fiscal Year 2023 Financial Summary

Consolidated Statement of Activities* Year ending June 30, 2023

INVESTMENTS IN CRJ

Program Service Fees	\$77,541,760
Contributions and Grants	706,404
Other (including sale of selected fixed assets)	2,077,463
Income & Net Appreciation of Investments	1,245,829
TOTAL REVENUE	\$81,571,456

CRJ'S INVESTMENT IN HELPING OTHERS

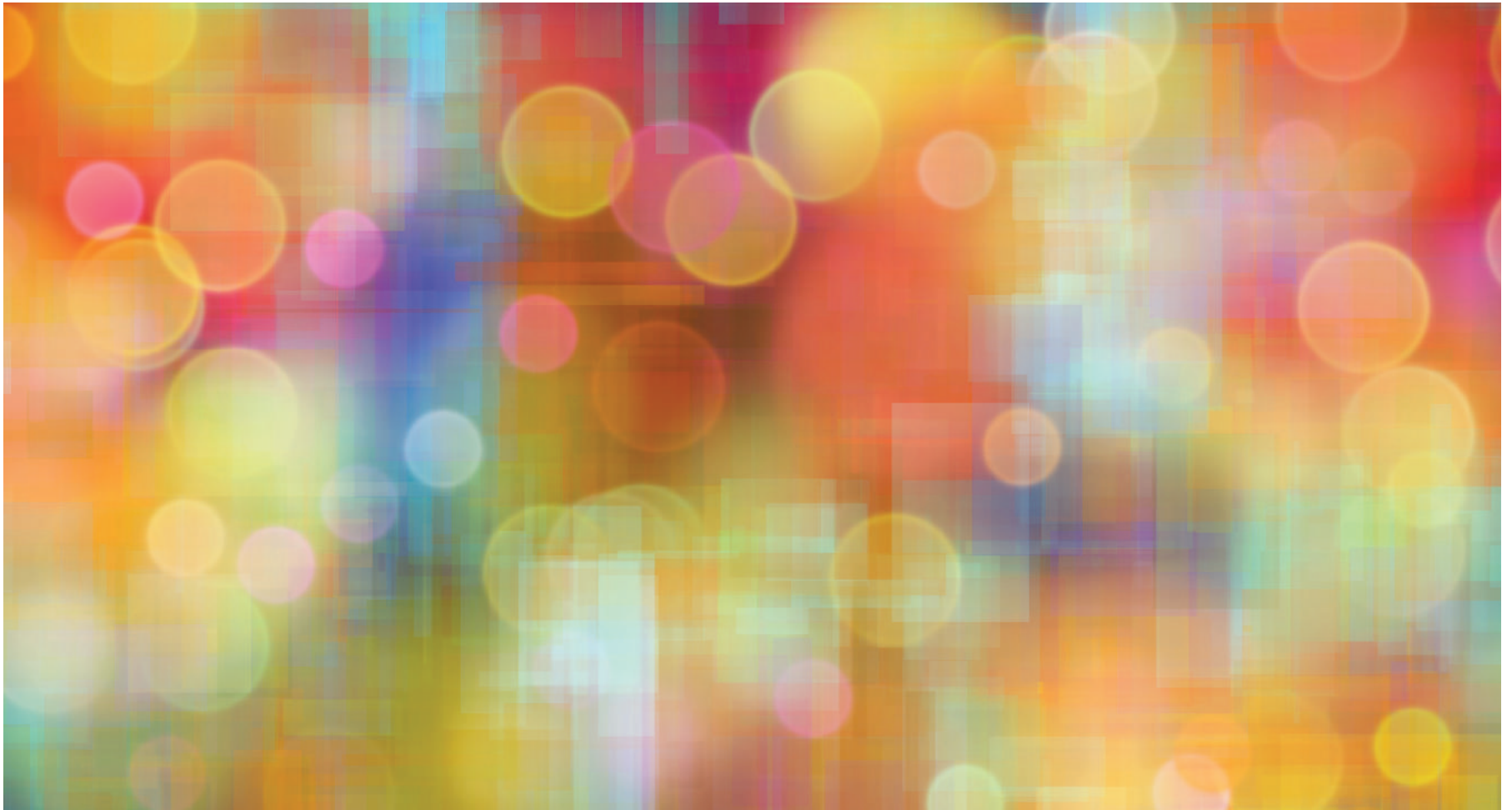
Program Services	\$64,716,676
Administration	12,046,639
Fundraising	105,578
TOTAL EXPENSES	\$76,868,893

STATEMENT OF FINANCIAL POSITION

ASSETS	2023	2022
Cash & Cash Equivalent	\$4,186,733	\$4,781,403
Contract & Contributions Receivable	9,426,296	10,483,067
Accrued Income	1,886,757	1,499,633
Prepaid Expenses	512,672	709,293
Investments	13,200,940	8,185,191
Net Property and Equipment	20,250,568	20,266,938
Other Assets	2,564,194	433,947
TOTAL ASSETS	\$52,028,160	\$46,359,472.3
LIABILITIES		
Payables & Other Current Liabilities	\$9,360,496	\$7,667,901
Deferred Revenue	1,640,293	272,832
Long Term Debt	5,770,595	8,726,898
Other Long Term Liabilities	1,778,501	916,129
TOTAL LIABILITIES	\$18,549,885	\$17,583,760
NET ASSETS	\$33,478,275	\$28,775,712

*Data presented are preliminary. Contact connect@crj.org for a copy of the audited statements.





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