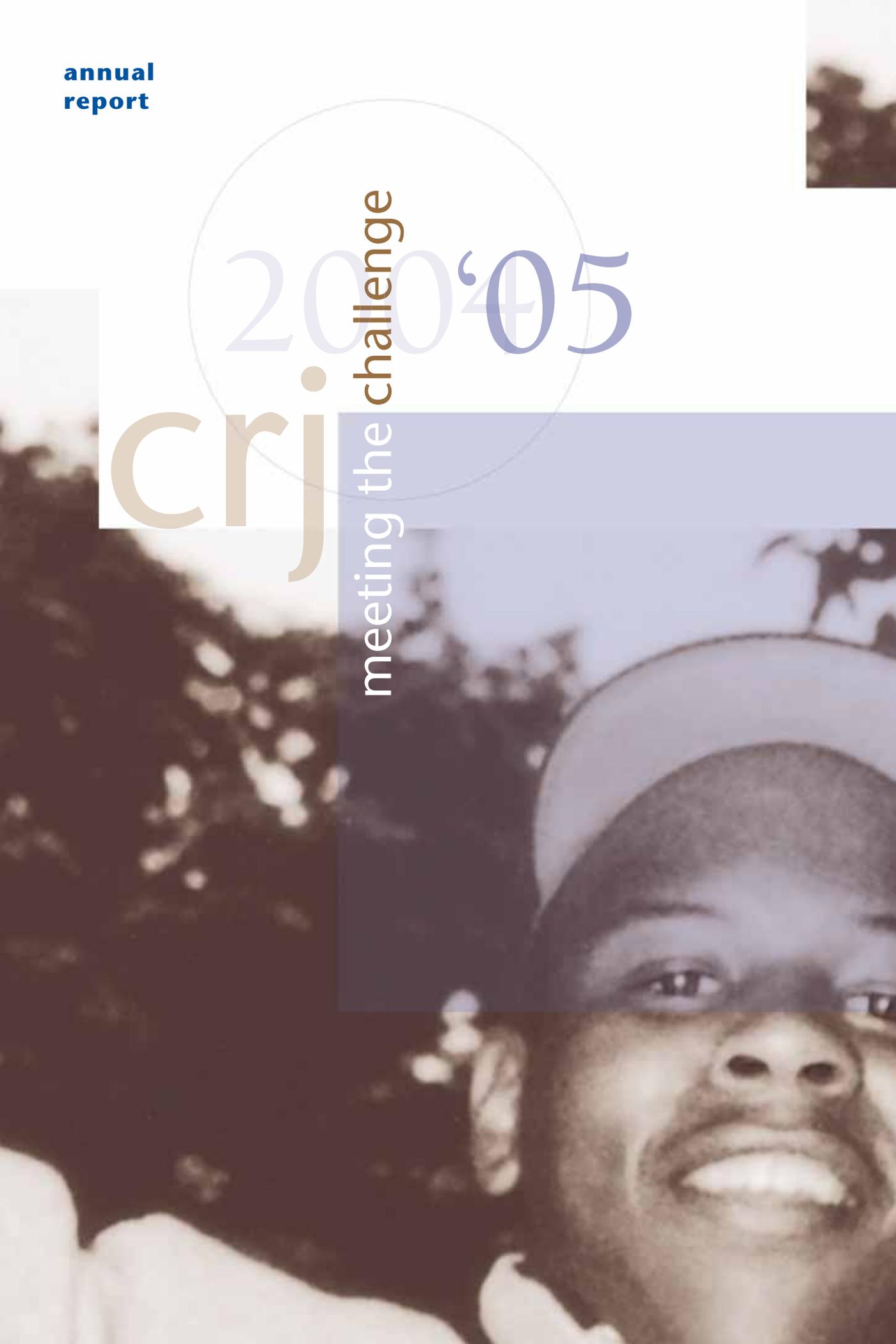


annual
report

2000'05
meeting the challenge
crj



annual report

Community Resources for Justice (CRJ), originally founded in 1878, is a private non-profit agency formed through the merger of the Crime and Justice Foundation (founded in 1878) and Massachusetts Halfway Houses (founded in 1964). These two well-established agencies have, for more than a century, led policy reform and innovative programming initiatives for disadvantaged populations — men and women involved in the correctional system, at-risk and delinquent youth, and individuals with intellectual disabilities and co-occurring disorders. Currently, CRJ operates 28 residential and non-residential, community-based programs throughout the Greater Boston area, Massachusetts and New Hampshire. Our programs are designed to help the individuals we serve build respect for themselves and their communities, develop a sense of responsibility, accountability, independence and well-being, while encouraging and supporting personal growth.

CRJ has continually responded to the changing needs of the criminal justice system, while working to enhance public safety. Today, CRJ's Crime and Justice Institute conducts research, evaluates and documents effective solutions to crime in our communities, serving as a resource to criminal justice agencies — including the National Institute of Corrections and the Massachusetts Executive Office of Public Safety — and communities across the country. Crime and Justice Institute publications including *Returning Inmates: Closing the Public Safety Gap* (2001); *CORI: Balancing Individual Rights and Public Access* (2005); and *Using An Integrated Model to Implement Evidence-Based Practices in Corrections* (2005), put CRJ at the forefront of re-entry issues, shaping public policy and reforms in our justice system.

Our Mission

Community Resources for Justice supports society's 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 individuals 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 is designed to build the capacity of people to live safe and productive lives. These efforts also help communities gain an enhanced sense of safety and improved quality of life. In everything we do, we are dedicated to being an organization that performs at the highest level, with a workforce possessing the skills and knowledge that ensure a strong positive impact on our clients, our communities and our profession.



meeting the challenge

2015

message from the president & ceo

Author, lecturer and professor Jim Collins (*Good to Great and Built to Last*) says that “the greatest enemy of great is good.” CRJ strives to be a great organization. That is a commitment we make everyday to each other, to the people we serve, to the agencies who engage our work, to the funders who support our mission, and to our neighbors in the communities we serve.

There is no doubt that CRJ is good at what it does. During the last two years, we chose to make a bold statement to ourselves and to our constituents — we are not content with good — we intend to be great. This is our challenge to ourselves, and we live it everyday.

This report will give you a glimpse into some of the ways that we are meeting the challenge. Our mission sets the stage for challenge:

Community Resources for Justice supports society's most challenged citizens.

By intention, when presented with the choice, we design our programs for individuals who are “high-impact players”.

We work with those who have significant developmental challenges. We work to be leading innovators helping youth in the Massachusetts Department of Social Services and Department of Youth Services transition to live independent, productive and successful lives. We work with policy makers locally and internationally to implement evidenced-based practices throughout their organizations, as well as our own 28 program sites.

Hundreds of individuals, foundations, corporations, and government agencies help us succeed. It is only through their support, and your support, that we continue to thrive and strive. Join us in these pages on our journey to great.

We hope you will continue to help us meet the challenge!

Thank you,

Julia C. Livingston
President

John J. Larivee
CEO

meeting the challenge

2015



adult correctional services

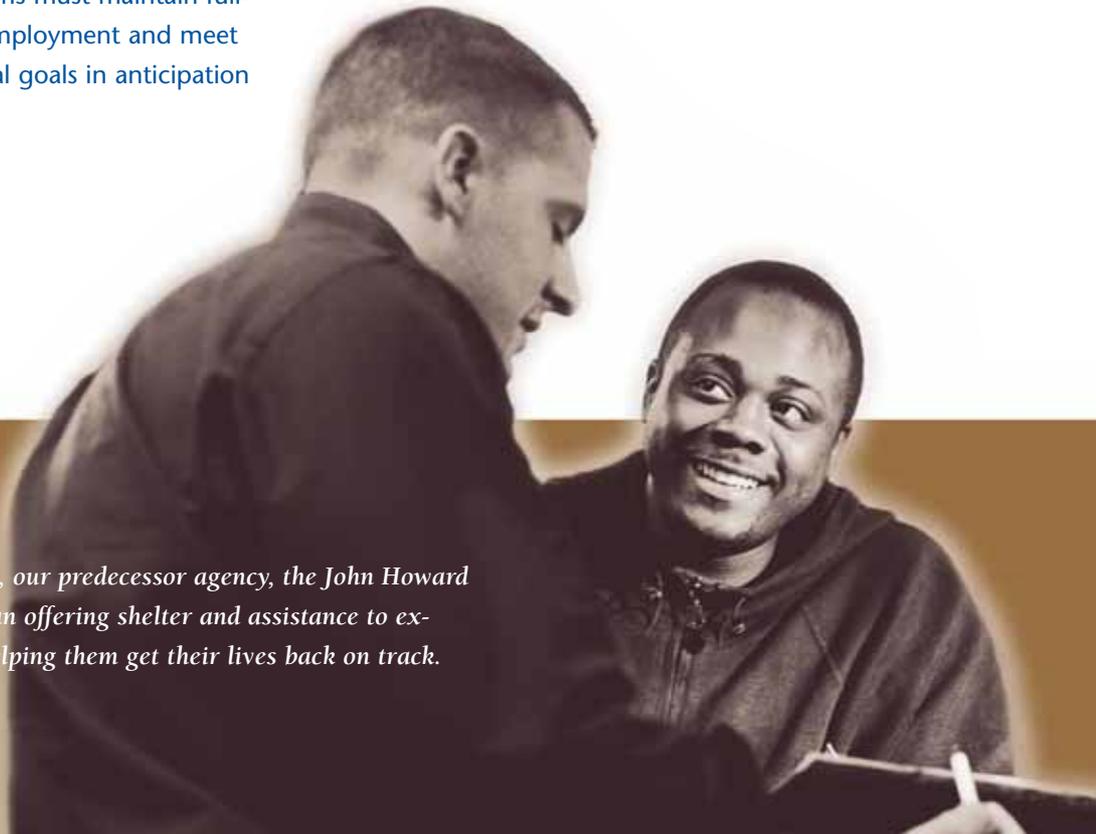
Each year more than 20,000 men and women are released from incarceration back into the Massachusetts communities.

Today, CRJ's Adult Correctional Services offer secure, supervised and structured environments for over 1,100 adults each year who are serving the final months of their sentences, are on probation or parole, or are homeless.

CRJ's experienced case managers help offenders break down the barriers they face in overcoming addictions and other at-risk behaviors, learn to accept responsibility for their behavior, reestablish family ties, secure full-time employment, establish a financial plan, and learn to access community resources. All offenders in our programs must maintain full-time employment and meet financial goals in anticipation

of living independently in the community. They also are required to perform community service. While in CRJ's programs, they receive individual and group counseling aimed at addressing their individual needs.

The department's programs, which include three downtown Boston residences — Brooke House, Coolidge House, and McGrath House — and the Boston Re-entry Initiative, operate under contracts with the Federal Bureau of Prisons, the Suffolk County Sheriff's Department, the Boston Police Department, and the Massachusetts Department of Public Health/Bureau of Substance Abuse Services. In order to succeed, these programs also partner with dozens of social service, faith-based and other organizations.



In the 1890s, our predecessor agency, the John Howard Society, began offering shelter and assistance to ex-offenders, helping them get their lives back on track.

HIGHLIGHTS

youth services

We help our youth address their complex issues, and empower them with the positive attitudes, behaviors, and skills they need to enjoy success at home, at school,

on the job and in the community. We assist them in taking charge of their lives, and prepare them for a successful transition from our care onto the next stage of their lives — family reunification, foster care or independent living.

Our work addresses issues including academics, vocation, family, mental health, substance abuse, and life skills. We connect youth to mentoring relationships, employment opportunities, vocational training, and therapeutic, educational, recreational and enrichment resources in the community.

Watson Academy is the Youth Services' comprehensive educational enrichment program providing academic, vocational and life skills curricula and activities, which harnesses our youth's energy and intellect.

The youth we serve have experienced many failures and traumas in their young lives, and will have to overcome significant obstacles in order to achieve well-being and stability in life.

CRJ's Youth Services provide comprehensive services and supports, in both residential and nonresidential settings, which help at-risk and delinquent youth to live safe, productive, crime and drug-free lives. Each year, the department's five programs — Ambrose House, Sargent House, Watson House, Somerville Transition Shelter, and Somerville Community Re-entry Center — serve over 400 young men and women ages 13-21 from the Greater Boston Metro area.

thank you

The Watson Academy was created as a result of the vision of Bob and Laurie Watson. Bob, a CRJ Board Member, and Laurie have been longtime friends and generous supporters. In 2005, we honored Bob and Laurie with CRJ's Justice Award. At the dinner celebration held in October 2005, Bob and Laurie, along with friends, colleagues and admirers came together to raise over \$272,000 for CRJ's programs.





community strategies

Individuals with dual diagnosis — mental retardation/developmental disabilities compounded by psychiatric and mental health issues — are a very complex and difficult population to serve.

Community Strategies, comprised of Community Strategies for Massachusetts (CSMA) and Community Strategies for New Hampshire (CSNH), provides residential and community-based services to individuals living with dual diagnosis, many with forensic backgrounds. Community Strategies programs provide nurturing, normalized and less restrictive alternatives to institutions such as nursing homes, hospitals and residential schools.

CSMA operates 17 adult shared living homes throughout Massachusetts. Each house has three or four residents and is staffed 24 hours-a-day. Programs are geared to foster independence and improve living skills and pro-social behavior. For some clients,

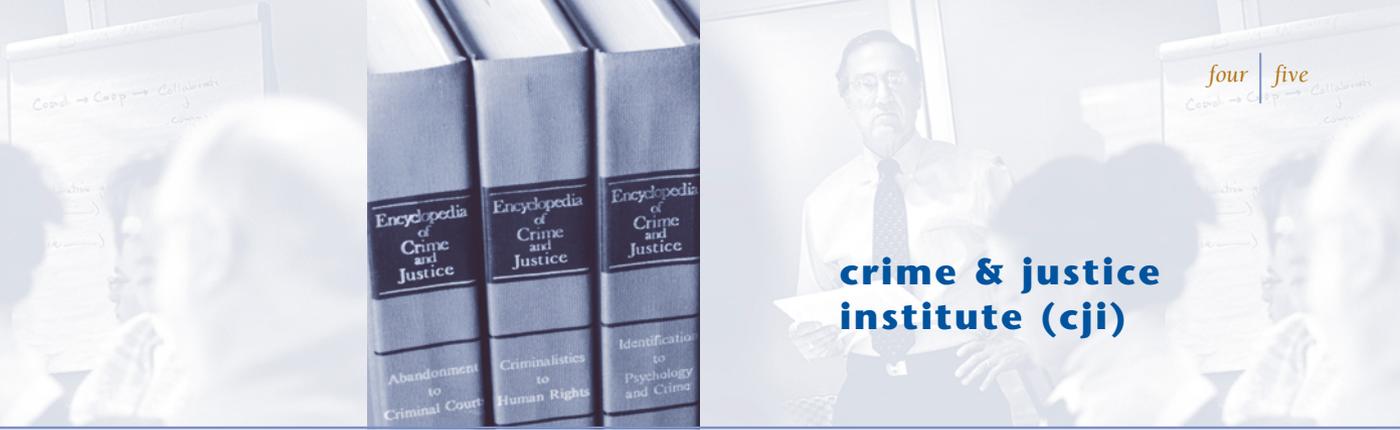
therapy and treatment are augmented with job development and on-the-job support.

CSNH provides adult foster care through private, single home provider placements throughout New Hampshire. In addition, clinical and therapeutic support service coordination is provided to individuals living at home. Services include daily living supports, clinical care, vocational services, transportation and coordination of outside services.

These services are provided under contracts with the Massachusetts Department of Mental Retardation, and with private agencies working for the Division of Health & Human Services of New Hampshire.



CRJ's Community Strategies Department specializes in providing the extensive supervision, treatment and supports which allow individuals with dual diagnosis to remain in the community and enjoy a higher quality of life.



crime & justice institute (cji)

More than 600,000 men and women are released from incarceration into communities across the United States each year. Policy makers, departments of correction, criminal justice systems, re-entry programs, universities, and communities will benefit from the understanding, use and evaluation of evidence-based practices in their programs and curricula.

Founded in 1878, the Crime and Justice Institute (CJI) has evolved from the late 19th century New England movements concerned with public welfare, the humane treatment of prisoners, and the equitable application of justice. CJI enjoys a reputation built over many decades for innovative thinking, unbiased issue analysis, and effective policy advocacy.

CJI conducts research, evaluates programs, convenes public forums, facilitates collaborations and provides technical assistance around evidence-based practices in the criminal justice and social welfare systems. CJI takes a broad view of public safety and its role in bringing about positive change.

A national leader in developing results-oriented strategies and in empowering agencies and communities to implement successful systemic change, a key strength of CJI lies in its ability to bridge the gap between research and practice in public institutions and communities.

Working with key funders — the National Institute of Corrections (NIC), Massachusetts Executive Office of Public Safety, Annie E. Casey Foundation, The Boston Foundation, Gertrude Hooper Fund, Gardner Howland Shaw Foundation, The Center for Effective Public Policy, and others — CJI is having an impact locally, nationally and internationally. Its publications and trainings are highly regarded, and the CJI website serves as a resource for students, practitioners, and policy makers.



HIGHLIGHTS

CRJ's strength lies in its ability to bridge the gap between research (CJI) and practice (CRJ programs) in public institutions and communities. With both under one roof, CRJ is able to implement Institute recommendations within CRJ programs.

2004'05

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Stephen & Ellen Conroy
Michael & Barbara
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David & Jean Dempsey
David & Lucretia DeVore
Deborah DeWitt
Frantz Dorcena & Christine
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& Stephanie Ives
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Joseph B. McDonough
Lawrence & Maureen
McKinnon
Paul J. Mentag
Hugh & Lorna Mick
Karen B. Modest
Sandra Moore
Marilyn J. Mosier
Heidi A. Nagel
Nancy M. O'Leary
Joseph & Judi O'Neil
Stacey Ostiguy
Steven Pappadeas
John & Lisa Parisi
Priscilla Cobb Payne
Gary J. Peters
Robert & Kathleen Phenix
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James C. Pritchard
Robert Quarles
John Quinn
Denton Randolph
Richard & Marcy Rosenthal
Alan & Debora Rottenberg
James W. Sahakian
Paul D. Sawyer
John W. Sears
Ana Seigas
John & Melissa Shaw

Wendy A. Shepard
Sue & Joel Sherman
Stephen Shestakofsky
Robert Simmons
Nancy A. Sisco
James & Sally Slate
Joel & Deborah Slocum
Roger & Joan Spidle
Harold & Dale Stahler
Janet Szylyk
Christopher T. Tomeo
Thomas & Susan Tomeo
Martha E. Torrance
Michael S. Traister
Pat Westwater-Jong
Dr. & Mrs. William F. White
D. Morgan Wilson
Ernest & Roswitha
M. Winsor
Martin Wright
Michael J. & Debra
N. Young
Timothy A. Zadai
Hilary Ziven
Nathan H. & Jacqueline
H. Zoll
Samuel E. Zoll

Foundations, Corporations, Organizations

Air Chef
American Food & Vending
Corporation
American Quality Property
Service
Andrus Family Fund
Bender Consulting
Services, Inc.
Bingham McCutchen
Blue Cross Blue Shield
of MA
The Boston Foundation
Braver & Company, P.C.
Buonato Foundation
Buxton Company
C3 Commercial
Construction Consulting
Annie E. Casey Foundation
The Center for Effective
Public Policy

The CEO Forum
Children's Hospital Boston
Choate Hall & Stewart
Citizens Bank Of
Massachusetts
Columbia Construction
Company
CommAir
Committee to Re-Elect
Sheriff Robert J. Garvey
Committee To Elect
Marie St. Fleur
Cornerstones for Kids
Crossroads for Kids
Cubellis Associates
Curry College
The Douglas Insurance
Agency
Durham School
Services, L.P.
East Bay Community
Foundation
Ellis Memorial & Eldredge
House, Inc.
Falcon Lock & Safe Service
Fantini Bakery
First American
Title Insurance
Gardiner Howland
Shaw Foundation
Garelick Farms
Gertrude Hooper Fund
Goldman Sachs
& Company
Goulston & Storrs
Hallsmith-Sysco Food
Services, LLP
Heritage Realty
Hinckley Allen
& Snyder, LLP
Holland & Knight, LLP
Horne Construction
Company, Inc.
Isaacson Miller, Inc.
John Hancock Financial
Services
Justice Resource Institute
Kirkland Construction
Company
Kroll Associates
LaRonga Bakery
LPM Holding Company



CRJ CEO John J. Larivee & Chief of the MBTA Transit Police and CRJ Board Member Joseph C. Carter.

Massachusetts Society for the Aiding of Discharged Prisoners Marsh USA
 Massachusetts Center for SIDS
 MBTA Police Sergeants Association
 McGladrey & Pullen, LLP
 The MENTOR Network
 Merrill Lynch
 MKS Attorneys At Law
 Morgan Linen Service
 Morrissey & Company
 New England Coffee Company
 Nixon Peabody, LLP
 Northeast Security, Inc.
 Northeast Telephone Company, Inc.
 O'Brien Management, Inc.
 Pilgrim Parking, Inc.
 Quinebaug Park, Inc.
 R.E. Dinneen Architects & Planners
 RBC Dain Rauscher
 Rockland Trust Company
 Rodman Ride for Kids
 Sallop & Weisman, PC
 Savage & Browning, LLC
 Service United States Corporation
 Shaw Auto Leasing
 S.R. Weiner & Associates.
 Strategic Hotel Capital
 Sudbury Family Dental Care
 Suffolk Construction Company
 Sunrise Window Cleaning
 Teamsters Local Union No. 25
 Thoreauly Antiques, Ltd.
 Three D Industrial Maintenanc Corp.
 T. J. Cunningham, Inc.
 Twin Rivers Technology
 UBS Investments
 The United Parish of Brookline
 Welch & Forbes, LLC

Trusts

Eugene Fay Trust
 King Delcevere Trust
 Margaret Jane Curtis Trust

Gifts in Kind

Alex MacClean
 American Repertory Theatre
 Andrew Michael's Salon
 ARJ Associates
 Back Bay Restaurant Group
 Bill & Christine Barnes
 Body Evolver
 Boston Red Sox
 Brown Sugar Café
 Canestaro's Restaurant & Pizzeria
 Chili's Grill & Bar
 Concierge At Home
 Corriander Bistro
 Tom Coury
 Currier & Chives
 Michele Dangelo
 Michael Dukakis
 Edaville USA
 Evmorphia Stratis
 Firestone
 Foxwoods Resort Casino
 Funway Café
 Gourmet Caterers
 Granite Links Golf Club
 John & Conseulo Isaacson
 Hilton Boston Dedham
 Huntington Theatre, Boston
 John & Lavinia Jenness
 Jillian's Boston
 John Hancock Financial Services
 Gregg Jordan
 Jury's Boston Hotel
 Laurel Grill and Bar
 LPM Holding Company
 Maggiano's Little Italy
 Mohegan Sun Casino
 Museum of Science & Children's Museum
 Oaks Golf Links
 O'Brien Management, Inc.
 Michael O'Connor

Kathleen O'Toole
 PICCO Pizza & Ice Cream Co.
 Rattlesnake Bar & Grille
 Sel de la Terre
 Bob Shaw
 Mitchell Simon
 Sorento's
 Spirit Cruises
 Sterling Printing
 Strategic Hotel Capital
 Teamsters Pension Fund
 The Ridge Club
 Thos. Moser Cabinetry
 TJX Companies
 Trattoria Toscana
 Tweeter Center
 Union Bar & Grille
 Union Oyster House
 Walking on Air, Inc.
 Bob and Laurie Watson
 Kathleen Zawasky & Richard Altham
 Willilam A. Zucker

Department of Social Services
 Department of Youth Services
 Essex County Sheriff's Department
 Executive Office of Public Safety
 Massachusetts Parole Board
 Office of the Attorney General
 Massachusetts Rehabilitation Commission
 Suffolk County Sheriff's Department
 University of Massachusetts Medical School

New Hampshire

Community Developmental Services
 Community Support Services
 Developmental Services of Sullivan County
 Monadnock Developmental Services
 Moore Center
 United Developmental Services

North Carolina

Forsyth County

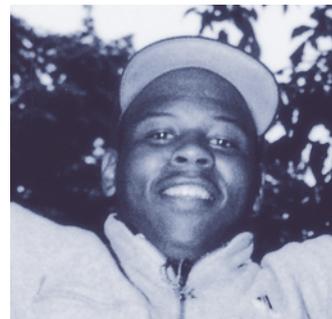
2004-05 Public Funding Sources

U.S. Department of Justice

Federal Bureau of Prisons
 National Institute of Corrections

Massachusetts

Boston Police Department
 Bunker Hill Community College
 City of Boston
 Department of Correction
 Department of Education
 Department of Mental Health
 Department of Mental Retardation
 Department of Public Health/Bureau of Substance Abuse Services



2004'05

financial statements

Sources of Expenses and Revenues

| REVENUES | 2004 | 2005 |
|------------------------------|---------------------|---------------------|
| Program Service Fees | \$16,005,305 | \$16,511,257 |
| Gifts and Grants | 430,901 | 290,326 |
| Consulting Revenue | 16,470 | 46,322 |
| Investment Income | 94,305 | 88,818 |
| Gains (losses) in Investment | 515,062 | 281,680 |
| Loss on Sale of Property | <2,347> | <2,026> |
| Other Revenue | 259,230 | 237,865 |
| Total Revenues | \$17,318,926 | \$17,454,242 |
| EXPENSES | | |
| Crime and Justice Institute | \$466,793 | \$565,653 |
| Adult Correctional Services | 2,952,629 | 2,807,284 |
| Community Strategies, MA | 5,753,405 | 5,963,013 |
| Community Strategies, NH | 1,251,848 | 1,359,009 |
| Youth Services | 3,068,799 | 3,042,124 |
| Administration | 3,322,356 | 3,223,769 |
| Total Expenses | \$16,815,830 | \$16,960,852 |
| CHANGE IN NET ASSETS | \$503,096 | \$493,390 |

Statement of Financial Position

| | 2004 | 2005 |
|---|-------------------|-------------------|
| Current Assets | 6,631,669 | 7,349,086 |
| Property and Equipment | 6,452,749 | 7,786,581 |
| Total Assets | 13,084,418 | 15,135,667 |
| Current Liabilities | 1,150,242 | 1,667,309 |
| Long-term Liabilities | 2,565,746 | 3,606,538 |
| Total Liabilities | 3,715,988 | 5,273,847 |
| Net Assets | 9,368,430 | 9,861,820 |
| Total Liabilities & Net Assets | 13,084,418 | 15,135,667 |

These figures are taken from the audit performed by McGladrey & Pullen for the fiscal years ending June 2004 and 2005. The complete audited financial statement is available upon request to the CRJ Development Office at 617-482-2520 x104.

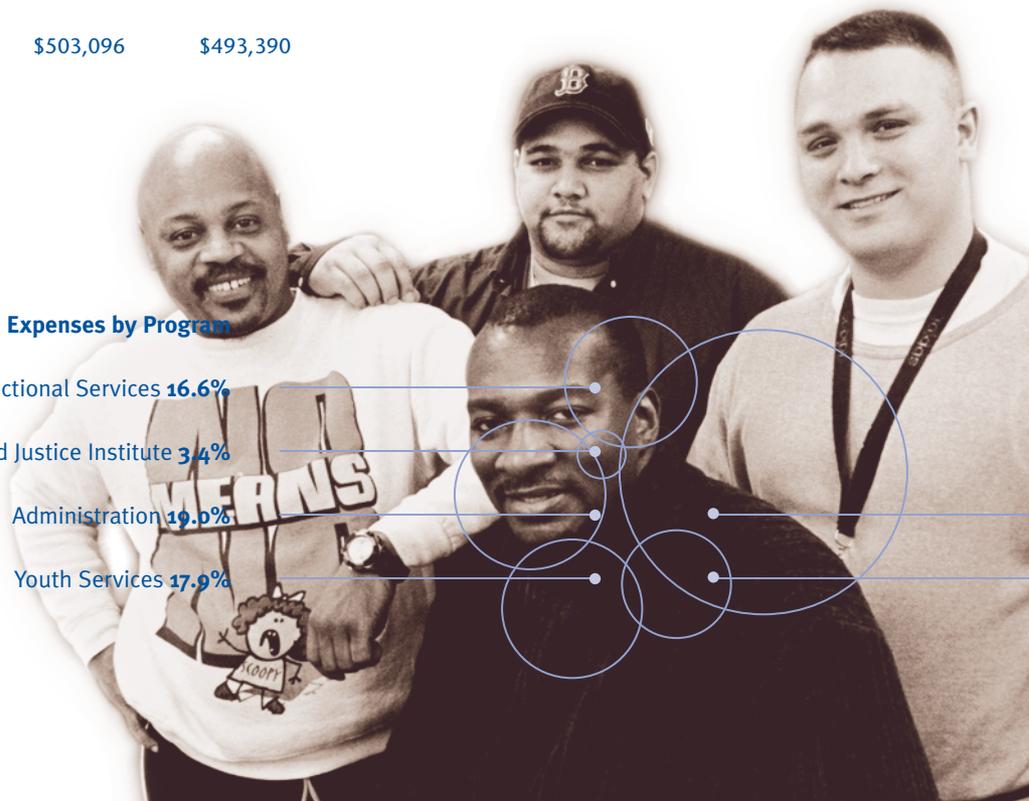
Expenses by Program

Adult Correctional Services 16.6%

Crime and Justice Institute 3.4%

Administration 19.0%

Youth Services 17.9%





Bob Watson (right) with Tom Prendergast of Heritage Realty, lead sponsor of the 3rd annual CRJ Justice Award Dinner honoring the Watsons.

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Garda Siochana Inspectorate

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Adult Offender Services

Deborah A. Hopkins
Community Strategies for New Hampshire

Adrienne Rene Methot
Human Resources

Susan Jenness Phillips
Standards & Quality Assurance

Sergio Reyes
Technological Services

John Rogers
Facilities Management

Marie-Rose Romain Murphy
Youth Services

Eric Scharf
Community Strategies for Massachusetts

Renee Sorrentino, M.D.
Institute for Sexual Wellness



Gifts listed were received during the period of July 1, 2003 through December 31, 2005.

Every effort has been made to ensure the accuracy of this report. If we have inadvertently made an error, please notify the Development Office (617-482-2520 x104) and accept our sincerest apology.

Community Strategies, MA **35.1%**

Community Strategies, NH **8.0%**

crj locations

Massachusetts

CRJ Corporate Office
Boston

Ambrose House
Boston

Brooke House
Boston

Coolidge House
Boston

McGrath House
Boston

Sargent House
Boston

Community Re-Entry Center
Somerville

Somerville Transition Shelter
Somerville

Watson House
Cambridge

CSMA Program Office
Shirley

Abington Residence
Abington

Bellingham Residence
Bellingham

Brookfield Residence
Brookfield

Carver Residence
Carver

Franklin Residence
Franklin

Hubbardston Residence
Hubbardston

Leominster Residences (2)
Leominster

Milford Residence
Milford

Paxton Residence
Paxton

Southbridge Residence
Southbridge

Templeton Residence
Templeton

Westborough Residence
Westborough

Westminster Residence
Westminster

Winchendon Residences (2)
Winchendon

Wrentham Residence
Wrentham

New Hampshire

CSNH Program Office
Northwood

CSNH Regional Office
Keene

