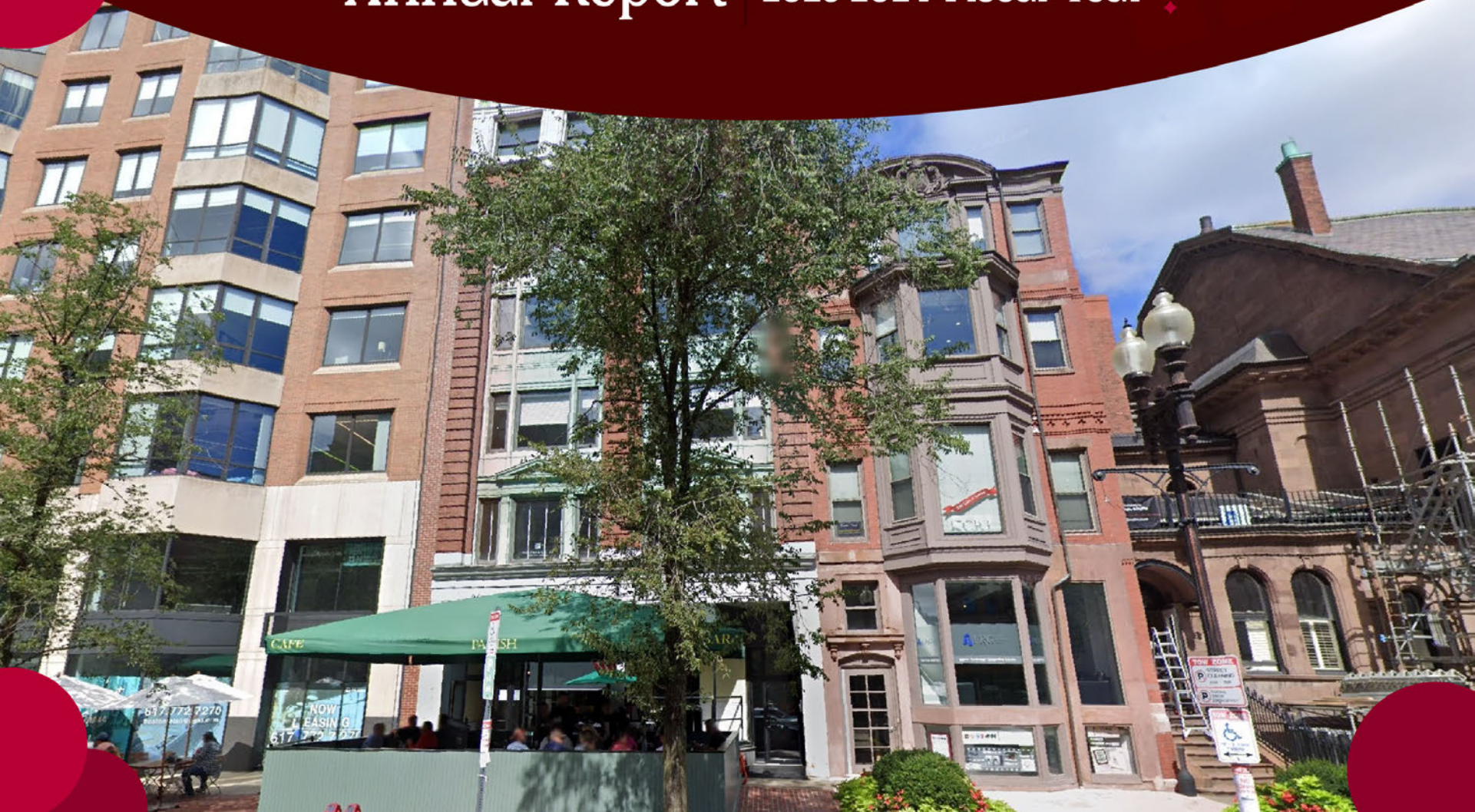




Annual Report | 2023-2024 Fiscal Year





2024 Fiscal Year Annual Report

Table of Contents

Foreword	pg.04
Behavioral Health & Family Reentry	pg.08
Social Justice Services	pg.14
Community Strategies	pg.22
Criminal Justice Institute	pg.30
Fundraising Initiatives	pg.38
HR & Culture	pg.40
Leadership & Finance	pg.42





Dear Friends and Supporters,

As we reflect on the achievements of Community Resources for Justice (CRJ) in 2024, I am filled with pride and gratitude for the incredible work our team has accomplished. This year has been marked by substantial progress in our mission to improve lives and strengthen communities, with a special focus on strengthening mattering and connectedness.

Community Resources for Justice has made significant strides across our four service lines, as evidenced by recent achievements and positive outcomes. Our Reentry Services have played a crucial role in reducing recidivism rates in Massachusetts by one-third since 2019, showcasing the effectiveness of our programs. The Crime and Justice Institute reaffirmed its dedication to evidence-driven justice reform by providing assistance and consultation to justice systems nationwide. Our Developmental Services team received a commendation for their individualized care, scoring an impressive 97 on their licensing visit. Lastly, our Behavioral Health Services opened a Community Recovery Center in Bridgeport, CT expanding much needed support for the community.

These accomplishments, coupled with successful fundraising efforts and grant acquisitions, underscore the strong community support for our work and the vital role we play in the community.



This year, Community Resources for Justice has made considerable advances in strengthening our organization and enhancing our ability to serve. We've implemented a comprehensive compensation survey to ensure equity across the organization, improved our retention rates through enriched onboarding and orientation programs. We've also streamlined our administrative services, demonstrating our commitment to operational excellence and underscoring our robust financial position.

Our multi-faceted communication strategy, including the CRJ Journal, Monday Resource, First Friday's, Donuts with Deb, Community Conversations, employee engagement groups, and New Leader Orientation, keeps staff informed and engaged. These initiatives foster a sense of connectedness and mattering among our staff, ensuring they feel valued and supported in their roles.

Our work at Community Resources for Justice is made possible by the unwavering support of our donors, partners, and community members. Your generosity not only fuels our mission but also inspires us to strive for greater heights each year. Together, we demonstrate that change is both possible and inevitable when we unite behind a shared vision. As we move forward, I am confident that CRJ will continue to have a profound impact on the lives of those we serve, thanks to our dedicated staff, innovative programs, and strong community partnerships. These elements position us well to tackle future challenges and create lasting positive change.

Thank you for your continued support and belief in our mission.

Sincerely,
Deb M. O'Brien, President & CEO



Dear Friends,

"Existence loses its point and savor when we do not matter to the people around us."

(Rosenberg & McCullough, 1981, p. 180)

These words resonate deeply as we reflect on the past year at Community Resources for Justice (CRJ). Through the themes of mattering and connectedness, we have continued to build a foundation where every individual feels valued, noticed, and supported.

Mattering in Action:

Mattering is about significance—ensuring that people know they make a difference. At CRJ, we bring this concept to life by:

- *Valuing Each Other: Fostering a culture of affirmation and mutual care within our organization.*
- *Seeing the Whole Person: Addressing individuals' struggles while celebrating their strengths and potential for change.*
- *Empowering Communities: Bridging policy and practice to create meaningful impact locally, statewide, and nationally.*

In 2024, we expanded our reach by serving several thousand individuals, hosted forums amplifying community voices, and invested in professional development for our staff who are integral to our mission.

Connectedness as a Catalyst:

Connection drives resilience and transformation. This year, CRJ strengthened relationships by:

- *Collaborating with community organizations to amplify collective impact.*
- *Launching initiatives to ensure equitable access to services.*
- *Building mentorship networks that foster peer support among individuals with shared experiences.*

Stories of Impact:

The intersection of mattering and connectedness is where real change happens. One inspiring example is Carlos Rebollo's journey—from incarceration at age 15 to launching his own business, Freedom Braids, after transitioning through CRJ's Family Reentry program. His story was featured in the HBO documentary *Nature of a Crime*, showcasing his resilience and transformation.

Another highlight was the RISE & Bloom gala celebrating Family Reentry's 40th anniversary. Women who have survived incarceration and trauma walked the runway in a powerful display of beauty and strength—an event that united diverse communities in support of change.

Looking Ahead:

As we move forward, CRJ remains steadfast in our commitment to deepening impact through mattering and connectedness. Together with our supporters, partners, and community members, we will continue building a world where everyone belongs.

With Gratitude,
Sandra Best Bailly, Board Chair, Board of Directors 



Our Year in Review

At Family Reentry | CRJ, we tackle the interconnected challenges of behavioral health, domestic violence, reentry, recidivism, and at-risk-youth risk by providing evidence-based interventions that drive meaningful change. Our holistic approach connects individuals to essential resources while equipping them with the skills and support needed to foster resilience, personal growth, and long-term success. For over 40 years, Family Reentry has transformed lives through innovative, community-based services. Now a proud part of CRJ, Family Reentry has expanded its reach across Connecticut, delivering a comprehensive suite of services, at 11 different locations, including:

- ***Domestic Violence Prevention***
- ***Reentry Support***
- ***Youth & Adult Mentoring***
- ***Behavioral Health Treatment***
- ***Peer Support***
- ***Intensive Outpatient Programs***

By tailoring care to each individual and family, FRE empowers clients to rebuild their lives, achieve self-sufficiency, and strengthen families and communities. We are your Roots to Recovery—providing the foundation for lasting transformation.



In 2024, we served:

4,605 Total Clients

486 Behavioral Health
in New London

545 Behavioral Health
in New Haven



2,709 Domestic Violence
Programs

209 Recovery
Community Center



72 RISE



Recovery Community Center Launch

In September 2024, Family Reentry's Bridgeport office proudly opened its new Recovery Community Center at our Bridgeport office, funded by a \$1.5 million grant from the Substance Abuse and Mental Health Services Administration (SAMHSA). The grand opening event welcomed the community to celebrate this milestone. As a peer-led space, the center offers support groups, one-on-one peer support, recovery resources, and outreach programs. Staffed by individuals with lived recovery experience, our peers help members overcome barriers and connect to essential recovery resources. In our inaugural year, we supported over 200 people on their recovery journeys.

Throughout the year, we hosted well-received community events such as Cookies with Santa, a Halloween Party, and Picnic in the Park, which brought joy and connection to the families we serve.



Expanding our Reach Across Connecticut

Family Reentry expanded its presence by opening our 11th location in Hartford, where we now provide critical domestic violence services under a newly awarded contract. Additionally, our Enterprise House transitional housing program was awarded a \$450,000 capital grant from the State of Connecticut, allowing us to purchase the property and secure long-term housing stability. Other capital grants supported renovations for our Bridgeport and New London programs, along with a full-scale renovation of our newly expanded offices in New Haven. Our Intimate Partner Violence Family Assessment Intervention Response (IPV-FAIR) program expanded services with the creation of a new treatment team dedicated to meeting the needs of our Hispanic clients, ensuring culturally responsive care.

Growth of Behavioral Health Services

Our behavioral health outpatient programs continue to thrive, serving over 1,000 clients this year. This growth reflects our commitment to delivering high-quality, trauma-informed care to those we serve.



- ✧ ✧
✧ As we look ahead, Family Reentry is excited to continue expanding our footprint across Connecticut, empowering justice-impacted individuals and families with the resources and support they need to thrive.



**Family
Reentry**




Social Justice Services

Massachusetts

CRJ is asking for support for FY26 funding of \$15.5 million for line item 0339-1011 (FY25 \$15.5M). The funds reduce recidivism by supporting individuals with the tools they need for success in the community. Since 2018, this line item has allowed for the addition of residential beds and wrap around services, throughout Boston, West Springfield, New Bedford, and in FY26 for further expansion. In September 2024, CRJ subcontracted to open Road to Renewal a 25-bed male residence in Lowell, MA.

Funding for community-based residential reentry programs provides essential support for men and women as they transition from state or county incarceration back into Massachusetts neighborhoods. Our programs reduce recidivism by helping individuals find employment, housing, substance use treatment, recovery, mental health counseling, and more so they can thrive in the community.

We support individuals nearing the end of their sentence, completing their sentence, on probation or parole, or in the community post incarceration and in need of housing. Participants receive short-term transitional housing typically for a period of three to six months, as well as evidence-based case management services and supervision during their stay. Staff at the program do an assessment for each resident and develop an individual case plan outlining which support services will be most helpful.



In 2024, we served:

274

In Residential
Reentry services

226

Left with
Government ID

250

Left with Health
Insurance

151

Participated in Substance
Use Treatment

82%

Left with Full-time or
Part-time Employment

78%

Left with Stable
Housing

Program Spotlight

Our five Massachusetts residential reentry centers provide support and structure to men and women as they transition from incarceration back into their communities. Residents receive assistance in obtaining steady employment, supportive housing, education and training opportunities, and substance abuse and mental health counseling services. (Not pictured, Road to Renewal, Lowell, MA - 25 beds for males)



**New Bedford
Reentry Center**

20 beds for men



**Boston's
McGrath House**

33 beds for women



**Boston's
Brooke House**

65 beds for men



**Western MA
Reentry Center**

26 beds for men
4 beds for women

A Second Chance

Jane's journey through McGrath House helped her to overcome external obstacles as well as confronting internal struggles—like self-hatred and guilt. By forgiving herself, she was able to unlock her potential. She completed her HiSET, graduating with a GED, and enrolled in cosmetology school.

During his three-month stay, at Brooke House, Jon graduated from Tufts University MyTERN Program with a bachelor's degree in civic studies and is pursuing a Master's Degree in Performing Arts at Tufts University. He found part-time work as a Recovery Coach, mentored fellow residents, organized fundraising events for reentry programs and obtained stable housing through RAFT funding. Due to his community engagement, he is designing the Petey Greene 2025 Boston Marathon Team Shirt.

Jane and Jon are both living in stable housing, contributing positively to their communities while demonstrating the power of hope and resilience.

Please note: actual resident name and photo is not be used for privacy reasons. This photo is a stock asset from a creative service.






Social Justice Services

Federal Programs

We support individuals incarcerated in the Federal Bureau of Prisons nearing the end of their sentences. In addition, we support individuals that have violated the conditions of their federal probation and are placed in our program in lieu of returning to prison. Typically, individuals are placed in our programs for four to six months. While in the program they receive evidence-based case management services. Case Managers conduct an assessment with each resident in the program from which an individual program plan is developed, outlining which support services will be most helpful. Residents who qualify may be placed on home confinement where they participate in all aspects of the program but are allowed to live with their families. Electronic monitoring is used to monitor the residents living outside of the program and ensure security for the community in which they reside.

Our goals are to work with the residents to establish a healthy support system (family, friends etc.), attending counseling services if needed, secure gainful employment, suitable housing and hone basic life skills. When they complete our program, it is their last day of incarceration and they have a support system in place, employment, counseling services, and a place to live, which are all essential to prevent recidivism.





In 2024, we served:

406

In Residential
Reentry services

263

Residents left with
health insurance

275

Residents left the
programs with
government id

87%

Left with
stable housing

57%

Left with full
or part-time
employment



Program Spotlight

Social Justice Services/Reentry Services employs a highly trained and diverse workforce that is committed to delivering the highest quality of services to all our clients. The roles of our employees range from those that are clinical in nature to those that focus on safety and security. It is this unique approach to our work that has led to our success in relevant outcomes. We are firmly committed to ensuring equal opportunities for all individuals, regardless of their histories or current circumstances. We believe that justice should be applied equally to the individuals we serve, their families, and the neighborhoods that we work in. This is our commitment to our clients, to ourselves, and to our world.



Coolidge House
116 co-ed beds



Hampshire House
44 co-ed beds



Houston House
32 co-ed beds



Horizon House
41 co-ed beds



LightHouse
42 co-ed beds

A Second Chance

Resident John Doe arrived at Coolidge House in February 2024. He began job searching and shortly after secured a remote data entry position. He continued to search for more meaningful employment and applied for the position of Assistant Program Director at an adult day care facility. He was hired and started this job in April 2024. After a few months, Mr. Doe has been assigned more responsibilities and is succeeding in this position. During his meetings with his Case Manager, he often reports how much he loves his job. He has developed a passion for working with the elderly population. Mr. Doe has made remarkable progress at Coolidge House, recently he obtained his learners permit to drive and is pursuing his license so may eventually purchase a vehicle. Mr. Doe is on the road to a successful reentry into society.

Please note: actual resident name and photo is not be used for privacy reasons. This photo is a stock asset from a creative service.






Community Strategies

Our Year in Review

We empower people with intellectual or developmental disabilities to live as independently as possible.

Community Strategies supports adults with developmental or intellectual disabilities through specialized programs in Massachusetts and New Hampshire. We offer a range of residential and day programs to support people in the places they want to live and work. Our approach follows the tenets of Positive Behavioral Supports, emphasizing delivery of care to meet a person's specific needs. Simply put, we provide care tailored to the needs of individuals we serve; we don't look to make individuals fit into our programs.



In 2024, we served:

278 total
individuals

45 Residential Homes in
MA & NH supporting:

183 individuals

66 home placements in
MA & NH supporting:

72 individuals



The Grand Opening of the NH Active Life Program

Individuals are offered to participate in a Community Participation Services (CPS) in NH and Meaningful Day Services in MA for up to 30 hours per week. Individuals have the 1:1 support of a direct support professional or a Job Coach to enhance skill development tailored to the needs of the specific individual. Every effort may be made to procure employment in the community that fosters growth and individual preferences, or to provide opportunities that enrich and are supportive of individual needs. It is our belief that with the proper amount of support and supervision, individuals can attain jobs, and/or be engaged in alternative day programming that enriches their lives.

The Incredible Life of Bill



Before Bill moved to New Hampshire, he had been in the Delaware state “system” from September 1986 until December 2007. Over those 21 years, Bill had generally experienced a positive environment where he was well taken care of. However, starting in early 2005, we began to notice a sharp decline in both the system's quality and Bill's condition. While we could only see Bill's specific circumstances, I suspect his situation was indicative of broader systemic issues affecting others as well.

By late 2005, my parents, due to their age, were no longer able to visit Bill. I made frequent visits during 2006 and 2007 and also brought him back and forth to New Hampshire for holidays. Each time I visited, Bill appeared more disheveled and dirty, and it became apparent that he wasn't receiving his full medication regimen and quality care.

By early 2007, Bill was moved out of his room in the main house and was sleeping in a bed in the laundry room/service room/broom closet. His health had significantly worsened, and he began suffering more frequent petit mal and grand mal seizures. His behavior became more difficult and less cooperative, and he was hospitalized multiple times for prolonged periods due to worsening seizures. He had lost weight and his ability to walk and speak had deteriorated to a point where we feared for his survival, especially during the latter half of 2007.

During this time, one hospitalization led to Bill being transferred to a critical care facility in Philadelphia due to his fragile state. It was in August 2007 that Bill was accepted into a new group home in Keene, NH, located on Andover St., with a target move-in date of December. We were deeply concerned that Bill might not survive long enough to make the move. At that time, Tia Tallman and the CRJ team were assigned to assume his care.

On December 13, 2007, I picked Bill up to move him to New Hampshire. He was so weak and frail that I had to carry him to the U-Haul truck. The facility seemed unprepared for his departure and was unable to locate his full medication regimen for the move. They were not pleased about him leaving, and I strongly believe that his medications had become a source of financial gain for the staff, which may have contributed to his deteriorating physical state and numerous medical events. At that point, Bill had very little clothing or personal belongings left.





Looking back, I regret not abandoning what little remained and instead flying with Bill to New Hampshire. The seven-hour trip turned into a 16-hour ordeal due to a raging blizzard.

On December 14, 2007, Bill arrived at Andover St., and I know the CRJ team was shocked by the condition in which he arrived. December 13th marked the lowest point of Bill's life. The transformation that has taken place since that Friday is nothing short of miraculous.

The professionalism and dedication of the CRJ team in caring for Bill has been extraordinary. As a family, we often reflect on two things: 1) Bill would not be here today had we not gotten him out of the Delaware system when we did, and 2) Bill could not have been cared for by a more loving and capable team than CRJ.

Over the past 17 years, Bill has consistently received outstanding care. After CRJ took over looking after Bill his health turned around almost immediately. He continues a very full and happy life, lived to the fullest!

As a family, we are deeply grateful for the efforts of the entire CRJ team, especially Tia Tallman, who has been a constant presence in Bill's care since the beginning.



Residential Living

The majority of individuals served by CRJ reside in single family style group homes with other individuals who have similar behavioral and clinical needs. These homes are staffed by awake staff, 24 hours per day with a high staff to individual ratio. Program components include externalized and internalized relapse prevention, anger management and conflict resolution. Close supervision is provided to ensure the safety of others. Supervised community access is contingent on behavioral stabilization. Many individuals have a behavioral plan to shape adaptive social behavior and to extinguish maladaptive functioning. Staff accompany individuals during excursions into the community and train in individual behavioral management techniques.

Shared Living

Individuals supported in Shared Living live with a Home Provider who has been trained on the specific individualized needs of the person in their support. Most often individuals live in the providers home and may have extra support from a Job Coach and Shared Living Coordinator. Additionally, Shared Living Coordinators are available on an on-call basis to provide support after hours and on weekends.

In 2024, CRJ earned a **97%** rating for Licensing & Certification and received a special commendation for supporting the unique needs of the individuals in our care.






Crime & Justice Institute

Progress, Partnerships, and the Path Forward in Justice Reform

As 2025 begins, the Crime and Justice Institute (CJI) reflects on a year of transformative, evidence-driven initiatives. This past year, we launched new projects, expanded our team of experts, and forged strategic partnerships that have driven meaningful change in justice systems nationwide. Our efforts have remained focused on achieving results that prioritize fiscal responsibility, public safety, and long-term sustainability, all while equipping states with the resources and autonomy to lead change on their own terms.

At the heart of CJI's efforts is our decades-long commitment to advancing nonpartisan solutions supported by data and research. Together, we will build on these accomplishments in the year ahead, continuing to pave the way for lasting progress.





Looking Forward

As we enter 2025, CJI remains deeply committed to working alongside our partners to drive meaningful, sustainable progress tailored to their communities' unique needs and budgets. Our approach is rooted in rigorous, data-driven analysis, research, and evidence-based practices that enable our partners to design justice advancements that are both fiscally responsible and enhance public safety. Recognizing that crime and justice are nonpartisan issues, we excel at facilitating bipartisan collaboration by focusing on outcomes that benefit all stakeholders—improving public health, reducing recidivism, or optimizing resource allocation. This focus on actionable data and shared goals ensures that the changes we help implement deliver lasting impact for communities. Our upcoming projects include:



State Justice Systems

Through the Bureau of Justice Assistance's Justice Reinvestment Initiative, we will continue to build partnerships with state and local governments to enhance public safety outcomes by supporting states in using criminal justice resources more effectively and efficiently to address the complex factors driving crime and recidivism. With our partners and supporters at Arnold Ventures, we will continue to support efforts by state and community-based stakeholders to protect the progress made and expand efforts to develop and implement sustainable policies that improve the lives of individuals and communities.

Youth Justice

We will continue to assist states in implementing innovative, research-based, and data-informed policies to elevate the voices of impacted youth and families and improve youth justice outcomes while promoting sustainable strategies to reinvest cost savings into effective prevention and intervention programs.

Community Supervision:

In collaboration with the National Institute of Corrections and the American Probation and Parole Association, we are developing a new resource to aid community supervision leadership in effectively implementing the National Standards for Community Supervision and sustaining progress within their agencies.

Restrictive Housing Reform

Restrictive Housing Reform: With support from the Bureau of Justice Assistance, we will continue to assist state corrections departments as they take steps to reduce restrictive housing use, enhance staff capacity, document innovative practices, develop resources, and promote data collection to measure impact. We will also evaluate efforts across sites and continue intensive support and publications.

Progress Made



Driving Tailored, State and Local-Level Policy Change

CJI's work is rooted in the belief that state and local leaders are best positioned to develop and implement justice solutions that fit their unique needs. In 2024, we continued to support pragmatic, evidence-driven policy changes that enhance public safety while prioritizing state-level leadership and budget-conscious reforms.

Facilitated Justice Reinvestment:

In Oklahoma, we facilitated a follow-up justice reinvestment process from its 2018 effort that resulted in the adoption of multiple policy changes to its adult corrections system. This year's effort focused on challenges at the county level and Oklahoma's growing jail population, limited behavioral health treatment options and cumbersome court processes. Similar to the 2018 engagement, Oklahoma leaders recommended a series of changes that promote smarter and more efficient processes that provide timely information at key decision-making points and appropriate resource allocation to improve public safety and address complex system challenges.

In New Mexico and North Dakota, we kicked off a justice reinvestment process focused on the challenges of providing effective behavioral health treatment to justice-involved populations in rural areas of the state and improving the reentry process to prepare individuals to be stable members of their communities.

In Louisiana, Nevada, and Utah, we supported efforts to present data and outcomes that showed the public safety benefits of bipartisan, evidence-based policies as well as accurate representations of crime trends to refute unsupported perceptions of crime at the state level.

Improved Safety in Prisons:

We led a multi-state initiative to reduce the use of restrictive housing in prisons, creating safer environments for those living and working in them.

Expanded Opportunities for States and Local Governments:

Together with the Bureau of Justice Assistance and the Council of State Governments Justice Center, we launched the Justice Reinvestment Initiative Assessment Center, providing additional opportunities for states to receive assistance as they examine challenges and opportunities in their criminal justice systems.

Promoting Effective Justice Practices and Behavioral Health Integration

CJI continued to work at the intersection of justice and behavioral health, providing solutions that save money and improve outcomes for individuals in the justice system.

Published Behavioral Health Crisis Response Landscape Analysis:

Developed with support from Arnold Ventures, our comprehensive report can be used as a guide for first responders, behavioral health providers, city leaders, and state policymakers to address barriers to the adoption and sustainability of crisis response programs.

Promoted Improved Treatment

Through our partnership with the National Institute of Corrections, we delivered training to prisons and jails to divert people with mental illness from restrictive housing and to ensure proper assessment and treatment are provided in correctional facilities.

Developed a Substance Use Assessment Framework:

We facilitated a multiagency workgroup that created a revised substance use assessment procedure where agencies will use consistent treatment recommendation levels.

Enhanced Peer Supports for Jail Staff:

We provided Peer Support training to jails across Tennessee in partnership with the Tennessee Corrections Institute to ensure jail employees have support for addressing stressors and other behavioral health needs.

Supporting the Success of Directly Impacted People

CJI is also focused on practical solutions that empower individuals to reintegrate into society without burdening the justice system or taxpayers. In 2024, we expanded initiatives designed to reduce recidivism and help people reintegrate effectively into their communities.

Increased Awareness of Barriers:

We teamed up with the Tennessee Office of Reentry to facilitate a reentry simulation that increased awareness of barriers faced by formerly incarcerated individuals, helping stakeholders create more supportive systems.

Published Reentry Resource:

For the fifteenth year in a row, we released the Coming Home Directory, a published online compilation of services available to people returning to or living in communities in Greater Boston.

Addressed Missed Court Appearances:

We helped Tarrant County, Texas, to pilot an innovative program addressing missed court appearances—streamlining processes and reducing costly bench warrants, while improving fairness and outcomes for communities.

Improved Safety and Justice for Youth:

We collaborated with local jurisdictions to introduce cost-effective programs that bolster a continuum of care, improve youth engagement, reduce youth recidivism and confinement for minor infractions, and enhance public safety, all without the expense of excessive institutionalization.



Fundraising Initiatives

A Celebration of Transformation and Resilience

Family Reentry's *RISE & Bloom Fashion Show* marked a powerful celebration of creativity, resilience, and second chances—honoring Family Reentry's 40 years of impact across Connecticut. More than just a fashion show, the evening showcased the transformative journeys of justice-impacted individuals through powerful storytelling and art.

In collaboration with visionary Norwalk fashion designer Vernice Holmes, clients created and modeled custom dream robes, each garment reflecting personal growth and hope. Vernice's artistry and community spirit captured the heart of Family Reentry's mission—to empower individuals, reunite families, and rebuild lives through holistic, client-centered support.

As we celebrated four decades of our work reentry, behavioral health, domestic violence, and youth challenges, *RISE & Bloom* reminded us that thriving communities are built through compassion, creativity, and second chances.

Through this event, and your generosity, we raised \$120,000 that will go to fund our Mentoring, Youth Mentoring, RISE and Enterprise House Programs!





RISE & BLOOM

Fashion Show Fundraiser

Pictured:

Longtime friend, supporter, and donor of Family Reentry & RISE, **Judy Evnin** walks the runway with RISE Program Director, **Carmen Ortiz**



Thank you to our amazing sponsors!



ELIZABETH & JOSEPH MASSOUD
FAMILY FOUNDATION

RERACKED

OSAY

OUR STORIES ARE YOURS

EMPOWERING
THROUGH
beauty

 **enterprise**

DP

Dalio Philanthropies

Lamboginny







HR & Culture

Engagement & Recognition, Our 2024 Success!

Hello CRJ friends and family, we want to thank you for an amazing 2024! Your passion, patience, and tenacity helped us overcome challenges and exceed expectations, and CRJ would not be the successful, impactful organization it is without all of you.

This year, an astounding 87% of participants in our employee engagement survey said they feel that they are a valued and respected member of their team and 80% said that they would recommend CRJ to a family member or friend as a great place to work. Our goal is to ensure that our workplace is one that allows our employees to grow and thrive, becoming the best version of themselves. As we continue into 2025 and beyond, we are determined to respect the identity and values of each and every single employee, establishing CRJ as a welcoming workplace to all.

The Human Resources & Culture Team strives to improve its performance by providing services in support of CRJ's mission and strategic priorities, its teams and employees. It is our goal to continuously improve the experience of all employees and candidates. We are committed to contributing to the building and strengthening of CRJ's workforce through our partnerships across the organization.





2024 Leadership

CRJ Executive Leadership Team

Deborah M. O'Brien BS, RN, MPA
President & CEO

Bill H. Ames LICSW
VP | Developmental Services (A.K.A. Community Strategies)

Holly Fitting
VP | Behavioral Health, Fund Development

Peter Gerondeau
VP & Chief Financial Officer

Ernie Goodno
VP | Reentry Services (A.K.A. Social Justice Services)

Cara Hart
VP | Chief HR & Culture Officer

Spurgeon Kennedy
VP | Crime & Justice Institute

Oyeyemi Payne
VP | Quality & Compliance

Board of Directors - Leadership

Sandra Best Bailly MSW, LCSW
Chairperson, Board of Directors

Associate Director | Adjunct Faculty, School of Social Work
Institute Fellow, Institute for Inclusive Fellowship
Simmons University

Brian Corr
Vice Chair

Executive Director,
Cambridge Peace Commission and Police Review & Advisory Board,
City of Cambridge, Mass.

Tim Cabot
Treasurer
President & CEO, Katahdin Industries, Inc.

Neni (Sandra) Odiaga
Clerk
Public Defender (Retired), Roxbury Defenders Unit,
Committee for Public Counsel Services

Board of Directors - Members

Mohamed Abdallah

Program Director
Raytheon | An RTX Business

Bernadette Di Re

Healthcare Executive, Retired

Ashley Dortch LCSW, LADC

Clinical Recovery Manager,
Boston Medical Center

Steven Kryger

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

James G. Marchetti

Vice President (Retired),
John Hancock Financial Services

Honorable James F. McHugh

Associate Justice (Retired), MA Appeals Court

Gerry Morrissey

Chief Quality Officer,
Sevita Health

George O'Toole BS, CPRS, COHW

Director of Recovery Support Services,
East Bay Community Action Program/ East Bay Recovery Center

Peter Patch

Principal, Patch & Associates LLC

Peter Tamm ESQ.

Director, Goulston & Storrs

Honorary & Emeritus Members

Joseph C. Carter *Emeritus*

Adjutant General (Retired)
MA National Guard

Thomas J. Desimone *Emeritus*

Executive Vice President, WS
Development Associates LLC

Michael Gardner *Honorary*

Annette Hanson MD, MBA *Emeritus*

Vice-Chair, Public Sector Psychiatry,
Tufts Medical School

Scott Harshbarger ESQ. *Emeritus*

Senior Counsel, Casner & Edwards

Francis X. Hartman *Honorary*

Senior Research Fellow, Kennedy
School of Government, Harvard University

Gerald K. Kelley ESQ. *Emeritus*

Acting General Counsel (Retired), MBTA

John Larivee *Honorary*

Former CRJ President & CEO

Ellen M. Lawton JD *Emeritus*

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

Robert. J Watson *Honorary*

CEO, LPN Holding Company, Inc.

Income Statement FY 24

Consolidated Statement of Activities* Year ending June 30, 2024
Rounded to the Nearest '000

CRJ Revenue

Contracts & Service Fees	\$ 82,303
Rental Income	\$ 404
Grants & Contributions	\$ 262
Other Income	\$ 231
Donated Goods & Services	\$ 226

TOTAL REVENUE	\$ 83,426
----------------------	------------------

CRJ Expenses

Program Services	\$ 72,193
General & Administrative	\$ 10,333
Fundraising	\$ 216

TOTAL EXPENSES	\$ 82,742
-----------------------	------------------

CHANGE IN NET ASSETS FROM OPERATIONS	\$ 683
---	---------------

Statement of Financial Position FY 24

Consolidated Statement of Activities* Year ending June 30, 2024
Rounded to the Nearest '000

Assets

Current Assets	\$ 15,788
Investments	\$ 13,776
Property & Equipment	\$ 20,720
Other Assets	\$ 2,989

TOTAL ASSETS	\$ 53,273
---------------------	------------------

Liabilities

Current Liabilities	\$ 10,462
Long-Term Debt	\$ 5,073
Other Long-Term Liabilities	\$ 1,914

Net Assets	\$ 35,824
-------------------	------------------

TOTAL LIABILITIES AND NET ASSETS	\$ 53,273
---	------------------



2024 Donors

Donations from July 1, 2023 to June 30, 2024

\$250-\$499

Grace Berestecki
Ronald & Myrna Bocage
Jacqueline Chamandy
Early Act Rotary Club
Carlah Esdaile-Bragg
Martin & Susana Fantozzi
The Goldstone Family Foundation
King Delcevare Trust
Todd Knapp
Ellen M. Lawton ESQ.
Anthony LoPresti
Sean McElligott
Okie, M&A Fouracre IMA-Main PLGD
Donald Steckler
Lewis Sargentich and Valerie Bradley

\$500-\$999

Deborah Bowen Brennan
Joseph & Rae Carter
The Howard Head Family Foundation
Shaun Jafarzadeh
C. Bruce & Helen L. Johnstone
Michael & Martha Keating
Gerald K. Kelley
Josephine Merck
Gerry Morrissey
Susan Ness
Northern Trust Charitable Giving Program
Neni (Sandra) Odiaga

\$1,000-\$2,499

Judith Biggs	Peter & Karen Hanson	Parish of Christ Church
Tom & Midge DeSimone	Kathleen Kadziolka	Jack H. Phillips
Bernadette Di Re	Koskoff, Koskoff & Bieder	Tom Tachovsky
Enterprise Holdings Foundation	John & Wendy Larivee	Town Fair Tire Foundation, Inc.
Eugene Fay Trust	Dick Marks and Jennifer Morrison	Women's Fellowship -
First Church of Christ, Woodbridge	Sue & Stuart McCalley	First Congregational Church of Greenwich
Jeff & Kris Fox	Honorable James Francis McHugh	

\$2,500-\$4,999

Thomas Abell	Robert & Annette Hanson	Nellie M. Thomas Trust
Elizabeth Raymond Ambler Trust	Michael & Diane Jones	The Resource Foundation
Linnea and Niyum Gandhi	Julia C. Livingston ESQ.	Everett & Sally Schenk

\$5,000+

The AE Family Foundation	Fairfield County Community Foundation	Pakula Foundation
Burlingame Foundation	Joan Trefz Foundation	Robert M. Schiffman Foundation
Cummings and Lockwood	Kryger-Even Charitable Fund	Ulmer Family Philanthropic Fund
Judy Evnin	Margaret Jameson Mellor Memorial Fund	New Canaan Community Foundation



Thank you for your support in 2024!

355 BOYLSTON STREET | BOSTON, MA 02116 | PHONE: 617-482-2520 | WWW.CRJ.ORG