



Leader in
Social Justice



ANNUAL REPORT || 2015

“JRI experienced continued success in 2015. We were able to merge with a couple of local agencies, expand out-of-state program development efforts, and broaden the diversity of our staff and board members. This past year, JRI also increased its marketing and fundraising efforts and our team is thrilled to have a group of new supporters. In 2016, we hope to achieve more of the milestones on our strategic plan and, most importantly, find new ways to support some of our country’s most vulnerable populations.”

- Arden O’Connor, JRI Board President



OUR MISSION

JUSTICE RESOURCE INSTITUTE WORKS IN PARTNERSHIP WITH INDIVIDUALS, FAMILIES, COMMUNITIES AND GOVERNMENT TO PURSUE THE SOCIAL JUSTICE INHERENT IN OPENING DOORS TO OPPORTUNITY AND INDEPENDENCE.

Dear Friends,

A milestone marks a significant change or stage in an organization’s development. In between each milestone is the evidence of many successes, great and small, the achievements of dedicated individuals advancing one mission. Often, individual efforts go unsung, but they are all part of the story of creating change for people struggling in the face adversity.

This annual report highlights some of our milestones for the past year, but first I would like to share some of our agency-wide initiatives that have contributed so much to the well-being of our clients

BUILDING COMMUNITIES OF CARE (BCC) JRI training curriculum incorporates advanced thinking and practice in the area of behavioral support for individuals with complex trauma and behavioral histories. BCC provides a positive and preventative approach to managing high risk behavior with an emphasis on family involvement and strength-based and trauma-informed strategies.

CLINICAL REVIEW TEAMS leverage experience and expertise from within the agency to provide consultation with complex cases. Available to all agency teams, this process provides access to the best care JRI has to offer by promoting multidisciplinary interagency collaboration in the treatment of high risk symptoms and behaviors.

COMMUNITY ENGAGEMENT TEAM brings trauma-informed care to neighborhoods affected by violence through thoughtful and intentional partnerships with state and local communities.

FACILITIES TEAM has grown to meet the needs of our expanding physical infrastructure. General contractors, electricians, plumbers, an interior designer, and a large team of maintenance staff work together to maintain facilities across three states. A safe, attractive, and comfortable environment is an important backdrop to the therapeutic work that we do everyday.

DEVELOPMENT TEAM of grant writers and marketing staff communicate our work and its impact and create partnerships with donors to support the work that we do at JRI.

JRI “FUTURES” GROUP are new supervisors who receive leadership training to strengthen their knowledge and skill sets to lead and deliver the best services to clients and staff. Now in its 6th year, more than 100 JRI entry-level supervisors have participated in these groups led by senior staff members.

LEADING EDUCATION EFFORTS ON TRAUMA-INFORMEDCARE by using internationally acclaimed clinicians and teachers at JRI’s Trauma Center. The Trauma Center, a nationally recognized organization delivering trauma-informed training and programming, provides consultation and educational programming at JRI to build a network of compassionate, expert services. JRI staff have trained hundreds of professionals in the mental health, legal, educational, and medical fields.

PSYCHOLOGICAL FIRST AID training has reached more than 2,000 JRI staff and over 300 community members in providing immediate assistance in the aftermath of a stressful or traumatic moment.

STAFF RECRUITERS are reaching far and wide, seeking out diverse professional talent to advance our mission. We encourage staff to view their experience at JRI as a career path, not just a job. Our professional development and retention efforts are helping us build long-term, expert staff, and our future leaders. At JRI we value workplace diversity, and we are committed to building a workforce that culturally resembles the communities we serve.

These are examples from a long list of JRI team initiatives. We are constantly engaged with the performance improvement process of measure, assess, and improve. The best way to get better is to continuously challenge your own assumptions. We survey stakeholders to see what works— and what doesn’t. We continually analyze our data and measure outcome. We use focus groups to generate ideas. JRI remains committed to providing the highest quality and most clinically appropriate services to the persons it serves, to ensure a culture of safety and quality in all its programs.

We are looking forward to another successful year and are extremely thankful to all of our partnerships with state agencies, community collaborations that strengthen client services, foundations and grantors that assist our programs and to our staff and board of directors who devote their time, talent and expertise.

With sincere thanks and warm regards,

Andy Pond
JRI President

STRIVE BOSTON JOINS JRI

STRIVE joined our JRI family in FY 2015 and envisions a world where everyone has the opportunity to achieve economic self-sufficiency, dignity and a promising future for themselves and their families. The STRIVE employment model is rooted in the belief that every individual has the power to change and often simply needs the tools and supports to do so. We ensure that every client is not only ready to find a job, but also to keep it.

“WHEN STRIVE CANDIDATES FIRST COME [WE'RE] CRAWLING IN SOME MANNER, BUT WE'RE ALL LOOKING FOR HELP. YOU GUYS HELP US NOT ONLY WITH OUR PROFESSIONAL PROBLEMS, BUT SOMETIMES PROBLEMS AT HOME OR AT SCHOOL. THE ATTITUDINAL TRAINING AND STERNNESS OF STRIVE'S STRUCTURE FORCES ONE TO LOOK WITHIN THEMSELVES AND FIGHT A BATTLE THAT NO ONE CAN SEE. AS A RESULT, WE COME OUT A DIFFERENT, BETTER FORM OF OURSELVES.” - MALIK MOORE, STRIVE





JRI TRAUMA CENTER CELEBRATES 10 YEARS

Celebrating 10 years of service to the community, 2015 was a milestone year for JRI's Trauma Center. Looking back over the past decade, we can see the impact of our work and, moving forward, will build on our success in helping even more people struggling in the wake of trauma.

In our first 10 years, the Trauma Center:

- Trained more than 100,000 multidisciplinary providers nationwide on the understanding, assessment and treatment of complex trauma impacting children, adults and families, including provision of intensive, long-term training.
- Provided consultation to more than 250 agencies representing over 1,000 programs in over three dozen US states and territories nationwide, as well as leadership of over 30 large-scale statewide trauma-informed systems change initiatives.
- Led the field through a child and adolescent complex trauma intervention model. Attachment, Self-Regulation and Competency (ARC) has become one of the five most disseminated child trauma treatment models in the National Child Traumatic Stress Network and is the most widely used trauma intervention model in youth residential treatment settings across the United States.
- Advanced new models of intervention. Our Trauma Center Trauma Sensitive Yoga (TCTSY) has become the first empirically validated yoga protocol for treatment of adult traumatic stress.
- Informed the Trauma Center's scholarly peer-reviewed journal articles on complex traumatic stress clinical research, and practice surpassed 1 million annual worldwide downloads from the Trauma Center's website.

SERVICES REESTABLISH A SENSE OF SAFETY AND PREDICTABILITY IN THE WORLD AND PROVIDE STATE-OF-THE-ART THERAPEUTIC CARE AS CLIENTS RECLAIM, REBUILD, AND RENEW THEIR LIVES.



Full Circle ARTS is a social enterprise which has retail stores in Natick and a newly opened store in Westborough that feature eco-friendly artwork and other creative upcycled products made and sold by adults with disabilities.



Senator Karen Spilka and her sister, who attends Willow Tree (JRI's Day Habilitation program) and lives in a JRI 24-hour residential support program visited Full Circle ARTS in Natick, mingled with artists and crafters in the studio, and shopped in the store.

“As the legal guardian to my sister, who has Down Syndrome and was recently diagnosed with early-onset Alzheimer’s, I have a deeply personal awareness of the need for tools, support and services for individuals with disabilities.”

I know first-hand how important the programs at JRI are for our loved ones, and as a legislator, I have fought constantly to help safeguard these types of services. We must continue to ensure that everyone has access to the resources and opportunities they need to overcome challenges, realize their abilities, and thrive in their communities.”
- Senator Spilka (pictured) at Full Circle ARTS with artist and employee Marlene Thurson.

MY LIFE MY CHOICE MOTIVATES YOUTH TO CREATE A POSITIVE LIFE PATH

Preventing the commercial sexual exploitation of adolescents through survivor-led programs that educate and empower youth to find their voice and create a positive life path.

AMONG THE GIRLS MY LIFE MY CHOICE SERVED IN 2015:

84% were brought into the commercial sex industry when they were 15 years old or younger;

the average age of first exploitation was
14 YEARS OLD – middle school age.

ACHIEVEMENTS IN 2015:



Provided Survivor Mentoring to 140 girls, 2 boys & 1 transgender youth.



Provided Exploitation Prevention Education to 160 at-risk adolescent girls in Greater Boston.



Trained over 2,000 service providers and law enforcement on victim identification and supporting exploited youth.



“MY MENTOR TAUGHT ME WHAT HOPE WAS. SHE TAUGHT ME HOW TO TRUST. SHE INSPIRED ME TO WANT TO BE THE BEST PERSON I CAN BE, AND I AM DOING WELL TODAY. I WANT TO LIVE TODAY, AND I WOULDN'T HAVE DONE THAT WITHOUT HER.”
- JESSICA, AGE 15



JRI HEALTH BUILDS PARTNERSHIPS AND TRUST WITH CLIENTS

Greg and Cristina, staff at our JRI Health Program

Our Community Health Workers (CHW) provide a life-saving link between at-risk HIV+ patients and their healthcare providers.

FOR “JOAN” HAVING A COMMUNITY HEALTH WORKER MADE ALL THE DIFFERENCE.

“Joan” is a 65-year-old Haitian woman who is spirited, funny and used to being independent. Living as HIV+, recovering from a lengthy hospital stay due to a serious infection, and health factors that make walking difficult were taking their toll.

She admitted not consistently taking her HIV medications for complex reasons—a mix of not fully believing her diagnosis and its treatment; not wanting to deal with side effects or the inconvenience of medications; and being healthy long enough that she could ignore it.

Community Health Worker (CHW) Greg is Haitian as well, has a good sense of humor, and knows how to balance respect and deference while still nudging people to take better care of themselves. They connected immediately.

How CHW Greg helped “Joan”:

- accompanied her to medical appointments;
- advocated on her behalf with doctors and medical staff;
- provided support, guidance and connection community resources;
- medication management.

“Joan” still experiences frustration and is still at high medical risk, but due to the Community Health Worker intervention “Joan” is taking her HIV medications every day and trusts that Greg is on her team, bridging the gap between her doctors’ office and her actual experience of living with, and working to accept, her multiple severe health conditions.

THE FOCUS PROGRAM FINDS A FAMILY OF 12 A PLACE TO CALL HOME

A mother, father and nine children were living in a motel (a state-funded shelter placement) for one year. While in the JRI FOCUS Program, shelter staff and families always commented on the “well mannered” family of eleven. The family cooperated together and with the shelter program staff to obtain resources, housing for themselves and “good will” for the program.

The family faced many challenges besides lack of affordable housing such as language barriers, cultural barriers, lack of employment and lack of transportation.

AFTER ONE YEAR AT THE JRI FOCUS SHELTER, THE FAMILY WAS OFFERED SUBSIDIZED HOUSING AT THE LOCAL HOUSING AUTHORITY. THE FOCUS HOMEBASE PROGRAM (A STATE-FUNDED HOUSING ASSISTANCE BENEFIT) PROVIDED FOR MOVE-IN COSTS AND FURNITURE INCLUSIVE OF 11 BEDS. WHILE IN OUR PROGRAM, THE FATHER FOUND EMPLOYMENT WHICH HELPED THE FAMILY TREMENDOUSLY. THE FAMILY HAS A NEW ADDITION AND HAS NOW BECOME A FAMILY OF TWELVE SINCE MOVING INTO THEIR OWN HOUSE.



YOUTHARBORS'S CELEBRATES A RECORD YEAR



**29 NEW HIGH SCHOOL
GRADUATES!**
HOUSING. SCHOOL. SUCCESS.

Completing high school is an achievement that will always hold value. It will open doors and set youth on a path toward self-sufficiency and productivity as adults. Setting high school graduation as a goal and supporting and advocating for youth as they work toward this goal has always been a cornerstone of YouthHarbors.

In 2015, YouthHarbors connected with principals and teachers advocating for homeless students in making up absences and missed homework assignments.

**"I HAVE BEEN PROUD TO BE ABLE TO CONGRATULATE THE MANY
YOUNG ADULTS WHO HAVE RECEIVED THEIR DIPLOMAS THROUGH
THE (SUPPORT OF) YOUTHHARBORS' PROGRAM."**

-GARY CHRISTENSON, MAYOR, CITY OF MALDEN

**"WE ARE IN CONSTANT AWE OF THE RELENTLESS PERSEVERANCE
YOUTHHARBORS' STUDENTS SHOW. CONGRATULATIONS TO OUR
GRADUATES; WE ARE SO PROUD OF YOU AND HONORED TO WORK
ALONGSIDE YOU EACH AND EVERY DAY."**

- SAM MARGOLIUS, YOUTHHARBORS PROGRAM MANAGER



HOPE FOR ALL SEASONS CELEBRATES FIVE YEARS OF GIVING

JRI hosted its 5th Annual Hope for all Seasons event. This fundraising event was held at The COVE in Fall River and helps to raise money for children and families in need within JRI communities by providing gifts during the holidays, helping children attend camps/sports in the summer and offering back-to-school supplies in the fall. Our aim is to serve at-risk families in our JRI communities and provide them with hope during challenging times. The event was a huge success and we honored our first Champion for Children award to Judge Betinna Borders for all her hard work in helping youth in the juvenile justice system.



THANK YOU TO OUR VOLUNTEERS

During FY15 JRI's

267
volunteers & interns
contributed over
16,600 hours
of service to our programs.

We thanked them with a luncheon in April, National Volunteer Appreciation Month. Six Volunteers/Interns were nominated for JRI's Volunteer of the Year.



Tom Fisher, Senior Vice President, congratulates Laura Ann Sullivan from The Cape & Islands Community Service Agency who was awarded JRI's Intern of the Year.



James Wilson II, Director of Administration & Operations, JRI Health, presents Lee MacWilliams (who volunteers for Health) with a Certificate of Appreciation as JRI's Volunteer of the Year.



FOSTER CARE PROGRAM FINDS 13 CHILDREN FOREVER FAMILIES

For the children placed in homes this year, the average time spent in foster care was 705 days prior to placement in a pre-adoptive home, with time spent ranging from ten days to four years.

“Our program has been privileged to watch these families form and grow over the past year and is grateful to be a part of their journey!” reports Susan Mazzarella, Program Director of the Intensive Foster Care and Adoption program.

“It takes a village to raise a child.” This adage has been exemplified this year by Alisha Crosby, a JRI foster parent for over 13 years. She is also a Marion police officer. Alisha merged both of her worlds and organized the Marion Police Brotherhood’s annual toy drive to sponsor JRI’s foster care program. Alisha mobilized the community to donate toys and games for our children. Because all of our youth in foster care have experienced trauma in their lives, having something like a stuffed animal or a doll to hold is important because it provides comfort as well as happiness. In addition, this event helped to raise community awareness, tolerance and understanding. It may also assist with recruitment of new foster families for our children; all foster parents are members of every community who just want to open their homes and hearts to help children heal and thrive. She is a protector, an advocate, and an outstanding foster parent.

MORE PROGRAM HIGHLIGHTS

The **VICTOR SCHOOL** located in Acton is a therapeutic day school for students who present with solid intellectual skills and emotionally-based challenges to learning. JRI also has 2 additional campuses located in Southeastern MA and Cape Cod.

“I have always felt supported by my Victor School family. I am so grateful for their kindness, patience, and understanding. Because of their confidence in me, I am now looking forward to attending college in the fall. They helped me realize my dream, and for that I am truly thankful.” - Student at the Victor School

SMART TEAM’S services to proven-risk youth can be a dramatically effective social investment. SMART Team mitigates the effects of trauma by rebuilding trust and relationships with family and community. This provides an opportunity for court-involved, homeless, and traumatized youth to change behavior, complete their education, and find and maintain a job. Support of SMART Team’s interventions reduces delinquent and criminal behavior and ultimately the social and financial costs of incarceration, enabling our youth to realize their full potential.

The **SUSAN WAYNE CENTER OF EXCELLENCE** (SWCE) located in Thompson, CT, offers intensive residential, educational, medical, and clinical services for adolescent boys and girls who are mild to moderately cognitively impaired with concurrent behavioral, mental health, and medical issues.

“At age 13, ‘Natalie’ was discharged to a family after five consecutive years in congregate care. Having been her social worker from the time she was five years old until just a few months ago, having seen her struggles and triumphs over the years, it brings tears to my eyes every time I think of her journey and how proud I am of her.” - Susan Wayne Center of Excellence Clinician



JRI’S GRIP PROGRAM received an award from Harvard Pilgrim by an “aunt” of a young man in the GRIP program, a pre-independent living program for adolescents.

With this grant, the young man’s Clinician explains: “After much thought, we decided to have a GRIP Fun Day to build the rest of our gardens collaboratively with residents, GRIP staff and Harvard Pilgrim employees and supplement our sensory room supplies and a trip for the kids thanks to the generosity of family and friends of one of the youth in our program.”

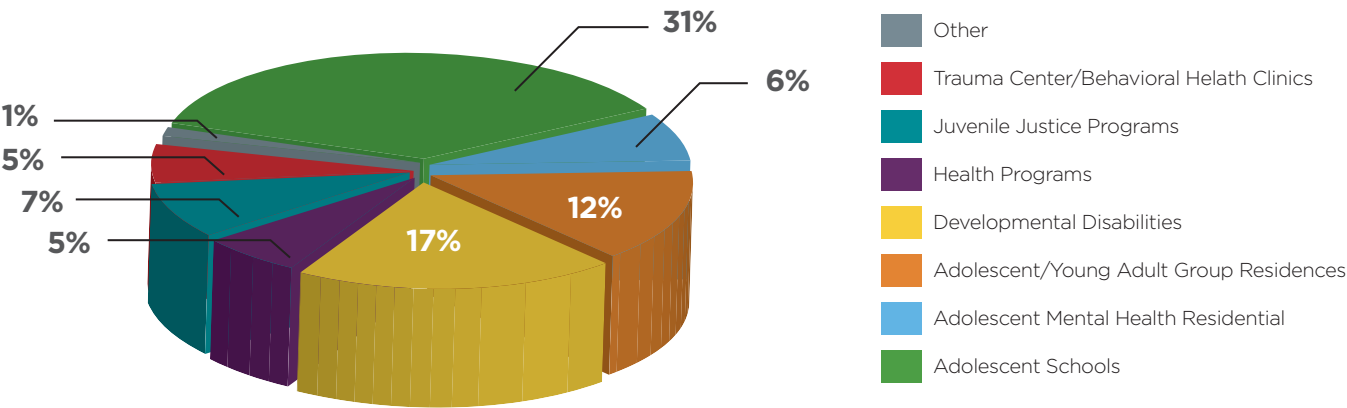
Family can serve an integral role in our clients’ success and this story highlights just that. The woman is a close family friend, whom the young man affectionately refers to as his “aunt” and she was a key part of his success.

She relayed how much her nephew means to her and how much he has grown while at the GRIP program. We too are proud of his achievements and thankful for the partnership that she and so many families bring to help our youth in our programs.

FINANCIALS & DEMOGRAPHICS

FY 2015 Revenue by Service Category

Total Revenue: \$147.8M



Client Impact by Division in FY 2015

Behavioral Health and Family Services and Trauma Center	18,372
JRI Connecticut	176
Developmental Disabilities	600
JRI Health	7,286
JRI Emergency Shelter, Housing and Homelessness	872
Juvenile Justice Programs	720
JRI Residential and School Programs	1,740
TOTAL:	29,766

FY 2015 BOARD OF DIRECTORS

JRI PRESIDENT

Andy Pond

BOARD CHAIRPERSON

Arden O'Connor

BOARD VICE-CHAIR

Robert J. Guttentag

TREASURER

Andrea Nix

CLERK

Stephen Porter

BOARD MEMBERS

Mark Cuddy
Susan Miller
Joel Kershner, *Honorary Board Member*
Dawna Paton
Valerie Samuels
Audrey Shelto
James Spencer

"AT MEADOWRIDGE, MY DAUGHTER HAS GROWN AND MADE STEPS TO BETTER HERSELF. I HOPE THE PROGRAM IS AROUND FOR A VERY LONG TIME TO CONTINUE TO HELP OTHERS LIKE IT HAS HELPED US."

- PARENT FROM MEADOWRIDGE ACADEMY

JRI PROGRAMS AND SERVICES

BEHAVIORAL HEALTH & TRAUMA SERVICES PROGRAMS

Connecticut Behavioral Health Center
Integrated Clinical Services
Metrowest Behavioral Health Center
My Life My Choice
Southeast Behavioral Health Center
Southern New England Behavioral Health & Trauma
Total Achievement Program
Trauma Center at JRI

COMMUNITY-BASED SERVICES PROGRAMS

Cape and Islands Community Service Agency
Cape and Islands Behavioral Health Service
Connecticut Community Based Services
Diamond Educators Mentoring
Dimock Community Service Agency

First Connections
Metro-Boston Community Based Services
Metrowest Community Based Services
Northeast Community Based Services
SMART Team
Southeast Community Based Services
Southeast In Home Behavioral Programs
STRIVE
YouthHarbors

DEVELOPING ABILITIES PROGRAMS

Day Habitation Services & Supports
Employment Services & Supports
Full Circle ARTS
Residential Services & Supports

EDUCATIONAL PROGRAMS

Berkshire Meadows
Early Childhood Services
Educational Advocacy Program

Meadowridge Academy
Pelham Academy
Southeast Alternative Schools
Susan Wayne Center of Excellence
Susan Wayne Center of Excellence Clinical Day School
Swansea Wood School
van der Kolk Center
Victor School
Walden Street School

TRANSITIONAL PROGRAMS

Bridge Group Home
Case House
CT Group Homes
Evolution
GRIP
Journey Home
Lanewood Group Home
Lindencroft
Littleton Group Home
Rediscovery
STEP
Teen Parenting Program

HEALTH PREVENTION & HOUSING PROGRAMS

Boston GLASS
Focus
Health Law Institute
PACT Project
Peer Support Services
Program RISE
Residential Services & Supports

YOUTH & FOSTER CARE PROGRAMS

Adoption Program
Attleboro Center
Centerpoint
Cohannet Academy
CT Therapeutic Center
MA Intensive Foster Care
Merrimack Center
STARR



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