

2003

Community
Resources for
Justice



it's all about



transition



justice

annual report

crj



Community Resources for Justice 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 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 the people we care about 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.

mission statement

2003

leading

message from the president & ceo

DEAR FRIENDS: Here's a chance to meet Daniel, Angel, and Tina. They are only three of the thousands of people that our staff helped last year — our 125th year of service to citizens of New England and beyond...

And 2003 was a good year for CRJ! For those of you who know us well, we're happy to bring you some highlights. For those who are new to CRJ, we hope that the information provided here will help you to understand the real difference we are making in the lives of the people we serve.

This past year, and during the next few years, we will be facing some unprecedented challenges....

- State and federal government grants for CRJ are often either level funded or require us to do more without new funds. In either case, this situation puts enormous pressure on our operating budgets.
- Across the country, total private gifts from corporations, foundations, and individuals in recent years, when adjusted for inflation, have actually decreased overall.
- There is a new and significantly more competitive environment for non-profit organizations in New England to raise support from generous donors.

And opportunities...

- Philosophy and policy around adult incarceration is changing. Skyrocketing expenses have forced policy makers to take a closer look at successful community corrections programs. CRJ is at the forefront of this work.

- We are working with New Hampshire officials to significantly expand our *Community Strategies* program there in 2004.

- Our *Crime and Justice Institute* is increasingly in demand to assist policy makers and opinion leaders with the latest research and clearest thinking about matters of criminal and juvenile justice.

So, we are building on our reputation and success, and planning for the future. None of this would be possible without the support of the people mentioned in this report. Hundreds of individuals, private foundations, corporate leaders and government officials support our work and help us succeed. We are indebted to them for this support, advocacy, and guidance.

Best wishes for a peaceful and prosperous 2004.



Brian A. Callery

Brian A. Callery
President



John J. Larivee

John J. Larivee
Chief Executive Officer

managing

community resources for justice

CRJ is...

A recognized leader in influencing and changing justice and social welfare systems.

Effectively delivering services to over 1,250 clients who comprise some of our most challenged citizens.

More than 350 dedicated employees, providing care and support 24 hours a day, year round, at 28 locations in two states.

A \$20 million agency with diverse revenues from government contracts, and individual, corporate and foundation gifts.

Celebrating 125 years of service to the citizens of Massachusetts and beyond.

CRJ HIGHLIGHT



CRJ programs are used as benchmarks here and abroad — our staff have met with professionals from across the United States as well as Germany and Great Britain to help them learn more about working with offenders with complex needs and how to help them secure employment.

“One of the most significant barriers to reentry is employment...”



social venture

Like so many non-profits, we are thinking critically about diversifying our revenue streams to insure long-term stability. Our new social venture demonstrates not only the best

thinking around financial stability, but also program delivery. One of the most significant barriers to reentry is employment. By creating our own property maintenance business and employing our own clients, we save money and teach marketable job skills.

CRJ was assisted by Community Wealth Ventures, a Washington D.C. based agency that helps nonprofit organizations become more self-sustaining by generating revenue through business ventures and corporate partnerships. Through a competitive process, CRJ was selected from 150 applicants to be one of just nine agencies receiving \$100,000 of in-kind consulting services. The program was launched last fall with a pilot program at our properties in central Massachusetts. A job coach works with two CRJ consumers to maintain 15 homes. In 2004 we plan to bring nearly all property maintenance in-house and use it as a training opportunity for clients in many programs. Later this year we hope to be able to offer a similar maintenance service to other non-profit organizations.

“Fifty-nine million Americans have a criminal record... 29% of the adult population...”



a system in crisis

CJI's most critical work to date is occurring during a nationwide crisis in adult corrections. Rising crime rates in the 1970s and 80s led to harsher and longer prison sentences for more offenders. As a result, the U.S. prison population quadrupled since 1973 and expenditures on corrections alone increased from \$9 billion in 1982 to \$54 billion in 1999. At the same time, rehabilitation programs within the institutions were cut, including job skills training and substance abuse treatment.

These offenders are leaving institutions and returning to the community with many needs but fewer resources than in the past. Over 80% of offenders have a history of substance abuse, and a high proportion suffer from mental illness. Access to treatment and transitional services are inadequate, however, and returning offenders are failing at high rates. A recent national study found that 52% of state prisoners released in 1994 were reincarcerated within three years.

As they reenter the community, these offenders join the largest component of the corrections population — those living in the community on probation or parole supervision. Unfortunately, the agencies responsible for supervising these offenders are also overburdened and underfunded. The Department of Justice reports that more than 59 million Americans have a criminal record — 29% of the nation's adult population. CJI is working to improve these programs by assisting local, state and national policy makers to successfully implement much needed system reforms.

enhancing crime & justice institute

The Crime and Justice Institute (CJI) has a long history of and national reputation for developing strategies and providing technical assistance that lead to real change in the justice and social welfare systems...

The Institute conducts research, evaluates programs, convenes public forums, facilitates collaborations, and provides technical assistance based on evidence-based practices. We help design and manage change processes to implement system improvement, providing better outcomes and making more effective use of existing resources. With our research knowledge and practical experience, we are well-positioned to advocate for social policy that increases public safety and makes our communities better places to live.

An Active Reform Agenda

In Massachusetts, CJI is collaborating with The Boston Foundation's Community Safety Initiative, conducting a series of issue-oriented public forums to foster public dialog and policy improvement. A statewide survey

will help us better understand and shape public opinion on significant public safety issues.

With support from the Gardiner Howland Shaw Foundation, CJI is developing a roadmap for improving the Massachusetts criminal justice system. The resulting report will outline broad policy recommendations for reducing recidivism, addressing the continuum from sentencing through post-release follow-up.

On behalf of the Massachusetts Department of Correction (DOC), CJI is evaluating the Building Bridges to Employment program, which facilitates the reentry of state inmates, by examining the program's effect on recidivism and employment. CJI is also helping the DOC to implement the Federal Serious and Violent Offender Reentry Initiative by working with a statewide steering committee and six local partnerships to increase their capacity to form collaborations that enhance the reentry process.

CJI HIGHLIGHT



With National Institute of Corrections funding, CJI has worked with a team of national experts to develop a new model for enhanced offender supervision, based on the premise that systems must focus equally on evidence-based practices, organizational change, and collaboration to successfully reduce recidivism. CJI is piloting the model in Illinois and Maine.

supporting direct service programs

ADULT SERVICES: CRJ's corrections programs work with nearly 800 offenders annually as they return to their communities...

The Suffolk County House of Correction (SCSD) refers men and women serving the last three to four months of their sentence to CRJ's Brooke and McGrath Houses. Additionally, these houses provide five beds each, funded by the Massachusetts Department of Public Health/Bureau of Substance Abuse Services, to help keep homeless ex-offenders out of shelters and off the streets. The Federal Bureau of Prisons refers men and women offenders to Coolidge House for the last four to six months of their Federal sentences.

New Collaborative Programs

In addition to these transitional residential programs, CRJ is a partner in two collaborative program models. With funding from the Office of the Attorney General, the Safe Neighborhood Initiative/Bowdoin-Geneva Community Re-Entry Project targets offenders who are returning to the neighborhoods of Dorchester, and

who are participants in the Boston Re-Entry Initiative, a partnership of the Boston

Police Department, Suffolk County Sheriff's Department, CRJ, and several faith-based organizations. This program is truly innovative in that it targets very high risk individuals, as identified by their offenses and their familiarity to police. The program provides mentoring relationships and case management services both prior to release and for up to 12 months post-release to the target population.

The Offender Re-entry Program offers a continuum of services beginning with six weeks of classroom instruction, support services, and mentoring in the House of Correction and up to six months of mentoring and case management services following release. This collaboration between the Suffolk County Sheriff's Department, The Work Place, the Ella J. Baker House, CRJ and Bunker Hill Community College is funded by the US Department of Education.



CRJ HIGHLIGHT

- **Brooke House (at left) moved from its South End location to the Fenway neighborhood of Boston, where staff and residents received a warm welcome.**
- **Coolidge House successfully achieved re-accreditation from the American Correctional Association.**

“I’m so happy now. I plan to attend college and some day I want to work with troubled teens...”



tina

At 36, Tina feels like it’s time to turn things around. “I had a chip on my shoulder. It took a long time to let the chip fall. McGrath House staff put up with a lot from me.” Tina credits McGrath House staff with helping her learn that it pays off to follow the

rules. “I’ve learned a lot from this process, but I wouldn’t want to do it again. From here on it’s on the up and up. I tried every other way. That’s the only way to do it.”

After serving time at Suffolk County House of Correction for drug charges, Tina is completing her sentence at McGrath House through their pre-release program. Tina attends four Narcotics Anonymous meetings a week as well as therapy. “I’m doing the foot work and it’s a lot of work but I’m seeing the blessings now.” She’s proud that people have seen her changing. “I owe a lot of thanks to McGrath House for helping me through troubled times.”

When asked how she feels about leaving, the answer comes quickly. “I’m so ready to go home but I get nervous thinking about it.” She’s nervous but also determined. “I have the fear of jail instilled in me now. It’s just not worth doing the wrong thing anymore.”

In addition to pursuing her GED, Tina works as a hostess at Bickfords. “It wasn’t easy to get to the point where I could work – I was always on restriction (at McGrath House.) I couldn’t go out of my room except for meals and bathroom breaks.” But Tina also says the staff saw something in her and they wouldn’t give up.

For Tina, things have turned around. Her focus now is work, family and the future. “I’m happy now. I plan to attend college and some day I want to work with troubled teens. I’ve been involved with the courts since I was 16. I have a lot of personal experience.”

profile

direct service programs

YOUTH SERVICES: Each year, CRJ's Youth Services works with 350 adolescents referred by the Massachusetts Departments of Youth Services (DYS) and Social Services (DSS)...

DYS referrals are street-wise, court involved, urban youth with limited alternatives who are at-risk for future criminal activity. DSS referrals are most often youth who have known real hardship, abuse or dysfunction at home.

A Continuum of Care

CRJ's programs provide a continuum of care that support the individual needs and progress of each youth. The continuum includes a secure detention facility, a residential community transition program, two specialized group homes and a day reporting center. Somerville Transition Shelter (STS), a locked facility, accepts clients from DYS for two weeks to three months before they move on to a less restrictive program that will meet their specific treatment needs.

The continuum of care for DYS youth continues at Watson House, where teens can stay for up to six months

if they are aging out of the system, or are unable to reunite with their family. The Somerville Day Reporting Center supervises DYS youth for up to six months as they transition out of a more restrictive setting and back into the community. These youth are living with a parent or guardian, and working or attending school.

To serve DSS-referred youth, CRJ operates two programs that meet the needs of specific age groups. When foster care is not an option, Sargent House prepares younger youth, between the ages of 13 to 18, for pre-independent living or re-unification with their families. Ambrose House focuses on youth 15-18 who are stepping down out of residential programs to help them make a positive transition to a community-based environment and subsequently to independent living or release from the DSS system.

CRJ HIGHLIGHT



CRJ clients volunteer in the community, providing an estimated 13,000 hours annually for agencies including Community Servings, Metropolitan District Commission, Ellis Memorial, nursing homes and local neighborhoods.

“I go home weekends to see my daughter. I pay attention

to my family. I feel proud of myself...”



angel

Angel is 20 years old and about to “age out” of the DYS system that he’s been involved with since 1997. “I’m nervous about leaving Watson House. It’s just going to be harder. The staff at Watson House gives me advice about difficult situations and helps me see things differently before I get myself in trouble.

When I’m out, I’ll still talk to Watson House staff.”

Angel is ambitious. “I’ve gotta find a way to make more money the right way to give my family what they need. I want to go to college to get a better job, to go far as I can go, you know?” Angel works at Starbucks 30 hours a week and is looking for a full-time job to support his young daughter and his girlfriend but it has not been easy. Each time Angel returned to his old neighborhood from DYS, a cycle of trouble started all over again, but this time he sees things differently. “I go home weekends to see my daughter and last weekend I saw some old friends at the mall (when I was there with my daughter.) They could see I wasn’t just hanging around with them doing nothing. I was paying attention to my family because I wanted to. I felt proud of myself.” Notes Clinical Director Shannon Mountain-Ray, “His commitment to his daughter is just amazing.”

Angel sees his situation this way. “I had a mix of bad people and positive people in my life. I can’t erase [the bad people] out of my life, but now I can see that I’m different from them. I don’t have the urge to hang around with them and do the old things we used to do. All I think about is my daughter and my girlfriend.”

direct service programs

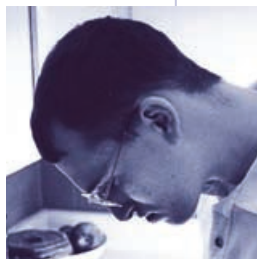
COMMUNITY STRATEGIES: CRJ's Community Strategies is one of the few programs in New England that addresses the combination of development disabilities, mental illness and criminal involvement...

Individuals with complex psychosexual and psychosocial issues often slip through the cracks because they defy standard categorizations. Community Strategies operates in both Massachusetts and New Hampshire, receiving referrals from state agencies responsible for individuals whose behavior shows they are at-risk for court involvement or when the only alternative is incarceration or institutionalization.

The program provides a continuum of care for about 90 clients, and is highly individualized. In many cases, long term or even life-long support is

provided. Care could be delivered in a variety of settings – from small group homes with clinical treatment for individuals who are higher risk in the community, to adult foster care, to support for those living on their own. Community Strategies often begins by managing clinical symptoms and developing social and safety skills. Only then does the program begin teaching living skills that can lead to greater independence. As clients progress, they become involved in community activities and work toward meaningful daytime activities or competitive employment. This success, has earned Community Strategies a reputation as one of the most effective agencies of its kind.

CRJ HIGHLIGHT



Community Strategies is undertaking a demonstration project to implement “best practices” in all of its work with these populations. Our Crime and Justice Institute will evaluate and document the effectiveness of this effort – a significant collaboration between two of CRJ's divisions.

“Working 15 hours a week for CRJ, Daniel is developing vocational skills in property maintenance...”



daniel

Daniel is feeling nervous about being interviewed, so we talk about his Bruins jacket. “I talk about sports with my friends at the house,” he says smiling. Daniel lives in a staffed house in Westminister, Massachusetts that he shares with four other residents. All are active in sports, so this year he plans to compete in the Special Olympics for the first time.

Daniel is a 33 year-old man with mild mental retardation and mental illness who has developed several maladaptive behaviors. He

came to Community Strategies in 1994 after receiving court probation with required supervision. Working 15 hours a week for Community Strategies, Daniel is developing vocational skills in property maintenance. He also volunteers with Meals on Wheels through the Montachusett Opportunity Council. Notes his clinician, Terry Birch, “Establishing meaningful relationships through community membership is a real priority for Daniel.”

Daniel’s improvement in the last few years has been dramatic. He has not shown violent behavior for over three years and has learned how to be a responsible employee, arriving on-time, staying on task and keeping up with his responsibilities. Observes Terry, “He’s done a wonderful job of making himself into a better person, but he still doesn’t have a lot of confidence.” For instance, Daniel feels that if he smokes, his housemates will think he’s cool. “Terry, I want to start smoking again. Is it okay if I smoke Terry?” Throughout the interview, the topic returns. “I’m sorry Terry, but I’ve got my own money and I’m going to smoke.”

Work, family and friends, these are his primary concerns. Daniel visits his family, especially his mom and her boyfriend. “I love my mom very much, thank her for everything she’s helped me out with in the past and for getting me in this program.” When asked about his hopes for the future, his response is quick and clear. “I want to live with my mom. I’d never do anything to hurt her. I learned from my mistakes.”

profile



CRJ

AWARDS & APPOINTMENTS

- CRJ received the 2003 Peer Provider Award from the Massachusetts Council of Human Service Providers, the highest honor bestowed by industry peers.
- Elyse Clawson, Executive Director of CRJ's Criminal Justice Institute was appointed to the Governor's Commission on Corrections Reform.
- CEO John J. Larivee was honored by the Correctional Association of Massachusetts with their Howard B. Gill Lifetime Achievement Award.
- Shawn Web, Program Director at Ambrose House and Elyse Clawson, Executive Director of the Criminal Justice Institute were appointed to the Governors Juvenile Justice Advisory Council.
- CEO John Larivee was appointed to the Governor's Commission on Criminal Justice Innovations.

celebrating service to the community

In May, 1878, a group of prominent Bostonians and clergymen met at Boston's Park Street Church and established the *New England Society for the Suppression of Vice...*

Their charter: "The promotion of public morality and the removal of corrupting agencies by means moral or legal." With Boston's prison population approaching 5,000, most crimes were against public order and decency, and included "gaming by dice or cards on Lord's Day, keeping a house of ill fame, or drunkenness and lascivious cohabitation."

CRJ's First 125 Years

In the intervening 125 years, a blending of 12 organizations with overlapping missions has resulted in today's Community Resources for Justice. The organization integrates agencies historically focused on crime prevention and policy with those that provided direct aid to incarcerated and newly released prisoners.

Today, CRJ carries on the mission of promoting public safety, enhancing the quality of justice, and

helping citizens marginalized by forensic involvement live productive and civil lives, thus upholding

our founders' belief in the fundamental dignity of each individual.

A Gala Celebration — And The First Justice Award

More than 360 prominent Bostonians gathered last October 8 to celebrate the 125th Anniversary at a gala dinner dance. In addition to raising over \$50,000, the occasion provided the opportunity to present CRJ's first "Justice Award." The award was created to honor those who demonstrate a tireless dedication to enhancing our quality of life, a passion for social justice advocacy, and an unshakeable commitment to equality and fairness in our judicial and legal systems. The first recipient was Scott



Harshbarger, former Massachusetts Attorney General. Scott was the unanimous choice of the selection committee, recognizing him as an unrelenting advocate of fairness and justice, and for his long and distinguished career in public service.

As Attorney General in Massachusetts from 1991 to 1998, Mr. Harshbarger spearheaded a series of programs designed to reduce crime and recidivism, including the Safe Neighborhood Initiative, part of CRJ's Adult Corrections Program. In addition to his service as attorney general, Scott was president of Common Cause in Washington, D.C. and the 1998 Democratic candidate for governor of Massachusetts.



contributors and funders

We are grateful to the following individuals, corporations, foundations, and other organizations for their generous support. Gifts were received during the period July 1, 2002 through June 30, 2003.

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Developmental Services of Sullivan County, NH
Essex County, MA, Sheriff's Department
Federal Bureau of Prisons
Forsyth County, North Carolina
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Department of Education
Department of Mental Health
Department of Mental Retardation
Department of Public Health
Department of Social Services
Department of Youth Services
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Every effort has been made to ensure the accuracy of this report. If we have inadvertently made an error, please notify the Development Office and accept our apology.

**Elected at the December 2003 Annual Meeting*

2002-03 financial statements

Sources of Expenses and Revenues

REVENUES	
Contract Revenue	\$16,600,602
Gifts and Grants	\$113,432
Consulting Revenue	\$10,239
Investment Income	\$48,068
Gains (losses) in Investment	\$(53,846)
Gain on Sale of Property	\$2,668,964
Other Revenue	\$370,441
Total Revenues	\$19,757,900

EXPENSES	
Crime and Justice Institute	\$489,726
Adult Correctional Services	\$3,047,783
Community Strategies, MA	\$5,984,178
Community Strategies, NH	\$2,337,965
Youth Services	\$3,003,457
Administration	\$2,438,701
Total Expenses	\$17,301,810

CHANGE IN NET ASSETS \$2,456,090

Statement of Financial Position

Current Assets	\$6,120,747
Property and Equipment	\$6,467,162
Total Assets	\$12,587,909
Current Liabilities	\$1,759,173
Long-Term Liabilities	\$1,963,402
Total Liabilities	\$3,722,575
Net Assets	\$8,865,334
Total Liabilities & Net Assets	\$12,587,909

These figures are taken from the audit performed by Carlin, Charron, and Rosen LLP for the fiscal year ending June 30, 2003. The complete audited financial statement is available upon request to the CRJ Development Office at 617-482-2520, Ext. 126.

Expenses by Program

Adult Correctional Services **17.6%**

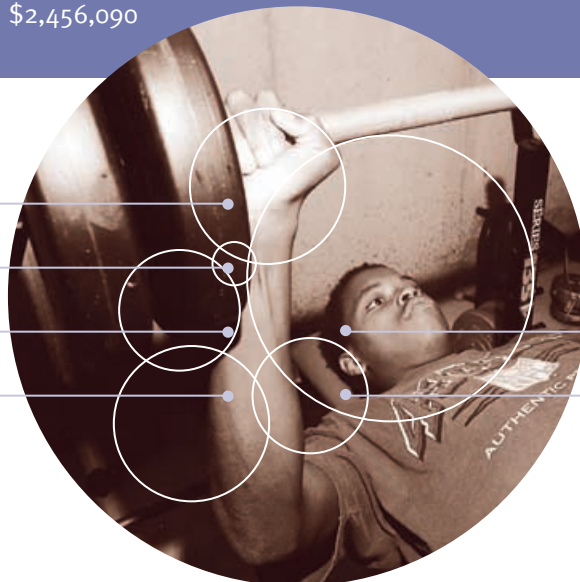
Crime and Justice Institute **2.8%**

Administration **14.1%**

Youth Services **17.4%**

Community Strategies, MA **34.6%**

Community Strategies, NH **13.5%**



crj locations

Massachusetts

CRJ Corporate Office
Boston

Brooke House
Boston

Coolidge House
Boston

McGrath House
Boston

Ambrose House
Boston

Sargent House
Boston

Day Reporting Center
Somerville

Somerville Transition Shelter
Somerville

Watson House
Cambridge

Shirley Residence
Shirley

Abington Residence
Abington

Bellingham Residence
Bellingham

Brookfield Residence
Brookfield

Franklin Residence
Franklin

Hubbardston Residence
Hubbardston

Leominster Residences (2)
Leominster

Milford Residence
Milford

Paxton Residence
Paxton

Southbridge Residence
Southbridge

Westborough Residence
Westborough

Westminster Residence
Westminster

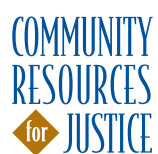
Winchendon Residences (2)
Winchendon

Wrentham Residence
Wrentham

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