



# SMART Team



**FOUNDED:** 2011  
**CURRENT ORGANIZATION BUDGET:** \$1,500,000  
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### Investment Opportunity

SMART Team seeks to raise \$1,000,000 over the next two years to expand its services to proven-risk youth. SMART Team will use this investment to provide for safe, supportive, supervised home settings to more court-involved adolescents, clinical and counseling services to more uninsured young people, and programs for homeless youth at three additional high schools.

SMART Team, a division of the Justice Resource Institute, provides positive transitions for court-involved, homeless, and traumatized youth, 13-24 years old. These youth come from low income families, are unstably housed, are often gang-involved, and have high levels of exposure to trauma and violence. The stress of these circumstances can trigger young people to engage in reactive behavior, such as weapons carrying, aggression, gang affiliation and other risk taking behavior that can increase their vulnerability.

The work of SMART Team’s staff of mental health professionals is informed by the latest research on trauma intervention. SMART Team disrupts the pattern of social isolation and encourages healthy behaviors among proven-risk youth.

- 10 or more young people are traumatized by each youth-related homicide.
- 5,000 high school students in Massachusetts are homeless.
- One year of youth incarceration costs taxpayers \$65,000.
- High school graduation saves the economy \$750,000 over the lifetime of one individual.

### Two-year Goals

- Provide intensive in-home therapy by a multi-person team to 25 proven-risk young people ineligible for insurance coverage
- Increase number of transitional homes from 6 to 25
- Expand work with homeless youth to 3 additional high schools

### Ways to Invest

#### FINANCIAL

- \$50,000 funds a part-time development officer
- \$10,000 funds a multi-person team for a year of intensive therapy for one proven-risk youth
- \$5,000 makes a new transitional home available for one proven-risk youth

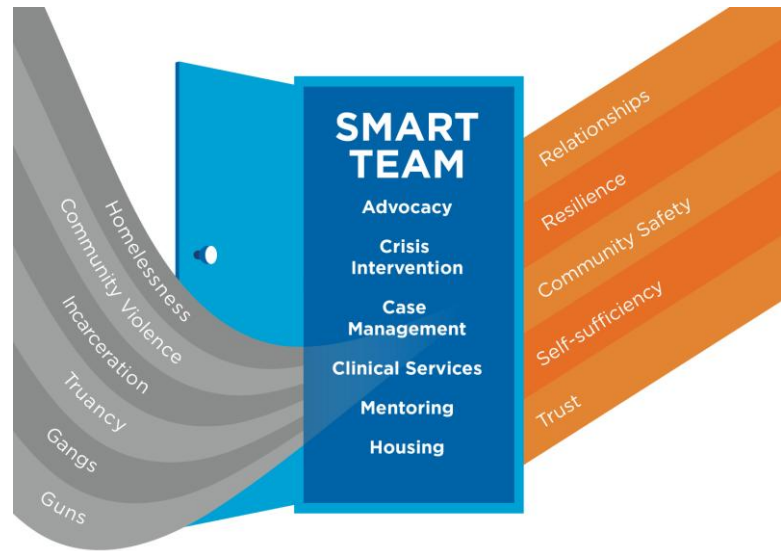
#### IN-KIND

- Advisory board members to provide guidance in strategy, marketing, and fundraising
- Grant writing support
- Graphic design services

## Leadership

Jeff Butts, MSW, Executive Director of SMART Team, has spent his career developing constructive connections among youth, their families, social workers, and the police. In 2001, the Massachusetts Chapter of the National Association of Social Workers recognized him for the “Greatest Contribution in Social Work for a Social Worker with Less than Five Years Post Masters Experience.” In 2010, Governor Patrick appointed Jeff to the Juvenile Justice Advisory Council, which helps coordinate juvenile justice and delinquency prevention efforts in the Commonwealth.

## SMART TEAM MODEL



**The SMART Team is instrumental in supporting the effective transition of high risk youth back into the community. We're fortunate to have them as a partner in our work.**

**PETER FORBES**

**Commissioner, Massachusetts Department of Youth Services**



## ALTERNATIVES TO INCARCERATION AND HOMELESSNESS

### Transitional Homes Program

SMART Team's Transitional Homes program provides court-involved young people the opportunity to thrive in safe, supportive, and secure home settings. Building on the structure of the foster care model, Transitional Homes keeps young people out of incarceration and in the community. This gives them an opportunity to make positive changes in their lives while saving taxpayers the cost of incarceration.

### YouthHarbors

YouthHarbors provides housing assistance, an adult support network, and individualized life skills development to homeless, unaccompanied high school students. These young adults are too old for child services, and adult shelters expose them to a world that is developmentally inappropriate and dangerous for them.

Forty-seven percent of homeless adults reported first experiencing homelessness as a teen. Through YouthHarbors, homeless young people find safety in appropriate housing, graduate high school, and break the cycle of homelessness and poverty to become self-sufficient adults.

YouthHarbors has served 385 homeless young people since 2009. YouthHarbors has secured permanent housing for 94% of the youth it serves. Homeless youth are 87% more likely to drop out of high school than their housed peers. However, 96% of YouthHarbors students have graduated or are on track to graduate from high school.





**SMART Team’s innovative approach provides youth and their families the tools and resources they need to emerge successfully from the juvenile justice system.**

**NAOKA CAREY**

**Executive Director  
Citizens for Juvenile Justice**



## CLINICAL SERVICES AND TRAUMA RESPONSE

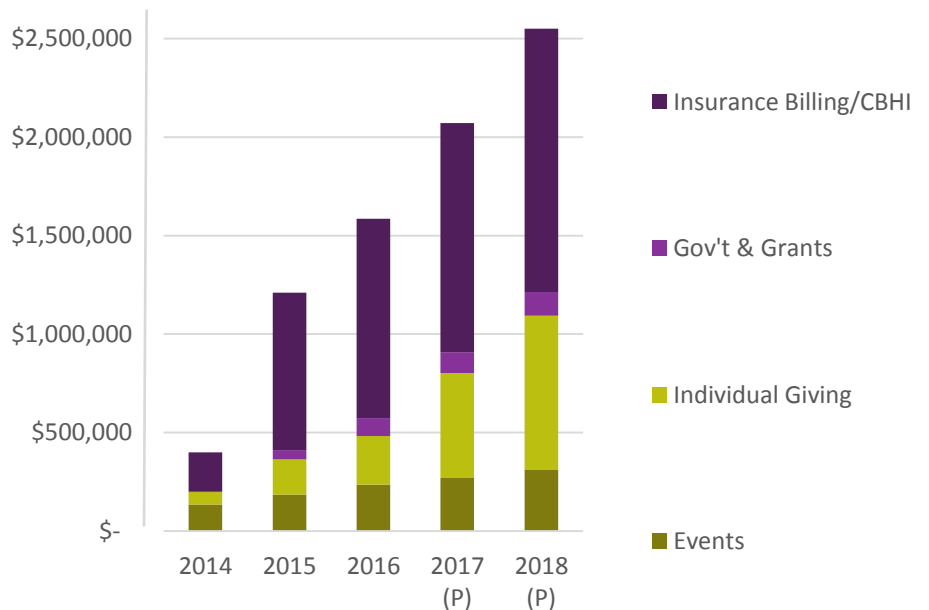
SMART Team’s **Clinical Services** provides confidential mental health services, advocacy and case management to young people and their families who are impacted by the criminal and/or juvenile justice systems. SMART Team has developed a specialized model of in-home therapy for proven-risk youth. SMART Team’s **Trauma Response** also provides rapid response to homicides affecting young people (13-24), short-term case management for young people affected by homicide, coping groups, and follow-up psychological first aid services. Following a traumatic event, the youth involved often feel helpless, confused, and are in emotional shock. Often there is no one available in the immediate aftermath of a tragedy to help the victims through these difficult hours. SMART Team’s Trauma Response staff and volunteers have the ability to respond to an emergency within 30 minutes.

SMART Team’s comprehensive services, expertise, networks, knowledge of how to navigate the system, and willingness to tackle the toughest cases have transformed the lives of many proven-risk youth and turned them into productive members of society.

## FINANCIAL SUSTAINABILITY

SMART Team has been funded primarily by insurance reimbursements and by government grants. These sources will continue to grow and provide a solid base of organizational funding. However, to thrive and re-enter mainstream society, SMART Team’s target population requires clinical services that are not funded by insurance or government grants. SMART Team is turning to private sector fundraising to provide the additional services that proven-risk youth need.

### Revenue by Source



### Key Investors

- CHILDREN’S BEHAVIORAL HEALTH INITIATIVE
- MASS OFFICE OF VICTIM ASSISTANCE

### Partners

- MA DEPARTMENT OF YOUTH SERVICES
- MA DEPARTMENT OF CHILDREN & FAMILIES
- MA DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
- CITY OF BOSTON

### Success Story: Ricky

Ricky is a 19-year-old charming young man who lives with his mother in a neighborhood historically known for gang involvement, violence, and substance use. Ricky has a history of gang involvement and negative peer engagement. At an early age, Ricky was diagnosed with ADHD. He also has a history of trauma, including the loss of several family members and friends to gun violence. Ricky himself is a victim of gun violence.

Ricky began getting into trouble at 13, mostly due to his gang involvement, unstable home life, and the negative influence of his peers. At 15, Ricky became engaged with the SMART Team. His clinician focused on improving decision-making skills, addressing trauma, stabilizing his home environment, and completing high school.

Ricky had many challenges including school suspensions, home displacement, and multiple traumatic losses. Despite these challenges, Ricky continued to attend school and maintain employment. In the summer of 2015, Ricky graduated from high school. Today he is pursuing higher education and is working full time.



## PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that SMART Team will track to demonstrate progress, capture lessons learned, and make course corrections as needed.

	FY 2016	FY 2017 (P)	FY 2018 (P)
<b>PROGRAM PERFORMANCE</b>			
Increase individuals served by <b>Trauma Response</b>	250	400	500
Increase number of homeless high school served by <b>YouthHarbors</b>	80	95	110
Increase number of youth served by <b>Clinical Services</b> team	220	280	350
Provide <b>Clinical Services</b> to proven-risk youth ineligible for insurance	0	10	25
Increase number of <b>Transitional Homes</b> available to youth	6	12	25
<b>ORGANIZATIONAL HEALTH/CAPACITY-BUILDING</b>			
Increase number of clinicians	28	38	41
Build Advisory Board	Planned	Recruited	Active
Implement Development Plan	Plan developed	Plan implemented	Plan evaluated
Total Revenue	\$1,486,000	\$1,819,000	\$2,209,000

## SOCIAL IMPACT

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 hold jobs. Support of SMART Team’s interventions reduces delinquent and criminal behavior and ultimately the social and financial costs of incarceration, enabling youth to realize their full potential.

INDICATOR	2016
Homeless youth in <b>YouthHarbors</b> on track for high school graduation	96%
Youth-involved homicides in Boston addressed by <b>Trauma Response</b>	63%
Youth in <b>Transitional Homes</b> diverted from incarceration	100%
Percent of non-incarcerated DYS youth receiving <b>Clinical Services</b> from SMART Team	65%