

Background Information

Would you provide us with information about your organization?

- Do you have, and could you provide us with a copy of a mission statement?

The Wayside Mission

Wayside is dedicated to achieving the highest standards of quality and integrity in providing leading edge counseling, family support, residential and educational services for building strength, hope and resiliency in youth, families and communities.

- What cities and towns are served by your organization?

Our clients come from over 100 towns throughout the Greater Boston area, to 14 sites located in 8 communities. Though we began in Framingham, and it remains our home base, our program and client base growth have been in the Milford, Waltham and Watertown areas, serving their surrounding communities at those sites.

Of the approximately 6,500 clients we serve directly, they are from:

Framingham	20%
Marlborough	5%
Central Mass/Other	39%
Greater Boston	36%

- Who or what determines your service area?

Our service area is determined in response to community needs, state and federal funding, referrals from state and federal programs and specific requests for services from local communities.

- Would you list the total number of residential and non residential programs you have in each city and town?

Programs are located at 14 sites in 8 communities, often with multiple programs available at a single location:

Arlington (2 sites)	1 residential
Framingham (5 sites)	3 residential
Somerville	1 residential
Marlboro (2 sites)	1 residential
Malden	
Milford	
Waltham	
Watertown	

Facility Specific Questions

Would you please provide a complete list of addresses for properties owned, rented or otherwise used in Framingham? Please provide the following information:

- What year did you first occupy the property?
- What is the tax status and use, i.e. is it commercial or residential?
- How much property tax do you pay?
- How many residential units (as defined by the U.S. Census Bureau) are in each building?
- What is the maximum capacity of people that can be served in each building?

Property	Year Occupied	Tax Status	Residential Units	Capacity
85 Edgell Rd.	1986	Leased (Taxed)	1	12
75 Fountain Street	1995	Leased (Taxed)	N/A	35
1 Fred. Abbott Way	2002	Owned (Taxed)	N/A	N/A
13 Donna Road	2002	Owned (Taxed)	N/A	N/A
3 Lockland Avenue	2002	Owned (Taxed)	N/A	N/A
98 Dennison Ave.	1992	Owned (Tax Exempt)	1	12
88 Lincoln Street and 68 Henry St.	*opened in 1953, became a Wayside program in 1997, purchased in 2004	Owned (Tax Exempt)	N/A	N/A
** 82 Indian Head	1996	Owned (Tax Exempt)	1	10*

**This property is being sold and returned to the tax roll, the program is moving to Waltham

Program Specific Questions

Please provide the following information for each program in Framingham:

Harbinger House - Esperanza	Framingham
Harbinger House – Dennison	Framingham
Harbinger House - Edgell	Framingham
Wayside Day Center	Framingham
CommunityLinks	Framingham
FamilyWorks	Framingham
Framingham Lead	Framingham
MetroWest Counseling Center	Framingham

Framingham Coalition Against Substance Abuse occupies 68 Henry Street, and is an independent social services program leasing the facility.

Wayside also owns property in Marlboro, Milford, Somerville and Waltham, and leases in Arlington, Marlboro and Watertown. In these programs outside Framingham, another 75 Framingham residents are served each year, as well as thousands of counseling and outreach clients..

- Name: *Harbinger House (3 sites)*
- Description and date of origination: The Harbinger programs began with a single residential site in 1977 on Thurber Street. The programs today specialize in working with male and female adolescents, ages 12 to 17, who have histories of mental illness, hospitalization, substance abuse, physical and sexual abuse, suicidality, chronic running, and other behavioral problems. Their families are often experiencing multiple stresses, including poverty, homelessness, domestic violence, substance abuse and/or mental illness. Approximately 25% are Framingham residents at any given time. Services offered include: Short-term, acute residential care for adolescents who require family counseling and support, diagnostic evaluation, and behavioral stabilization, to assist in rapid re-unification with their families, or assessment and planning for long term treatment elsewhere. These programs also provide emergency shelter for homeless and runaway teens.
- Funding source or sources
DSS, DMH, MBHP, 3rd party insurance
- Client capacity: *34 adolescents in 3 locations*
- Total number of clients served per year: *Average of over 220 per year, of which over 60 are Framingham residents- bearing in mind that residential clients are a small subset of the client base served (Most Framingham clients are served at our clinical facility on Lincoln Street.)*
 - What is the number of clients per year served outside of Framingham?
N/A, the program is located only in Framingham.
 - What is the number of clients per year who live outside of Framingham, but who come to Framingham for services: *Roughly 75% of those served residentially, or 160 youth, are from the MetroWest or Greater Boston areas and are referred through the Framingham or other DSS offices.*
 - Number of clients served per year who were not previously Framingham residents before utilizing any services. *This information would be available from our referring agency – DSS.*
- Number of Framingham Public School students that are either themselves or their families using your services *Varies over the course of time – roughly 25%.*
- The number of Framingham Public students who were not previously Framingham residents: *None*
- The number of students who are in special education programs with the Town of Framingham Public Schools: *None*
- What are the standards by which you measure your results with clients? *We use leading edge mental health evaluation methods to track the progress of our clients, including the TOPS evaluation.*
- Has the program been evaluated by the State? Please provide the sources available. *Wayside meets all state licensure requirements. These programs are licensed by DEEC (formerly OCCS)..*

- Name: *Wayside Day Center*
- Description and date of origination: This adolescent psychiatric day treatment program serves the same populations as above, and provides the day services for residential clients who do not attend their public schools. Further, it conducts 10 day assessments for public school students who have been suspended.
- Funding source or sources
DMH, MBHP, 3rd party insurance.
- Client capacity: *35 adolescents*
- Total number of clients served per year: *Average of 400*
 - What is the number of clients per year served outside of Framingham?
N/A, the program is located only in Framingham.
 - What is the number of clients per year who live outside of Framingham, but who come to Framingham for services: *This information would be available from our referring agency – DSS.*
- Number of clients served per year who were not previously Framingham residents before utilizing any services. *Clients of the Day program do not change residency to participate.*
- Number of Framingham Public School students that are either themselves or their families using your services *Varies over the course of time – roughly 25%*
- The number of Framingham Public students who were not previously Framingham residents: *N/A*
- The number of students who are in special education programs with the Town of Framingham Public Schools: *N/A*
- What are the standards by which you measure your results with clients? *We use leading edge mental health evaluation methods to track the progress of our clients, including the TOPS evaluation.*
- Has the program been evaluated by the State? Please provide the sources available. *Wayside meets all state licensure requirements. This program is licensed by DPH.*

- Name: *Wayside CommunityLINKS*
- Description and date of origination: Created in response to the death of a Framingham teen in 1997, CommunityLINKS services include promoting healthy/safe alternatives through a provision of mobile outreach and community services to prevent homeless, violent and destructive situations for adolescents.
- Funding source or sources
- Client capacity: *none on site – serves thousands of adolescents in outreach in community*
- Total number of clients served per year: *Average of 2,200+*
 - What is the number of clients per year served outside of Framingham? *Data not available.*
 - What is the number of clients per year who live outside of Framingham, but who come to Framingham for services: *Data not available.*
- Number of clients served per year who were not previously Framingham residents before utilizing any services. *Clients do not change residency to participate.*
- Number of Framingham Public School students that are either themselves or their families using your services *Varies over the course of time – average of over 1,000*
- The number of Framingham Public students who were not previously Framingham residents: *N/A*
- The number of students who are in special education programs with the Town of Framingham Public Schools: *N/A*
- What are the standards by which you measure your results with clients? .
- Has the program been evaluated by the State? Please provide the sources available. *Funders requirements are met and outcomes reported.*

- Name: *Wayside FamilyWorks*
- Description and date of origination: This program began in 1993 to serve the Framingham community. It offers Intensive community-based programs specializing in solution focused interventions for individuals and families to increase stability and problem solving skills as well as maintain family preservation and reunification
- Funding source or sources: DSS, DMH, MBHP, 3rd party insurers
- Client capacity: *Client Capacity: none on site – serves hundreds of families in their homes throughout Framingham and MetroWest community*
- Total number of clients served per year: *Average of 320*
 - What is the number of clients per year served outside of Framingham? *Served at their residence*
 - What is the number of clients per year who live outside of Framingham, but who come to Framingham for services: *N/A*
- Number of clients served per year who were not previously Framingham residents before utilizing any services. *N/A*
- Number of Framingham Public School students that are either themselves or their families using your services *Varies over the course of time as individuals need services*
- The number of Framingham Public students who were not previously Framingham residents: *N/A*
- The number of students who are in special education programs with the Town of Framingham Public Schools: *N/A*
- What are the standards by which you measure your results with clients? .
- Has the program been evaluated by the State? Please provide the sources available. *Wayside meets all state licensure requirements.*

- Name: *Wayside Framingham Lead Agency*
- Description and date of origination: *Wayside, in partnership with the Department of Social Services, administers an integrated system of services and community providers with the goal of strengthening and preserving our families.*
- Funding source or sources: *State of Massachusetts Department of Social Services*
- Client capacity: *N/A – this is a referral and administrative program for DSS*
- Total number of clients served per year: *N/A*
 - What is the number of clients per year served outside of Framingham? *N/A*
 - What is the number of clients per year who live outside of Framingham, but who come to Framingham for services: *N/A*
- Number of clients served per year who were not previously Framingham residents before utilizing any services. *N/A*
- Number of Framingham Public School students that are either themselves or their families using your services *N/A*
- The number of Framingham Public students who were not previously Framingham residents: *N/A*
- The number of students who are in special education programs with the Town of Framingham Public Schools: *N/A*
- What are the standards by which you measure your results with clients? *N/A*
- Has the program been evaluated by the State? Please provide the sources available. *N/A*

Name: *MetroWest Counseling Center*

- **Description and date of origination:** This outpatient counseling clinic has served the Framingham community since 1953, becoming a Wayside program in 1997, and serves over 1,000 Framingham residents each year. These residents are adults and children, from all socio-economic backgrounds. Presenting problems include: ADHD, post-traumatic stress, suicidality, major mental illnesses, substance abuse, and affective disorders such as depression, anxiety, and bi-polar disorder. Additionally, supports are provided for gay/lesbian teens, victims of incest and sexual assault, and children who witness domestic violence. Marital and couples counseling, family therapy, group counseling and psychopharmacological services are available.
- **Funding source or sources:** 3rd party insurers, MBHP, DPH, DMH
- **Client capacity:** *Client Capacity: 35 offices for outpatient counseling services*
- **Total number of clients served per year:** *Over 1,000 Framingham residents are served through this location annually*
 - What is the number of clients per year served outside of Framingham? *N/A, the program is located only in Framingham.*
 - What is the number of clients per year who live outside of Framingham, but who come to Framingham for services: *Not available*
- **Number of clients served per year who were not previously Framingham residents before utilizing any services.** *Clients of the Counseling Center do not change residency to participate.*
- **Number of Framingham Public School students that are either themselves or their families using your services** *N/A*
- **The number of Framingham Public students who were not previously Framingham residents:** *N/A*
- **The number of students who are in special education programs with the Town of Framingham Public Schools:** *N/A*
- **What are the standards by which you measure your results with clients?** *We use leading edge mental health evaluation methods to track the progress of our clients, TOPS specifically.*
- **Has the program been evaluated by the State? Please provide the sources available.** *Wayside meets all state licensure requirements. This program is licensed by DPH.*

What siting criteria does your agency use?

1. What are the funding agency guidelines in deciding to site facilities and programs in Framingham?

Those specifics would need to come from the funding agencies involved.

2. What are the factors that affect your decision to site facilities and programs in Framingham, other than funding agency guidelines.

Unless directed by funding sources, the only other criteria is the need of the community – and centralizing programs to reach the broadest possible population in need of the services the program offers.

General Agency Questions

1. Do you pay any fees for services provided by the Town of Framingham? Please be specific and include the amount for each.

We pay in excess of \$12,000 to the Town of Framingham annually for such fees/services as fees to the Fire Department, Framingham Public Schools, Water and Sewer, Sign Licenses, Inspections, and Taxes.

2. Do you run any programs in conjunction with any department in the town of Framingham? What is the nature of these programs and who benefits from them?

No

3. Please provide a list of all programs and agencies that refer clients from other communities to your programs in Framingham.

All clients, regardless of where they reside, are referred to the best program available to meet their needs, in or closest to their originating community. Wayside referrals for residential programs come from DSS, DMH, DMR, and School systems. Wayside's counseling and other programs receive referrals, in addition to those mentioned, from doctors, hospitals, guidance counselors, family members and many others who seek services and supports for individuals in need.

a. Please provide the number of people from outside of Framingham that are referred to your Framingham programs by your agency and other agencies for each of the last 10 years. This information is not available.

4. Please provide a list of all programs and agencies in other communities that you refer pre-existing Framingham residents to.

Wayside is not typically a referral source.

a. Please provide the number of people from Framingham that you refer to agencies in other communities for each of the past 10 years. N/A

5. Would you provide us with some historical information and facts regarding the growth of your organization over the past ten years in Framingham? Please include:

- The number of buildings and programs your organization had in Framingham?
- The number of clients in these programs and how this has changed.
- Budget and funding sources
- Size of staff working in Framingham
- Number of volunteers in Framingham

Wayside in Brief

2006

Clients Served	6500
Areas Served	
Framingham	20%
Marlborough	5%
Central Mass/Other	39%
Greater Boston	36%
Daily Capacity	
Residential Beds	70
(In Framingham)	34
Day Slots	55
(In Framingham)	35
Outpatient Cases/Day	100
Budget	\$16.5M
% Personnel Costs	71%
Income	
Government Contracts	63%
Service Fees/Third Party	32%
Private/United Way	5%
Staff	
Professional Clinical	363
Support Staff	40
Licensures*	DEEC (formerly OCCS) DPH DMH DSS DOE DMA
Accreditation	COA

***KEY:**

DEEC: Mass. Department of Early Education & Care
DPH: Mass. Department of Public Health
DMH: Mass. Department of Mental Health
DSS: Mass. Department of Social Services
DOE: Mass. Department of Education
DMA: Mass. Division of Medical Assistance
COA: The National Council of Accreditation of Services for Families and Children

Local Payroll and Spending

1. How many employees do you have statewide? What is the total statewide payroll?

Wayside currently employs 403 staff throughout Massachusetts. Our current annual payroll is in excess of \$10,000,000.

2. How many of your employees are working primarily in Framingham? What is the total Framingham payroll?

Wayside currently employs 177 staff in Framingham. Our current Framingham annual payroll is in excess of \$4,700,000.

4. How many of your employees are Framingham residents?

40

5. What is your agency's dollar contribution to the Framingham economy? How did you calculate this?

Payroll	\$4,700,000
Vendor Expenditures	\$ 825,000
Employee spending	substantial but untrackable