

# 2014 ANNUAL REPORT

*Improving the lives of vulnerable and challenging populations.*

# Creating

Safe, Secure, and More  
Livable Communities.





**My dear friends:** In my many years of association with CRJ, I can't recall a time when we were helping more people, or making a bigger impact than we are right now. Our terrific, visionary CEO, John Larivee, leads a talented group of skilled professionals that undertake the challenge of making communities safer, while improving the lives of vulnerable populations.

***"This is an organization that makes a difference in people's lives,"*** said our 2014 Honoree, former Boston Police Commissioner Ed Davis

when he spoke at our Annual Spring Reception. Ed was acknowledging the high impact of our work. Sometimes it is in direct service with adults with developmental disabilities, or in our re-entry programs for ex-offenders. At other times our national-scale consulting practice is addressing public policy reforms. In all cases, communities are safer and society is more just because we help those that are interested in helping themselves.

This annual report will highlight only a few of the accomplishments that have been possible with your support. If you only know us in passing, our Board of Directors and I encourage you to deepen your relationship with CRJ in the coming year. If you are already well engaged, please stay with us and continue to prioritize us among the charities that work to earn your support.

Thank you for all that you do for CRJ.

**Scott Harshbarger**  
*Chair, Board of Directors*



**Dear Friends and Supporters of CRJ:** Producing an Annual Report, if it served no other purpose, provides a chance to pause and reflect on the recent past. I'm proud to say that this past fiscal year has been a very good one for CRJ. For example:

- We've grown in recent years so that, today, we are a \$40 million charitable business with significant reach across the country.
- In each of the jurisdictions in which we work, state and federal agencies responsible for auditing and evaluating our programs continue to give us among the highest ratings possible.
- In serving adults with developmental disabilities, our Community Strategies program continues to open new residences and day programs, allowing us to scale our impact and reach. Today we serve 214 consumers in three states.
- We launched our Overcoming the Odds program to assist the Boston Police department in reaching offenders before release from incarceration, and for the six months following. Case managers work closely with participants in order to reduce recidivism.
- And our Crime and Justice institute (CJI) designed, organized, and coordinated the 2013 Public Safety Realignment Conference for over 600 attendees from across California. They discussed smart and effective ways of integrating their resources to maximize public safety benefits for communities, tax payers and justice-involved populations.

We know "what works" and are experts at using research and evidence based practice to inform our service delivery.

We are able to do that because of your support. I am deeply grateful to you and others who stand with us.

Thank you.

**John J. Larivee**  
*President and Chief Executive Officer*



Patrick, from our Keene NH program, was honored to carry the torch into the opening ceremony of the 2014 New Hampshire State Special Olympics Summer games. This was the first time an athlete from Keene was chosen to represent the Special Olympics athletes in the final steps of the Flame of Hope Journey.

# Community Strategies

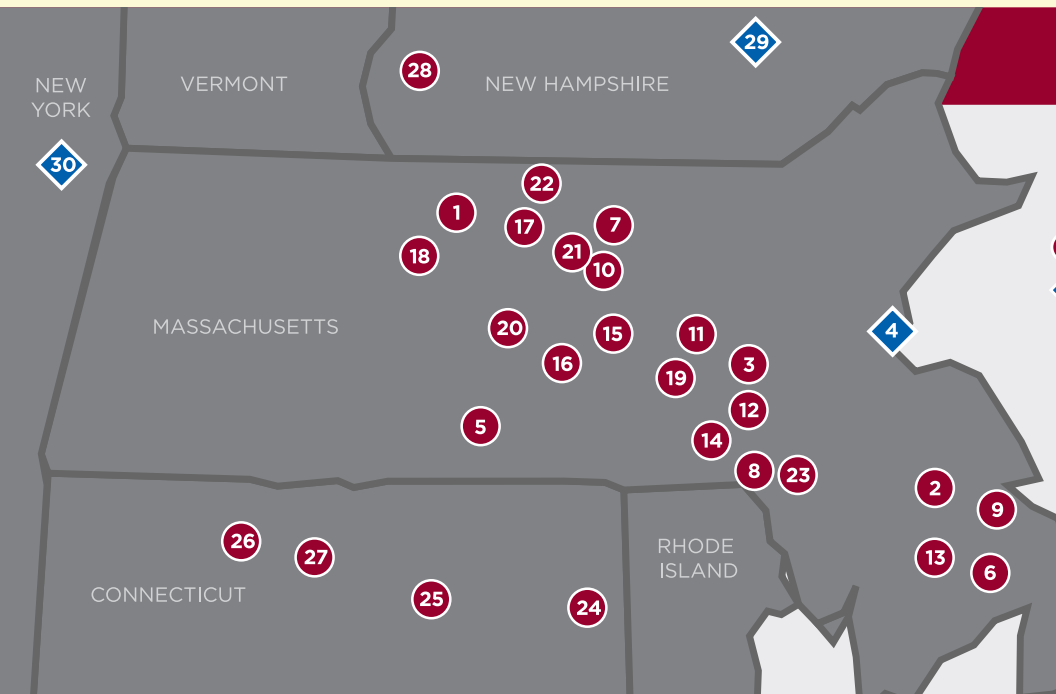
**Adults with Developmental/Intellectual Disabilities are empowered to enjoy rich and rewarding lives through our more than 30 residential and day programs which offer community engagement, meaningful employment, and personal development.**

“It’s evident you have all worked hard to get to know Matt and have found the best approaches to support him. Your approach is gentle, yet consistent, fair, firm and person-centered...allowing him to express his goals and agenda.”

— Blake P. Reddy,  
Connecticut Department of Developmental Services

“Alisha has accomplished more in the 7 months with CRJ than she has in the past 10 years. I can honestly say I finally have peace of mind that my daughter is in the best place possible, with the best care. Never before has she considered any place other than my house as a “home” until now. She has become confident, more mature... healthier, and happier. I can’t thank you enough.”

— Cheryl, mother of Alisha





The prestigious International Community Corrections Association honored SJS Department Director Liz Curtin with the J. Bryan Riley Meritorious Service Award. Given to an individual whose work exemplifies the ideals of ICCA and has delivered outstanding service to the field of community corrections, Liz was recognized as a leader among her professional peers who undertake this challenging work.

This year, halfway house managers launched an initiative to introduce the latest “evidence-based practices” to our work. By revising our approach to training, planning, tactics, and evaluation, we adopt what we know will work, thereby improving outcomes and saving resources.



## Social Justice Services

Through a network of five halfway houses, we assist in the successful transition of incarcerated adults back to their communities by providing support services, counseling, education, and training. Successfully reuniting these men and women with their families, combined with the effective use of support systems, significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

Our residential program for youth – Sargent House – works with young men with very challenging behaviors due to trauma, cognitive disabilities or intellectual challenges. We set out to maximize motivation, participation, and progress. Self esteem and self control are developed, with the goal of placement in a less restrictive setting over time.

“Thank you guys for all of your hard work and extra effort with Brian since his placement at Sargent House. I was very happy with how you did not give up on him. I really appreciate all the advocacy, visits to courts, and help with getting him into MSEC [Merrimack Special Education Collaborative] as well. I appreciated all the hard work you put in for Brian.”

— Chris Marvin, Case Manager

## CRJ Direct Service Program Locations

*A growing presence in New England, and beyond.*

- *Community Strategies*
- ◆ *Social Justice Services*

### MASSACHUSETTS

- |               |                   |                   |
|---------------|-------------------|-------------------|
| 1. Athol      | 9. Kingston       | 17. Templeton     |
| 2. Abington   | 10. Leominster    | 18. Wendell Depot |
| 3. Bellingham | (5 programs)      | 19. Westborough   |
| 4. Boston     | 11. Marlborough   | 20. West Boylston |
| (4 programs)  | 12. Medway        | 21. Westminster   |
| 5. Brookfield | 13. Middleborough | 22. Winchedon     |
| 6. Carver     | 14. Milford       | (2 programs)      |
| 7. Fitchburg  | 15. Northborough  | 23. Wrentham      |
| 8. Franklin   | 16. Paxton        |                   |

### CONNECTICUT

- 24. Coventry
- 25. Manchester
- 26. Simsbury
- 27. Windsor

### NEW HAMPSHIRE

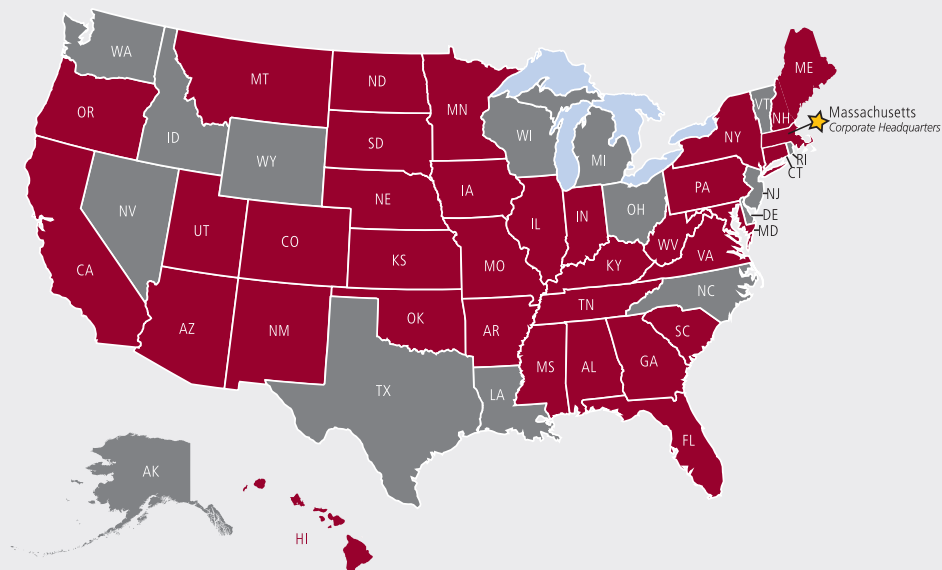
- 28. Keene
- 29. Manchester

### NEW YORK

- 30. Albany

## States Where the Crime and Justice Institute Has Conducted Business

*CJI continues its significant, national reach in states across the nation.*



## Crime and Justice Institute

Our national-scale consulting practice works with elected officials, policy makers, corrections professionals and thought leaders to effect significant criminal justice reforms in statutes, regulations and practice. Through nonpartisan policy analysis, implementation assistance, and research services, we help our clients throughout the nation improve public safety.

“CJI’s efforts in support of our department’s initiative to implement evidence based practices and policies were vital in positioning us to be successful. The technical assistance, planning, and training that they provided, as well as the experience that they have in helping other departments in similar initiatives, was invaluable in guiding an organization like ours through this difficult change.”

— Bob Costello, Assistant Commissioner for Organizational Development,  
New York City Department of Probation

CJI has worked in 32 states, providing research and implementation assistance.

94% of our work currently is with funders with whom we have worked in previous consulting engagements, signaling high satisfaction with our work.

Our own CJI experts have been deployed internally to help the leadership of our direct services divisions to develop evaluation tools and training protocols to use in our programs. The result has been deeper understanding of “what works,” and implementation of new staff training programs and outcome measures, thereby significantly increasing program quality.





# 207

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

# 33

The number of group homes and day services spread through three New England States

COMMUNITY STRATEGIES

# 1,100

The number of men and women for whom, annually, we provide education, substance abuse counseling, job search skills, simple financial management techniques, parenting skills, and more.

SOCIAL JUSTICE SERVICES

# 5,200

The number of community service hours that residents in CRJ's Social Justice Services programs completed in 2013.

CRIME AND JUSTICE  
INSTITUTE

# 2.18 billion

The dollars that will be saved over the next 10 years in the six states that have worked with us to adopt bipartisan legislation reform related to adult corrections policy.

# 100%

The percentage of contracts (12 out of 12) that we sought to renew and were successful in securing this repeat business.



# 2013 - 2014 Leadership Donors

*Thank You for Supporting CRJ!*

## **PHILIPS BROOKS SOCIETY**

*Gifts of \$5000 and above*

Tom & Midge DeSimone  
Albert J. Kaneb  
David Mugar  
Susan Rothenberg  
Mary Sanders  
Greg Torres & Betsy Pattullo

## **WILLIAM COOLIDGE SOCIETY**

*Gifts of \$2500 to \$4999*

Tim & Sara Cabot  
Joseph & Rae Carter  
Jack Cinquegrana & Karen Siegel  
Annette Hanson, MD  
Richard & Nancy Kelleher  
Julia C. Livingston, Esq.  
Muriel Long  
James G. Marchetti & Susan Shephard

## **ARTHUR T. LYMAN SOCIETY**

*Gifts of \$1000 to \$2499*

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Carlos Febres  
Steve & Nancy Fischman  
Tamara Holden  
David Mac Isaac  
Dick Marks & Jennifer Morrison  
Martin F. Murphy, Esq.  
Peter Patch  
Paul Roberts  
Elis Anna Yokelson

## **GERTRUDE HOOPER SOCIETY**

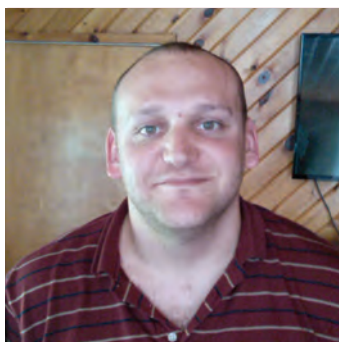
*Gifts of \$500 to \$999*

Ronald & Myrna Bocage  
John Bowman  
Bradley Cook  
James Cooney  
Tiziana Dearing  
Elaine Evans  
Janice & Elliot Greenberg  
Scott Harshbarger & Judy Stephenson  
Frank & Karen Hartmann  
Kathleen Hickey  
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Ronald J. & Viera Proulx  
Don Rodman  
Mark Smith  
Jeff Somers  
Renee Sorrentino, MD  
Honorable Jane Tewksbury  
Mark J. & Rachel H. Winkeller  
  
**ALBERT ARNOLD SOCIETY**  
*Gifts of \$250 to \$499*  
Carol S. Ball  
Jack & Cheryl Cronin  
Martin & Susana Fantozzi

Michael Gagnon  
Michael Glover  
Thomas Green & Fredie Kay  
Kurt E. Hanson  
Thomas & Diane Hollister  
Jay & Susie Kaufman  
Frederick & Cathy Keuthen  
Joe Landolfi & Mary Osterman-Landolfi  
Garrett & Erin Larivee  
John H. Laub & Joanne Desiato  
Honorable James Francis McHugh  
Kathleen McNeil  
Scott Oran  
Dennis Sonifer & Kathryn Lange  
Harry Spence  
Charles & Sue Sterns  
Sandy & Cathy Tierney  
John Turner  
Michael Whouley

## **EMPLOYEE DONORS**

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Richard Hiatsi  
Janet Kachadoorian  
John J. & Wendy Larivee  
Adrienne Rene Methot  
Richard J. & Carol McCrossan  
John Rogers  
Anna Poplasky  
Paul & Jan Swindlehurst



**"I am in a new house, and I am on my way to shared living. Part of my success came from advocating for myself."**

*- Richard Harris from Leominster Residence*

“CRJ staff is very supportive; they help me talk things out, and they are there for me when I need them. They have never given up on me.”

– Lori from Winchendon Program



## CORPORATIONS, FOUNDATIONS & ORGANIZATIONS

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AdCare Criminal Justice Services

Bank of America

Bessie Pappas Charitable Foundation

Bob Long Investigations, LLC

The Boston Foundation

Citizens Bank

The Druker Company

Enterprise Holdings Foundation

Feeney Brothers

Gardiner Howland Shaw Foundation

Gesmer Updegrove LLP

Hays Companies

Health Imperatives, Inc.

Holland & Knight, LLP

Ironshore Holdings, Inc.

Isaacson Miller, Inc.

John Hancock Financial Services, Inc.

LPM Charitable Foundation

Marcum LLP

The MENTOR Network

Microsoft Matching Gifts Program

Murphy, Hesse, Toomey & Lehane

National Development

Nixon Peabody LLP

O'Brien Management, Inc.

Proskauer Rose LLP

Raytheon Company

Roca, Inc.

Rodman Ride for Kids

The United Parish in Brookline

## TRUSTS

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Eugene Fay Trust

King Delcevere Trust

## GIFTS IN KIND

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Arts Emerson

Bertuccis

Boston Duck Tours

Boston Harbor Hotel

Boston Red Sox

Church Restaurant & Music Hall

Currier Museum of Art

Cynthia Rowley

Dick Doherty's Comedy Den

F1 Boston

Grafton Group

Goulston & Storrs, PC

Hampton Inn

Hawthorne Hotel

Huntington Theatre Company

Hyatt Boston Harbor

The Institute of Contemporary Art

Isabella Stewart Gardner Museum

The Lyric Stage Company

Microsoft Citizenship & Public Affairs

Napi's Restaurant

New England Aquarium

New England Patriots Foundation

New England Revolution Charitable Foundation

New Hampshire Motor Speedway

Patrick Lyons

Peabody Essex Museum

Plimoth Plantation

Reservation Golf Club, Inc.

RISD Museum

Rosa Mexicano Restaurants

Rustic Kitchen

Salem Witch Museum

Sol Azteca

Sterling Golf Courses

The Terrace at the Charlotte Inn

Terramia Ristorante

The Urban Grape

W.B. Mason, Inc.

Worcester Art Museum

THESE LISTS GENERALLY REPRESENT GIFTS OF \$250 OR MORE RECEIVED BETWEEN JULY 1, 2013 AND JUNE 30, 2014. EVERY ATTEMPT HAS BEEN MADE TO INSURE ACCURACY. PLEASE CONTACT US IF YOU FIND AN OMISSION OR ERROR.



“CRJ helped me realize I wasn’t alone.”

– Reggie Talbert, former CRJ halfway-house client and now general manager of the nonprofit InnerCityWeightlifting.



# 2014 Annual Spring Reception

## Former Boston Police Commissioner Ed Davis is honored

Boston's Seaport Hotel provided an outstanding venue last May for CRJ's Annual Spring Reception. The hundreds gathered supported CRJ's new Edward P. Davis Fund for Re-entry Support, named in honor of Commissioner Davis. The event included the surprise reunion of Reggie, a former CRJ halfway-house resident with his former case manager, Stefanie. Now the general manager of an area non profit, Reggie was reunited with Stefanie for the first time since he left Coolidge House five years ago.



# Board and Senior Staff

## BOARD OF DIRECTORS

---

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**Gerald K. Kelley, Esq.**

Massachusetts Bay Transportation Authority  
*Vice President*

**Thomas J. DeSimone**

W.S. Development Associates LLC  
*Treasurer*

**Michael Richards**

Massachusetts Office of Health  
& Human Services  
*Clerk*

**Tim Cabot**

Katahdin Industries

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Boston College Graduate School  
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**Carlos Febres**

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**Annette Hanson, MD, MBA**

Tufts Medical Center

**Ellen M. Lawton, Esq.**

George Washington University

**Grace Lee**

People's United Bank

**James G. Marchetti, Esq.**

Raytheon Company

**Gerald Morrissey**

The MENTOR Network

**Peter Patch**

Patch & Associates LLC

## EXECUTIVE TEAM

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**John J. Larivee**

*President and Chief Executive Officer*

**Elyse Clawson**

*Executive Director of the Crime and  
Justice Institute*

**William J. Coughlin**

*Vice President and Chief Operating Officer*

**Ellen Donnarumma**

*Vice President for Business Development*

**Richard J. McCrossan**

*Vice President and Chief Financial Officer*

**Paul G. Swindlehurst**

*Vice President and Chief Advancement  
Officer*

## SENIOR MANAGEMENT TEAM

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**Elizabeth Curtin**

*Director of Social Justice Services*

**Kate Florio**

*Director of Administration & Operations,  
Crime & Justice Institute*

**Cindy Kassanos**

*Director of Business Operations, Finance*

**Michelle McCormick**

*Associate Director, Community Strategies  
Massachusetts*

**Adrienne Methot**

*Department Director, Human Resources*

**Susan Jenness Phillips**

*Department Director, Standards &  
Quality Assurance*

**Sergio Reyes**

*Senior Project Manager*

**John Rogers**

*Department Director, Facilities Management*

**Jimmy Wang**

*Department Director, Information Technology*



“Over the past year Justin has done a tremendous job with maintaining a healthy lifestyle. With the help of CRJ staff he has established a daily routine which helps him reach beyond himself and keep working hard.”

– Joshua Tackett, Program Manager, Westminster Program

# Fiscal Year 2014 Financial Summary

Consolidated Statement of Activities\*  
Year ending June 30, 2014

## Your Investments in CRJ

Government Contracts	\$36,782,856
Contributions and Grants	1,477,840
Events	395,360
Other	446,412
Income & Net Appreciation of Investments	960,704
<b>TOTAL REVENUE</b>	<b>\$40,063,172</b>

## CRJ's Investment in Helping Others

Program Services	\$33,975,948
Management	3,165,357
Fundraising	594,772
Other	406,621
<b>TOTAL EXPENSES</b>	<b>\$38,142,698</b>

## Consolidated Statement of Financial Position

<b>ASSETS</b>	<b>2014</b>	<b>2013</b>
Cash	\$3,672,797	\$3,690,211
Contract & Contributions Receivable	3,206,407	2,493,885
Investments	9,408,649	8,741,177
Property & Equipment	10,274,924	9,799,938
Other Assets	1,182,417	499,223
<b>TOTAL ASSETS</b>	<b>\$27,745,194</b>	<b>\$25,224,434</b>
<b>LIABILITIES</b>		
Payables & Accrued Liabilities	\$2,869,238	\$2,828,773
Deferred Revenue	99,063	73,845
Long Term Debt	1,928,105	1,393,502
<b>TOTAL LIABILITIES</b>	<b>\$4,896,406</b>	<b>\$4,296,120</b>
<b>NET ASSETS</b>	<b>\$22,848,788</b>	<b>\$20,928,314</b>

*\*Data presented is preliminary. The audited financial statements will be presented to the Board of Directors in December 2014. Contact CRJ at that time for a copy of the audited statements.*



**“Have you guys picked anything easy?”**

*- CRJ's 2014 Honoree and former Boston Police Commissioner Ed Davis commenting on our work with adults with developmental disabilities, our re-entry programs for ex offenders and the public policy reforms undertaken by our national-scale consulting practice.*

# MISSION, TREATMENT PHILOSOPHY, VALUES

INTEGRITY

COMPASSION

We Welcome Change

## OUR MISSION

- ◆ CRJ supports our most challenged citizens. We work with individuals in, or at risk of being in, the adult or juvenile justice systems; individuals transitioning out of these systems back to their communities; and people with developmental disabilities requiring intensive support to be part of the community.
- ◆ Our unique mix of innovative services, advocacy for system improvement, research and publications builds the capacity of people we care for to live safe, productive lives. Our communities enjoy increased safety and improved quality of life.
- ◆ Our workforce performs at the highest level, possessing the skills and knowledge that ensure a strong positive impact on our clients, our communities and our profession.

We Listen

We Offer Choice

We Focus on Behavior

CREATIVITY

EXCELLENCE



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[www.crj.org](http://www.crj.org)