



2009-2011 Annual Report

1878 - Today

1878 New England Society for the Suppression of Vice
1889 Massachusetts Prison Association
1890 The John Howard Industrial Home
1891 New England Watch and Ward Society
1899 John Howard Industrial Society

1935 Friends of Prisoners
1940 United Prison Association
1948 New England Citizens Crime Commission
1964 Massachusetts Halfway-Houses, Inc.
1967 Massachusetts Council on Crime and Delinquency
1967 Massachusetts Correctional Association
1975 Crime and Justice Foundation
1999 Community Resources for Justice



Who we are and what we do

At Community Resources for Justice, we believe that society gains when all people are given the support and tools to lead responsible, productive and dignified lives.

Whether transitioning inmates back into mainstream society; diverting troubled youth away from crime and toward productive and fulfilling lives; or providing those with developmental disabilities with a chance to grow and flourish in the community, Community Resources for Justice welcomes and fosters change.

Our research and consulting services advance evidence-based practices that inform systems-level change, while our community-based programs promote public safety and individual growth for some of society's most challenged individuals.

Guided by excellence, creativity and compassion, we have strengthened individuals, families and communities for more than 100 years. **We are Community Resources for Justice.**



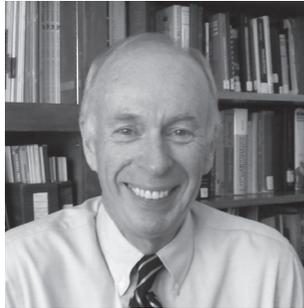
Scott Harshbarger, Board President

From the President and CEO:

We're pleased to present Community Resources for Justice's Annual Report. We hope it prompts closer examination of and support for our work and, more broadly, deliberation about the kind of system of community care we all seek and are willing to support.

The past few years have been defined by energy, creativity and growth across CRJ:

- Our Crime and Justice Institute is at the center of successful efforts across the country to advance evidence-based systems as it advises counties, states, federal agencies and foundations such as The Boston Foundation and the Pew Charitable Trusts on reform initiatives. The Gardiner Howland Shaw Foundation's ongoing support of CJI's work here in Massachusetts has enabled us to continue in our efforts to help develop and implement fair, effective and efficient criminal and juvenile justice policies and practices. CRJ's work toward a system of community corrections that restores effectiveness and public confidence continues to move the public safety debate forward both locally and nationally.
- Our successful halfway house programs have received outstanding accreditation reviews, and we've expanded the model to New Hampshire and will open in Albany, N.Y., in September 2011.
- The collaborative effort between our Community Strategies division and our Crime and Justice Institute to define and measure exactly what our programs do and how they do it offers a ground-breaking opportunity to bring a research-validated approach to our work with adults with intellectual disabilities.



John J. Larivee, CEO

What this report cannot fully convey, however, are the fiscal realities in which CRJ must operate.

Contracts cover only a portion of our true costs, leaving us to rely on you and your generosity to make up the difference.

Each year, our annual 'Who Helped You?' event and Community Hero celebration acknowledges the invaluable partnerships between Community Resources for Justice and individuals who work with us and share our vision.

As we move ahead, these relationships will be integral to our continued vitality. Whether your interest lies with those returning home from prison, kids learning to live independently in the community, adults with developmental disabilities, or public policy that builds support and accountability for effective systems to address these issues, we count you among our partners and invite your active participation in our work. Thank you in advance for your support.

John J. Larivee
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2011

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John Rogers, *Director of Facilities*

Eric Scharf, *Deputy COO for Community Strategies Program and
Organizational Development*

"The people who helped me all had one thing in common that really stood out for me: they weren't going to judge you by your mistakes; all they cared about was that you learned from them."

– **Thomas DeSimone,**
CRJ Board Member



SOCIAL JUSTICE SERVICES

CRJ's Social Justice Services provides community-based programming for youth and adults involved in or at risk of involvement in the child welfare, mental health, juvenile or criminal justice systems. Services address issues of addiction, education, employment, cognitive-skill development and life-skills training.

We partner with community agencies and other local resources in order to provide each client with the services necessary to address their specific and unique needs. Using a strength-based approach, our comprehensive and clinical case management model is designed to build a path for each client toward responsible and productive citizenship.

OUR PARTNERS

*Massachusetts Department of Correction
Massachusetts Department of Youth Services
Massachusetts Department of Children
and Families
Massachusetts Parole Board
Suffolk County Sheriff's Department
Federal Bureau of Prisons
Connecticut Department of Children
and Families
Vermont Department of Corrections*

Major Accomplishments

- Sargent House, a highly specialized and innovative program model for adolescents with multiple system involvement, was successfully launched. Often known as “stuck kids”, these youth have been stalled in the system for long periods of time – often in hospitals and restrictive psychiatric settings due to a lack of community-based options. CRJ's highly structured and clinical model supports each youth's community inclusion while providing high levels of supervision and support. Outcome measures for these youth, individually as well as for the program overall, are developed and tracked so that individual and program impact can be evaluated.

- McGrath House provides a gender-specific reentry program for women released from the County, State or Federal systems. Issues unique to women in the correction system are addressed through specialized groups, services and community linkages – mental health, housing and family issues are prevalent. McGrath House has drawn the attention and support of several local organizations and volunteer groups. Donations gathered by a business group have helped spruce up the living room; a group of young professionals planted flowers for Mother's Day; and many shared of themselves, making a joyful holiday celebration for residents and their families possible.
- American Correctional Association (ACA) accreditation was achieved for all CRJ Adult reentry programs. Hampshire, McGrath, Brooke and Coolidge Houses have achieved the highest levels of accreditation by the ACA. This rigorous process audits and verifies compliance with more than 100 standards covering all aspects of organizational and program administration, operation, life safety and physical plant.

We are proud of the accomplishments we have made – *many have helped us.*

Looking Forward

- Opening Albany, Federal Bureau of Prisons Residential Reentry Center – CRJ's third.
- Vermont – Department of Corrections Transitional Housing project opening.
- Sargent House replication.

Sargent House • Somerville Transition Shelter • Watson Academy • Brooke House
Coolidge House • McGrath House • Hampshire House





COMMUNITY STRATEGIES

Community Strategies currently supports more than 175 men and women ranging in age from late teens into their 70s.

OUR PARTNERS

*Community Bridges
Connecticut Department of
Developmental Services
Connecticut Department of Mental Health
and Addiction Services
Health Care and Rehabilitation Services
Mass Rehab Commission
Massachusetts Department of
Developmental Services
Monadnock Developmental Services
New Hampshire Department of
Developmental Disabilities
One Sky, Inc.
Pathways of the River Valley
The Moore Center*

Community Strategies serves individuals with intellectual disabilities in community-based settings for adults with severe psychiatric or developmental disabilities, behavioral challenges, mental illness or complex medical needs who require intensive support to live successfully in the community.

Since its inception in 1993, Community Strategies has evolved into a specialized service provider with strong clinical capabilities and unique expertise in serving individuals challenged by sexually abusive behavior or trauma-based diagnoses, such as borderline personality disorder or PTSD, many with involvement in the criminal justice system.

For each consumer, we develop a continuum of care and work creatively to meet his/her unique, complex needs in the least restrictive, most normative, but clinically appropriate, community-based environment.

Major Accomplishments

- **The Collaboration Evaluating the Community Strategies Model** – Through an exciting cross-agency collaboration, our Community Strategies team has been working with our CJI research team to codify and evaluate our service delivery model. Demonstrating our commitment to program evaluation and evidence-based approaches, we are deeply engaged in data collection and evaluation with a goal of improving program outcomes and the lives of the men and women in our care.

- **Community Strategies Services in Demand** – Growing from our strong base in both New Hampshire and Massachusetts, state agencies (near and far) have sought our expertise in program design service delivery and clinical approaches. Expansion into Vermont, with clinical services, and Connecticut, with residential development, enable us to continue to meet the needs of a growing number of consumers.
- **Giving Back to the Community** – This year our consumers gave back through extensive participation in the **Rodman Ride for Kids**. Our Community Strategies consumers volunteered along the Ride finish line to cheer on the more than 1,200 riders; others crafted hand-made soaps and donated them to the Rider goodie bags for all Ride participants; and still others donated their hand-made chocolate candies. The men and women throughout our agency each found a meaningful way to connect with our efforts and support this community event.
- **Quest Audit** – The Massachusetts programs of Community Strategies achieved a 99% rating on the QUEST licensing and certification audit and a two-year license. The outstanding results of this rigorous review demonstrate our commitment to providing excellent care to our consumers and recognize the level of staff dedication required to attain such a high score.

Looking Forward

- Connecticut program expansion
- New Hampshire program expansion
- Publication of the findings of our Collaborative Model Evaluation

RESIDENTIAL PROGRAMS: group homes • staffed apartments • shared living residences
DAY HABILITATION: meaningful day • competitive employment • educational activities • volunteer work
OUTREACH • CLINICAL SERVICES





CRIME & JUSTICE INSTITUTE

The Crime & Justice Institute (CJI) offers a team of experts who provide nonpartisan consulting, policy analysis and research services designed to improve public safety in communities throughout the country. CJI develops and promotes evidence-based practices (EBP) which inform practitioners and policy makers, including corrections officials, police, courts, community and political leaders. CJI's strength lies in our ability to bridge the gap between research, policy and practice in public institutions and communities. Through our work, we help make the public safety system more results-driven and cost-effective.

OUR PARTNERS

- Bureau of Justice Assistance (BJA)
- California Administrative Office of the Courts
- Chief Probation Officers of California
- Court Support Services Division (CSSD) of the State of Connecticut's Judicial Branch
- Gardiner Howland Shaw Foundation
- Public Welfare Foundation
- National Institute of Corrections
- Massachusetts Department of Youth Services
- Massachusetts Executive Office of Public Safety and Security
- National Center for State Courts
- National Judicial College
- New Hampshire Charitable Foundation
- New Hampshire Department of Corrections
- New York State Department of Corrections and Community Supervision
- Pew Charitable Trusts' Center on the States
- Roca, Inc.
- State Justice Institute
- The Annie E. Casey Foundation
- The Boston Foundation
- Virginia Community Criminal Justice Association
- Virginia Department of Criminal Justice Services

Major Accomplishments

- CJI developed and hosted a series of webinars entitled *Using Science in Criminal Justice Practice to Achieve Better Results*. Designed to engage researchers and practitioners in building a community of practice from a variety of stakeholder perspectives, the webinars were based on CJI's **groundbreaking EBP Box Set** papers, based on the integrated model for implementation of EBP developed with the National Institute of Corrections, the definitive resource across the criminal justice system, including: community corrections, defense, jail, judiciary, pretrial services, prison, prosecution and treatment.
- Tribal Expertise** – Building on our work with BJA on cultural competency and risk assessment with American Indian offender populations, CJI is now assisting the Leech Lake Band of Ojibwe with their Second Chance Act juvenile demonstration grant. The Band is partnering with CJI to create a culturally-specific, asset-based, wraparound reentry program for Leech Lake juveniles returning to the Reservation from placement in secure detention.

- Massachusetts Criminal Justice Reform** – Funded by The Boston Foundation and the Gardiner Howland Shaw Foundation, CJI has engaged in a statewide effort to improve outcomes in the MA criminal justice system. Our groundbreaking report, *Priorities & Public Safety: Reentry and the Rising Costs of our Corrections System*, examines the growth in corrections costs in contrast to government spending for other competing sectors. In the report we describe specific reforms to bring costs under greater control, all of which have been credited with being the catalyst for Probation restructuring in the Commonwealth.
- Pew Policy Framework to Strengthen Community Corrections** – CJI, in partnership with Pew and others, has been working with states interested in adopting sentencing and corrections reform measures consistent with the Pew Policy Framework to Strengthen Community Corrections. The project's goal is to develop fiscally sound, data-driven policies and practices in sentencing and corrections that protect public safety, hold offenders accountable and control corrections costs.

Looking Forward

- Justice Reinvestment Initiative (JRI) Act** – Funded by a BJA grant, CJI will participate on a national steering committee with representatives from BJA, Pew Center on the States, and other technical assistance providers. CJI will work with multiple jurisdictions over the grant period.
- California Probation** – CJI has been engaged to support the implementation of the CA Community Corrections Performance Incentive Act of 2009, aiming to reduce revocations to prison and increase the adoption of evidence-based practices in California probation agencies.
- Community Strategies Collaboration** – This internal CRJ collaboration will bring about new practice findings, both for our own work and for the field at large, on approaches to care for adults with intellectual disabilities. Our evaluation study seeks to objectively codify Community Strategies treatment modalities, measure staff practices and client outcomes, build on its strengths and address areas for improvement.

THE INTEGRATED MODEL





The Rodman Ride for Kids

CRJ is proud to be a Rodman Ride for Kids affiliate agency. The Rodman Ride for Kids is an umbrella matching gift charity that supports at-risk children in Massachusetts. The Ride for Kids and its affiliated agencies fundraise year-round, culminating with a Ride event held on the last Saturday of September each year. Affiliated agencies raise funds through individual donations, corporate sponsorships and ridership. In turn, the Ride matches those donations with an additional 10%.

**CRJ has been a Rodman Ride affiliate since 2005.
To date, we have raised more than \$535,000.**



“Scientific research confirms the fact that giving people are happier, healthier and live a longer life – so it’s a win-win situation, all around.”

– Don Rodman
2008 CRJ Community Hero

Community Heroes

Each year, the CRJ Board of Directors selects award recipients in recognition of their contributions to our field and their demonstrated commitment to our shared mission. Since the inception of this tradition, which began on the occasion of our 125th anniversary in 2003, we have celebrated the accomplishments of the following *Community Heroes*:

2003 – Scott Harshbarger

2004 – Jack Driscoll

2005 – Bob and Laurie Watson

2006 – Betsy Pattullo and Greg Torres

2008 – Carol Fulp and Gerry Morrissey

2009 – Don Rodman, George Keiser and Jenny Philips

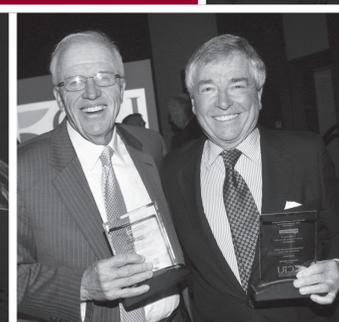
2010 – David Vicinanza, Rhondella Richardson and Ed Latessa

2011 – Mike Ashe and Mike Keating



“Who helped me? My list is long, because I think none of us do anything all on our own. It takes a family. It takes a community.”

– Deval Patrick
Governor of Massachusetts



Summary of Revenues, Gains, and Other Support and Expenses

Financials

	FY 2010	FY 2009
Revenues		
Program Service Fees	24,722,670	22,872,379
Grants, Gifts and Contributions	993,260	575,526
Consulting	412,718	329,363
Investment Income	103,114	166,315
Realized and Unrealized Gains on Investments	395,333	(921,370)
Unrealized Loss on Interest Rate Swap Agreement Obligation	(641,672)	(270,480)
Other Revenue	342,656	1,227,261
Total Revenue	26,328,079	23,978,994

“My Dad helped me and he helped thousands of other people in the City of Boston. It was that lesson that helped me follow the path of joining in public service to help others.”

– **Michael Ross**
Boston City Councilor

	FY 2010	FY 2009
Expenses		
Adult Offender Services	4,994,138	4,080,920
Youth Services	1,935,550	2,331,935
Community Strategies, MA	10,447,758	8,904,011
Community Strategies, NH	1,860,290	1,730,466
Crime and Justice Institute	1,676,162	1,623,468
Other Programs	415,994	347,128
Funding Raising	331,401	269,470
General and Administrative	4,437,173	4,617,704
Total Expenses	26,098,466	23,905,102
Summary of Financial Position		
Current Assets	8,437,311	7,567,677
Property and Equipment	15,486,684	15,812,383
Other Assets	619,962	597,024
Total Assets	24,543,957	23,977,084
Current Liabilities	2,658,660	3,032,670
Noncurrent Liabilities	11,352,999	10,641,729
Total Liabilities	14,011,659	13,674,399
Total Net Assets	10,532,298	10,302,685
Total Liabilities and Net Assets	24,543,957	23,977,084



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July 1, 2009-June 30, 2010

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Troy A. Lee
Greg Torres & Betsy Pattullo
Robert & Annette Hanson
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Robert J. & Laurie Watson

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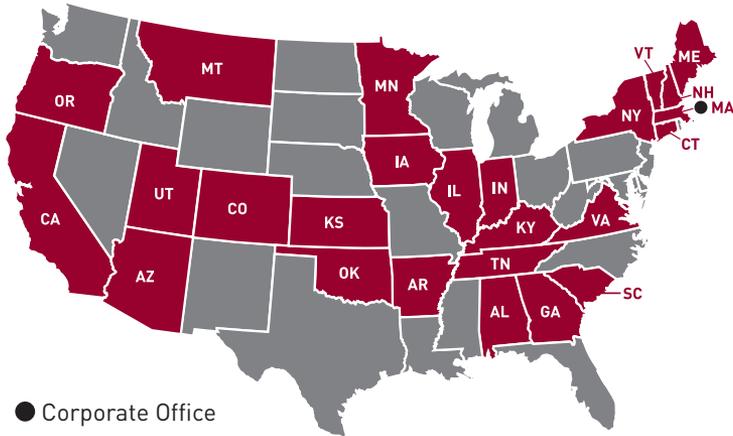
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Tennessee Barbecue
Honest Tea
Sherwin Williams
The Cyclorama
Tower Farms
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