



# Empowering Lives, Inspiring Change

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2025 ANNUAL REPORT



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# Who We Are

## Our Mission

At Community Resources for Justice (CRJ), our mission is to change lives and strengthen communities by advancing policy and delivering individualized services that promote safety, justice, and inclusion.

We empower individuals to overcome social, legal, and policy barriers that limit their opportunities to thrive — because when people succeed, communities grow stronger.

## Our Legacy

For more than 140 years, CRJ has evolved to meet the changing needs of society — advancing justice, expanding opportunity, and supporting individuals often overlooked or marginalized. Across generations, our programs have helped people rebuild their lives, strengthened families and communities, and driven transformations that make systems fairer and more effective. Through every chapter of our history, one belief has guided us: everyone deserves the opportunity to thrive in safe, supportive communities.

## Our Commitment

CRJ is a 501(c)(3) nonprofit organization guided by integrity, compassion, creativity, and excellence. Across all our programs and partnerships, we:

- Support individual transitions
- Strengthen families
- Promote justice
- Improve community safety

Together, we are a community dedicated to empowering lives and inspiring change.

## Our Service Lines

CRJ's work spans four service lines, each advancing our mission in a distinct but connected way.

### Behavioral Health & Family Reentry (FRE)

Family Reentry (FRE) helps break the cycle of incarceration through prevention, intervention, and reentry services across Connecticut. Since joining CRJ in 2020, FRE has expanded to include behavioral health clinics and a recovery community center. Our evidence-based programs and holistic approach build stability through counseling, life skills, mentoring, and housing support.

### Social Justice Services (SJS)

Through our network of eight residential reentry centers across the northeast, SJS helps men and women transition from incarceration back into the community with stability, structure, and support.

### Community Strategies (CS)

CS supports adults with developmental and intellectual disabilities to live as independently and meaningfully as possible. Through a network of community-based homes and day programs across Massachusetts and New Hampshire, CS provides personalized care in safe, home-like environments.

### Crime and Justice Institute (CJI)

CJI is the policy and research division of CRJ. A national nonpartisan authority in justice system improvement, CJI's expert teams blend practitioner experience and research insights to help leaders, policymakers, and practitioners turn evidence into lasting change that improves fairness, strengthens systems, and enhances community safety.



## Support Our Mission

Your generosity helps us provide life-changing services and advocate for a fairer, safer future.

Make a tax-deductible gift today to sustain CRJ's mission.

**[Give Today & Make A Difference](#)**

# Leading with Purpose

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Dear Friends, Partners, and Supporters,

Reflecting on the past year, we are deeply moved by the resilience, innovation, and dedication that define Community Resources for Justice's journey. The theme of this year's annual report, Empowering Lives, Inspiring Change, captures a period of profound transition and growth. Despite economic shifts, policy changes, and organizational transformations, we leaned into our core values and emerged stronger for our clients, our colleagues, and the communities we proudly serve.

Across CRJ, we deepened our impact and strengthened our foundation. We reorganized our accounting department, enhanced IT security, and launched an executive dashboard to guide data-informed decisions — all ensuring CRJ remains a reliable, transparent, and forward-looking partner.

Our greatest investment remains in our people. Through new HR systems, pay equity reviews, and leadership development opportunities, we continue to build a culture grounded in trust, collaboration, and growth. This commitment was recognized nationally this year when CRJ was named one of Newsweek's Best Midsize Places to Work — a true reflection of our values in action.

Innovation and compassion continue to shape our programs. Through our direct service lines, we opened new group homes in Massachusetts and New Hampshire, expanded community day programming through ActiveLife, and led the nation in piloting an integrated electronic monitoring system in our federal reentry programs. Meanwhile, our Crime and Justice Institute advanced data-driven reform, helping states pass legislation and partnering with leaders across the country to develop evidence-informed solutions for lasting change.

We are profoundly grateful to our staff, volunteers, donors, partners, and the individuals we serve. Your dedication and trust make all of this possible.

Together, we remain a force for change — empowering lives and inspiring communities across the nation.

With gratitude,



**Deborah O'Brien**  
President & CEO



**Sandra Best Bailly**  
Chairperson,  
Board of Directors





Family  
Reentry

# Behavioral Health & Family Reentry



# Supporting People on Their Path to a Fresh Start

This year, hope grew stronger and possibilities expanded. Through reentry support, recovery services, addiction and behavioral health treatment, mentoring, youth programming, and domestic violence prevention, Family Reentry continued to grow to meet the rising needs of our communities. Every step reflects our unwavering commitment to walk alongside individuals and families as they heal, rebuild, and thrive. Thanks to the dedication of our staff, lives are being restored, families are reconnecting, and futures are being rewritten — proving that no one is defined by their past.



## Impact Highlights



### Expanded Reentry Support

Secured funding to grow the Restore Inspire Support Empower (RISE) program in New Haven and Hartford.



### Strengthened Behavioral Health Services

Expanded Behavioral Health programs in both New London and New Haven.



### Enhanced Domestic Violence Response

Launched a new Domestic Violence Psychoeducational Program in Hartford and Derby.



### Increased Recovery Access

Extended hours and added new programming at the Recovery Community Center, serving a growing number of participants.



### Advanced Community Education

Delivered statewide and national presentations on reentry and domestic violence education.



### Expanded Advocacy Capacity

Secured funding to support additional advocacy efforts and community training opportunities.



# Lorna's Success Story

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Lorna has overcome tremendous challenges on her path to stability and self-sufficiency, including battling addiction, rebuilding her confidence, and creating a new foundation for her family.

Through the RISE program, and with the unwavering support of her case manager and peers, she found hope, accountability, and purpose. Lorna has strengthened her life skills, pursued her education at Housatonic Community College, and taken meaningful steps toward reunification with her children.

Today, she is thriving — living independently, focused on her studies in Human Services, and dedicated to helping others find the same second chance she was given. Her resilience, determination, and optimism reflect the power of RISE's individualized support and the life-changing impact of believing in someone's potential.

## Looking Ahead

Family Reentry is committed to deepening its impact and expanding access to critical services. In the coming year, priorities include strengthening behavioral health and domestic violence programs, scaling the RISE initiative into additional communities, and enhancing recovery support through new peer-led programming. We will also expand our advocacy efforts to promote equity, reduce recidivism, and improve access to behavioral health care.

These efforts reflect our vision of building pathways to healing, resilience, and second chances for everyone we serve.

## Connect

Learn more at  
[familyreentrycrj.org](https://familyreentrycrj.org)

# Helping Our Women RISE

This year, we held our second annual RISE & Bloom Fashion Show Fundraiser to celebrate the resilience and creativity of justice-involved women. In collaboration with designer Vernice Holmes and local fashion artists, participants co-created original garments inspired by their personal journeys, using fashion as a platform to share stories of survival, growth, and renewed confidence.

On the runway, each woman stepped forward not just as a model, but as a storyteller, reclaiming her voice, embracing her individuality, and demonstrating the transformative power of compassion, opportunity, and community support.



We extend our heartfelt thanks to the donors, partners, and attendees whose generosity made this event possible. Together you helped us raise over \$125,000 to support our life-changing programs.



**“Participating in the fashion show was especially empowering after returning home from incarceration because it allowed us to pamper ourselves, personalize our looks, and celebrate our womanhood after being stripped of our individuality and anything that differentiated us from others.”**

— Sara (RISE Program)



# Social Justice Services



# Supporting Successful Reentry and Lasting Change

At CRJ, we believe everyone deserves the chance to return home with dignity and purpose. In FY25, our Residential Reentry Services helped 808 individuals across federal and Massachusetts programs successfully transition from incarceration back into their communities. Through personalized case management, residents built stability, independence, and stronger community connections.



## Impact Highlights



**553**

Transitioned to Stable Housing



**808**

Participated in Substance Use Treatment



**387**

Secured Employment



**633**

Gained Health Insurance



### Resident Success Story

When John Smith arrived at Coolidge House in September 2024, he had no ID, no support, and faced starting over. With CRJ's help, he secured identification, a job, and a promotion, rebuilt family ties, and began volunteering. His journey shows how CRJ empowers individuals to overcome barriers and achieve lasting stability.

### Looking Ahead

In the coming year, CRJ will continue to enhance reentry services by expanding housing and employment support, integrating additional technology to improve case management, and strengthening partnerships with community organizations. We aim to increase access to mental health and substance use treatment, support long-term stability, and ensure every individual leaving incarceration has the tools and resources needed to build a safe, productive, and fulfilling life.

### Connect

Learn more at [crj.org/divisions/social-justice-services/](https://crj.org/divisions/social-justice-services/)

# Community Strategies



# Creating Opportunities for Growth and Independence

At CRJ, we believe everyone deserves the chance to live with independence, confidence, and purpose. In FY25, Community Strategies supported 260 individuals in 41 residential programs in Massachusetts and 4 in New Hampshire, plus 72 individuals living with home providers. Through residential and day programs grounded in Positive Behavioral Supports (PBS), we deliver care that adapts to each person's needs, helping people live as independently as possible.



## Impact Highlights



**Launched a Universal Support Team to expand Positive Behavioral Supports**



**Recognized Staff Through the PBS Champions Program for Exemplary, Person-Centered Care**



**Opened a New ActiveLife Location in Keene, NH, Offering Inclusive Day Programs**



**Introduced a 2-bed Transitional Program and a Medical-Model Staffed Home Tailored to Individual Needs**



**97% Licensing Score With Commendation for Individual Choice**



# Brad's Success Story

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Brad has had an inspiring year of growth and achievement. With CRJ's support, he successfully navigated job transitions, strengthened his behavioral and communication skills, and maintained his health and well-being through physical activity and faith practices.

He built meaningful relationships with staff, peers, and family, and looks forward to living independently, buying a home, and starting a family. Brad's determination and positive outlook show how personalized support helps individuals thrive and achieve their goals.

## Looking Ahead

Community Strategies will continue advancing person-centered services that foster independence, inclusion, and meaningful community participation. We're focused on expanding residential options, deepening staff training, and exploring innovative approaches, all driven by CRJ's commitment to helping individuals thrive in the places they call home.

Community Strategies will continue expanding person-centered supports, creating new opportunities for independence, and nurturing a workforce dedicated to improving lives every day.

## Connect

Learn more at [crj.org/divisions/community-strategies](https://crj.org/divisions/community-strategies)



# Crime and Justice Institute



# Advancing Evidence-Based Justice Nationwide

In an ever-evolving justice landscape, the Crime and Justice Institute (CJI) remains a trusted partner for leaders, practitioners, and communities working to achieve meaningful, lasting change. In 2025, CJI advanced fair and effective justice systems nationwide, helping communities strengthen safety, build trust, and expand opportunities. Even amid federal funding reductions, CJI sustained its impact by diversifying funding sources, forging strategic partnerships, and broadening its national reach.



## Impact Highlights



### Created Safer, Stronger Communities

Partnered with leaders in 26 states and 18 counties, multiple local agencies, and national initiatives to implement changes that enhance public safety and support successful community reintegration.



### Drove Policy that Changed Lives

Supported the passage or protection of over 20 data-driven policies and collaborated with state and local partners to improve outcomes at every stage of the justice process.



### Shared Knowledge, Fueled Progress

Produced 9 publications advancing evidence-based practices, delivered 7 presentations, facilitated 6 trainings to translate research into practical strategies for the field, and convened with experts at 12 conferences.



### Built Brighter Futures for Youth

Helped states and localities adopt youth justice policies that reduce recidivism, modernize community supervision and corrections practices, and foster coordination across courts, corrections, behavioral health, and reentry systems.



### Amplified Voices and Shared Impact

Reached more than 2,100 subscribers through CJI's quarterly newsletter, sharing stories of progress, innovation, and impact.

# The Coming Home Directory

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The Coming Home Directory, published by the Crime and Justice Institute at Community Resources for Justice, has served the Greater Boston area for almost two decades, providing information on over 250 local agencies that offer critical reentry services. CJI develops the Directory through a careful assessment of regional service gaps, ensuring returning individuals, their families, and service providers can access housing, employment, health, legal, and other supports. Updated annually in print and continuously online, the Directory strengthens community infrastructure and improves outcomes for people returning from incarceration.

**“Over many years working to strengthen criminal justice systems, I’ve seen few organizations as trusted or effective as the Crime and Justice Institute.”**

**— Adam Gelb**  
*CEO, Council on Criminal Justice*



## Looking Ahead

As the justice landscape evolves, CJI is positioned to deepen its impact — expanding evidence-informed solutions, strengthening partnerships, and scaling strategies that deliver results. With additional resources, CJI will advance its strategic priorities, reaching more states and communities, accelerating innovation, and elevating awareness of data-driven justice reform.

## Connect

Learn more at  
[cjinstitute.org](https://cjinstitute.org)

# Our Team, Our Strength

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We continue to invest in leadership development, professional growth, and employee well-being through initiatives such as New Leader Orientation, a Leadership Development Series, and Mental Health First Aid training. These efforts strengthen organizational performance while building a resilient, skilled workforce that drives innovation and excellence. By celebrating milestones, recognizing years of service, and honoring staff who exemplify our core values of compassion, creativity, excellence, and integrity, we reinforce a culture that attracts and retains top talent.

At CRJ, our people make the impact possible. In 2025, we cultivated a workplace where staff feel welcomed, supported, and empowered to succeed, and we welcomed 460 new team members who expanded our capacity to deliver high-quality programs and serve communities with excellence.

Together, these investments ensure that CRJ remains not just a place to work, but a place to grow and thrive.



## A Leading Economic and Workforce Driver

With more than 900 employees across a wide geographic footprint, CRJ is a significant contributor to local and regional economies. In 2025, we strengthened this impact by expanding our capacity to deliver high-quality programs and services that benefit communities nationwide. Our workforce growth reflects CRJ's position as a major employer and a trusted partner in advancing public safety and social justice.



# Awards & Recognition

CRJ was honored in FY25 as one of Newsweek’s Best Midsize Places to Work and recognized by the Boston Business Journal as one of Boston’s most inclusive organizations, reflecting our strong culture, leadership, and commitment to equity. These distinctions celebrate the dedication of our staff and affirm our ongoing efforts to create a workplace where every individual feels valued, supported, and empowered to thrive.



## Celebrating Our People

At CRJ, our mission comes to life through the dedication and heart of our team. Each year, we honor staff who go above and beyond — living our values of integrity, compassion, creativity, and excellence.

Join us in celebrating the 2025 CRJ Staff Award recipients whose work inspires change every day.

### Integrity Award

Recognizing those who lead with honesty, accountability, and a steadfast commitment to doing what’s right — no matter the challenge.

- Valencia Taft-Jackson
- Amber Nogelmeier
- Roxann Kakitis

### Kossivi Dobgey Memorial Award

Presented in memory of a beloved colleague, this award [honors staff who embody kindness, humility, and unwavering dedication to others.]

- Abdoulaye Kane
- Nakia Heslop
- Maria Bolivar

### Creativity Award

Celebrating innovative thinkers who bring fresh ideas and solutions that strengthen CRJ’s mission and impact.

- Mackenzie Kushner
- Facilities Team
- Fund Development / RISE & Bloom Team

### Excellence Award

Recognizing individuals and teams who set the standard for quality, professionalism, and results-driven impact.

- Annie Tran
- Mark Grasso
- New Bedford Reentry

### Compassion Award

Honoring team members who demonstrate exceptional empathy, care, and respect in every interaction.

- Caitlin Flood
- Kirsten Tetreault
- Victoria Macedo

# Stewards of Our Mission

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## CRJ Executive Leadership Team

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

**William H. Ames** LICSW  
VP | Developmental Services (Community Strategies)

**Holly Fitting** LPC, LADC  
VP | Behavioral Health, Fund Development

**Peter Gerondeau**  
VP & Chief Financial Officer

**Ernie Goodno**  
VP | Reentry Services (Social Justice Services)

**Cara Hart**  
VP | Chief HR & Culture Officer

**Oyeyemi Payne**  
VP | Quality & Compliance

## Board of Directors | Leadership

**Sandra Best Baily** 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



# Income Statement FY25

Consolidated statement of activities year ending June 30, 2025.  
Rounded to the nearest '000.

## Where Our Money Comes From

Contracts & Service Fees.....	\$90,766
Rental Income.....	\$401
Grants & Contributions.....	\$2,094
Other Income.....	\$238
Donated Goods & Services.....	\$200
<b>Total Revenue</b>	<b>\$93,698</b>

## Where Our Money Goes

Program Services.....	\$80,494
General & Administrative.....	\$12,112
Fundraising.....	\$124
<b>Total Expenses</b>	<b>\$92,730</b>

**Change in Net Assets from Operations**      **\$969**



# Our Financial Position FY25

Consolidated statement of activities year ending June 30, 2025.  
Rounded to the nearest '000.

## What We Own

Current Assets.....	\$17,844
Investments.....	\$14,951
Property & Equipment.....	\$22,481
Other Assets.....	\$3,781
<b>Total Assets</b>	<b>\$59,056</b>

## What We Owe

Current Liabilities.....	\$13,299
Long-Term Debt.....	\$4,914
Other Long-Term Liabilities.....	\$2,468
<b>Net Assets</b>	<b>\$38,375</b>

<b>Total Liabilities &amp; Net Assets</b>	<b>\$59,056</b>
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# 2025 Donors

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## **\$250-\$499**

**William and Sharon Ames**

**Alisa Ardito**

**Sarah Atchley**

**Melissa Baia**

**Ronald and Myrna Bocage**

**Sarah DeCataldo**

**The Goldstone Family Foundation**

**Barbara and Joe Hart**

**Shaun Jafarzadeh**

**Janet Johnson**

**Robert Pritchard**

**Phil and Grace Berestecki**

**Emmanuel Church**

**Scot Esdaile**

**April Furey**

**Martha E. Okie and Anthony J. Fouracre**

**Sean McElligott**

**Carmen Ortiz**

**Donald Steckler**

**Brian Corr**

**Navida Greifenberger**

**Felicia Ingram**

**Scott Martin**

**John W. Masotti**

**Nicole Pounds**

**Ana Sofia**

**King Delcevare Trust**

**City of Bridgeport**

**Ms. Elena Kingsland**

**Dae McKnight**

**Kokoro Kawashima-Zajec**

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## **\$500-\$999**

**Margaret Bather**

**Major General Joe and Rae Carter**

**Barnum Foundation For Life, Inc.**

**Citizens Charitable Foundation**

**William and Ellen Galvin**

**Howard Head Family Foundation**

**Nancy Head Thode Trustee**

**Dr. Joseph J. Lawrence Trust**

**Jessie Licata**

**Josephine Merck**

**Neni Odiaga**

**John Williams**

**Sandra Best Bailly**

**Carlah Esdaile-Bragg**

**Ernie Goodno**

**Stephen and Pam Lanza**

## **\$1,000-\$2,499**

**Garrett Calkins**

**David Cappiello**

**CLIR Coaching**

**Tom and Midge DeSimone**

**Women's Fellowship at First  
Congregational Church of Greenwich**

**Jeff and Kris Fox**

**Raymond Giorgio**

**Alera Group**

**Peter and Karen Hanson**

**Robert and Annette Hanson**

**James G. Marchetti and Susan Shephard**

**Susan Ness**

**TD Bank**

**Eugene Fay Trust**

**Adam and Suzanne Zimble**

**Deborah and Richard O'Brien**

**Peter B. Patch**

**Cara Hart**

**Baxter and Alesandra Urist**

**Ganim Legal, P.C.**

**Nick Stanglewicz**

**Richard Marks and Jennifer Morrison**

**Town Fair Tire Foundation, Inc.**

**Enterprise Mobility Foundation**

**The Honorable James Francis and  
Katherine McHugh**

**Letitia Potter**

**Thomas G. Tachovsky**

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## **\$2,500-\$4,999**

**Linnea and Niyum Gandhi**

**Nellie Thomas Trust**

**Kryger-Even Charitable Fund**

**Julia C. Livingston**

**Robert M. Schiffman Foundation**

**The Resource Foundation**

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## **\$5,000+**

**The AE Family Foundation**

**Elizabeth and Joseph Massoud  
Family Foundation**

**Jill Fopiano**

**Pakula Foundation**

**Gerry and Joanne Morrissey**

**Envision Technology Advisors, LLC**

**New Canaan Community Foundation**

**Tim and Sara Cabot**

**Near & Far Aid Association, Inc.**

**U.S. Charitable Gift Trust**

**Michael and Diane Jones**

**Dalio Philanthropies**

**Everett and Sally Schenk**

**Fairfield County Community Foundation**

**Judith Evnin**

# Rising Forward: Empowering Lives, Inspiring Change

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As we reflect on 2025, we are inspired by the resilience of the communities we serve, the dedication of our staff, and the generosity of our supporters. This year has been one of profound transition and growth, and the year ahead brings new opportunities to expand evidence-informed programs, strengthen partnerships, and deepen our impact.

## Our Goals for 2026

- ✓ **Expand Access and Inclusion:** Reach more individuals and communities with programs that promote fairness, safety, and opportunity.
- ✓ **Strengthen Workforce and Capacity:** Continue developing staff and partners through training, technical assistance, and leadership initiatives.
- ✓ **Innovate for Impact:** Pilot new programs and tools that support sustainable change and evidence-driven decision-making.
- ✓ **Amplify Community Voices:** Elevate the stories and insights of those we serve to inform policy, practice, and public understanding.

## Join Us in Making a Difference

- **Donate:** Support programs that transform lives
- **Partner:** Collaborate with us to implement innovative, evidence-based strategies
- **Join Us:** Explore our careers page for current openings
- **Stay Informed:** Sign up for our newsletter to receive stories, updates & impact highlights

With your support, we can continue empowering lives, inspiring change, and helping more people rise, recover, and thrive. Together, we are building a brighter, more just future.





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

