OUR UNITY IS IN OUR COMMUNITY
DEAR FRIENDS,

At Community Resources for Justice, we are proud to be a mission-driven organization who is a force for good. In 2022, we watched our impact grow as we responded to growing community needs across our service lines.

Nearly 80% of inmates in Connecticut have mental health or substance abuse issues requiring treatment. Our Social Justice Services met a community need by establishing two additional behavioral health programs in the State of Connecticut.

In our Community Strategies programs, we strived to make sure the individuals in our care lived joyous, independent lives. That meant connecting those we serve to employment opportunities and shared living accommodations. Through cooking classes, fishing trips, art projects, and more, our staff made sure to bring joy into the day to day lives of our residents.

Our Crime and Justice Institute provided nonpartisan technical and policy assistance to 32 states across the country. Their work sought to advance women in policing, provide policy options to reform state criminal justice systems and divert individuals from incarceration by front-loading mental and behavioral health support.

2022 was also a year of reflection. That meant looking inward to guarantee our work – and those who provide that work – goes beyond the status quo to center inclusivity, intersectionality, and evidence-based outcomes in all we do. We were honored to welcome Abimbola Iyun – our Director of Equity and Inclusion – to ensure CRJ is truly a community for us all.

Throughout these pages, you’ll see firsthand the big and small ways our staff leads with empathy first. From keeping residents safe, to creating days of fun and independence, to systemic policy reform, our work is making a difference in the lives of the people we serve.

To those of you who have made donations supporting our work: thank you. Your financial contributions advance our mission and allow us to dream even bigger.

With gratitude and appreciation,

WE CHANGE LIVES AND STRENGTHEN COMMUNITIES BY ADVANCING POLICY AND DELIVERING INDIVIDUALIZED SERVICES THAT PROMOTE SAFETY, JUSTICE, AND INCLUSION.
For 145 years, some of society’s most overlooked community members have benefited from the programs we provide. Guided by excellence, creativity, and compassion, we support individual transitions, strengthen families, promote justice, and improve community safety. Our work encompasses three lines of service, each with a distinct practice area and population served:

- **Social Justice Services** serves men and women transitioning out of prison and back into the community through a network of residential reentry centers operated under contracts with federal, state, and county agencies. The division also runs a residential program for young adults with complex clinical needs and Family ReEntry, a family-focused group of programs providing domestic violence treatment, mentoring, and other behavioral health supports.

- **Community Strategies** supports adults with developmental or intellectual disabilities to live as independently as possible through a range of community-based residential options offering structure in a caring, home-like environment, as well as day programs.

- **The Crime and Justice Institute** is a national-scale consulting practice that works with elected officials, justice system practitioners, policy makers, and thought leaders to affect significant reforms to promote safety and justice.
Nebraska is one of just four states in the nation with higher incarceration rates than in 2010. In order to prioritize public safety and effectively tackle reform, state leaders came together to request technical assistance through the Justice Reinvestment Initiative (JRI). Aptly named the “Nebraska Criminal Justice Working Group”, our Crime and Justice Institute joined this bipartisan group of local leaders, corrections and law enforcement officials, advocates, and researchers, to analyze the drivers and outcomes of Nebraska’s criminal justice system. Over a rigorous six-month process of analysis and discussion, the Working Group analyzed corrections data, assessed decision-making throughout the justice system, and developed recommendations for policy and practice changes.

In January 2022, the Nebraska Criminal Justice Reinvestment Working Group released a final report laying out key findings on the state’s justice system, along with policy options to address the various challenges.

The policy recommendations were translated into a comprehensive, legislative reform package, LB 920. The bill ultimately stalled during the 2022 legislative session, but the Working Group’s identification of crucial challenges and evidence-based solutions lays a foundation for future justice reform efforts.

**KEY FINDINGS INCLUDED:**

- Nebraska’s corrections spending has increased over 51% since 2011, and the state faces a $270 million bill to build a new prison absent major reforms.

- Time spent in prison increased 38% over the last decade

- Nebraska’s prison population grew 21% since 2011

- 1 in 3 Nebraskans released from incarceration end up back in prison within three years

- Black, Hispanic, and Native Americans are overrepresented in Nebraska prison admissions Black individuals, make up 5% of Nebraska’s population but 22% of prison admissions in 2020

- As of 2020, Nebraska’s prison system is the most overcrowded system in the country. Six out of every 10 prisons exceed 120% of capacity.
Individuals who experience a mental health crisis may become involved in the justice system due to unmet treatment needs. With limited behavioral health resources in rural areas, law enforcement officers are often the first and only responders to mental health crises. Yet officers do not always have the tools, training, or support to respond effectively. In June 2022, the state of Nevada announced a crisis response pilot program designed to address gaps in services in rural areas and divert people with mental health needs away from the justice system.

“\textit{I expect this program will help fill a critical gap, In our 2019 criminal justice reform legislation, we committed to strengthening responses to behavioral health needs and Virtual Crisis Care is a major step toward achieving that goal.}”

\textit{—SPEAKER PRO TEMPORE STEVE YEAGER}

With the technical assistance of our Crime and Justice Institute team, the Virtual Crisis Care program will enable frontline law enforcement officers in 11 agencies to provide immediate telehealth services to people in crisis. The program will equip officers with iPads that connect to behavioral health specialists – and that provider will connect the person with local service providers to coordinate a plan that provides appropriate care and follow-up.

Nevada’s effort is modeled after the Virtual Crisis Care pilot program in South Dakota, launched in 2019, which CJI helped to design and implement with state stakeholders. In the first 18 months of the program, 80% of people in crisis were diverted from involuntary hospitalization or jail, and the program has since expanded to additional police and sheriffs’ departments.

State leaders are hopeful that Nevada’s pilot will be just as successful as South Dakota’s and will likewise expand across the state in subsequent years.
Rosa Kilongola started at Community Resources for Justice (CRJ) as a Residential Counselor in 2006 serving adults with intellectual and developmental disabilities. Now providing care in Leominster for an all-woman residential program, Rosa works tirelessly for her residents and individuals across our community programs. Patience and understanding are two of the most valuable traits a care provider can have – and Rosa truly exemplifies grace under pressure.

Rosa goes above and beyond to create community and connection among her residents. Not only does she go the extra mile to make sure that each person in the home has what they need, but she makes sure her colleagues get the care and support they deserve, too. Rosa is the type of person who takes extra care to mentor and train new staff. She’s a mentor to others as they study for MAP training – so much so that many staff will testify that they passed MAP thanks to Rosa’s tutoring. She is a Human Rights Officer and Fire Safety Officer.

Cooking is just one small example of how Rosa goes above and beyond to express her care for her residents. She shares the food of the world with her resident’s cooking foods across cultures and making sure they take part in the preparation! If you stopped by in Leominster, the dinner menu is composed of dishes from different parts of the world.

Rosa’s supervisor puts it best: “Rosa truly embodies what we need more of in this world. Her strength of character, compassion for those she works with, and overall integrity truly makes a difference every day in the lives she touches.”

MEET ROSA.

WHAT MOTIVATES ROSA EACH DAY?

“I have passion for the individuals we serve. My goal is to see the positive impact on their lives.”

FAMILY REENTRY STAFF HONORED FOR DOMESTIC VIOLENCE SERVICES

On April 8th, three of CRJ’s domestic violence facilitators – Frank Silva, Carmen Ortiz, and Terry Hardy - were honored by the Connecticut Coalition Against Domestic Violence for their work to improve the lives of domestic violence survivors and their children.

From L-R: Frank Silva, former CRJ staff Monia Roland, Carmen Ortiz, and Terry Hardy
CRJ LEADER FRED HODGES JOINS THE BRIDGEPORT CITY COUNCIL

On March 21, 2022, Fred Hodges was named to fill the 136th District seat of the Bridgeport, CT City Council. Fred is a force for good at CRJ - currently serving as the Program Manager of Family ReEntry Enterprise House and Director of Community Affairs for Family ReEntry.

His journey for change began while he was incarcerated, after having been inspired by a quote that stated: “There are only two ways you come out of the prison. You either make a complete change and come out better, or you come out worse than you were before you went in.” Fred took that advice to heart – and he has been a driver for change in his community ever since. In addition to pushing for legislative changes to support individuals affected by the criminal justice system, Fred is a fixture in the Bridgeport area through his volunteerism and community advocacy.

He completed coursework at The Connecticut Counseling Center and is currently a Counselor in Training and studying for the state exam for his CADC certification and is currently pursuing a Human Services Degree at Housatonic Community College. Fred continues to be an active member of EX-Offenders Alumni Association where they focus on shaping policy in the criminal justice system.

CELEBRATING OUR 2022 RISING STARS

Each year, emerging leaders from across CRJ are selected to take part in our “Rising Stars Academy.” After completing two one-week sessions, 14 of our staff graduated from the program. Throughout the training, these leaders honed their talents and developed leadership skills, while also learning how to be voices for change at CRJ. Congratulations to our 2022 Rising Stars!

From Left to Right: Gina Abbondandolo, Colleen Bogonovich, Yvonne Chan, Jim Greene, Allie Knowles, Carlos Lopez, Jaime Matuszko-Minor, Heather Miles, Monica Mosho, Kristine Park, Jennifer Plourde, Zia Soofi, Brett Tyson, Monique White
SNAPSHOTS FROM OUR PROGRAMS

Through creative activities, nature, and meaningful traditions, CRJ strives to make sure every resident in our programs are connected to their community both in and outside the home.

1. 

2. 

3.
1. **West Boylston Community Strategies:** Resident Artwork

2. **Milford Community Strategies: The Altieri Vegetable Garden:** Meaningful Day Coordinator Richard Njemfoa - along with the individuals at CRJ’s Altieri residence – built and planted a beautiful vegetable garden.

3. **From Jails 2 Jobs: Our New Bedford Re-Entry Center:** CRJ’s New Bedford Re-entry Center hosted its first Jails 2 Jobs event. Our team received hundreds of donations of items to equip our residents with professional clothing to get them prepared for job interviews and dressed for success.

4. **A refresh at the Shrewsbury Communities Strategies program:** A beautiful paint refresh brought appreciation and accolades from the Town Manager and neighbors in Shrewsbury.

5. **McGrath House Art Therapy Day:** With support from community art teachers, women at McGrath House gathered for a day of art and relaxation.

A: Residents painted mandalas representing ideas that embodied peace and hope – with many choosing to illustrate themes of family, freedom, and hope.

B: McGrath residents enjoyed henna - a mashed plant that is used to make temporary tattoos in South and Central Asia.
In 2022, CRJ was thrilled to welcome the new chair of our Board of Directors: Sandra Best Bailly. Sandra takes over for former board chairperson, Scott Harshbarger, who served the board with distinction since 2008.

Sandra brings nearly 30 years of experience in management and professional positions in health plans, public health, healthcare delivery, higher education, and global collaboration. As a professionally trained clinical social worker working with medically complex and chronically ill populations, Sandra knows the barriers to care – and the impact compassionate care makes on the lives of others.

Currently, Sandra is the Associate Director of Student Support and Alumni Networks and an adjunct faculty member at Simmons University. Prior to joining Simmons, Bailly was the Assistant Director of Field Education at Boston College’s School of Social Work. Previously, Sandra led and managed a Project Management Office at Blue Cross Blue Shield of Massachusetts, held project management, clinical quality management, and case management roles in other Blue Cross Blue Shield Association health plans at Premera Blue Cross and The Regence Group’s Regence Blue Shield in Washington State.

Drawing on a wealth of experience in managed behavioral health care, direct service delivery, and health education, Sandra’s perspective as a CTI-trained leadership coach is firmly rooted in social justice and humanity in achieving business results.

Sandra holds a bachelor’s degree and Community Health Program certificate from Tufts University and a master’s degree in social work from Simmons University. She also holds a Graduate Certificate in Project Management from City University, Bellevue, WA and is a fellow of UMASS Boston’s Center for Collaborative Leadership’s Emerging Leaders Program (ELP) as well as a fellow of the Executive Leadership Council (ELC)’s Mid-Level Leader’s Strengthening the Pipeline Program.
IN 2022, WE WELCOMED TWO NEW MEMBERS TO OUR LEADERSHIP TEAM!

**ABIMBOLA IYUN, Director of Equity and Inclusion**
Abimbola Iyun is a DEI professional who is passionate about representation and social change. Her commitment, passion, and expertise on DEI is informed by research and continuous collaborations with marginalized communities and allies. Abimbola is currently completing her PhD in Mass Communications and Media Arts at Southern Illinois University, where she is focusing on systemic exclusion as it impacts historically marginalized communities. She earned a bachelor’s degree in communication and Language Arts from the first university in Nigeria, University of Ibadan. Professional (SCP) and IFC – Associate Certified Coach (ACC) Credentialing.

**CARA HART, Vice President, Human Resources**
Cara is a human resource professional with more than two decades of experience in all HR functional areas including recruiting, onboarding, training and development, employee relations, compensation, benefits and HR compliance. As a human resources leader and strategic partner, Cara has aligned HR initiatives with organizational goals and priorities to attract, develop and retain a talented workforce in support of an organization’s mission and vision. Cara is a mission-driven leader and has spent much of her career working at non-profit health care organizations, most recently serving as Chief Human Resources Officer at HopeHealth in Providence, RI. Cara is committed to, and is an advocate for, developing inclusive leaders and building strong organizational cultures. Cara holds a bachelor’s degree in communications from Bridgewater State University and has completed the SHRM Senior Certified Professional (SCP) and IFC – Associate Certified Coach (ACC) Credentialing.

THANK YOU FOR YOUR YEARS OF DEDICATED SERVICE!
CRJ is indebted to the support of these three board leaders who served our organization with honor and distinction. We are especially grateful to our outgoing board chairperson – Scott Harshbarger – for over a decade of leadership to CRJ. Your support and guidance will be missed!

EMERITUS LEADERS:

Scott Harshbarger  
Joseph Carter  
Ellen Lawton
INTRODUCING:
THE JOHN J. LARIVEE LEAGUE

In honor of our esteemed former President and CEO, John J. Larivee, the John J. Larivee League honors donors whose cumulative giving is $10,000 or more. Their support has forever shaped our programming and allowed us to serve thousands of individuals across the country.

Everett and Sally Schenk
Felix and Melissa Rovelli**
Tom and Midge DeSimone
Philip and Tisha Potter**
Michael and Diane Jones**
Elizabeth Mellor**
William and Ellen Galvin**
Reynolds Burgund and Mary Darcy
Jeffrey DeMond and Helene Sullivan**
Greg Torres and Betsy Pattullo
Ms. Ronda Muir**
Robert and Annette Hanson

Albert and Diane Kaneb
Susan Ness**
James G. Marchetti
Ann Mandel**
Paul and Bernadette Settelmeyer**
Mary Waldron**
Christopher and Beth Hart
Gary and Julie Holloway**
Cort and Sherry Delany**
John and Wendy Larivee
Tim Cabot
Charles and Deborah Royce**

John J. Larivee retired in 2020, after 46 years in service at CRJ and over two decades as President and CEO. John’s significant contributions to the growth and legacy of CRJ paved the way for our bright future.
Peter and Joan Kaskell**
Thomas Houston and Linda Houston**
Judith Biggs
Edward Murphy and Ann-Ellen Hornidge
Dick Marks and Jennifer Morrison
Donald Young**
Lisa Oppenheim Schultz**
Philip and Sally Lochner**
Karen Hanson
Rebecca Amoit Jasperson
Julia C. Livingston, Esq.
Brian and Barbara Gallery
Jack Cinquegrana and Karen Siegel
Mary Sanders
Jean and Karen Sinniger**
Joseph and Rae Carter
Michael and Mary Gellert**
Marty Gilbert**
Keith Kearney and Deborah McLean**
Jeremy and Kerry Sclar
Russell and Debbie Reynolds**
Charles Ball
Arnold Kaulakis**
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Richard and Mary Radcliffe**
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Kathleen McNeil
Stephen Rosenfeld and Honorable Margot Botsford
Jeffrey and Kristin Fox
Leonard and Susan Mark**
Diana Serrell
William and Patricia Coughlin
Bukhtiar Khan and Aasia Airf**
Scott Harshbarger and Judy Stephenson
Peter B. Patch
Ms. Barbara Bishop**
Jack and Noreen Poulson**
Michael and Eva Brown**
Brad and Barbara Evans**

John and Judith Axten**
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Sue and Stuart McCalley
Mark and Joan Soboslai**
Nathaniel J. Young, Jr., Esq.
Frank and Karen Hartmann
Donna and Jack Moffly**
Judy Evnin
Stephen and Roberta Weiner**
Scott and Icy Frantz**
Alan and Debbie Steckler**
Daniel and Lori Price**
Gerald K. Kelley
Douglas Scales**
Robert Small
THANK YOU FOR SUPPORTING CRJ!

2021-2022 LEADERSHIP DONORS

PHILIPS BROOKS SOCIETY ($5,000+)
Everett and Sally Schenk
James G. Marchetti and Susan Shephard*
Reynolds Burgund
Robert and Annette Hanson*
Tim Cabot*
Tom and Midge DeSimone*

WILLIAM COOLIDGE SOCIETY
($2,500-$4,999)
Albert S. Rex
Dick Marks and Jennifer Morrison
Julia C. Livingston, Esq.*
Linnea and Niyum Gandhi

ARTHUR T. LYMAN SOCIETY
($1,000-$2,499)
Alexandra and Paul Heerdt
Ann Paroline
Bernadette Di Re*
Carol Chandor
David and Virginia Schneider

GERTRUDE HOOPER SOCIETY
($500-$999)
Honorable James Francis McHugh*
Jill Fopiano
Joseph and Rae Carter*
Judith Biggs
Lesley Reed
Lynn Baird
Michael and Diane Jones
Michael and Linda Frieze
Peter Hanson
Steve Denning
Sue and Stuart McCalley

ALBERT ARNOLD SOCIETY ($250-$499)
Frank and Karen Hartmann*
Gerald K. Kelley*
Judy Evnin
Marilyn Clements
Marta Jo Lawrence
Martin and Susana Fantozzi
Michael and Martha Keating*
Peter Patch*
Rebecca Amoit Jasperson
Sally Carroll
Shaun Jafarzadeh
William Aseltyne

*Denotes a current or former CRJ board member.
Josephine Merck
Judith Hanson
Karen Hanson
Kenneth Bartels
Keith and Debbie Bishop
Lewis Sargentich and Valerie Bradley
Marc and Sally O’Brien
Peter and Judith Berg
Shelah Feiss
Ronald and Myrna Bocage

**CURRENT AND FORMER EMPLOYEE DONORS**

Christine M. Cole
Deborah and Richard O’Brien
Ellen and Mike Donnarumma
Janet Kachadoorian
John F. Rogers, III
John and Wendy Larivee*
Julie Finn
Richard J. and Carol McCrossan
Terry Burch
William and Sharon Ames

**CORPORATIONS, FOUNDATIONS, AND TRUSTS**

Brennan Family Charitable Fund
The Causeway Agency
Citizens Charitable Foundation
Cummings and Lockwood
Eugene Fay Trust
Fairfield County Community Foundation
FJC
Give Gab
The Goldstone Family Foundation
Greenwich Horseneck Club, Inc.
Gregg Jordan and Associates
The Howard Head Family Foundation
Janey Fund Charitable Trust
Joan Trefz Foundation
Koskoff, Koskoff, and Bieder
Kryger-Even Charitable Fund
Margaret Jameson Mellor Memorial Fund
McLean-Kearney Family Fund
Near and Far Aid Association, Inc.
Nellie Thomas Trust

New Canaan Artisans
Okie, M&A Fouracre IMA-Main PLGD
Oppenheim Family Fund
Paige Gillies Revocable Trust
Pakula Foundation
Parish of Christ Church
PayPal
The People’s United Community Foundation, Inc.
The Phyllis and Jerome Lyle Rappaport Foundation
The Selman/Ridgeley Family Trust
Robert F. Schiffman Foundation, Inc.
Team Engineer NH, PLLC.
United Church of Rowayton Outreach
United Healthcare
USI Insurance Services LLC
Women’s Fellowship - First Congregational Church of Greenwich

**IN-KIND**

Goulston & Storrs PC
# CRJ 2022 LEADERSHIP

## BOARD LEADERSHIP

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>SANDRA BEST BAILLY, LCSW</td>
<td>Chairperson, Associate Director, Student Support and Alumni Networks, Adjunct Faculty</td>
</tr>
<tr>
<td>HONORABLE JAMES F. MCHUGH</td>
<td>Vice Chair, Associate Justice (Retired), Massachusetts Appeals Court</td>
</tr>
<tr>
<td>TIM CABOT</td>
<td>Treasurer, President And CEO, Katahdin Industries, Inc.</td>
</tr>
<tr>
<td>SANDRA (NENI) ODIAGA</td>
<td>Clerk, Public Defender, Roxbury Defenders Unit, Committee for Public Counsel Services</td>
</tr>
</tbody>
</table>

## BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNETTE HANSON, MD, MBA</td>
<td>Vice-Chair, Public Sector Psychiatry, Tufts Medical School, Emeritus</td>
</tr>
<tr>
<td>ASHLEY DORTCH, LCSW</td>
<td>Mental Health Court Clinician, Boston Medical Center</td>
</tr>
<tr>
<td>BERNADETTE DI RE</td>
<td>Chief Operating Officer, Health Plans, Martin’s Point Health Care</td>
</tr>
<tr>
<td>BRIAN J. CORR</td>
<td>Executive Director, Cambridge Police Review &amp; Advisory Board, Cambridge Peace Commission</td>
</tr>
<tr>
<td>GEORGE O’TOOLE, BS, CPRS</td>
<td>Manager Recovery Support Services, East Bay Community Action Program, East Bay Recovery Center</td>
</tr>
<tr>
<td>GERALD K. KELLEY, ESQ.</td>
<td>Acting General Counsel (Retired), MBTA Emeritus</td>
</tr>
<tr>
<td>GERRY MORRISSEY</td>
<td>Chief Quality Officer, Sevita</td>
</tr>
<tr>
<td>JAMES G. MARCHETTI</td>
<td>Vice President (Retired), John Hancock Financial Services</td>
</tr>
<tr>
<td>MOHAMED ABDALLAH</td>
<td>Kuwait Air Defense Program Director, Raytheon</td>
</tr>
<tr>
<td>PETER PATCH</td>
<td>Principal, Patch &amp; Associates LLC</td>
</tr>
<tr>
<td>PETER TAMM</td>
<td>Director, Goulston &amp; Storrs</td>
</tr>
<tr>
<td>SARA M. PAGANI</td>
<td>Vice President &amp; Associate General Counsel, L3Harris Technologies</td>
</tr>
<tr>
<td>STEVEN KRYGER</td>
<td>Investment Committee Member, Head of Founder’s Research Team, Bridgewater Associates</td>
</tr>
</tbody>
</table>
HONORARY AND EMERITUS BOARD MEMBERS

ELLEN M. LAWTON, JD
Lead Research Scientist and Co-Principal Investigator, National Center for Medical-Legal Partnership, The George Washington University
Emeritus

FRANCIS X. HARTMANN
Senior Research Fellow, Kennedy School of Government, Harvard University
Honorary

JOHN LARIVEE
Former President and Chief Executive Officer, Community Resources for Justice
Emeritus

JOSEPH C. CARTER
Adjutant General (Retired), Massachusetts National Guard
Emeritus

MICHAEL GARDNER
Honorary

PAUL HALEY
Honorary

ROBERT J. WATSON
Chief Executive Officer, LPN Holding Company, Inc.
Emeritus

SCOTT HARSHBARGER, ESQ.
Senior Counsel, Casner & Edwards
Emeritus

THOMAS J. DESIMONE
Executive Vice President, WS Development Associates LLC
Emeritus

COMMUNITY RESOURCES FOR JUSTICE, EXECUTIVE TEAM

DEB O’BRIEN, BS, RN, MPA
President and Chief Executive Officer

CARA HART
Vice President of Human Resources

ELLEN DONNARUMMA
Vice President for Justice Services

OYEYEMI PAYNE
Vice President for Quality and Compliance

CHRISTINE COLE
Executive Director and Vice President, Crime and Justice Institute

WENDY SMITH
Vice President and Chief Financial Officer

WILLIAM H. Ames, LICSW
Vice President for Developmental Services
**FISCAL YEAR 2022 FINANCIAL SUMMARY**

Consolidated Statement of Activities* Year ending June 30, 2022

### INVESTMENTS IN CRJ

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>Program Service Fees</td>
<td>$71,713,862</td>
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<tr>
<td>Contributions and Grants</td>
<td>1,721,213</td>
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<tr>
<td>Other (including sale of selected fixed assets)</td>
<td>929,199</td>
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<tr>
<td>Income &amp; Net Appreciation of Investment</td>
<td>(1,674,686)</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$72,689,588</td>
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### CRJ’S INVESTMENT IN HELPING OTHERS

<table>
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<tr>
<th>Description</th>
<th>2022</th>
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<tbody>
<tr>
<td>Program Services</td>
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<tr>
<td>Administration</td>
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<td>Fundraising</td>
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<td>Other</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$70,269,882</td>
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*Data presented are preliminary. The audited financial statements was presented to the Board of Directors in December 2022.

### STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalent</td>
<td>$6,398,750</td>
<td>$3,635,968</td>
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<tr>
<td>Contract &amp; Contributions Receivable</td>
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<td>7,919,517</td>
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<td>Accrued Income</td>
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<td>1,864,425</td>
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<td>Prepaid Expenses</td>
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<td>247,075</td>
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<td>Investments</td>
<td>8,185,191</td>
<td>9,805,399</td>
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<td>Net Property and Equipment</td>
<td>20,270,213</td>
<td>20,740,827</td>
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<td>Other Assets</td>
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<td>(467,638)</td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td>$43,745,573</td>
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<tr>
<th>Description</th>
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<th>2021</th>
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<tbody>
<tr>
<td>Payables &amp; Other Current Liabilities</td>
<td>$8,676,961</td>
<td>$6,676,010</td>
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<td>Deferred Revenue</td>
<td>272,832</td>
<td>595,863</td>
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<td>Long Term Debt</td>
<td>9,690,255</td>
<td>10,117,721</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$18,640,048</td>
<td>$17,389,594</td>
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</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
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<tr>
<td><strong>NET ASSETS</strong></td>
<td>$28,775,684</td>
<td>$26,355,979</td>
</tr>
</tbody>
</table>