

First Draft

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CED PROGRAM  
NEW HAMPSHIRE COLLEGE  
JANUARY 1991

## PROJECT SUMMARY

### DEFINITION OF THE PROBLEM

A lack of adequate day-care facilities in the Kansas City area - particularly in the inner city, particularly that serve low and moderate income populations. A lack of access to early childhood learning and skill development for children in those populations. A lack of day-care facilities willing to accept subsidized clients due to the complications of working with the state and county bureaucracy. A lack of centers affordably priced to for low and moderate income populations. A lack of day-care facilities not seeking high profitability and providing services to the community rather than a baby-sitting operation.

### PROJECT GOALS

I was asked by the sponsor group, East Attucks Community Housing, Inc.(EACH), and their sister operation, East Attucks Social Program, Inc.(EASP), to coordinate an effort to plan the construction and development of a non-profit day-care center on their land that would serve 100 children. I agreed that I would create the business plan, the curriculum plan, the family program plan, and, participate in seeking funding for the center. My work was to end when construction financing was secured, the funds for equipping and operating the center were in place, and the above mentioned plans were completed and accepted by their Board of Directors.

### METHOD/ACCOMPLISHMENTS AND WHAT REMAINS TO BE DONE

Lacking knowledge of how to proceed and unashamed to ask for help my initial action consisted of a polling of the Board requesting suggestions as to how they would like to see the process unfold and what were their desired components. When the results were catalogued I proceeded as directed.

This was the group's second attempt at a center. Naturally I reviewed the previous attempt's information and incorporated as much of it as I could into what I developed. I then assembled a volunteer team of professional to serve as sort of a steering committee: Dwayne Crompton, Director of Head Start, Jackie Stevenson, K.C. School District and former state licensing auditor, Tucson Redd, Omega Realty, Sandra Rayford, Omega Realty, Thomas Eatmon, Architect, Irma Groves, EACH, Marvin L. Groves, Chairman of the Board EACH, and Mildred Raymond, EACH corporate attorney.

We met bi-weekly when it was possible. First, I did a breakeven

- make list by journal

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analysis (God bless Dick Schramm) to determine the number of children necessary to maximize what would be spent and one-hundred proved to be more cost-effective. At first we thought we could simply build on to our existing community room and include it's space but complications with utility easements and releasing the parcel from the mortgage arose and that idea was discarded. Also, we realized that would leave us with no room for expansion should our clientele increase.

We then decided to build it on the "donut", a parcel of land owned by the development in the center. About, thirty-thousand square feet the children currently use it as a field. The plans were drawn up and approved. I had not seen them but Mrs. Groves took it upon herself to present them to the Board for approval. We later agreed to make the one very large space into two classrooms so there would be less noise and interference with classroom activity. Secondly, we relocated the kitchen to an area between two classrooms rather than at the end of the hall. ~~We~~ built a service kitchen rather than a preparation one. That would have increased the cost considerably and it was not a hardship to contract with an outside caterer for the lunches. ~~The~~ children will eat family style in the classroom.

*description*

I prepared the program overview, marketing, income/budget, and sponsor information portions of the business plan. Mrs. Groves phone polled residents, and area businesses ascertaining a need and potential sources of support. In addition, we contacted foundations for applications to determine if we could apply for grants for seed money and outfitting the center. We found several local charities we could apply to and we will.

Redd and Rayford provided the sponsor information and the personnel/staffing sections in addition to aiding me in the development of the Income statement. ~~They~~ also have the audited financial statements for the past years. Mrs. Raymond aided me in structuring the corporation and whatever powers would be invested in it. ~~She~~ was also going to prepare the by-laws as well. She was to handle everything related to the corporation that would own the center.

*to be done*

*land released? who'll do*

Midstream we discovered that it would be in our best interests financially to not form a separate corporation. Apparently a newly formed entity would have severe problems asking for money. The Board approved EACH's ownership and operation of the center and an advisory group of professionals in the field. They felt sufficiently capability already existed to manage the corporate affairs and were not interested in expanding the current board to accommodate the needs of the day-care center. I did not object as they were holding all of the liability and were perfectly within their rights to structure their project as they desired.

Our next step was to obtain permission from HUD. Sycamore Groves

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is a Section 236 corporation with a mortgage held by Fannie Mae and the Department of Housing and Urban Development. We did not inform the program people how far we had come in the process. Mr. Groves felt they would be angered knowing we moved forward without prior permission. We were instructed on how to request a release of the "donut" land for a day-care center. We were further told that inherent in the release for repurchase of the land would be permission to build the day-care center. After all, we can do whatever we desired with land we owned outright. Having purchased the land subsequent to building the complex simply repurchasing it was not unimaginable. We needed a before and after appraisal to attach to the request. We sold it as an amenity to attract better clients to the development.

still to do

EASP to make a decision

Concurrently we discovered that EACH could not own or operate the day-care center. Our regulatory agreement specifies single entity ownership of Sycamore. However, a sister corporation sponsored by EACH, East Attucks Social Program (EASP) could own and operate the day-care. Our regulatory agreement further stipulated that we could not further mortgage Sycamore nor could the development be placed as a guarantee for indebtedness. Even though our intention was to use the building and land as collateral the potentiality existed for the development to be seized.

At present Mrs. Raymond is researching what is needed for EASP to develop the capacity to take on an operation like the day-care center. After that, the Board of EASP ( five members of the EACH board) will have to decide to do that and they may not. If they elect not to Mr. Groves has indicated that we will ask one of the CDC's that work in the inner city to act as a joint development partner. Naturally, terms will have to be negotiated for this to occur.

I developed the first year cash flow projections, the Income Statement for years two and three, suggestions for fundraising, the parent/family concept activities, and the survey questions to be given to all parents in the complex with children under the age of five. We figure we have a pretty good random sample of prospective parents right here. An acceptable way to talk with the parents, the parameters for the parent group (similar to the PTA at a school), and the entering of outsiders into the development process has yet to be determined. However, Mr. Groves had indicated to me that he has no objection to parental input or expanding the process to include professionals in the field. The extent to which they will have input and how it will be used has not been determined.

still to do

I discovered to my chagrin that the business plan is not complete. Mr. Groves requests that I have the programming (curriculum) and the issues discussed in the preceding paragraph in place prior to seeking funding. I included the parent piece because I felt it a greater differentiation from a for-profit center for us if we offer

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services to the wider community and to the entire family. It has taken months to get this idea accepted by the EACH and EASP board members. I was also prompted by comments made by my classmates in my project group and by Dave Miller my project advisor. Realizing that this project is not a CED project without community participation I have had to push for it. Mrs. Groves objects to it vehemently having developed programs for the children in Sycamore without any input from anyone else and been successful. However, I felt, and still do, that a program for parents and a curriculum created by the suggestions and desires of the service population better sells it to them, to funders, the IRS and to me as a CED Practitioner.

Section  
on  
program

Lastly, the continuing struggle to encourage EACH and EASP to broaden participation has not been easy. This is discussed more in the OVERVIEW and MY PARTICIPATION sections of this report.

Jackie Stevenson oversaw our plans adherence to state licensing guidelines, provided us with cost estimations for equipment, and aided us in formulating what we would need to establish the center and the cost (i.e. curriculum type stuff, cubbies, etc...). She provided us with possible sources for the needed items and with several contacts for clients. Dwayne Crompton oversaw the drawing up of the plans, and aided us in adding the finishing touches to our cost estimates, surveys, use of information, and marketing plan.

Describe the center

#### More remains to be done

Mr. Groves has further requested that I contact the Directors of two newly opened centers to ascertain how they marketed the centers prior to the first day of business, and what the results of that were.

#### RESULTS

We have a commitment from an area banking officer to work closely with us on this and possibly, to help us in obtaining financing. We have a commitment from three local corporations to aid us in fundraising for the initial equipping of the center. We have a commitment from a local CDC to provide us with seed money once the business plan has been submitted to him. We have been given permission to apply for Community Development Block Grant funds in the next funding cycle. We have a finished construction plan. We will have a completed business plan by January 1, 1991, and by March of 1991 will have planned and executed our first fundraiser, obtained financing, and will be planning for construction to commence.

Thus far the following has resulted from my work on this project:

#### Personal

I have learned to program inputs and outputs into an idea.

I have learned to put a development package/business plan together.

I have learned the importance of determining the true goal and interest of the group(s)/persons you are working with.

### More learned lessons

I have learned to follow the guidance of others even when I disagreed with it, and, more importantly, to allow others to make their own choices, even if wrong, and continue to be functional. I have learned the importance of not reinventing the wheel - talk to persons who have done what you are trying to do is helpful in avoiding mistakes.

### DAY-CARE

We have commitments from six programs that serve approximately seven hundred women to advertise to their clientele.

We are ready to apply for a construction loan.

We are ready to submit applications to the city and to foundations.

We are ready to focus on the curriculum and family programs.

We are merely fine tuning our ideas of August 1989.

The technical work has been done.

Progress has been made in convincing the participants to allow persons with differing skills and expertise to be involved in the day-care effort.

Progress has been made in convincing the participants to allow the community to have input into the process.

Progress has been made (a verbal commitment) from Mr. Groves to allow parental input into the program planning even if only in a survey form, and, to allow there to be a parent group associated with the center to plan the activities, aid in fundraising, and administer the parent programs.

### OVERVIEW

My project was to aid a community group in structuring a not-for-profit day-care center within the Sycamore Groves apartment complex. The center is to serve approximately one-hundred children between ages two and five.

I, acting with the Board of Directors, of which I am a member, will direct preparation for funding, establishing and constructing the center.

Although a member since 1987 I had not been active in any Board committees but I attended meetings regularly and participated. Therefore, I had no realistic idea of the characters of the members, nor, of the normal behavior of the leadership. A full Board contains eleven members. At present there are nine. The corporation that owns the development, East Attucks Community Housing, Inc. (EACH) has a single entity ownership clause in its Section 236 agreement with the Department of Housing and Urban Development - the mortgage holder of Sycamore Groves.

### OTHER PLAYERS

The Chairman, Marvin L. Groves directs the activities of the Board and the Development. He and his wife, Irma, spurred the creation

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of Sycamore during the time of the "Model Cities" programs. They have run it since it was built in 1975. The other Board members excepting three are either children of theirs or old friends. Therefore whatever they wanted has always gone unopposed until this year. They never do anything "illegal" but bear close watching because they feel they have the right to do whatever they want and no one is to question that. He is more open to other opinions and ideas than she but naturally, he is loyal to his wife. That has caused problems at the development because she is very, very, hard to get along with. And, they are community minded persons from the Model Cities era. The ideas they have and the things they want to do will reflect that era. Lastly, their opinions about issues will reflect the beliefs of that time. At the time I joined three of the eight staff members were relatives of theirs. At present the staff has been increased to eleven and six are related to the Groves.

In January of this year Mrs. Groves needed work so a job was created for her. That of Board Assistant, part-time with full medical benefits. Prior to her assuming this position there were some limitations on her behavior with the staff although she hung around constantly doing "Board business" anyway. Since she has joined the staff there have been four personnel "crises" and morale is at an all time low. The resident manager, assistant manager, maintenance coordinator, exterior maintenance coordinator, and two of the maintenance staff are not related to the Groves.

Five Board members are over the age of sixty and have served as Directors for at least ten years. Of the four remaining, one became a member in October of 1990 - after being nominated in June. For the first time in ten years someone not an original member was elected to an office.

*wise*

Mr. and Mrs. Groves have very strong personalities. Most people would find it extremely difficult to challenge them, particularly on their home ground. If Mr. Groves can be dealt with singularly, he usually is amenable to at least listening to another's point of view. Mrs. Groves is singularly unreasonable about everything and believes herself to be above reproach no matter what she does. He is heavily influenced by her and that is often a problem for the younger Directors. Very rarely, will a senior member openly confront or challenge the Chairman and his wife. During my tenure it has only happened once. However, it would not have happened had I not spoken up during a period when the Chairman was requesting "carte blanche" to act on an issue that he would not discuss during the meeting but which certain of us had been apprised by loyal staff. I moved that the issue be remanded to the Personnel Committee and Mrs. Groves - Board Assistant - said it was not prudent for the Board to know details of development business and if I did not think the Chairman worthy of making a decision on behalf of the Board I needed to resign. At that point

two senior members spoke up and supported my motion. The Chairman said the Personnel Committee did not exist to settle personnel issues, only to review and recommend policy, it is the function of the Board to act in crisis situations. Then I requested that the Board act on it, he said there was no time. After nearly an hour of debate with heated statements flying between Mrs. Groves, me and the other two, it was decided that the personnel committee would make a recommendation to the Board on the issue. That is the only time that I am aware of that a Director has questioned anything either of the Groves' proposed. Needless to say Mrs. Groves and I hardly speak these days. Particularly frightening was to learn that evening of this issue - a son-in-law of theirs needed a job and there was nothing available at Sycamore. For one week Mrs. Groves and her daughter, the office secretary, followed the Exterior Maintenance Coordinator around looking for some "dirt" on him. During his lunch hour he went and cut the grass for a handicapped lady (paid) with her equipment. Mrs. Groves then came back and reported that he was using our equipment to do "outside work" during our "time" and should be fired. He was to be fired had not a few of us learned about it that evening immediately prior to the meeting: leaving the development open to suit and God knows what else.

#### MY EXPERIENCE

I included all of this to establish at this juncture my introduction to the activity of the Board and the character of the members. Prior to that event, I merely attended meetings, rubber stamped everything like everyone else, and believed faithfully in the integrity of the Chairman and his wife. While planning the day-care center some arguments had arisen between me and Mrs. Groves which I later discussed with her husband and resolved. However, until that one event it never occurred to me that they were less than perfect and I never looked beyond the surface of anything that was proposed.

A significant bone of contention arose in the fact that EACH had attempted to put a day-care center together for nearly three years with Mrs. Groves as the chairperson. Each attempt failed miserably. When I began to work on it and the center became more and more of a reality she became very resentful and non-supportive and that has caused considerable problems for me, the project work, and for the professionals whose help I have enlisted in this effort.

#### Lesson learned (a)

A further stress heightener for me in this process was my lack of experience. I have worked on bits and pieces of projects previously but never been responsible for the entire process. Therefore, this has been a test of my patience, pluck, willingness to learn, and ability to work well with others.

### Lesson learned (b)

I am a little disconcerted at present between what I perceive as a clash of values. As a CED Practitioner I am supposed to do one of two things - involve myself in efforts that empower others and impart skills. And/or, use my technical abilities to aid others that lack them in the accomplishment of their goals. Working on this project has enabled me to do the latter, yet, the many ways in which the former can be accomplished through this project is against the will of the people I am working with.

Therefore, I have learned the following from doing this project:

#### Personal

To always have an idea of whom it is you are working with prior to agreeing to do so.

To not attempt to do business with people whose fundamental values differ from yours significantly.

To never trust your assumptions that the values concur without positive proof.

#### Project

To have an idea of all that is involved in an undertaking prior to its inception - I did not.

To define what success or completion will be prior to an undertaking.

To use the feedback of others who have similar skills, ideas and interests to aid you in keeping your role well defined.

To structure what is needed differently when others are involved than the way you would do so working by yourself. This may seem fundamental but it turned out to be real problem for me.

To ask somebody who knows what to do before you start trying to do something.

To always follow the guidance of those you are working for. If something goes wrong, you did what you did at their behest - make sure it remains that way.

### LIST OF ATTACHMENTS

All recorded minutes of committee meetings.

New and old copies of architectural plans, plus original idea plans.

The completed business plan, and all related documents.

The notes from my journal.

The inclusion of all information collected in relation to daycare.

Parent programming survey questions, parent activity questions.

My original project contract and term reports to Miller.

- where at now  
- knowledge if required



Completed to Date:

Daycare Center Business  
Plan

## EAST ATTUCKS LEARNING CENTER

### INTRODUCTION

The East Attucks Learning Center (EALC) is located in the area of Kansas City, Missouri known as "Downtown East". Nestled within five minutes of Interstate 70 and downtown our location is ideal for parents working in downtown to leave their children without having to substantially detour. Our proximity to the interstate makes the center easily accessible to commuting parents, and, our learning program makes attendance at our center a joy for the child.

Within the greater Kansas City area there are severe shortages of quality, affordable day care. The Metropolitan Child Care Project estimates there are 24 out of 42 zip code identified areas here that need quality centers for the children of the residents. We have space for 100 children: sixteen two-year olds, and eighty-four three to five year olds.

Most importantly, EALC offers a vision. Our program includes accelerated learning. Involving the children in nature, science, inundating them with a love of learning, early childhood education, self-care and imparting social skills to them. Our board consists of six owner selected and three community wide seats which are chosen by the parent/members: People who have a vision for today's children and who care about the greater Kansas City community. Our staff is carefully selected by our board and Director based on their willingness to be visionary, thier interest in our mission, their warmth, experience, and ability to nurture children.

### PROGRAM/SERVICE PROVISION

The Learning Center will:

- Directly provide comprehensive child care services.

- Provide or arrange for health and nutritional services.

- Provide a curriculum with an awareness of cultural diversity.

- Create an environment wherein each person learns to be responsible, informed and creative.

- Coordinate experiences which enables each person to acquire basic knowledge, to master fundamental skills, and to achieve maximum personal development.

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Provide an environment which enhances the discovery, enjoyment and adventure of learning.

Encourage each person to develop self-esteem and be aware of his/her personal worth and potential.

Each child and their parents can expect the following from the EALC:

Emotional support, warmth, and caring.

Positive adult behavior that the children can model and with which they can identify.

Opportunities to achieve competence in some skill areas.

A balance of dependence on adults and independence of adults.

Encouragement to be imaginative, creative and resourceful.

An opportunity to make friends and participate in group activities.

An opportunity to work at his or her own development level and to be appropriately challenged.

Experience in learning how to handle both success and failure.

A sense of comfort and security while away from home and the parents.

A great deal of freedom of space, time and choice.

Experiences that enable children to explore themselves, their own bodies, their relationships to others, their feelings about themselves, their understanding of objects and sounds, and the world around them.

A well trained and supervised staff.

Employ the proven successful Montessori system of learning.

The center will be operational from 7a.m. to 6p.m. Monday through Friday.

Program planning will be in cooperation with the parent/members, professional staff of the corporation, and knowledgeable child care development consultants. Children are provided a safe, stimulating and consistent environment. Our staff ratios are in accordance with Missouri licensing regulations to ensure that attention is given to each child's specific emotional, cognitive, and sensorimotor needs.

### CENTER OUTFITTING

Within the center specific spaces and area are designated for active and quiet times and for undisturbed naptimes. A bright pleasant area exists for eating and there are individual storage units for each child's things.

Toys and learning materials utilized in the center are colorful and age appropriate. They will be available and accessible to the child and there are cushions and carpets to encourage small group interaction and settled play. For more active play there is the center playground and wheel toys. Mobiles, murals, and an indoor climbing apparatus with mats are all a part of the basic physical learning environment.

The play area is designed for fun, easy viewing of the children, and safety in accordance with Missouri licensing guidelines. It approaches the building and is fenced as is required. During the summers, small wading pools are filled for water play activities.

### NUTRITION

We provide a nutrition program that ensures each child a minimum of two-thirds of the minimum daily nutrition requirements. Each child in full-time attendance will receive daily, a breakfast snack, a hot lunch, and an afternoon snack.

Meals are served family style to encourage good nutrition and eating habits. The teachers eat with the children from the same menu. Our meals are catered in by a United States Department of Agriculture approved caterers. We have the capacity at the center however, to reheat them and to store goods needing refrigeration.

### PERSONNEL POLICIES

All staffing is done in accordance with Missouri Day Care Licensing Requirements. For two year olds the required teacher/child ratio is one adult for every eight children. For ages three to four the requirement is one adult for every ten children. For ages five and above the requirement is one adult for every sixteen children.

### CENTER GOVERNANCE

EALC policy is set by its Board of Directors. Incorporated as an IRS 501(c)(3) entity, the EALC established the provision of quality, affordable care to children between the ages of two and six years as its goal.

The East Attucks Community Housing Inc., Board of Directors owns and operates the center and has fiduciary responsibility. The Executive Director reports to the Board of Directors. All other center staff reports to the Director.

## PARENT MEMBERS

For parents wishing to take a more active role in center operations we have a support group at the center. Parents with more than one child in the center automatically join this group and parents with only one child in the center have the option not to join so long as their child attends the center for less than one year. Should the child matriculate for longer than one year a parent with one child no longer has the option. We do this because it is essential to us that our parents feel a part of the center even if at first coercion is necessary. The parent/members are involved in the following ways:

They pay a yearly membership fee of \$10.00.

They attend the bi-annual open house nights and aid center staff in preparation for these great events.

Those willing can serve on an advisory board for curriculum development led by the Assistant director. We desire parental input into program and activity development.

They receive a quarterly newsletter with center happenings and samples of the children's work.

They coordinate, organize and participate in center support groups and parental activities.

Fundraising

We see our parent/members as one of our greatest resources. And we make membership but not participation mandatory so they will know that they are important to us not only as clients but as resource persons and that they are relied upon.

## PROJECTED MARKET

Due to our proximity to downtown, Parade Park Homes, Freeway Homes, Lincoln Gardens, the Downtown East Industrial Park, Interstate 70 and downtown Kansas City we see location as our best selling feature. We intend to market among downtown businesses and open establishments, personnel departments of some of the larger employers, residents of nearby developments, neighborhood newsletters, neighborhood newspapers, other centers that have long waiting lists for care in this area, infant care centers, and programs that service women with children be they teens, welfare mothers, or in job training.

We seek to establish contracts for spots with some agencies whose program agenda's call for child care provision but physically the capacity for such is not there as one tool to reach women who desire quality care but cannot afford it, or find most locations inaccessible.

We see as our primary clients women needing care but for various reasons cannot afford to pay full price. In this area the median cost per week for childcare is \$75.00. Nevertheless, the new welfare reforms are forcing many women into the workplace and job training programs. These women need reliable care for their children. Because we are not-for-profit we can provide means to subsidize the cost through innovating fundraising efforts (in which they will participate), volunteer service hours by the parents, scholarship provision, and other methods. This is what makes us different from a for profit center and what is one of our greatest assets. We see our work as providing service to the entire community - not watching children. By alleviating the worry of adequate care for children, the working woman's primary concern, we see our center as contributing to economic health for this area as well as contributing to economic development.

We have researched at least six programs that service women in this area that will refer clients looking for care to our center. The average client has two or more children under the age of five, and is not married. The workforce statistics for downtown show that 61% of the people working there are women with children under the age of five. Of that 61% at least half are employed in clerical or other non/management positions. This means they earn on the average less than \$18,000.00 per year. Where in Kansas City can these women find quality affordable care but our center?

In addition, many single women need additional services. In the social service world of today people are discovering that treating a mere symptom of a hydra-headed problem wastes time, energy and money. It is simply not a reasonable idea to demand that welfare mothers work or attend job training without making provision for childcare. Likewise, it is unwise to simply teach children without empowering mothers. With this in mind we see our center as a "family" center. We have support groups that meet there, classes, and activities for the entire family as a portion of our program. Some involve networking with other organizations, some additional costs to the user, but all meet our aim of being wholistically oriented provider.

FINANCIAL PLAN - START-UP AND CENTER EQUIPPINGSUPPLIES AND EQUIPMENT

PLAY MATERIALS	\$2,400.00
COTS AND BEDDING	3,000.00
TABLES AND CHAIRS	6,000.00
CUBBIES AND LOCKERS	3,000.00
SHELVING/STORAGE UNITS	5,000.00
OFFICE OUTFITTING	1,000.00
KITCHEN (NO MAJOR APPLIANCES)	3,000.00
OUTDOOR PLAY EQUIPMENT	16,000.00
PROJECTED TOTAL	\$39,400.00

OTHER START-UP COSTS

MARKETING	\$2,000.00
STAFFING	1,000.00
GROUNDS PREPARATION	4,000.00
RESERVE	9,000.00
TOTAL OTHER COSTS	\$16,000.00
TOTAL ALL CATEGORIES	\$41,000.00

PROJECTED INCOME STATEMENTS

<u>Income</u>		YEAR 2	YEAR 3
Income (subsidies)	\$182,700.00	182,700	188,181
Income parent co-pay	83,520.00	83,520	85,755
Full pay parents	65,000.00	65,000	66,950
Income late fees	250.00	250	350
Income Parent fees	1,000.00	1000	1,500
Income meal reimbursement	70,992.00	70,992	73,122
TOTAL	\$403,462.00	403,462	415,858
<u>Administrative Expenses</u>			
Director - B.S.	18,000.00	18,540	19,097
Lead Teacher	12,500.00	12,875	13,261
Child Workers 9	93,600.00	96,408	99,300
Fringe Benefits	17,000.00	17,000	18,000
Payroll Taxes	16,000.00	16,000	17,000
TOTAL	\$157,100.00	160,823	166,657
<u>Operating Expenses</u>			
Advertising	\$1,000.00	1,200	1,400
Janitorial	5,000.00	5,200	5,400
Office Supplies	1,000.00	1,200	1,400
Utilities	12,000.00	12,200	12,400
Food Service	70,000.00	70,200	70,400
Educational Supplies	1,500.00	1,700	1,900
Staff Inservice	1,000.00	1,200	1,400
Parent Activities	1,000.00	1,200	1,400
Student Insurance	1,500.00	1,700	1,900
Field Trips	2,000.00	2,200	2,400
Phone	1,500.00	1,700	1,900
Management Fees	20,000.00	20,000	20,000
TOTAL	\$117,500.00	119,700	121,900
<u>Financial Expenses</u>			
Insurance -Liability	\$15,000.00	15,000	15,000
Mortgage Payable	56,736.00	56,736	56,736
General Operating - (5%)	16,636.00	16,636	16,636
TOTAL	\$88,372.00	88,372	88,372
TOTAL ALL CATEGORIES	\$362,972.00	368,895	376,929
NET PROFIT OR LOSS	\$40,490.00	34,567	38,929



Cash Flow Projections  
Yr 1

# EAST A-Hucks Learning

	month 1 day 30	month 2 day 30	month 3 day 30	month 4 day 30	month 5 day 30
beginning cash	40,000	20,815	9,463	51,617	39,515
<u>cash in:</u>					
state subsidy	—	15,725	45,675	—	—
subsidized parent co-pay	6,960	6,960	6,960	6,960	6,960
full pay parent fees (cc)	5,416	5,416	5,416	5,416	5,416
late fees	21	21	21	21	21
meal reimbursement	—	—	17,748	—	—
parent/member fee	1,000	—	—	—	—
<b>Total cash in</b>	<b>13,397</b>	<b>12,397</b>	<b>75,820</b>	<b>12,397</b>	<b>12,397</b>
<u>Cash out:</u>					
salaries	10,342	10,342	10,342	10,342	10,342
fringe benefits	—	—	4,250	—	—
advertising	250	—	—	250	—
janitorial	417	—	417	417	417
office supplies	250	—	—	250	—
utilities	1,000	1,000	1,000	1,000	1,000
food service	5,834	5,834	5,834	5,834	5,834
educational supplies	750	—	—	—	—
staff inservice	—	334	—	—	334
parent activities	—	—	250	—	—
student insurance	—	—	—	—	—
phone	125	125	125	125	125
field trips	—	—	334	167	167
management fee	—	—	5,000	—	—
insurance	7,500	—	—	—	—
mortgage payable	4,728	4,728	4,728	4,728	4,728
general operating exp	11,386	11,386	11,386	11,386	11,386
<b>Total cash out</b>	<b>32,582</b>	<b>23,749</b>	<b>33,666</b>	<b>24,499</b>	<b>24,333</b>
<b>Net cash flow</b>	<b>&lt;19,185&gt;</b>	<b>&lt;11,352&gt;</b>	<b>42,154</b>	<b>&lt;12,102&gt;</b>	<b>&lt;11,932&gt;</b>
<b>End Cash</b>	<b>20,815</b>	<b>9,463</b>	<b>51,617</b>	<b>39,515</b>	<b>27,579</b>

# Center - Operations cash Flow

month 6 day 30	month 7 day 30	month 8 day 30	month 9 day 30	month 10 day 30	month 11 day 30	month 12 day 30	<u>curr</u>
21,519	60,900	48,798	36,862	19,183	67,081	55,479	
45,675	—	—	45,675	—	—	45,675	182,700
6,960	6,960	6,960	6,960	6,960	6,960	6,960	83,520
5,416	5,416	5,416	5,416	5,416	5,416	5,416	64,992
21	21	21	21	21	21	21	252
17,748	—	—	17,748	—	—	17,748	70,992
—	—	—	—	—	—	—	1,000
75,820	12,397	12,397	75,820	12,397	12,397	75,820	
10,342	10,342	10,342	10,342	10,342	10,342	10,342	124,104
4,250	—	—	4,250	—	—	4,250	17,000
—	250	—	—	250	—	—	1,000
417	417	417	417	417	417	417	5,000
—	250	—	—	250	—	—	1,000
1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
5,834	5,834	5,834	5,834	5,834	5,834	5,834	70,008
750	—	—	—	—	—	—	1,500
—	—	334	—	—	—	334	1,336
250	—	—	250	—	—	250	1,000
750	—	—	—	—	—	750	1,500
125	125	125	125	125	125	125	1,500
167	167	167	167	167	167	330	2,000
5,000	—	—	5,000	—	—	5,000	20,000
7,500	—	—	—	—	—	—	15,000
4,728	4,728	4,728	4,728	4,728	4,728	4,728	56,736
1,386	1,386	1,386	1,386	1,386	1,386	1,390	16,636
42,499	24,499	24,333	33,499	24,499	23,999	34,750	249,307
33,321	(12,102)	(11,936)	42,321	(12,102)	(11,602)	41,070	
60,900	48,798	36,862	19,183	67,081	55,479	96,549	

EAST ATTUCKS SOCIAL PROGRAM

<u>ACTIVITY</u>	<u>COST</u>
BASEBALL PROGRAM	\$2,726.00
BASEBALL EQUIPMENT	3,193.00
SUMMER ACTIVITIES	2,117.00
EXERCISE PROGRAM	1,886.00
BIBLE STUDY	456.00
VALENTINE'S DAY ACTIVITIES	115.00
EASTER	225.00
COMMUNITY MEETINGS	225.00
BLOCK WATCHERS PROGRAM	450.00
BOY AND GIRL SCOUTS	225.00
CITIZENSHIP PROGRAM	150.00
HALLOWEEN	126.00
SENIOR CITIZENS	500.00
CHILDREN'S CHRISTMAS PROGRAM	290.00
SENIORS CHRISTMAS PROGRAM	510.00
HANDICAPPED/SENIORS GIFT PACK	625.00
SUMMER FIELD TRIPS	520.00
TUTORING CLASSES	250.00
SPECIAL PROJECTS	14,910.00
SPECIAL ACTIVITIES	3,399.00
TOTAL BUDGET PROGRAM ACTIVITIES	\$32,898.00

Indicated in the budget and its funding is an effort by EACH, Inc. through its Social Program to meet the needs of the entire Sycamore Groves community that has a racial mix of 95% black population and 5% other.

### EAST ATTUCKS COMMUNITY HOUSING

EACH, Inc. has sponsored Sycamore Groves Housing Complex since 1975. Sycamore Groves is located at 2920 East 17th Street, in Kansas City, Missouri and is a housing complex built under provision of Section 236 of the National Housing Act. There are 179 units of Housing in the complex, serving low and moderate income families. The unit mix is as follows: One and two bedroom apartments, three bedroom duplexes, and three and four bedroom townhouses.

EACH, Inc. employs an operating staff of fourteen people, 10 full-time and four part-time. During the summer months we also employ youths through the Full Employment Council's Summer Youth Program.

EACH, Inc. is widely known throughout the community and takes pride in the fact that the Corporation as well as its individual Board members is very active within the Sycamore Groves community and the greater Kansas City area.

EACH, Inc. has ensured that Sycamore Groves has been a financially stable housing development and has provided decent, safe, and sanitary housing for its residents.

EACH, Inc. has consistently received above average ratings in its management of Sycamore Groves from the Department of Housing and Urban Development.

### EAST ATTUCKS COMMUNITY HOUSING, INC. BOARD OF DIRECTORS

Marvin L. Groves President	1215 Wabash, K.C., MO 64127
Terri Lyons Vice President	1618 Bellefontaine, #6, K.C., MO 64127
Esther Glover Secretary	2843 Park, K.C., MO 64127
Thomas Dwight Davis	13201 E. 54th Street K.C., MO 64133
Maxey J. Dupree	2445 Wabash, K.C., MO 64127
Adolphus Mooney	3626 E. 46th Terrace Kansas City, MO 64130
Johnnie Lee, Jr.	1903 E. 16th Street, K.C., MO 64127
Burley Whited	5216 Lawn, K.C., MO 64130

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Beverly Easterwood

950 Washington, PO BOX 17-1732  
K.C, KS 66117

Lester Washington

Human Relations, City Hall  
414 E. 12th, K.C., MO 64127

#### STATEMENT OF SPONSOR

There have been no financial defaults or modifications of terms and conditions of any financing, or legal action taken or pending against the Sponsor or any of its officers or directors in their Corporate capacity for any reason during the past five years.

#### CENSUS DATA - EAST ATTUCKS NEIGHBORHOOD

According to data prepared by the City Development Department of Kansas City, Missouri, the development is located in census tract number 24.

The racial composition of the area consists of: White - 994, Black - 1,914, Spanish or non-white - 1,990, and other - 69. The total population is 4,967 people.

The largest minority groups are Black and Spanish. Most of the black population live between 12th and 18th, from Prospect to Indiana. The Spanish residents generally reside between 12th and 18th from Indiana to Cleveland.

#### FINANCIAL HISTORY OF SPONSOR

The sponsors financial history is delineated in the financial documents attached to this document.

### SPONSOR'S CAPABILITY

EACH, Inc. has sponsored Sycamore Groves Housing Complex since 1975. Sycamore Groves is located at 2920 East 17th Street, in Kansas City, Missouri and is a housing complex built under the provisions of Section 236 of the National Housing Act. There are 179 units of Housing in the complex, serving low and moderate income families.

EACH, Inc. employs an operating staff of fourteen people, ten full-time and four part-time. During the summer months we also employ youths through the Full Employment Council's Summer Youth Program. They have a very active social program that is committed to the social needs of its residents and pledges a conscious effort to the needs of youth and senior citizens.

EACH, Inc. is widely known throughout the community and takes pride in the fact that Corporation as a whole as well as its individual members of the Board of Director is very active in community activities within Sycamore Groves community and the greater Kansas City area.

EACH, Inc. has consistently received above average ratings in its management of Sycamore Groves from the Department of Housing and Urban Development.

#### EVIDENCE OF PERMISSIVE ZONING

This development is being constructed in R5 in zoninig area. Attached is city zoning which evidences permissive zoning.



# SYCAMORE GROVES II

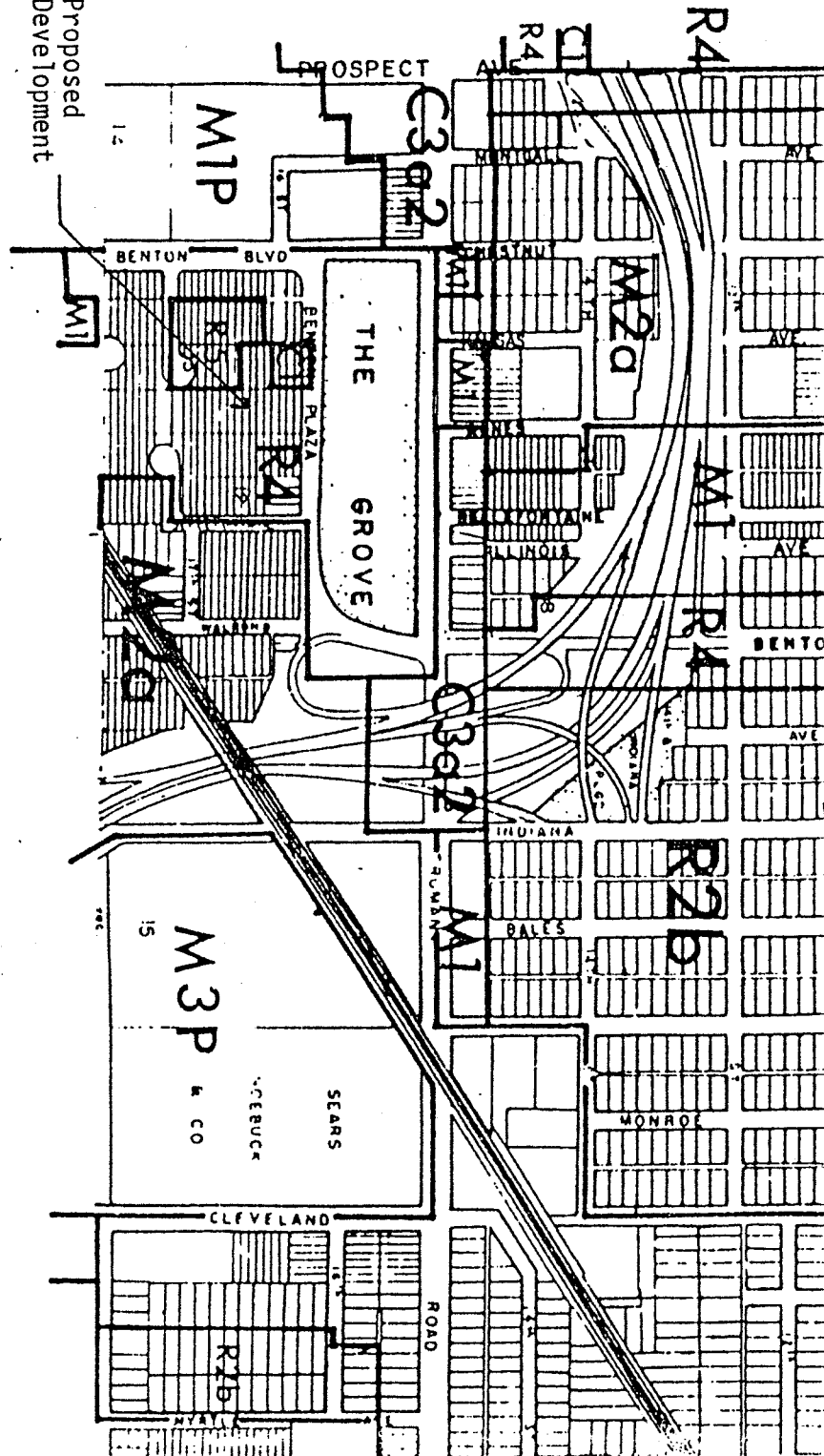
## Part 5

### Exhibit 20

#### AMENDMENTS

NO	ORD	DATE	BY	CKD.
1	31542	9-10-65		
2	33218	11-4-66		
3	38046	5-1-70		
4	38349	6-26-70		
5	39222	2-26-71		
6	40251	10-22-71		
7	41938	1-12-73	RS	
8	42705	5-25-73	R.R.	
9	42724	6-8-73	AB	
10	43424	2-22-74	RS	
11	45149	3-27-75	N.P.	
12	45432	5-30-75	N.P.	
13	45433	5-30-75	N.P.	
14	47438	2-11-77	D.N.	
15	48063	8-4-77	RS	
16	48127	9-1-77	RS	
17	49201	6-22-78	CP	
18	49487	9-18-78	BB	
19	50171	5-4-79	D.N.	
20	50461	7-1-79	CWP	
21	50677	10-18-79	JEK	
22	53118	8-20-81	S.F.	
23	53780	4-23-82	J.K.	
24	54420	10-14-82	R.R.	
25	55841	12-29-83	T.T.	
26	56070	3-2-84	T.T.	
27	57038	11-1-84	R.R.	
28	59225	4-18-86	T.T.	
29	58839	1-10-86	T.T.	
30	58840	1-10-86	T.T.	
31	59667	7-17-86	S.F.	
32	60988	5-5-88	RR	
33	60984	5-5-88	RR	
34	60985	5-5-88	RR	
35	60986	5-5-88	RR	
36	60987	5-5-88	RR	
37	60983	5-5-88	RR	
38	60990	5-5-88	RR	
39	60991	5-5-88	RR	
40	60992	5-5-88	RR	
41	60997	5-5-88	RR	
42	60998	5-5-88	RR	
43	60995	6-30-88	B.B.	

Proposed  
Development



Project Summary Reports  
Drafts one and final

# Project Summary

TERRI LYONS  
CED PROGRAM  
NEW HAMPSHIRE COLLEGE  
JANUARY 1991

## PROJECT SUMMARY

### DEFINITION OF THE PROBLEM

A lack of adequate day-care facilities in the Kansas City area, particularly in the inner city, particularly, that serve low/moderate income populations and minorities. A lack of access to early childhood learning and skill development for children in those populations. A lack of day-care facilities willing to accept subsidized clients due to the complications of working with the state and county bureaucracy. A lack of centers affordably priced for low/moderate income populations. A lack of day-care facilities not seeking high profitability and providing services to the community - not simply baby-sitting.

### PROJECT GOALS

I was asked by the sponsor group, East Attucks Community Housing Inc. (EACH), and their other operation, East Attucks Social Program (EASP), to coordinate an effort to plan the construction and development of a non-profit day-care center on their land that would serve local children. I agreed to create the business plan (at the time I had not the faintest idea of what to do), aid in the creation of the curriculum, develop the outline for the family program plan, and aid the board in seeking funding for the center. My work was to end when construction financing was secured, however, we decided that when the center was operational would be better because I was needed to plan a grand opening and the initial marketing campaign.

### OVERVIEW

My project was to aid a community group in structuring a not-for-profit day-care center within the Sycamore Groves apartment complex - a HUD 236 Development with 179 one - three bedroom units.

The center is to serve 100 children between the ages of two and five. I, acting with the Board of Directors, of which I am a member, will direct preparation for funding, establishing and constructing the center.

Although a Director since 1987 I had not been active in any Board committees but I attended meetings regularly and participated. Therefore I had no realistic idea of the characters of the members, nor, of the normal behavior of the leadership. A full Board contains eleven members. At present there are eight. the corporation that owns the development, EACH Inc., has a single entity ownership clause in its Section 236 regulatory agreement with HUD - the mortgage holder for the development.

OTHER PLAYERS

Marvin Groves, board Chairman, directs the activities of the Board and the development. He and his wife, Irma, spurred the creation of Sycamore during the time of the "Model Cities" programs. They have run it since it was built in 1975. The other board members excepting three are either children of theirs or old friends. Therefore whatever they wanted has always gone unopposed until this year. They never do anything "illegal" but bear close watching because for so long nothing they have ever done has been examined. Please note that I knew nothing of the inner workings of the board or the personalities of the members prior to taking on this project. Prior to November 1989 I simply attended the meetings, studied the materials I was given and rubber stamped everything as did the other members.

A potential crisis brews of late. The younger members of the board have begun to get more involved and to question and change things and strife is rampant. Almost everything has had to be put on hold to accommodate the persons not speaking to each other, the intermittent flare-ups, the underhanded politics, and the lobbying by one side or the other. Except for one member and the Groves' son, all of the board members prior to 1987 had been on the board for at least ten years and were over the age of fifty. Friends of the Groves' from the model cities era, they went along with whatever the two of them wanted. In late 1989 Mrs. Groves left the board to take a job her husband created for her at Sycamore and two other members left this year - their son, and a member passed. One person has come aboard, my nominee, but Mr. Groves took from June until November to bring him aboard. Only after much pressure from me did he get to work on it. The younger members feel he does not want those other seats filled but that is their opinion.

For the first time a person not an original member was elected to an office, Terri Lyons became board Vice-Chair.

PERSONALITIES

I personally find Mrs. Groves very hard to get along with. Extremely combative, we have had nothing but problems since I took on this project. Her new job is board assistant but she was angry that her former peers had the right to request she assist them - she felt she should only take direction from her husband. She had been the person in charge of the previous two efforts to build a center and greatly resented my doing it this time. In addition, anything the younger members wanted to investigate or act upon she would say we did not have the right to go digging into the development's business because it was confidential. The senior members of the board have never challenged a stance or an opinion of either of the Groves - at least not since I have been on the board.

On a more personal note I find Mr. Groves to be at least willing to hear other people out but you must approach him and get your

answer in private and have something written before he has a chance to tell his wife. Many many conflicts have arisen on the board because a member thought they had an understanding with Mr. Groves and she influenced him against it so when it was brought forth his position had changed. Many members have become irate due to this behavior at the both of them.

I have detailed all of this to describe why this project has proven to be extremely hard and stressful to me and why so much that should be done by now is not. I personally feel the objections raised by the Groves to my suggestions had more to do with the suggestions originating with me than with the content. I am willing to give credence to the fact that community and user participation and input are foreign to them so I do not press too much at this point. Lastly, there is some resentment towards me by Mrs. Groves because I am in charge of this project and she has been in charge of the past two failed attempts.

Truly this project has been a test of my patience, pluck, ability to work with others, and willingness to learn. In the past I worked on bits and pieces of projects but never the entire thing, AND, I was never looked to for technical assistance or leadership. An additional glitch with this project was the fact that the committee was comprised entirely of very busy volunteers.

#### METHOD/ACCOMPLISHMENTS

Lacking knowledge of how to proceed but unashamed to ask for help my initial actions consisted of polling the Board requesting suggestions as to how they would like to see the process unfold and what components they desired in it. When the results were catalogued I proceeded as directed.

This was the group's third attempt at a center. Naturally I reviewed the previous attempt's information and incorporated as much of it as I could into what I developed. I then assembled a volunteer team of professionals to serve as sort of a "steering committee": Dwayne Crompton, Director of Head Start, Jackie Stevenson, K.C. School District and former state licensing auditor, Tucson Redd, Omega Realty and Sycamore managing agent, Sandra Rayford, Omega Realty, Thomas Eatmon, Architect, Irma Groves, EACH, Marvin L. Groves EACH Chairman of the Board, and Mildred Raymond, EACH corporate attorney.

We met when possible. Naturally scheduling was a problem with so many busy people involved and most interaction took place over the phone or one on one meetings with me. I did a breakeven analysis (God Bless Dick Schramm) to determine the number of children we should serve to maximize our input and the cost-effective number proved to be 100. At first we thought we could simply build on to our existing community room and include its space but complications with utility easements and releasing the

parcel from the mortgage arose and that idea was discarded. Also, we realized that would leave us with no room for expansion should our numbers increase. With the space available there we would only have been able to accommodate 50 children.

We decided finally to build it on what we call the "doughnut", a parcel of land owned by Sycamore in the center of the development. It is about thirty-thousand square feet and currently used as a playing field by the children. The plans were drawn up and approved by the Board. I had not seen them but Mrs. Groves took it upon herself to present them to the Board while I was in the Hospital (shades of times to come). We later agreed to make the one large classroom for 3-5 year olds into two to cut down on some of the noise. Secondly, we relocated the kitchen to an area between two classrooms rather than at the end of the hall on the advice of Mr. Crompton.

I prepared the program overview, marketing, income/budget, and sponsor information portions of the business plan. Mrs. Groves phone polled area foundations to ascertain those we could apply to. In addition we received some information in the mail from several that we intend to apply to.

Redd and Rayford provided the sponsor information and the first draft of the income statement. In addition, they accompanied me to several outside meetings on center business. They also have the audited financial statements for the past three years. Mrs. Raymond developed the Articles of Incorporation and is supposed to prepare the by-laws. Actually, she is to handle all of the legal aspects of the day-care corporation. This involved getting the land released from the mortgage, EACH or EASP acquiring title to the parcel, and establishing the center's corporate structure.

Mr. Groves decided a separate corporation should be formed to own the center but we discovered midstream that it would be in our best interests financially to not do that. All felt a new entity would have a problem obtaining the amount of money we would need from any sources. the Board approved EACH's ownership of the center and an advisory board consisting of professionals in day-care to bring some expertise to operation. They adamantly opposed the center having its own Board of Directors. They felt sufficiently capable to manage the corporate affairs and were not interested in expanding the current board to accommodate the needs of the day-care center. I felt differently but they said they had run Sycamore with no help from "professionals" and they'll run the day-care too. I submitted because they were perfectly within their rights to structure their center as they desired.

During these times my role as a Director was less important than my role as the technical person putting this project together for them. As a technician I often disagreed with them and those differences of opinion intruded upon my relationship as a

Director. Understand that prior to me taking on this project my actions as a Director had been simply to do as I was told and rubber stamp whatever Mr. Groves chose to do as did everyone else. I was never really "involved" but that changed when I took on the day-care project.

The next step was to obtain permission from HUD. Fannie Mae and HUD hold the mortgage on the development. Mr. Groves said not to tell HUD how far we had come in the process. We were simply to tell them we were interested in creating a center. He felt they would be angry to discover we had moved forward without first obtaining permission and deny a clearance to be spiteful. Our auditors informed us of what we needed to do to receive a clearance but pointed out that EACH's ownership of the center violates the regulatory agreement. As we understood them to say, if granted permission to repurchase the doughnut from them we could assume permission was granted to build a center there. After all, we could do whatever we wanted with land we owned outright but we must include the purpose for requesting the release in our letter.

After that Mr. and Mrs. Groves decided to investigate the possibility of EASP owning the center. EASP is a small offshoot of EACH the Groves use to administer the summer program and some other social type activities. It has an annual budget of about \$3,500.00. He said he would need Mrs. Raymond to tell him what EASP would have to do to be able to own the center and then see if the EASP board (four members of the EACH board) wishes to do it. I made a short presentation to them regarding the center and am currently awaiting a response.

Mr. Groves also suggested that we ask an existing CDC to be a development partner with us if we cannot get the center funded any other way. That is not a bad idea but both the EACH and EASP boards at the time were unwilling to expand to accommodate persons with sufficient expertise in day-care and it is my feeling that a partner will wish to have some board representation.

I developed the first year month by month cash flow projections, that assume we will begin with \$40,000.00 cash, the three year projected income statements, the capital equipment list, the survey questions to be asked of Sycamore residents and other potential users, and the parent program (which Mrs. Groves is adamant against). Mr. Groves, Mrs. Raymond and Mrs. Groves do not think parental input into center operations is a good idea. Nor do they think the parents should plan their own activities. However, for as long as necessary I will continue to hold on to my concept of a "family center" rather than a baby-sitting operation. I feel it is important because simply providing childcare to deprived populations is insufficient to address the needs they have. Furthermore, I think greater differentiation between an operation they wish 501(c)3 clearance for and a for-profit center



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is necessary. The board feels that simply having a 501(c)3 sponsor is sufficient but I disagree.

Mr. Groves requests that after I complete the business plan I do the curriculum and develop a parent program rather than a simple outline for the participants to work from. I disagree, but I will find another committee with those skills and begin work on that portion in February of 1991. I think potential board members would be excellent in this capacity but at present I do not know which entity is going to sponsor the center, who is going to be on the board or where to begin.

Jackie Stevenson oversaw that our plans adhered to state guidelines, provided us with cost estimations for equipment, and aided us in formulating what we would need to establish the center and the cost. She provided us with possible sources for the needed items and with contacts to locate possible clients. Dwayne Crompton worked with Eatmon proofing the plans, proofed our cost estimates, provided us with budget guidelines, and provided me with ideas for the marketing portion of the business plan.

#### CENTER DESCRIPTION

The center will accommodate 100 children. The cafeteria is for service and light meal preparation - not full cooking. We plan to cater the lunches and breakfasts in. We saved a lot on the cost of construction by doing this. The children will eat family style in the classroom.

The center will have its own parking lot which I objected to but the board wanted. The playground will be immediately outside and fenced. It will be built to resemble the development (materials etc.) and there will be a covered walkaway to the front door. Lastly, the drive entrance to the office will also be the drive entrance to the center.

#### LESSONS LEARNED

##### PERSONAL

- To always have an idea of whom it is you are working with prior to agreeing to do so.
- To not attempt to do business with people whose fundamental values differ significantly from yours.
- To never trust your assumptions that the values of the others concur with yours without positive proof.
- To use the feedback of others who have similar skills, ideas, and interests to aid you in keeping your role well defined. My project group members were invaluable to me during the past sixteen months.

- To structure what is needed differently when others are involved than the way you would do so working solely.
- To ask somebody who knows what to do before you start trying to do something.
- To always follow the guidance of those you are working for. If you disagree, express it, but if what they want differs and you are a hireling - give the people what they want.
- To define what success or completion will be prior to beginning the work.

### PROFESSIONAL

I am a little disconcerted at present between what I perceive as a clash of values. As a CED Practitioner I am supposed to do one of two things - involve myself in efforts that empower others and impart skills. And/or, use my technical abilities to aid others that do not possess them in the accomplishment of their goals. Working on this project has enabled me to do the latter, yet, the many ways in which the former can be accomplished through this project is against the will of the people I am working with.

I have learned to program inputs and outputs into an idea.

I have learned to put a development package/business plan together.

I have learned the importance of determining the true goal and interest(s) of the group I am working with.

I have learned to follow the guidance of others even when I disagreed with it. to allow others to make their own choices and take responsibility for those choices and continue to be functional in working with them.

I have learned to not reinvent the wheel - get information from others doing what it is you want to do: it helps you avoid mistakes.

### WHAT REMAINS TO BE ACCOMPLISHED

- The board has to decide which corporation will sponsor it.
- The legal work has to be done, i.e., the land needs to be released and the corporation needs to be structured.
- The board has to decide the level and type of outside input that will be incorporated into center governance.
- Financing has to be secured.

- The audited three year financial statements of the sponsor corporation need to be included into the business plan.
- The curriculum and parent program has to be developed.
- Permission has to be obtained from HUD.
- An actual step by step marketing plan has to be developed.
- Seed money has to be located and/or raised.

#### RESULTS

We have a commitment from an area banking officer to work closely with us on this and possibly, to help us obtain financing.

We have a a commitment from three local corporations to aid us in fundraising for the initial equipping of the center.

We have a commitment from a local CDC to provided us with seed money once the business plan has been submitted to them.

We have a finished construction plan/blueprint.

We have commitments from six programs that serve approximately 700 women to advertise to their clients.

The technical work has been done.

Progress has been made in convincing the participants to allow the community to have some input into the process. (?)

Progress has been made to allow parental input into the program planning and the family activity planning. (?)

Progress has been made in convincing the participants to allow persons with differing skills and expertise to be involved in the process. (?)

Our foundation proposals are ready for submission as is our financing proposal.