



# The Giving Common

An Initiative of the Boston Foundation

[www.thegivingcommon.org](http://www.thegivingcommon.org)

Silver Lining Mentoring Inc. (formerly Adoption and Foster Care Mentoring, Inc.)

Current

## General Information

727 Atlantic Avenue, 3rd Floor

Boston, MA 02111

(617) 224-1300

**Website**

[www.silverliningmentoring.org](http://www.silverliningmentoring.org)

**Organization Contact**

Colby Swettberg [colby@silverliningmentoring.org](mailto:colby@silverliningmentoring.org)

**Year of Incorporation**

2002

# Statements & Search Criteria

## **Mission Statement**

Silver Lining Mentoring empowers youth in foster care to flourish through committed mentoring relationships and the development of essential life skills.

## **Background Statement**

Silver Lining Mentoring (SLM) was founded in 2002 by Justin Pasquariello who, adopted out of the foster care system himself, understands the need for youth in foster care to have a consistent adult presence during frequent transitions to new homes, guardians, and schools. Justin served as SLM's Executive Director until 2007, and remains actively involved as a long-time mentor and Board Member.

SLM was built on its Community Based Mentors program, creating one-to-one matches between volunteer mentors and youth impacted by foster care ages 7 and older. In 2009 SLM launched Leaders, a skill-building program for teens in foster care designed to provide a support network and opportunities to learn job, health and life skills in preparation for adulthood. Leaders was expanded in 2012 with Learn and Earn, an intensive life skills curriculum for young adults ages 16 and older with mentoring and matched-savings components.

Silver Lining Mentoring's current Chief Executive Officer, Colby Swettberg, has been recognized on several occasions. Secretary of State John Kerry and the Congressional Institute on Adoption honored Colby as an "Angel in Adoption" in 2012. In 2013 Colby received a "Woman of Excellence" Award from Youth Villages and the United Way recognized Colby's commitment to the community as a nominee for the "Women Who Live United" Award.

In 2014 Silver Lining Mentoring was chosen as a three-year investee by Social Venture Partners (SVP). SVP consultants worked closely with Silver Lining Mentoring's leadership team to crystallize the organization's service model, evaluation plan, and business plan. This effort has helped SLM identify key conditions for success and chart the path to achieving its goals. Thanks to the in-depth capacity building services provided by SVP, Silver Lining Mentoring is positioned to serve more youth in foster care and significantly increase the impact of its programs through 2020.

**Impact Statement**

Silver Lining Mentoring (SLM) is the only mentoring organization in Massachusetts that focuses exclusively on the unique needs of youth impacted by foster care.

In 2016 Silver Lining Mentoring:

-Provided 81 youth in foster care with high-quality, long term mentors who are often the only adults not paid to spend time with them through its Community Based Mentoring program. The average length of a mentoring relationship supported by Silver Lining Mentoring is 4.6 years, over six times the national average.

-Provided 55 young adults impacted by the foster care system with the opportunity to learn critical financial literacy, job, and life skills with the support of a mentor through its Learn & Earn program.

-Conducted essential life skills workshops for over 160 youth in foster care in Greater Boston who were preparing to "age out" of the foster care system at 18.

In 2017 Silver Lining Mentoring's goals are:

-To serve 360 youth impacted by foster care in Greater Boston. This is part of a larger strategic goal to serve 500 youth by the year 2020.

-To analyze its marketing strategy to better articulate its innovative approach and the need for mentors for youth in foster care.

-To continue its role as a thought leader in the fields of mentoring and child welfare.

**Needs Statement**

Silver Lining Mentoring (SLM) is looking for the following forms of support:

-Volunteers: SLM has a particular need for Life Skills Mentors to support young people in its Learn & Earn program. SLM always needs mentors of all backgrounds and identities. SLM is youth focused - youth make requests about what is important to them in a mentor. The three areas where SLM has more requests than it has mentors are mentors of color, male mentors, and mentors with foster care experience.

-Corporate & Foundation Funding: SLM must continue to diversify its funding portfolio to include more corporate and foundation funders to support its organizational growth goals.

-Individual Investors: Individuals who are looking for an innovative organization that is growing and in need of your support to reach our goals.

## Service Categories

Adult, Child Matching Programs

Foster Care

## Geographic Areas Served

Silver Lining Mentoring serves youth in the Greater Boston area (as defined by Rt. 128). The organization continues to support youth if they are moved to a placement outside of its service area due to the transient nature of the foster care system.

Please review online profile for full list of selected areas served.

# Programs

## **Community Based Mentoring**

### **Description**

SLM's Community Based Mentoring program serves youth 7 and older in foster care. It matches youth in 1-to-1 mentoring relationships with adult volunteers for at least a year, often the only adults not paid to spend time with them. The program addresses the fact that frequent transitions in homes and communities leave these youth without consistent positive relationships.

Mentors undergo a lengthy screening process, and receive 9 hours of training, facilitated by SLM's social workers. Mentor/mentee "matches" meet for at least 8 hours a month.

SLM staff provides personal support to each match. SLM's Masters level clinicians understand youth behaviors and needs with their histories of abuse, trauma, and neglect, and implement evidence-based intervention methods for youth in care. SLM's average match length is 55 months, over six times the national average.

### **Budget**

604845

### **Category**

Youth Development, General/Other Youth Development, General/Other

### **Population Served**

K-12 (5-19 years), College Aged (18-26 years), At-Risk Populations

### **Program Short Term Success**

The short-term success of the program is determined by annual evaluations completed by all mentors and mentees. The following are SLM's benchmarks for success:

- At least 75% of youth will report having a mentor they can depend on.
- At least 80% of youth will show improvements in self-esteem.
- At least 70% of youth will improve ability to set and achieve goals.
- At least 85% of youth will acquire a stronger sense of belonging within a healthy community.

**Program Long term Success**

SLM fills a critical niche in the youth development field by giving young people the support and individual attention that they need throughout the turbulent transitions of life in the foster care system. Frequent transitions put youth in foster care at an increased risk of negative outcomes including poverty, homelessness, incarceration, and other high-risk behaviors. Rhodes et al. (1999) found that after 12 months of participation in a mentoring program, youth in foster care exhibited improved social skills, improved ability to trust adults, improvements in pro-social support, and self-esteem enhancement. A long-term mentor often serves as a lifeline for at-risk youth in foster care.

**Program Success Monitored By**

Silver Lining Mentoring uses an Salesforce platform to measure the impact of its services, track and respond to client needs, and prioritize the delivery of services that prove to be most effective. SLM also gathers data and measures the effectiveness of its programs through monthly online mentor surveys, youth feedback, and annual evaluations completed by all mentees and mentors. Salesforce and all other evaluation efforts are managed by SLM's Data Strategy Manager. He compiles quantitative and qualitative data on individual youth development in order to measure and quantify program impact.

**Examples of Program Success**

In its fifteenth year Silver Lining Mentoring sees the long-term effects of its services. 76% of young people engaged with SLM over age 18 are employed, compared to 43% of foster care alumni nation-wide. In addition, 74% of Silver Lining Mentoring participants have graduated high school and 23% have enrolled in college, compared to 54% and 3% respectively of all young adults who have left foster care. These statistics prove that Silver Lining Mentoring has a positive impact on the youth it serves.

## Leaders/Youth Outreach

<b>Description</b>	Leaders provides teens and young adults impacted by foster care the opportunity to learn life skills in preparation for adulthood. Through Leaders SLM works with other local organizations supporting teens in care to facilitate workshops on essential life skills. Participants can also engage in leadership and public speaking opportunities. This program is often the gateway for young people to enter Silver Lining Mentoring and go on to participate in its more intensive Community Based Mentoring and Learn & Earn programs.
<b>Budget</b>	20000
<b>Category</b>	Youth Development, General/Other Youth Development, General/Other
<b>Population Served</b>	Adolescents Only (13-19 years), College Aged (18-26 years), At-Risk Populations
<b>Program Short Term Success</b>	<p>The short-term success of Leaders will be determined by evaluations completed by all program participants. The following are SLM's benchmarks for success:</p> <ul style="list-style-type: none"><li>• At least 70% of youth will improve ability to set and achieve goals.</li><li>• At least 80% of youth will improve their personal and professional communication skills.</li><li>• At least 85% of youth will acquire a stronger sense of belonging within a healthy community.</li><li>• At least 85% of youth will report learning skills that will help them in the future.</li></ul>
<b>Program Long term Success</b>	<p>The workshops and support of Leaders empower young people to avoid negative outcomes associated with time in foster care. A 2008 report from The Boston Foundation highlights the risk factors for youth "aging out" of foster care. Of the young adults that were interviewed:</p> <ul style="list-style-type: none"><li>• 25% had been arrested</li><li>• 37% experienced homelessness</li><li>• 43% had been pregnant or gotten someone pregnant</li><li>• 54% were unemployed</li><li>• 59% exhibited signs of depression</li></ul> <p>The support and workshops provided by Leaders help youth combat these risk factors. Long-term, the goal is for youth to break cycles of homelessness, poverty, and violence, often the same forces that put them in foster care in the first place.</p>

**Program Success Monitored By** Silver Lining Mentoring uses a Salesforce platform to measure the impact of its services, track and respond to client needs, and prioritize the delivery of services that prove to be most effective. Salesforce and all other evaluation efforts are managed by SLM's Data Strategy Manager. He compiles quantitative and qualitative data on individual youth development in order to measure and quantify program impact.

**Examples of Program Success** SLM youth have spoken to the success of the program. One young woman shared an experience she had at a job interview after a career-focused workshop. She excitedly called her Program Coordinator to tell her that she got great feedback about her interview and was subsequently offered the position. This young woman stated she was far better prepared to anticipate interview questions and demonstrate her skills, knowledge, and professionalism because of SLM's workshop.



## Learn & Earn

### Description

Learn & Earn (L&E) is an intensive 12-week life skills curriculum with a matched savings component for youth impacted by foster care ages 16+. Youth learn life skills including financial literacy, employment, transportation, and housing.

Youth are paired with a volunteer adult Life Skills Mentor. Mentors are screened and supported by SLM's social workers who are trained to understand the unique needs of youth in care. Mentors help youth master the skills covered in L&E and provide social and emotional support. Mentor/mentee "matches" can choose to continue the mentoring relationship after the 12-week program ends.

Youth earn a stipend for mastering the skills in the L&E curriculum. SLM matches every dollar youth save of their stipend at the end of L&E. Through their earnings youth have paid rent and college tuition, and purchased laptops and professional clothing, meeting critical needs for adulthood.

### Budget

565944

### Category

Youth Development, General/Other Youth Development, General/Other

### Population Served

Adolescents Only (13-19 years), College Aged (18-26 years), At-Risk Populations

### Program Short Term Success

SLM measures the short-term success of Learn & Earn through the following metrics:

- At least 70% of youth will report they are good at setting/achieving goals
- At least 70% of youth will earn and save toward an identified independent living goal
- At least 80% of youth will report improved personal/professional communication skills
- At least 80% of youth will report improved self-esteem
- At least 85% of youth will report that they learned a new skill that will help them in the future
- At least 85% of youth will report a strong sense of belonging within a healthy community

**Program Long term Success**

The workshops and support network of Learn & Earn empower young people to avoid negative outcomes associated with time in foster care. A 2008 report from The Boston Foundation highlights the risk factors for youth “aging out” of foster care. Of the young adults that were interviewed:

- 25% had been arrested
- 37% experienced homelessness
- 43% had been pregnant or gotten someone pregnant
- 54% were unemployed
- 59% exhibited signs of depression

The support and workshops provided by Learn & Earn help youth combat these risk factors. The long-term goal of Learn & Earn is to prepare participants for a successful adulthood by connecting them to a supportive community and helping them build critical life, employment, and financial literacy skills.

**Program Success Monitored By**

Silver Lining Mentoring uses a Salesforce platform to measure the impact of its services, track and respond to client needs, and prioritize the delivery of services that prove to be most effective. SLM also gathers data and measures the effectiveness of Learn & Earn through pre- and post-evaluations, as well as weekly surveys. Salesforce and all other evaluation efforts are managed by SLM's Data Strategy Manager. He compiles quantitative and qualitative data on individual youth development in order to measure and quantify program impact.

**Examples of Program Success**

In its fifteenth year Silver Lining Mentoring sees the long-term effects of its services. 76% of young people engaged with SLM over age 18 are employed, compared to 43% of foster care alumni nation-wide. In addition, 74% of Silver Lining Mentoring participants have graduated high school and 23% have enrolled in college, compared to 54% and 3% respectively of all young adults who have left foster care. These statistics prove that Silver Lining Mentoring has a positive impact on the youth it serves.

# Management

## CEO/Executive Director

**Executive Director**

Ms. Colby Swettberg

**Term Start**

July 2009

**Email**

colby@silverliningmentoring.org

### **Experience**

Colby Swettberg holds Master's degrees in both Education and Social Work. Colby worked for The Home for Little Wanderers for seven years where she opened and oversaw the nation's first group home for LGBT teenagers, facilitated support groups for LGBT foster and adoptive families, and provided training nationwide on working with LGBT youth. Colby came to SLM as CEO in July 2009.

Colby has been recognized on several occasions. Secretary of State John Kerry and the Congressional Institute on Adoption honored Colby as an "Angel in Adoption" in 2012. This year, Colby was chosen as a Barr Foundation Fellow, a prestigious honor recognizing her, and Silver Lining Mentoring's, impact in the community. Through this Fellowship, Colby will participate in a two-year program that includes a group learning journey, a summer sabbatical, and facilitated retreats for leadership and organizational development to increase program capacity, with the ultimate goal of supporting more youth in foster care through vital mentoring services.

## Senior Staff

### **Alaina Rosenberry**

**Title**

Director of Programs

**Experience/Biography**

Alaina first joined Silver Lining Mentoring in September 2010 as an intern from Simmons School of Social Work. Alaina comes to SLM with experience in issues of homelessness and youth education from her work at St. Mary's Women and Children's Center and Crittenton Women's Union. Alaina completed her second clinical internship at Children's Charter Trauma Clinic where she provided individual and family therapy to children, adolescents and adults who have experienced trauma. Alaina completed her Masters in Social Work in 2012 and joined the SLM staff as a full-time Program Coordinator. She now serves as Director of Programs, overseeing SLM's mentoring and life skills programs.

## **Cori Mykoff**

**Title** Director of Development

**Experience/Biography** Cori has always been fortunate to work with organizations whose missions seek to improve lives in a community-driven way. As a beneficiary of strong role models, Cori feels that access to great mentorship can change lives, and is honored that this passion has led her to Silver Lining Mentoring—a proven leader in providing this critical service to young people who need it most. Before Silver Lining, Cori was the senior development officer at The Posse Foundation in Boston, where she directed local fundraising efforts through collaboration with volunteer leaders, corporate sponsorships, grants, and events. Previously, she was the development officer at TERC, where she worked on federal research grants and national educator trade shows. Cori began her career at The Boston Bar Association and Foundation, where she helped to administer over \$1 million in legal aid grants annually, and coordinated several volunteer committees and efforts. Outside of Silver Lining, Cori is a Board Member of The Philanthropy Connection, and volunteers with Emerson College, her alma mater.

## **Julie Asher**

**Title** Deputy Director

**Experience/Biography** Julie joined Silver Lining Mentoring in May 2017. Having learned about the child welfare system from her work in the public and philanthropic sectors, she is thrilled to have the opportunity to contribute to Silver Lining Mentoring’s important mission. Julie has dedicated her career to promoting positive impact and equity for children and families. Most recently, Julie worked at the Center on the Developing Child, where she facilitated partnerships across sectors with the goal of developing new solutions to support young children’s development. Prior to this, she worked as a senior program officer at the Robin Hood Foundation, overseeing early childhood and youth grants to nonprofits in New York City. Previously, she worked for the City of New York’s Administration for Children’s Services as a policy analyst for child care and child welfare. Julie earned her bachelor’s degree in human development and family studies from Cornell University and her master’s degree in public policy from the Goldman School of Public Policy at UC Berkeley.

## Staff Information

<b>Full Time Staff</b>	16
<b>Part Time Staff</b>	0
<b>Volunteers</b>	135

<b>Contractors</b>	0
<b><u>Staff Demographics - Ethnicity</u></b>	
<b>African American/Black</b>	1
<b>Asian American/Pacific Islander</b>	1
<b>Caucasian</b>	11
<b>Hispanic/Latino</b>	1
<b>Native American/American Indian</b>	0
<b>Other</b>	2
<b><u>Staff Demographics - Gender</u></b>	
<b>Male</b>	2
<b>Female</b>	11
<b>Unspecified</b>	3
<b><u>Formal Evaluations</u></b>	
<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Semi-Annually
<b>NonManagement Formal Evaluation</b>	Yes
<b>Non Management Formal Evaluation Frequency</b>	Semi-Annually
<b><u>Plans &amp; Policies</u></b>	
<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	3
<b>Date Strategic Plan Adopted</b>	Jan 2017
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Permit?</b>	Yes
<b><u>Awards</u></b>	
<b>Awards</b>	

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
A. Keith Brodtkin Award for exceptional programming for adopted and foster youth and families	The Home for Little Wanderers	2004
Local Hero award to SLM founder Justin Pasquariello for AFC's impact in Massachusetts	Bank of America	2007
Quality-Based Initiative Member	Mass Mentoring Partnership	2008
Innovation Award	Small Business Association of New England	2013
2014 Social Innovator	Root Cause, Social Innovation Forum	2013

## Affiliations

<b>Affiliation</b>	<b>Year</b>
United Way Member Agency	2010

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. M. Scott Knox
<b>Company Affiliation</b>	Brooke Charter Schools
<b>Term</b>	Jan 2017 to 0
<b>Email</b>	sknox@ebrooke.org

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Roy Bates	Cambridge Savings Bank	Voting
Robert Beal	The Beal Companies, LLP	Exofficio
Anne Bowie	Wilmer Cutler Pickering Hale and Dorr LLP	Voting
Maurice Bradshaw	UBS Financial Services	Voting
Jennifer Gugliotti	John Hancock Financial Services	Voting
Danielle Halderman	Camp Harbor View Foundation	Voting
Edward Hale	Community Volunteer	Voting
Julie Hall	Comcast	Exofficio
M. Scott Knox	Edward W. Brooke Charter Schools	Voting
Bryan Nelson	Castle Hill Financial Group, LLC	Voting
Justin Pasquariello	East Boston Social Centers, SLM Founder	Voting
Alfonso Perillo	Edelstein & Company	Voting
Tom Shirk	White Porch Group	Voting
Anna Vouros	Massachusetts General Hospital	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	2
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	10
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0

## Board Demographics - Gender

<b>Male</b>	8
<b>Female</b>	4
<b>Unspecified</b>	0

## Board Information

<b>Number of Full Board Meetings Annually</b>	6
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Under Development
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	33%
<b>Constituency Includes Client Representation</b>	Yes

## Standing Committees

Board Governance

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Finance

Program / Program Planning



# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	Jan 01, 2017
<b>Fiscal Year End</b>	Dec 31, 2017
<b>Projected Revenue</b>	\$1,541,950.00
<b>Projected Expenses</b>	\$1,541,591.00
<b>Endowment?</b>	No
<b>Credit Line?</b>	No
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	6

## Detailed Financials

### **Revenue and Expenses**

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Total Revenue</b>	\$1,763,042	\$976,155	\$1,086,944
<b>Total Expenses</b>	\$1,052,607	\$893,691	\$781,463

### **Revenue Sources**

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Foundation and Corporation Contributions</b>	\$656,542	\$441,202	\$653,277
<b>Government Contributions</b>	\$83,040	\$82,669	\$138,604
<b>Federal</b>	--	--	--
<b>State</b>	\$83,040	\$82,669	\$138,604
<b>Local</b>	--	--	--
<b>Unspecified</b>	--	--	--
<b>Individual Contributions</b>	\$726,583	\$233,157	\$121,428
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	--	--	--
<b>Investment Income, Net of Losses</b>	\$72	\$77	\$131
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$296,360	\$218,575	\$173,343
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	\$445	\$475	\$161

### Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$784,289	\$638,904	\$545,705
Administration Expense	\$85,889	\$76,933	\$84,403
Fundraising Expense	\$182,429	\$177,854	\$151,355
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.67	1.09	1.39
Program Expense/Total Expenses	75%	71%	70%
Fundraising Expense/Contributed Revenue	10%	18%	14%

### Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$1,891,488	\$1,197,123	\$1,109,058
Current Assets	\$1,873,576	\$1,163,721	\$1,088,925
Long-Term Liabilities	--	\$0	\$0
Current Liabilities	\$32,187	\$48,257	\$42,656
Total Net Assets	\$1,859,301	\$1,148,866	\$1,066,402

### Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	58.21	24.12	25.53

### Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

### Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

## Capital Campaign

Currently in a Capital Campaign?	No
Capital Campaign Anticipated in Next 5 Years?	No

## Comments

### Foundation Staff Comments

Financial summary data in the charts and graphs above are per the organization's IRS Form 990s. Additional revenue breakout detail was provided by the organization for FY15, FY14 and FY13.

Please note, this organization changed its name with the IRS in June 2015, as reflected in the above posted IRS Letter of Determination, from Adoption and Foster Care Mentoring, Inc. to Silver Lining Mentoring Inc.