

Tempo Young Adult Resource Center,

a program of Wayside Youth & Family Support Network



Tempo Young Adult Resource Center co-locates multiple community resources from across MetroWest Boston into a single “one-stop” site where transition-age youth (ages 17-24) access support as they move toward self-sufficiency. Tempo provides unconditional support to young adults, many of whom are transitioning from the streets, the criminal justice system, or foster care. On-site resources—provided through Wayside and four collaborating partners—include employment support, health screenings, legal advice, education assistance, and housing search guidance. There are *no eligibility restrictions* for the resources at Tempo. Whether for help with one specific issue or for complex, interrelated goals, Tempo teams with young adults to develop high-intensity, individualized plans to reach their objectives. Tempo fosters skills of independent living, community service, and peer leadership, and shares governance with a Young Adult Advisory Council, empowering young people in their own lives. Tempo’s vision is that all young people will have strong, resilient foundations for adulthood—anchored in the education necessary to secure meaningful employment and supported by stable mental and physical health.

INVESTMENT OPPORTUNITY

Tempo is seeking to raise \$640,000 over two years to build capacity, plan for long-term financial sustainability, and expand resource offerings that build a pathway toward meaningful employment for young adults.

Founded 2007

as a program of Wayside Youth & Family Support Network, Framingham, MA

\$450,000

Current Program Budget

Contact

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THE NEED

All youth face major life decisions between the ages of 17 and 24. When young people have grown up in foster care or residential programs without strong family or community support, or when they live with serious behavioral health conditions, they are far less prepared to face the transition to adult independence. They face far greater risk for homelessness, criminal involvement, and poor physical and mental health, and they can end up costing society rather than contributing to it. The cost of not having positive support during the transition to young adulthood is high.

- One in 10 of all youth ages 18-24 in Massachusetts is not working and not in school.
- 8.5% of all 18-24 year olds in Framingham, Massachusetts live below half the poverty level.
- MA Department of Transitional Assistance estimates the total annual subsidy for a single, unemployed adult to be \$32,800.
- In Massachusetts, more than 800 youth ‘age out’ of state custody each year and are expected to transition to adulthood without support. Within two years of leaving the system:
 - Approximately one in five will be homeless.
 - One in four will be incarcerated at a yearly average cost of \$43,000.

TWO-YEAR GOALS

Grow Our Reach

- Expand program to reach 33% more youth by 2014
- Grow engagement in comprehensive planning from 15 percent to 25 percent
- Increase staff from two to three transition facilitators
- Double the number of workshops and activities hosted on site

Focus on Health and Employment

- Hire a career specialist to expand on-site resources
- Sustain on-site nurse position
- Launch micro-enterprise initiative to provide skill-building and employment opportunities

Enhance Outcome Measurement

- Build a robust database and refine evaluation system

Build Financial Sustainability

- Develop a strategic fundraising plan
- Diversify revenue sources to enhance financial sustainability

THE OPPORTUNITY FOR SOCIAL IMPACT

Research shows that a coordinated, collaborative network of community resources is the best delivery tool to support youth as they transition to adulthood. Yet across the state and nation, this level of local coordination is still largely unrealized.

Tempo Young Adult Resource Center is pioneering a comprehensive, youth-driven approach to providing community resources in Framingham, and Tempo is delivering results.

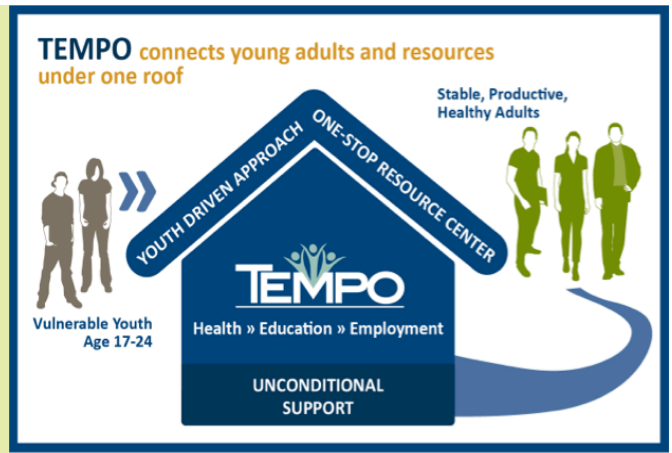
- Tempo removes barriers by collaborating with partners to offer previously fragmented resources under one roof.
- More than 1000 young adults have come to Tempo since its opening in 2007.
- 15% of all youth who originally came for a single resource later engaged in Tempo’s voluntary comprehensive transition planning process.
- One in five participated in leadership opportunities such as public speaking, peer mentoring, and community service.
- Tempo’s use of partners’ resources is cost effective. Annual cost to provide a young adult access to more than 25 continual resources for one year through Tempo is \$1,600.
- Tempo’s innovative model attracted three-year seed funding from the Robert Wood Johnson Foundation.

WAYS TO INVEST

- Financial**
 - \$50,000 – Pays salary and benefits for transition facilitator to team with young adults in comprehensive planning
 - \$25,000 – Hires a career specialist for one year to provide one-on-one consultation to more than 300 young adults
 - \$10,000 – Sponsors a part-time nurse on-site for one year
 - \$1,600 – Provides full range of Tempo resources to one young adult for one year
- In-Kind**
 - Fundraising and marketing support
 - Business advisor for micro-enterprise launch
 - Database and outcome measurement support
 - A passenger van for youth transport to employment and other resources

SOCIAL INNOVATION IN ACTION: THE TEMPO MODEL

Tempo empowers young adults age 17-24 with serious mental health conditions, a lack of stable family connections, interrupted education, substance abuse history, and/or homelessness by providing access to the **resources they desire** to build a strong foundation for the **success they define** as they move toward independent adulthood. Based on insights from young adults themselves, Tempo is a relaxed, welcoming, and non-clinical environment located within a two-level house on a residential street in the center of Framingham Massachusetts. Youth art adorns the walls, bulletin boards highlight youth success, and couches fill a meeting space. Tempo focuses on the mental and behavioral health of young adults, providing support in advancing education, and building pathways to meaningful employment.



One-Stop Resource Center:

Tempo removes barriers to navigating the often confusing and fragmented “obstacle course” of community resources by **combining resources that already exist at a single “one-stop” location**. A collaboration of five separate agencies provides: work-readiness and job-search supports; housing, substance abuse, and recovery groups; legal assistance and access to benefits; and health assessments and screening. Tempo staff—called transition facilitators—are the “glue” that holds the pieces together, working one-on-one with motivated youth to create comprehensive action plans that utilize multiple resources based on the young adult’s defined goals. In addition to its partner-provided resources, Tempo offers free laundry machines, a kitchen and food pantry, free phone and computer access, transportation support, and a safe and sober place for the day.

COLLABORATING PARTNERS

- Advocates, Inc.
- Edward M. Kennedy Community Health Center
- Partnerships for a Skilled Workforce, Inc.
- South Middlesex Opportunity Council
- Wayside Youth & Family Support Network

Youth Driven Approach:

Tempo’s youth driven approach reflects its commitment to treat each person with dignity and to empower young adults in their own lives. Tempo staff say that “**young adults come to Tempo for resources**” rather than “Tempo provides services to clients”—a small change in language with a big impact on attitude that places young adults in the self-directed role of seeking out resources to reach their goals rather than passively receiving help. Tempo builds on young people’s strengths, empowers them to realize their potential, and puts young adults at the center of their own plans. In practice, this means providing internships to practice leadership skills and serve as peer mentors for other young adults; holding monthly meetings of the Young Adult Advisory Council, where young adults are the majority and provide input on decisions about Tempo operations, program development, the evaluation process, and the hiring of staff; and offering community service opportunities (voter registration drives, soup kitchen, public speaking). When working with transition facilitators, young adults identify the issues they wish to address and focus on their long- and short-term goals toward independent living. Transition facilitators help young adults craft strategies to achieve these goals and steps to take responsibility and action in carrying them out. These plans are goal oriented and youth driven, rather than directed by adult providers and standardized procedures. As Corey, age 20 said, “*This is the first place that I have ever been where I wasn’t treated like a patient.*”



Unconditional Support:

A distinguishing factor of Tempo’s model is that it serves all 17-24 year old young adults with **zero eligibility restrictions**. Whether seeking help with one specific issue or with complex, interrelated goals, no one is turned away. Tempo will never give up on a young adult seeking support. It is impossible to “flunk out.” The value of unconditional support is manifest in the relationships Tempo builds with the young adults. Sometimes a youth will stop coming to Tempo for reasons known (they have moved away, been incarcerated, etc.) or reasons unknown. If they return to Tempo at a later point in time, often their first request is to see their transition facilitator. This level of unconditional support has enormous impact on Tempo’s outcomes. Tempo sees its strongest successes across multiple areas in the lives of young people who have chosen to work with a transition facilitator. Niko, a 19 year old young adult, phrased it this way: “*Tempo has been a saving grace for me. I finally have people that care about me, and I don’t feel like a bad kid.*”

NEXT STEPS: PATHWAYS TO MEANINGFUL EMPLOYMENT

Evaluation data has consistently named meaningful employment as the young adults’ number one desire. Those who have found employment have also found success in other arenas of their lives. This priority is shaping the next steps for Tempo. To this end, Tempo and collaborative partners are in the planning and development stage of a youth-led micro-enterprise venture to complement its array of available resources. Its operation and oversight will serve as a supportive, nurturing first worksite for struggling youth to gain critical employment skills.

“When I’m at Tempo I feel a part of something that is bigger than just a resource center. I feel welcomed, helped, and more important, I feel safe.”

—Shane, Age 21



TEAM AND GOVERNANCE

Yolanda Ortiz first joined Wayside Youth & Family Support Network in 2007 as a youth coordinator and was selected as director of the Tempo Young Adult Resource Center in March 2009. With years of athletic coaching, clinical work, and social service experience under her belt, Yolanda Ortiz brings skills and passion to her position. Having grown up in a low-income, single-mother household, Yolanda considers herself a working role model for many of the young adults that come to Tempo. Yolanda worked two jobs over 15 years to put herself through school. She is a graduate of the University of Massachusetts, Boston and holds a Masters of Social Work from Boston University.

Tempo transition facilitators bring extensive knowledge of residential programming, the legal and correctional system, street outreach, youth leadership, and health education. Tempo also has a governance board comprised of executive staff from each of the five collaborating partners, Director Yolanda Ortiz, and a Tempo peer mentor. In addition, the Young Adult Advisory Council, comprised of at least 51 percent young adults, provides input regarding the overall program. Tempo has the support and guidance of the Wayside Youth & Family Support Network Board of Directors and senior management, represented by dedicated involvement of Director of Development, Marisa Rowe, and Vice President Bonny Saulnier. In her 20 years at Wayside, Ms. Saulnier has participated at the most senior levels with the Department of Children & Families on many groundbreaking family-centered initiatives. She played a lead role in the founding of Tempo as a manager of Wayside's substantial seed grant from the Robert Wood Johnson Foundation.

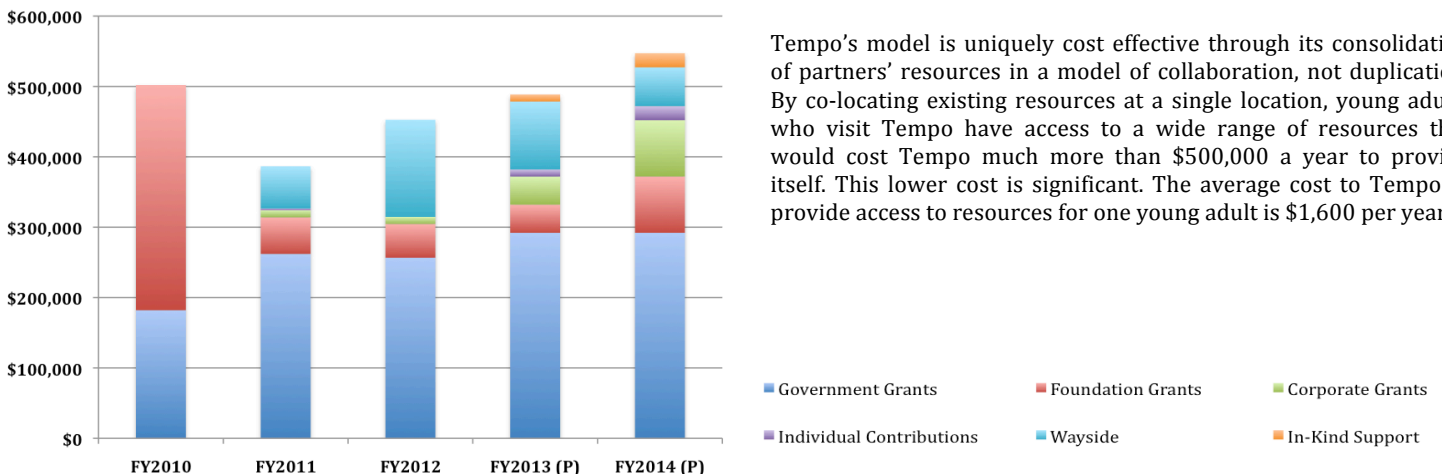
FINANCIAL SUSTAINABILITY

Recognized as a leading model in serving transition age youth, Tempo was founded in 2007 with significant multi-year seed funding from the Robert Wood Johnson Foundation. This grant, matched by local funders and supplemented by government contracts, supported the program pilot and initial demonstration of its effectiveness. Since the expiration of the start-up funding phase in 2011, Tempo has relied on its parent organization—Wayside Youth & Family Support Network—to fill the funding gap as it has begun to build its own financial sustainability. Tempo is now developing a strategic fundraising plan focused on diversification of revenue sources. Strategies include the cultivation of foundation, corporate, and individual support through outreach and open house events, as well as developing opportunities to access additional government funds targeted for transition age youth. Tempo projects that over the next two years it will be able to reduce its support from Wayside by 60%, increasing the proportion of its revenues coming from private sources from 13 percent to 34 percent.

KEY INVESTORS

- Carlisle Foundation
- Grainger Corporation
- MA Department of Mental Health
- MetroWest Health Foundation
- Middlesex Savings Charitable Foundation
- Robert Wood Johnson Foundation
- The Sudbury Foundation
- United Way of Tri-County
- US Administration for Children & Families

Sources of Revenue



Tempo's model is uniquely cost effective through its consolidation of partners' resources in a model of collaboration, not duplication. By co-locating existing resources at a single location, young adults who visit Tempo have access to a wide range of resources that would cost Tempo much more than \$500,000 a year to provide itself. This lower cost is significant. The average cost to Tempo to provide access to resources for one young adult is \$1,600 per year.

"Tempo is currently helping me work on life goals and with an internship. I'm honored to be a part of an establishment like this and extremely grateful for these resources and individuals who are currently a part of my life."

—Juliette, Age 24

"Every time I slipped up, they didn't kick me to the curb or give up on me. They are always here for me no matter what—rooting me on and helping me in any way they can."

—Ashley, Age 18

PERFORMANCE MEASUREMENT

Program Performance and Organizational Health:

Below is a summary of the key measures that Tempo will track to demonstrate progress, capture lessons learned, and make course corrections as needed. Note: Fiscal year is July 1 – June 30.

	FY 2012	FY 2013 (P)	FY 2014 (P)
Program Performance			
Grow the number of youth who visit Tempo each year	300	350	400
Increase the percentage of youth working with a transition facilitator through comprehensive planning process	15%	20%	25%
Invest in professional development/skills training annually for peer mentors and Young Adult Advisory Council	Identify skill areas to target for growth	Conduct 2 trainings and gather feedback	Improve based upon lessons learned
Expand calendar of weekly workshops held on site in areas of health, employment, legal matters, and life skills	1.5 per week	2 per week	3 per week
Increase percentage of participants completing six-month reassessment survey after work with transition facilitator	70%	85%	100%
Organizational Health/Capacity Building			
Enhance database and outcome evaluation	Develop database capabilities	Input all current and past data	Improve based upon lessons learned
Hire career specialist (0.5 FTE)	--	Secure funding	Search and hire
Hire three full-time transition facilitators (1 FTE)	--	Secure funding	Search and hire
Develop and implement strategic fundraising plan	Develop	Implement	Revise and implement
Host quarterly open houses to cultivate prospective funders	Plan	Launch	Grow
Increase total revenue	\$450,000	\$489,000	\$547,000

Social Impact:

Currently, Tempo uses the metrics below to measure its impact on those youth engaged in a comprehensive planning process with a transition facilitator. One of Tempo's short-term goals is to develop a more robust evaluation system to capture impact data beyond a participant's immediate involvement, as well as data about youth not involved in comprehensive planning.

Indicator	2011
Of all youth engaged in comprehensive planning process	
Improved their education (graduated from high school, started college, continued working on GED or vocational training)	63%
Found a new job and/or stayed employed	86%
Kept or improved housing	92%
Stayed out of trouble with police / successfully completed probation	83%
Stayed clean and sober through recovery	50%
Obtained applicable health insurance benefits	100%

Social Impact from Financial Perspective - Per Year Costs in Massachusetts

Average Cost to Incarcerate an Offender	Total Subsidy of a Single Parent one Child	Total Subsidy of a Single Adult	Cost to Supervise one Person on Parole	Tempo's Cost for one Youth to Access Resources
\$43,000	\$42,240	\$32,800	\$4,000	\$1,600

SUCCESS STORY: KIM

At 24 years old Kim was living in a shelter with her husband and two children, unemployed, uninsured, in need of mental health counseling, and without familial support. Yet Kim was deeply motivated to redirect her life by the desire for a place to call home for her own family. After seeing a flyer for Tempo, she decided to stop by. Moved by the support she felt at that first visit, Kim came to Tempo every day for six months. She partnered with a transition facilitator and worked relentlessly to identify goals and a plan for reaching them. Through Tempo, she secured daycare vouchers for her children, obtained health insurance and was linked with mental health counseling and treatment. She earned her GED, was hired as a peer mentor, and later became an active member of the advisory council. Her progress inspired her husband to come to Tempo where he received vocational training, job placement, and has been employed for over a year. Today, Kim and her family have their own apartment and health insurance. Their children are enrolled in school, and Kim is focusing on being a dedicated mother and her next life-goal, college.

