Community Strategies

Adults with Developmental/Intellectual Disabilities are empowered to enjoy rich and rewarding lives through our more than 30 residential and day programs which offer community engagement, meaningful employment, and personal development.

CRJ continues to grow our impact by increasing our capacity to provide shared living options for people who are ready to move to a more individualized support model. We look to match a person with developmental disabilities with a shared home provider who has the talents and resources to provide care in a more home-like setting than a group home model. We continue to recruit more home providers who are compassionate caregivers, who will welcome these women and men into their homes. CRJ staff provides the training, case management services and support needed to make the transition a success.

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Crime and Justice Institute

Our national-scale consulting practice works with elected officials, policy-makers, and thought leaders to achieve significant safety and justice reforms. We help our clients improve public safety and justice by understanding the true nature of crime, using data to drive systemic change, and providing results-oriented strategies.

Social Justice Services

Through our network of program locations, we assist in the successful transition of men and women who have been incarcerated back to their communities by providing support services, vocational education, and prevention programs. These services are provided through the group home model. We continue to recruit more home providers who are compassionate caregivers, who will welcome these women and men into their homes. CRJ staff provides the training, case management services and support needed to make the transition a success.

CS Direct Service Program Locations

l A growing presence in New England.

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CS Direct Service Program Locations

l A growing presence in New England.
Creating Safe, Secure, and More Livable Communities.

Community Strategies

Adults with Developmental/Intellectual Disabilities are empowered to enjoy rich and rewarding lives through our more than 30 residential and day programs which offer community engagement, meaningful employment, and personal development.

CRJ continues to grow our impact by increasing our capacity to provide Shannon Living Options for people who are ready to move to a more individualized support model. We look to match people with developmental disabilities with a Shannon Home Provider who has the talents and resources to provide care in a more home-like setting than a group home model. We continue to recruit more Shannon Providers who are compassionate caregivers, who will welcome these women and men into their lives. CRJ staff provides the training, case management services and compassionate caregivers, who will welcome these women and men into their lives. CRJ staff provides the training, case management services and other supports needed to insure success.

Crime and Justice Institute

Our national-scale consulting practice works with elected officials, policy makers, and thought leaders to achieve significant safety and justice reforms. We help our clients improve public safety and justice by:

- Bridging the gap between research and practice
- Using data to promote accountability and achieve results
- Providing nonpartisan consulting services, policy analysis, and advocacy
- Empowering stakeholders to implement sustainable systemic change

CRJ's Investment in Helping Others

Program Services

Through our network of program locations, we assist in the successful transition of men and women who have been incarcerated to their communities by providing support services, counseling, education, and training. Successfully reuniting these men and women with their families, securing gainful employment and stable housing combined with the effective use of support systems, significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

Our residential program for youth—Sargent House—works with young men with very challenging behaviors due to trauma, learning disabilities or other social/emotional difficulties. Sargent House helps youth to develop life skills, maximize motivation, participation, and progress. Self-care and self-control are developed, with the ultimate goal of successful independence.

Social Justice Services

Eight-learned young men celebrated their graduation from CRJ’s Watson Academy! The Watson Academy is a hands-on, real-world, job-training program for young men with very challenging behaviors due to trauma, learning disabilities or other social/emotional difficulties. Watson Academy is designed to provide a safe, structured, and highly individualized learning experience where young men can build self-esteem and self-control and make meaningful, positive contributions to society. Watson Academy leads to better outcomes and safer communities.

Training. Successfully reuniting these men and women with their families, securing gainful employment and stable housing combined with the effective use of support systems, significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

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Mr. Jill, a 28-year-old man with autism, was able to walk again. Today, he is walking again, has made new friends, and can’t wait to get up in the morning! We are grateful to the dedicated Mr. Jill staff... just more, more, more... anyone with a heart would never want to stop. Today, he is walking again, has made new friends, and can’t wait to get up in the morning! We are grateful to the dedicated Mr. Jill staff... just more, more, more... anyone with a heart would never want to stop.

Our national-scale consulting practice works with elected officials, policy makers, and thought leaders to achieve significant safety and justice reforms. We help our clients improve public safety and justice by:

• Bridging the gap between research and practice
• Using data to inform evidence-based change
• Providing nonpartisan consulting services, policy analysis, and research
• Empowering stakeholders to implement sustainable systemic change

Through our network of program locations, we assist in the successful transition of men and women who have been incarcerated back to their communities by providing support services, counseling, education, and vocational training. Successfully reuniting these men and women with their families, securing gainful employment and enabling them to lead lives that are grounded in the effective use of support systems, significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

Our residential programs for youth – Sargent House – works with young men with very challenging behaviors due to trauma, cognitive disabilities or other mental health disorders. The Sargent House model is designed to maximize motivation, participation, and progress. Self-esteem and self-control are built with the ultimate goal of successful independence.

Our work starts prior to their release. CRJ’s Criminal Justice Institute recently launched a national-scale consulting practice dedicated to helping states Where the Crime and Justice Institute

CRJ’s Community Strategy leadership team has, combined, over 100 years of experience working with public safety and justice reform in the States Where the Crime and Justice Institute has conducted business. The team has, combined, over 100 years of experience working with public safety and justice reform in the States Where the Crime and Justice Institute has conducted business.

Our annual job fair. Twenty-two local employers and vocational training partners greeted the more than 100 job seekers who attended this year's event. Participants included residents from CRJ’s Direct Service Programs who are on track for successful outcomes. Eight proud gentlemen recently celebrated their graduation from CRJ’s Watson Academy, the last of CRJ’s Adult Residential and Non-Residential Services.

Eighty-six percent of our residents successfully complete our programs with a job. Employment is an important stabilizing factor and a major focus of CRJ’s work with our clients. Eighty-six percent of our residents successfully complete our programs with a job. Employment is an important stabilizing factor and a major focus of CRJ’s work with our clients.

Overcoming the Odds

Deferred Revenue 327,753 684,553
Payables & Other Current Liabilities $2,647,667 $2,634,927
Net Income (Loss) 83,360 2,202,005
Other Assets (868,456) (895,256)
Net Property and Equipment 15,787,209 15,915,068
Net Income (Loss) 83,360 2,202,005
Total Expenses $38,096,874 $36,260,392
Other (including sale of selected fixed assets) 1,753,809 2,235,206
Contributions and Grants 1,891,469 1,804,285
Government Contracts $38,096,874 $36,260,392
Fundraising 269,959 264,470
Administration 4,407,111 4,572,234
Other Revenue $6,184,780 $6,138,780
Annual job fair. Twenty-two local employers and vocational training partners greeted the more than 100 job seekers who attended this year's event. Participants included residents from CRJ’s Direct Service Programs who are on track for successful outcomes. Eighty-six percent of our residents successfully complete our programs with a job.
**Crime and Justice Institute**

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- Bringing the gap between research and practice
- Using data to inform systemic change
- Empowering stakeholders to implement sustainable systemic change

Eight veteran professionals dedicated their professional lives to public service. Now retired, they continue to lend their expertise to CRJ.

**Social Justice Services**

Through our network of program locations, we assist in the successful transition of men and women who have been incarcerated to their communities by providing support services, counseling, education, and personalized development.

CRJ continues to grow our impact by increasing our capacity to and personal development.

**Community Strategies**

Adults with Developmental/Intellectual Disabilities are empowered to enjoy rich and rewarding lives through our more than 30 residential and day programs which offer community engagement, meaningful employment, and personal development.

CRJ continues to grow our impact by increasing our capacity to

- Maximize benefit to participants
- Train more staff

**CS Direct Service Program Locations**

A growing presence in New England.

**CS Direct Service Program Locations**

A growing presence in New England.

**Consolidated Statement of Financial Position**

**ASSETS**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalent</td>
<td>$1,817,729</td>
</tr>
<tr>
<td>Investments</td>
<td>6,314,521</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>480,745</td>
</tr>
<tr>
<td>Contract &amp; Contributions Receivable</td>
<td>3,683,676</td>
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<tr>
<td>Net assets</td>
<td>$18,761,553</td>
</tr>
</tbody>
</table>

**LIABILITIES**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term Debt</td>
<td>9,417,633</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>327,753</td>
</tr>
<tr>
<td>Payables &amp; Other Current Liabilities</td>
<td>$2,647,667</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$12,393,053</td>
</tr>
</tbody>
</table>

**ASSETS**

<table>
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</tr>
<tr>
<td>Total Liabilities</td>
<td>$12,393,053</td>
</tr>
</tbody>
</table>

**Fiscal Year 2015 Financial Summary**

**Your Investments in CRJ**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government &amp; Enterprises</td>
<td>$20,086,872</td>
</tr>
<tr>
<td>Foundations &amp; Philanthropy</td>
<td>$85,000</td>
</tr>
<tr>
<td>Other (including sales of restricted assets)</td>
<td>170,628</td>
</tr>
<tr>
<td>Total</td>
<td>$20,242,500</td>
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</tbody>
</table>

**CRJ’s Investment in Helping Others**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$31,921,346</td>
</tr>
<tr>
<td>Administration</td>
<td>2,050,350</td>
</tr>
<tr>
<td>Fundraising</td>
<td>200,568</td>
</tr>
<tr>
<td>Other</td>
<td>40,472</td>
</tr>
<tr>
<td>Total</td>
<td>$34,952,291</td>
</tr>
</tbody>
</table>

**CONSOLIDATED STATEMENT OF ACTIVITIES**

**Year ending June 30, 2015**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenues</td>
<td>$41,884,175</td>
</tr>
<tr>
<td>Contributions and Grants</td>
<td>1,891,469</td>
</tr>
<tr>
<td>Government Contracts</td>
<td>$38,096,874</td>
</tr>
<tr>
<td>Fundraising</td>
<td>269,959</td>
</tr>
<tr>
<td>Administration</td>
<td>4,407,111</td>
</tr>
<tr>
<td>Program Services</td>
<td>$34,952,291</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>27,753,270</td>
</tr>
<tr>
<td>Other (including sale of selected fixed assets)</td>
<td>1,753,809</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$40,083,831</td>
</tr>
</tbody>
</table>

**NET ASSETS**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less: net operating loss</td>
<td>$8,202,656</td>
</tr>
<tr>
<td>Less: net decrease in net assets resulting from contributions and grants</td>
<td>51,899</td>
</tr>
<tr>
<td>Less: net decrease in net assets resulting for other non-operating items</td>
<td>7,648</td>
</tr>
<tr>
<td>Net assets</td>
<td>$18,761,553</td>
</tr>
</tbody>
</table>
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CRJ continues to grow our impact by increasing our capacity to reach and support even more stakeholders. We are designed to partner with our clients to create sustainable, long-term solutions that improve their lives.

CJI continues its significant, national reach in states across the nation. Its experienced and diverse staff assist in the successful implementation of policy and research initiatives to implement sustainable, systemic change.

Crime and Justice Institute

Our national-scale consulting practice works with elected officials, policy makers, and thought leaders to achieve significant public safety and justice reforms. We help our clients improve public safety and justice by:

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Social Justice Services

Through our network of program locations, we assist in the successful transition of men and women who have been incarcerated back to their communities by providing support services, counseling, education, and training. Successfully reuniting these women and men with their families, ensuring safe and stable employment, and housing them combines with the effective use of support systems, significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

Our residential programs for youth – Sargent House – works with young men with very challenging behaviors due to trauma, cognitive disabilities or developmental delays.

Our non-residential programs – Watson Academy, Coolidge House, Brooke House, and Aurora House – are designed to support individuals in achieving significant milestones, such as completing an academic program, participating in a work experience, or achieving and maintaining employment.

CS Direct Service Program Locations

A growing presence in New England.

CS Direct Service Program Locations (a growing presence in New England)

- 45 beds
- 116 beds
- 30 beds
- 30 beds

525 Direct Service Program Locations

A growing presence in New England.

525 Direct Service Program Locations (a growing presence in New England)

Fiscal Year 2015 Financial Summary

Consolidated Statement of Activities* Year ending June 30, 2015

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets</strong></td>
<td>$15,744,280</td>
<td>$14,134,783</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$41,884,175</td>
<td>$39,662,801</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$40,083,831</td>
<td>$37,867,503</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>$12,393,053</td>
<td>$11,767,380</td>
</tr>
</tbody>
</table>

*Datapresentedispreliminary.TheauditedfinancialstatementswillbepresentedtotheBoardof

Year ending June 30, 2015.

Consolidated Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>$28,137,333</td>
<td>$27,331,464</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$12,393,053</td>
<td>$11,767,380</td>
</tr>
</tbody>
</table>

CRJ's Community Strategy initiatives are designed to partner with our clients to create sustainable, long-term solutions that improve their lives.

Crime and Justice Institute

Eight million dollars annually invested in our 30-year-old organization, we provide data-driven, evidence-based solutions and insights that inform and inspire decision makers to achieve improved outcomes in the criminal justice system.

CS Direct Services

Community Strategies

States Where the Crime and Justice Institute Has Conducted Business

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Community Strategies

Adults with Developmental/Intellectual Disabilities are empowered to enjoy rich and meaningful lives through our more than 30 residential and day programs which offer community engagement, meaningful employment, and personal development.

CRJ continues to grow our impact by increasing our capacity to reach and support even more stakeholders. We are designed to partner with our clients to create sustainable, long-term solutions that improve their lives.

CJI continues its significant, national reach in states across the nation. Its experienced and diverse staff assist in the successful implementation of policy and research initiatives to implement sustainable, systemic change.

Crime and Justice Institute

Our national-scale consulting practice works with elected officials, policy makers, and thought leaders to achieve significant public safety and justice reforms. We help our clients improve public safety and justice by:

- Bridging the gap between research and practice
- Using data to promote accountability and achieve results
- Providing nonpartisan consulting services, policy analysis, and research
- Empowering stakeholders to implement sustainable, systemic change

Social Justice Services

Through our network of program locations, we assist in the successful transition of men and women who have been incarcerated back to their communities by providing support services, counseling, education, and training. Successfully reuniting these women and men with their families, ensuring safe and stable employment, and housing them combines with the effective use of support systems, significantly reduces the risk of re-offending. This leads to better outcomes and safer communities.

Our residential programs for youth – Sargent House – works with young men with very challenging behaviors due to trauma, cognitive disabilities or developmental delays.

Our non-residential programs – Watson Academy, Coolidge House, Brooke House, and Aurora House – are designed to support individuals in achieving significant milestones, such as completing an academic program, participating in a work experience, or achieving and maintaining employment.
A non-profit organization, Crime and Justice Institute (CRJ) works with communities in need to develop and implement evidence-based practices. Their mission is to improve justice outcomes while lowering costs.

CRIME AND JUSTICE
COMMUNITY STRATEGIES

practice that improves justice outcomes while lowering costs.

The value of new or renewed research and implementation skills, simple financial management techniques, parenting

Fax: 617-262-8054
Boston, MA 02116

The number of states where CJI has worked, providing

$7,200,000
counties and municipalities

Arthur G. race
to

CJ

William H. Ames, President and Chief Executive Officer
John J. Larivee, Vice President and Executive Director,
Boston College Graduate School of Social Work

Tim Cabot
Sandra Best Bailly, M.S.W.

Vice Chair

Proskauer Rose, LLP

Boston College Graduate School of Social Work

Social Work

Thomas J. DeSimone

President

Procter & Gamble

TeamEngineerNH, PLLC

Sunrise Window Cleaning

The Timothy and Susanne Sullivan Family

Samet & Company, PC

The Salvation Army

Raytheon Company

The Phyllis and Jerome Lyle Rappaport Family Charitable Foundation

Millennium Health Solutions

McGladrey & Pullen, LLP

Laredo & Smith, LLP

Health, Inc.


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Two years ago we included our Crime and Justice Research Institute (CRJ) annual report to highlight the work we do in the field of criminal justice reform. The report detailed our projects, research, and service to the community.

This year we are pleased to announce that CRJ has taken a significant step forward in our mission to improve justice outcomes while lowering costs.

CRJ's Social Justice Services programs completed in 2014. The number of group homes and day services spread throughout our Community Strategies division. The number of women and men with developmental skills, and more.

A generous gift of exercise equipment fr... Wellness program at our Westminster Residence. Seen here at the ribbon cutting are PFE's Dave Ramsey and CRJ CEO John Larivee doing the honors, along with program throughout our Community Strategies division.

PHILANTS BROSS SOCIETY

Tom & Barbara Delaney
Edward Manning & Jean
Theresa & Philip

William Coolidge Society

John & Margaret J. Buccini,
Robert & Joan
Bessie & Edward

Arthur & Tanya Raphael,
Dennis & Susan

Albie Annable Society

Ellen & Mike Dowd
Christopher Suter,
Natalie & Andrew
Barbara & Clive

1,133
5,200
41
$7,200,000

2015 Highlights

Thank You for Supporting CRJ!

Billy & Jane Swindlehurst,
Paul & Joan Swindlehurst

EMPLOYER DONORS

Hilary & Eric Dorfman,
John Rogers

1,500
4,000
100

CORPORATIONS, FOUNDATIONS & ORGANIZATIONS

Schwab Charitable
Pioneer Oil Company, Inc.
Microsoft Matching Gifts Program

1,500
4,000
100

Allyson & Craig Green,
Sandra & Matthew

1,500
4,000
100

Tiziana Dearing

Vice President for Disability Services

Sandra Best Bailly, M.S.W.

Clerk

Boston College Graduate School of

Tiziana Dearing

Chair

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Scott Harshbarger, Esq.

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COMMUNITY STRATEGIES
A new resident and staff from our Crime and Justice Research Institute (CRJ) in West Boylston got well wishes and a wish “Happy Holidays!” from our programs in New Hampshire now lives in this gentleman, a part of our Community Strategies programs in New Hampshire. Reps. Hunt and Malia were able to see first-hand the importance of community consultation and support has led us to begin to understand the steps our residential program could take to further reduce recidivism by 2015 Highlights

The residents of our Alger Street (MA) Sheriff’s Dept., wish John J. Larivee and CRJ’s John Larivee to tour McGrath House, our Westminster Residence. Seen residents and staff members to tour McGrath House, our Westminster Residence.

The number of states where CJI has worked, providing through three New England States 1,133 224 41

Committee for Public Counsel Services
Carlos Febres-Mazzei People’s United Bank
Grace Lee The George Washington University
Ellen M. Lawton, JD.

Two years ago we invited our Crime and Justice Research Institute (CRJ) in West Boylston to begin a comprehensive examination of the state-level evidence-based programs. Our annual, comprehensive report has been a review of the state and federal policies.

Two years ago we invited our Crime and Justice Research Institute (CRJ) in West Boylston to begin a comprehensive examination of the state-level evidence-based programs. Our annual, comprehensive report has been a review of the state and federal policies.
The number of community service hours that residents in the work of our committed staff.

A generous gift of exercise equipment for the people in our care to build on their strengths, thereby empowering them to be fulfilling life.

The residents of our Alger St. and other Community Strategies programs now lives in our 30-bed residence serving women and wishing “Happy Holidays!” in the holiday spirit last year, decorating the house and wishing “Happy Holidays!”

A generous gift of exercise equipment for the people in our care to build on their strengths, thereby empowering them to be fulfilling life.