



ORGANIZATIONAL BASICS

- ***What does your organization do? (200 word limit)***

UTEC's mission and promise is to ignite and nurture the ambition of Lowell's most disengaged young people to trade violence and poverty for social and economic success.

UTEC's nationally recognized model begins with intensive street outreach and gang peacemaking, reaching out to the most disconnected youth by meeting them "where they're at" and facilitating a peace process between rival gang leaders. Each young person in our target population (16-23, dropped out of school, homeless, gang or criminally involved) receives at least three years of intensive case management. UTEC engages youth in workforce development programming blending transitional employment with social enterprises in food services, multimedia, and maintenance/cleaning. We provide educational options through GED preparation and an alternative diploma program. Values of social justice and civic engagement are embedded in all programming, with special emphasis in our organizing and policymaking work both locally and statewide. Ultimately, UTEC's unique model can provide a pathway from the street to the state house for older youth most often overlooked and considered disengaged.

- ***When was it established?***

1999

- ***Where is it located?***

Lowell, MA (serving any Lowell youth in our target population)

- ***Please provide a succinct history of the organization. (200 word limit)***

UTEC was founded in 1999 by a group of young people who wanted to develop their own teen center in response to gang violence. The organization's founding teens worked with adults from the Downtown Neighborhood Association and local non-profits to make the drop-in center a reality. With an initial grant of \$40,000, UTEC was able to hire an Executive Director in early 2000.

UTEC initially offered athletics, cultural arts programming and a small leadership team, with outreach to gang-involved youth. In 2001, UTEC held its first peace summit, bringing rival gang members together to broker a peace treaty. In 2002, UTEC hired a former gang member to conduct more effective outreach to gang involved youth, and peacemaking programming became a highlight of our organization. Over the years, our programming grew to include case management, secondary education, local and statewide organizing, and workforce development and training programs.

In 2006, UTEC purchased a historic church building that has evolved into a fully-functional youth center. Construction on our 7,500 sq ft addition began in May 2011, with completion

anticipated by fall 2012. The completed “green building” will meet LEED Platinum standards and house youth-run café, performing arts space, and classroom space.

- ***Does your organization restrict services or discriminate in any form on the basis of race, religion, ethnic origin or sexual orientation?***

No, UTEC does not discriminate on any of these factors and has a documented non-discrimination policy in our organizational handbook. As noted above, our agency’s target population is defined by geography, age, school status and defined risk factors.

THEORY OF CHANGE

- ***What is the organization’s theory of change? (200 word limit)***

UTEC typically represents our Theory of Change in a flowchart graphic, attached as a one-page PDF.

- ***How might a grant from the One Percent Foundation to this organization be used? (200 word limit)***

Broadly, the One Percent Foundation will support high-risk young people on their paths to “social and economic success,” which UTEC defines through five outcome areas: Housing, Education, Employment, No Criminal Activity, and Civic Engagement.

UTEC is expanding our Workforce Development (WFD) program, which currently offers 28 slots for paid job-training opportunities.

Youth participate in work crews that blend soft skills development with training in culinary arts, building maintenance, or multimedia technology. Each crew is also a social enterprise: our culinary crew provides baked goods to Tufts University’s Dining Halls, and our Maintenance crew provides janitorial services for a local property management company.

Youth work 20 hours a week for \$8-10/hour, working up as they demonstrate consistent attendance and progress through performance reviews, as conducted by their staff crew leader. Our tiered program allows for tangible consequences for unexcused absences or poor job performance, while our “no fire” policy assumes multiple chances for young people to develop work habits and skills. On average, youth work through the program in 9-18 months.

WFD youth also work with a Transitional Coach (or case manager) for wraparound support services and attend UTEC’s alternative education classes until they attain their GED or diploma.



2011 UTEC Organizational Profile

- **How does your organization's theory of change and work relate to the One Percent Foundation's core values? (200 word limit)**

UTEC's approach incorporates all of OPF's core values:

- **Engagement** – UTEC's model starts with our agency's own engagement of disengaged, high-risk youth and culminates with youth's own civic engagement through voting and community service.
- **Community** – The "UTEC family" is a community unto itself, and our extensive network of partnerships and supporters ties us directly to the wider Lowell community, and to statewide policy and organizing efforts. Social justice themes across all of our programming are intended to help articulate the concentric circles of community for our young people.
- **Responsibility** – Like OPF, "We believe that young adults have a responsibility to help improve their communities and the world" as well as their own lives. UTEC's definition of "social and economic success" per our mission statement includes responsibility to the law and the community.
- **Respect** – UTEC youthworker training emphasizes "respectful curiosity" as key to engaging hard-to-reach youth, and our program seeks to instill self-respect and respect for one's peers and community.
- **Commitment** – UTEC's commitment to young people is for 3 years of programming and 2 years of follow-up contact. Our approach takes a longer-term commitment and aims for lifelong returns for our young people and for our community.

FINANCIALS AND STAFF

When returning the profile, please attach your organization's two most recent 990s.

What is the most recent IRS 990 filing year?	2010
Total revenues?	\$2,683,666
Total expenditures?	\$1,621,165
What was the year-end balance as of June 30, 2010? <i>*Note: We have reported the June 30, 2010 balance given our actual fiscal-year end (in place of the requested December 31st balance.)</i>	\$1,062,501 FY10 990 Line 19
What was the amount spent on salaries, benefits, and payroll taxes?	\$1,137,080
What was the highest paid employee (title and salary)?	Executive Director \$54,863
How many people staff the organization?	
Full-time?	25
Part-time?	5
AmeriCorps members: full-time volunteers	15

- ***If the organization had a year-end surplus or deficit greater than \$30,000: What is the reason for the surplus or deficit?***

UTEC has been fundraising for a capital campaign since 2006; construction began in FY11 (May 2011). The surplus represents primarily funds restricted to the capital project.

- ***Is there any other information you think is relevant to understanding the organization's budget or financial situation?***

UTEC's multi-year capital campaign surplus does not represent the significant budget reductions public sources. UTEC revenue has traditionally included a mix of city, state and federal grants and contracts, in addition to private foundation support and individual donor contributions.

In the current budget climate, we have experienced sharply reduced or on-hold FY11/FY12 contracts from the City's Community Development Block Grant (CDBG) entitlement, the state Department of Transitional Assistance program for young adults, and federal Health and Human Service resources like the Street Outreach Program. For UTEC and other social service providers, private and individual support will be particularly critical to sustaining programs for the most vulnerable populations, including high-risk youth.

- ***If a specific program is nominated: what is the total budget for the program?. How many people staff this program?***

Not applicable

ADDITIONAL INFORMATION

- ***Are there any volunteer opportunities with the organization for OPF members?***

UTEC has a limited formal program for volunteers but works closely with professionals who wish to volunteer their services. With our social enterprise model, business-plan consulting has been a key volunteer activity for individuals and service groups (eg, Harvard Business School's CAP team).

For more direct youth-work, we seek to develop a more formal program to match community volunteers with our young people for academic tutoring and/or one-on-one mentoring. UTEC has two pending mentoring proposals, and if either grant is awarded, we look forward to updating interested volunteer groups about new options.

- ***Has the organization received any significant awards? (Limit to 3 awards)***

UTEC has received numerous awards throughout its history. Highlights include:

1. Social Innovation Forum “Social Innovator” in the area of Creating Opportunities for Disadvantaged Youth (2007)
2. Named a Bank of America “Neighborhood Builder” from a pool of more than 100 nonprofits in New England (2008)
3. Small Business Association of New England “Innovation Award for Nonprofits” (2011)

- ***Has the organization received any significant press? Where? (Limit to 3 press mentions)***

UTEC receives frequent local-news mentions related to our events, programs, and community involvement. Notable and larger-outlet coverage highlights include:

1. Lowell *Sun*, “Gov. Patrick Addresses Youth Violence at Visit” (March 3, 2011)
2. Boston’s NPR affiliate WBUR special series, “Invisible Communities, Part 3: Cambodian Gang Members Seek Redemption In Lowell” (May 12, 2010)
3. Boston *Globe*, “Teen Center Going Green,” Kathleen Conti (April 29, 2010)

**Note:* These and other features available at <http://www.utec-lowell.org/gallery/news>