

# APPENDIX

BUDGETS + SAMPLES  
SHOWING PROGRESS

TOP - DEC. 1985

BOTTOM NOV. 1984

WORCESTER COMMITTEE ON HOMELESSNESS AND HOUSING, INC.

JULY 1 - DECEMBER 31, 1985

INCOME AND EXPENDITURES

	1 YEAR BUDGET	6 MO. BUDGET	6 MO. ACTUAL
<b>INCOME</b>			
BALANCE 84/85	6209.10	6209.10	6209.10
WALK FOR HOMELESS	2970.00	2970.00	3060.83
HOCHE-SCHOFIELD FOUNDATION	5000.00	2500.00	2500.00
FULLER FOUNDATION	17000.00	17000.00	17000.00
TODDARD CHARITABLE TRUST	10000.00	10000.00	10000.00
MORGAN WORCESTER FOUNDATION	10000.00	10000.00	10000.00
DONATIONS	10000.00	5000.00	22623.6
NEWSLETTER	6000.00	3000.00	2420.00
GREATER WORCESTER COMMUNITY FOUNDATION			7500.00
	<u>\$43,779.10</u>	<u>\$40,479.10</u>	<u>\$49,774.29</u>
<b>EXPENSES</b>			
<b>SALARIES AND FRINGE</b>			
COORDINATOR	17000.00	8500.00	7514.00
SHELTER ASST. COOR (1 mo only)	1035.00	1035.00	1035.00
ADMINISTRATIVE ASSISTANT	6750.00	3375.00	3450.74
RESEARCH & DEVELOPMENT STAFF	6750.00	3375.00	
RENT AND UTILITIES	3950.00	1975.00	2028.05
SHELTER ASST. PROGRAM	2400.00	1200.00	7545.3
TELEPHONE	2860.00	1430.00	1376.83
POSTAGE	1000.00	500.00	340.76
SUPPLIES	1000.00	500.00	285.56
PRINTING	600.00	300.00	52.10
TRANSPORTATION	500.00	250.00	59.80
CONFERENCES	300.00	150.00	85.00
MISCELLANEOUS			249.25
	<u>\$44,145.00</u>	<u>\$22,590.00</u>	<u>\$17,231.62</u>
<b>CONTINGENCY FUND (BUS. ASSETS)</b>			
		\$200.00	\$156.00
UMASS DONATIONS FOR SHELTERS		\$617.76	\$260.00

# Worcester Committee on Homelessness and Housing, Inc. Budget for Fiscal Year July 1, 1985 - June 30, 1986

		1	2	3
		YEARLY	MONTHLY	
1	INCOME (CASH ON HAND)			
2	Balance 84/85	6539.00		
3	Walk for the Homeless 85	2970.00		
4	Hache Scofield	5000.00		
5	Fuller Foundation	17000.00		
6	Stoddard Charitable Trust	10000.00		
7	Morgan Worcester	10000.00		
8	Income (Projected)			
9	Contributions	1000.00		
10	Newsletter	600.00		
11		<del>44109.00</del>		
12	EXPENSES			
13				
14	Salaries and Fringe			
15	Coordinator	17000.00	1416.67	
16	Shelter Asst. Coordinator	1035.00	86.25	
17	Admin. Asst.	6750.00	562.50	
18	Research & Development Staff.	6750.00	562.50	
19	Rent	3950.00	329.17	
20	Shelter Asst. Program	2400.00	200.00	
21	(newsletter, telephone, truck rental, etc.)			
22	Telephone	2860.00	238.33	
23	Purchase 1,100			
24	Installation 200			
25	Monthly 130x12			
26	Postage	1000.00	83.33	
27	Supplies	1000.00	83.33	
28	Printing	600.00	50.00	
29	Transportation	500.00	41.67	
30	Conferences	300.00	25.00	
31		<del>44145.00</del>	<del>3678.75</del>	
32				
33				
34				
35				
36				
37				
38				
39				
40				

Worcester Committee on Homelessness and Housing, Inc.  
Cash Flow for Jan. 1, 1985 - June 30, 1985 ✓

	1	2	3
	6 mo.		
INCOME			
Balance 1984	7078.45		
Grant (Norton)	7500.00		
Donations, raffles, etc.	1395.73		
Newsletter	425.00		
Rent (grant)	210.00		
Shelter Fund (U. Mass.)	229.05		
Contingency Fund	200.00		
	<u>\$ 17038.23</u>		
EXPENSES			
Salary and Fringe	7284.57		
Telephone	652.38		
Supplies	390.02		
Postage	351.46		
Shelter Asst. Prog. / Newsletter	280.51		
Rent	210.00		
Printing	61.65		
Transportation	26.00		
Miscellaneous	31.90		
Contingency Fund	240.00		
Shelter Fund	229.04		
	<u>\$ 10312.44</u>		
Total Income	\$ 17038.23		
- Total Expenses	10312.44		
	<u>\$ 6725.79</u>		
- Cash on hand	6538.94		
	<u>\$ 186.85 error</u>		

# Worcester Committee on Homelessness and Housing

## Cash Flow Jan. 1, 1984 - Dec. 31, 1984

	1	2	3
	1 YEAR		
1	INCOME		
2			
3	Grants		
4	Worc. City Missionary Society	2000.00	
5	Hoche-Scofield	10000.00	
6	Norton	1000.00	
7	Donations	<del>1371.48</del>	
8		2342.84	
9		<del>15342.84</del>	
10	EXPENSES		
11			
12	Salary	5369.07	
13	Worc. City Miss Society	1357.78	
14	Slide show, equip., brochure		
15	Postage	337.73	
16	Rent	360.00	
17	Conference	316.65	
18	Telephone	299.25	
19	Supplies	130.44	
20	Transportation	283.40	
21	Misc.	115.38	
22		<del>8569.70</del>	
23			
24			
25			
26			
27	Income	15342.84	
28	- Expenses	8569.70	
29		<del>6,773.14</del>	
30			
31			
32			
33			
34			
35			
36			
37			
38			
39			
40			

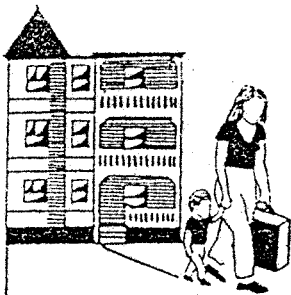
WORCESTER COMMITTEE ON HOMELESSNESS AND HOUSING, INC.

Projected Expenses: 7/1/85 - 6/30/86

<u>ITEM</u>	<u>BUDGETED</u>	<u>PROJECTED NEED</u>
Salaries (including fringe)		
Coordinator	17,000	8,000
Shelter Assistance Coord.	15,000	7,000
Admin. and Research Asst.	13,500	13,500
Rent	3,000	1,000
Postage	1,000	700
Supplies	1,000	600
Copier	1,000	-0-
Telephone	1,250	1,250
Transportation	500	500
Conferences	300	300
Typewriter	500	-0-
Office Equipment	750	-0-
T O T A L	55,300	33,350

BUDGET NOTES:

1. Coordinator's Salary - Received from Norton Co. Foundation: \$3,500 of which \$4,000 remains; Due in July from Hoche-Scofield Foundation : \$5,000.
2. Shelter Assistance Program Coordinator - Currently funded by a special projects grant from Executive Office of Communities and Development which expires June 1985. A grant from the Department of Public Welfare in the amount of \$8,000 for this position begins in November. The Committee has no funds available to cover the four month gap.
3. Rent - \$2,000 realized toward this item from Walk for the Homeless.
4. Postage - \$300 raised from subscriptions to newsletter.
5. Supplies - \$400 obtained through raffle.
6. Copier - Canon NP-200 Copier donated by Robert Cushman.
7. Typewriter - IBM Selectric donated by State Mutual.
8. Office Equipment - Desks, filing cabinets and chairs donated by Commonwealth Stationers and United Way.



## WORCESTER COMMITTEE ON HOMELESSNESS AND HOUSING

### Projected Expenses 1985

#### SALARIES (including fringe)

Coordinator	\$17,000
Special Projects Coordinator	7,500 - 15,000
RENT	1,200
POSTAGE	1,000
SUPPLIES	1,000
COPYING	500
TELEPHONE	1,000
TRANSPORTATION	500
TYPEWRITER	400 - 2,000
CONFERENCES	300

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\$30,400 - 39,500

#### MOST IMMEDIATE NEEDS:

Typewriter- The Committee on Homelessness has hired (at no payment) a secretary through Senior Employment Services but does not yet have a typewriter for her and staff use.

Operating Expenses - These have thus far been covered by small contributions averaging \$3,000 a year. With expanded staff and work operating expenses have increased.

Special Projects Coordinator Salary - This staff member coordinates the Donations Clearinghouse to shelters and homeless families, the newsletter Staples and Nails, and fundraising for



shelters. Salary is covered until June 1986 by state EOCB grant.

Coordinator's Salary - The Coordinator coordinates all of the activities of the Committee on Homelessness including both staff and eight functioning sub-committees. She also initiates new programs in the community, carries out an active public media campaign and represents Worcester's needs and concerns on the state level as well as other responsibilities. Her salary is currently funded through January 1986 by grants from Hoche-Schofield and Norton Foundations.

Worcester Committee on Homelessness and Housing, Inc.  
205 Millbury Street, Worcester, MA 01610 Telephone: 791-7265

# HURRIEDLY PROJECTED EXPENSES 1985

SALARY	17,000 (inc. fringe)
POSTAGE	700
TRANS.	700
STAFF & VOL.	500
SUPPLIES	600 - 1,000
RENT	350 - 500
CONF.	100
BULK MAILING PERMIT	500
COPYING	500
TYPEWRITER	400
MISC.	700 - 1,200
TEL.	?
AUDITING	\$22,050 - 24,750

1/2 SALARY SPECIAL PROJECTS  
SECRETARY CLERICAL

\$7,000  
6,000

# PROJECTED EXPENSES 1985

## Sources

### SALARIES

Coordinator

\$17,500 (including fringe)

Hoche Schofield - 10,000 84-85  
Norton - \$8,500 '85  
Hoche-Schofield 5,000 '85

Special Projects Coord.

7,000 - 14,000  
~~8,000 pt~~ + ~~16,000~~ fulltime

EDLD - June 85

POSTAGE

1,000

TRANSPORTATION

500

SUPPLIES

1,000

RENT

1,200

CONFERENCES

300

COPYING

500

TYPEWRITER

400

TELEPHONE

1,200

\$ 30,100 - 37,1000

# COMMITTEE ON HOMELESSNESS

EXPENDITURES 1984 JAN - NOV. (11 mo.)

<u>Postage</u>	\$ 254.93
<u>TRANSPORTATION</u>	\$ 258.50
<u>SUPPLIES</u>	\$ 130.44
<u>Rent</u>	\$ 330.00
<u>Conference</u>	\$ 316.65
<u>Salary</u>	\$ 4,719.33
<u>W.C.M.S.</u>	\$ 1,357.78
<u>MISC.</u>	91.63
	<hr/>
	\$ 7,459.26

## GRANTS

2,000  
10,000  
1,000  

---

\$13,000

W.C.M.S.  
Hoch-Schofield  
NORTH

## DONATIONS

\$1,371.48 Cash

Copying  
Postage  
Rent  
Telephone  
Mailing labels  
Printing

## STAFF

VISTA  
EDCD  
WISC. STATE COLLEGE  
DYNAMY  
C.W.S.C./ET.  
C.W.S.C.

NEEDS : 1985

SPECIAL PROJECTS COORDINATOR \$7-14,000

Coordinates Newsletter, Donations Clearinghouse  
grants + tech. assistance for shelters

TYPEWRITER \$400 -

funds for or donation of a well operating typewriter

OPERATING EXPENSES \$5,700

RENT, TELEPHONE, SUPPLIES ETC.

SOURCES:

GRANTS

CURRENT: HOCH-SCHOFIELD & NORTON CO.

POSSIBILITIES: STODDARD, WYMAN GORDON, ZAYRES,  
STATE MUTUAL, UNITED WAY VENTURE FUNDING  
GREATER WORCESTER COMMUNITY FOUNDATION

DONATIONS:

INDIVIDUAL, CHURCHES, CIVIL ORGANIZATIONS

FUND RAISERS:

WALK-A-THON

WFTQ

# Sub Committees

## Grants possibilities -

review + compile data on org. in Worcester + beyond who might give to Com. on Homelessness

## Fund Raiser -

Review info from WFTQ + make suggestion as to appropriate fund raiser

assist in planning + carrying out

## WALK - A - then -

Send out mailing?, make calls, find sponsors  
WALK

## Marketing Homelessness -

Approach to Ad Council, businesses etc.

## Specific Needs Solicitation

Typewriter

Supplies

Postage

Telephone certificates

Partitions, Storage cabinet

WORCESTER COMMITTEE ON HOMELESSNESS AND HOUSING

Income, Expenses and Needs - 1985

Current Resources:

Operating Expenses	\$542.67	
Worc. City Miss. Soc.	641.45	
Salary	<u>5630.93</u>	(an additional \$7,500 grant from
	\$6815.95	Norton Company has been awarded)

Operating Expenses:

Jan.-mid Feb. o.k.  
Mid. Feb. - Dec. need approx. \$650 per month

Worcester City Missionary Society Grant

Plan to expend by late Feb. on Brochure for the homeless, slide projector lens, film and slides.

Salary

Hoche-Schofield Grant

Jan-late April at current salary of \$12,000 per year  
Norton Co. Grant

late April - early Sept. at \$15,000  
late April - late October at \$12,000

Hoche-Schofield - Oct - Feb.

~~Special~~ <sup>Salary</sup> for Special Projects Coordinator  
\$7,000 part-time for one year  
14,000 fulltime for one year

MOST IMMEDIATE NEED: Operating Expenses

THE GEORGE F. AND SYBIL H. FULLER FOUNDATION

105 MADISON STREET  
WORCESTER, MASSACHUSETTS 01601

June 24, 1985

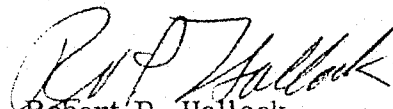
Ms. Kathleen Hasegawa  
Coordinator  
Worcester Committee on Homelessness and Housing, Inc.  
205 Millbury Street  
Worcester, Massachusetts 01610

Dear Ms. Hasegawa:

Your letter of June 11 requesting a grant was considered at a recent meeting of the Trustees of this Foundation.

A grant of seventeen thousand dollars (\$17,000) was approved but before we can make payment on this grant it is necessary we have in our files a copy of your Exempt Status as given to you by the United States Internal Revenue Service. As soon as you have forwarded us a copy of your IRS Exemption Certificate we will be happy to forward payment of this grant.

Sincerely,

  
Robert P. Hallock  
Chairman

RPH:cb



SEVEN

## Internal Correspondence

**TO:** Kathi Hasegawa

**FROM:** Mike Lawrence

**RE:** WNEV-TV Contributions

**DATE:** January 16, 1986

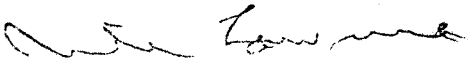
**CC:**

Sorry we haven't connected by phone. The conversation we had about six weeks ago bore "delayed fruit." WNEV-TV's management decided to contribute to **EACH** of the groups we discussed. I have sent a check for \$250 to Jeremiah's Hospice, Friendly House, Abby's House, and I'm enclosing a check for the Committee on the Homeless.

I think it's a good sign the station is showing this kind of interest in worthy organizations outside Boston, and I hope we can make it a tradition that will complement our efforts to provide frequent news coverage out of our Worcester office.

I would have liked to drop this off in person, but they've got me so busy chasing news stories on deadline there just hasn't been time. So I hope you will accept this note instead, and keep in touch when you know of something appropriate for our newscasts.

Best wishes,



Mike Lawrence  
Reporter, WNEV-TV West Bureau  
18 Franklin Street  
Worcester, Massachusetts 01613  
753-8356

enclosure

WNEV-TV

7 Bulfinch Place  
Boston, Massachusetts 02114  
New England Television Corporation  
A CBS Affiliate

617 725-0777

*Donations*

THIS CHECK IS VOID IF COLORED BACKGROUND IS ABSENT

PERSONAL MONEY ORDER

53-1  
113



Shawmut Worcester County Bank, N.A.

WORCESTER, MASS.

*December 20* 19 *85*

5268207

PAY TO THE ORDER OF

*Worcester Committee on Homelessness and Housing*

S.W.C. BANK  
WEBSTER SQ

79 JUL 29 1985

FOR

NOT VALID OVER FIVE HUNDRED DOLLARS

PURCHASER'S SIGNATURE

*Charles D. Gellman, Elder Home Care*  
*1241 Main St. Worcester MA 01603*

ADDRESS

GREATER WORCESTER  
COMMUNITY FOUNDATION, INC.

311 MAIN STREET, SUITE 500

WORCESTER, MA 01603

680

53-1/113

*Dec 23* 19 *85*

PAY TO THE ORDER OF

*Seventy five hundred and*

*no*  
*100* DOLLARS \$ *7500.<sup>00</sup>*

*Worcester Committee on  
Homelessness and Housing*

*Jean F. Haggard*

SHAWMUT  
WORCESTER COUNTY  
BANK, N.A.  
WORCESTER, MA 01603

AMOUNT OF CHECK

7500.00

## STATEMENT OF COMMUNITY NEED

Contrary to popular opinion, the majority of homeless people in Worcester are women and children. A survey done by the Worcester Committee on Homelessness and Housing, Inc. revealed that in the first six months of 1984 approximately 2,410 people were in need of shelter in our city. More than three quarters of this number were women and children.

The local rise in the numbers of homeless and particularly women and children in this situation is a direct reflection of the current housing crisis in Worcester. With a vacancy rate of less than 1.5%, large families, single parent families, Blacks, Hispanics and handicapped meet with discrimination in a market where landlords have many applicants for any available apartment. The low vacancy rate has also driven up rents beyond the reach of low income people. Unheated two bedroom apartments in the inner city now average \$350 per month. A mother on welfare with two children receives only \$395 per month. If she works a minimum wage job, pays child care, medical bills and all other expenses, she will probably be even worse off.

BACKGROUND: THE WORCESTER COMMITTEE ON HOMELESSNESS  
AND HOUSING, INC.

The Committee on Homelessness was organized on January 26, 1983. A small group of shelter providers had been invited to discuss the apparently worsening problem of homelessness in Worcester. Surprisingly, over sixty people from local and state government, the religious community and a wide range of social service interests arrived en masse and the Committee was born.

## ACCOMPLISHMENTS: Years I and II

The Committee on Homelessness and Housing, Inc. is the local coordinating body relative to the homeless issue in Worcester. It includes representation from approximately 100 local shelters, social service agencies and churches, as well as numerous concerned individuals and a mailing list of approximately 500. Members of the Committee serve on one of seven sub-committees which work on different aspects of the problem. These sub-committees are: Prevention, Emergency Shelter, Transitional Housing, Permanent Housing, Legislation, Public Education, Research and Fund Raising.

Staff of the Committee on Homelessness and Housing carry out coordinative work on behalf of all the members and activities which no other single organization, such as a shelter or social service agency, could do. Examples of these activities are: assessing the numbers of homeless and their needs, initiating and finding funding for new shelters and programs, representing Worcester on local, state and national committees, coordinating donations, and producing a newsletter. In the past two years, the Committee:

- Initiated and helped obtain funding from the Department of Public Welfare for four new shelter programs in Worcester. Youville House Family Shelter, incorporated under Catholic Charities was opened in December, 1983. In 1984 the committee initiated the Interfaith Coalition for the Homeless which has received funding for the expansion of Youville House. The Worcester Public Inebriate Program received funding for a new 20 bed program for non-addicted individuals. Friendly House Family Shelter opened in November, 1984 as a six month emergency shelter and is hoping to continue as long as needed.
- Conducted a variety of surveys concerning the number of homeless people in Worcester, number of shelter beds, and causes of homelessness. Using information gathered from the surveys, the Committee carried out an active public media campaign resulting in regular articles calling attention to the problem in local newspapers, excellent coverage on local radio stations and coverage on local, cable and Boston T.V. channels.
- Produced a slide show, did extensive public speaking in churches, schools and civic organizations, published Help for the Homeless, a Guide to Area Resources for service providers and a smaller pamphlet for homeless people.
- Represented the needs of Worcester's homeless population to the City Council, the City Manager's Advisory Committee on Housing Policy, the Governor's Advisory Task Force on Homelessness, the Massachusetts Coalition for the Homeless and the National Coalition for the Homeless.
- Established a Donations Clearinghouse which solicits, stores and provides needed items such as beds, couches, sheets, towels, toys, food, sewing machines, curtains, office equipment, ovens, refrigerators and other needed items for shelters and for homeless families leaving shelters and moving into empty apartments.
- Published a monthly newsletter Staples and Nails, which focuses on the interrelated issues of hunger and homelessness. The newsletter, with a circulation of 500, includes a variety of information helpful to those who work with or are concerned about the homeless.

- Sponsored the First Annual "House the Homeless Week" to heighten local awareness of the homeless problem and begin dialog about the need for more affordable housing. Some of the week's events were: shelter open houses, a public hearing on "Worcester's New Homeless, Women and Children", a radio show on homeless youth, a photo exhibit at the library, and a memorial service for Worcester's homeless who have died.

- Coordinated Worcester's first Walk for the Homeless which took place Sunday, May 19, 1985. Funds from the walk will help support Youville House shelter and Habitat Worcester, both programs which the Committee on Homeless initiated, as well as the work of the Committee.

### PROPOSED ACTIVITIES: Year III

The current goals of the Committee on Homelessness and Housing include maintaining the above systems and services that we have begun, while emphasizing the need for more permanent housing. A grant from the Foundation would enable the Committee to undertake a variety of important activities aimed at meeting these goals. Some of these activities are:

1. Establishing a transitional shelter for homeless pregnant and parenting teenage mothers in Worcester. This will involve the coordination of housing development and social service organizations in order to acquire, renovate and operate such a shelter.

2. Overseeing the establishment in Worcester of a Community Investment Fund, which will provide loans for low income housing development by providing a local outlet for organizations and individuals who wish to make socially responsible investments that will immediately and directly benefit low income housing development in the Worcester community.

3. Advocating for the commitment of greater resources by the City of Worcester, local businesses and the Commonwealth to alleviate the housing shortage situation in Central Massachusetts.

4. Developing housing policy priorities and long-term solutions to the housing crisis and advocating for the implementation of these policies through our representation on the newly formed City Manager's Advisory Committee on Housing Policy.

5. Working to coordinate the activities of Worcester's housing programs in the same manner that the Committee has coordinated local shelter providers. This will result in these programs learning to work more closely and productively.

6. Continuing the work of the Donations Clearinghouse and developing it into a comprehensive shelter assistance program. The program would continue to receive, store and distribute donated furniture, appliances and other goods to shelters and homeless families and would, additionally, provide technical assistance, volunteers, and grant information and fundraising assistance to local shelters.

## WORCESTER FOUNDATIONS

Fuller Foundation 105 Madison St. Worcester, Ma. 01610

Crompton and Knowles, F. 93 Grand St. Worcester, Mass. 01610

Gordon Charitable Trust 1001 Southbridge St. Worcester, Ma. 01610

Archbishop Samuel Trust 9 Piedmont St. Worcester, Ma. 01609

Manoog Foundation 9 Piedmont St. Worcester, Ma. 01609

Chestnut Renewal Corp. 49 Wellington St. Worcester, Ma. 01609

Norton Co. Charitable Corp. P.O. Box 987 Worcester, Ma. 01613  
Robert Cushman, President

Sandman Charitable Trust 280 Greenwood St. Worcester, Ma. 01613

Worcester Greater Community Foundation, Inc. 311 Main St. Worc. Ma. 01608

Ribakoff Charitable Foundation 390 Main St. Worcester, Ma. 01608

Hiatt Charitable Foundation Inc. Box 1657 Sta. C. Worcester, Ma. 01607  
Jacob Hiatt, President-Treasurer

Harry Doehla Foundation Inc. 370 Main St. Worcester, Ma. 01608  
Henry Lusardi, President

Stoddard Charitable Trust 370 Main St. Worcester, Ma. 01608  
Robert W. Stoddard, Chairman

Mildred H. McEvoy Foundation 370 Main St. Worcester, Ma. 01608  
George A. McEvoy

Fred Harris Daniels Foundation Inc. Mechanics Tower, Worcester, Ma.  
Bruce G. Daniels, President 01608

Ruth and Warren Ellsworth Foundation 370 Main St. Worcester, Ma. 01608  
Warren Ellsworth

Morgan-Worcester Inc. 15 Belmont St. Worcester Ma. 01605  
Peter S. Morgan, President-Treasurer

Wyman-Gordon Foundation 105 Madison St. Worcester, Ma. 01601  
Donald Marshall, Treasurer

Farber Charitable Trust 160 Fremont St. Worcester, Ma. 01603  
Allan Farber

## Boom for Business Community Is Often Bust for the Homeless

By GERALDINE A. COLLIER

Of The Gazette Staff

Where do the poor people go?

When a city starts to boom, such as Worcester has, businesses and upper income housing replace the apartment buildings and rooming houses where lower income people sought refuge.

Kathleen Hasegawa, chairman of the Worcester Committee on Homelessness and Housing, said today that downtown redevelopment brings both promise and problems.

Both that promise and the problems were to be explored today at a general meeting sponsored by the committee at St. Paul's Outreach, 19 Chatham St.

"Some people are already being displaced. More displacement is inevitable. With a 1 percent vacancy rate, many of them will become homeless," she said.

Ms. Hasegawa said a redevelopment task force has been formed by the committee.

She said the task force is primarily looking at redevelopment and how it relates to homelessness. "We know that throughout the country, redevelopment has been used to bring in businesses and upper income housing in order to enhance the tax base.

"Since intercity areas are where many of the low-income people made their homes, a great deal of displacement has occurred as a result of redevelopment," she said.

"Many of those people have nowhere else to go except the inner city. This has been a major factor in the nationwide increase in urban homelessness," she added.

"We're looking for ways in Worcester to work with the city, with develop-

ers, with state and federal organizations to use redevelopment to increase housing opportunities for everyone in Worcester.

### City as a Model

"We would like to see Worcester be a model for collaboration as regards housing needs," said Ms. Haswega.

"In Worcester, we can see already that we're facing displacement or displacement is occurring because of redevelopment.

Some of the most visible examples, she cited, have been the Palace Hotel on Main Street, and buildings at the corner of Austin and Irving streets which have been low-income family housing.

"The Vendome building burned and has been condemned and emptied, even though the owner could have rebuilt," she said.

"All of the residents are currently being evicted from the St. Ives by the owner," she said. "We know he is attempting to sell or has sold the building. It appears he is trying to empty the building before the sale is finalized.

### Crowding, Too

"Just with the Vendome and the St. Ives we have lost 44 units of housing, almost all of it family housing. Although many of them were one-bedroom, I have talked to mothers who lived with four children in those one-bedroom apartments.

"That's the only alternative to homelessness for some of these people."

Ms. Hasegawa said the committee is also concerned about rumors that



# Plight of Homeless in City Often Defies Easy Solutions

Continued From Page 17

there is another building on Austin and Irving where tenants will be facing eviction soon.

"If you look up Pleasant Street, what was recently a number of rooming houses, have been purchased and turned into office spaces. That's another form of redevelopment — taking housing and turning it into businesses," she said.

"I think we will see more of that on Main Street, where elderly or low income people live above the stores being bought by speculators for the purpose of turning into office space.

"We are also very concerned about the whole area going into Main South and the area west of Main Street will be subject to redevelopment and displacement."

## Putting It in Context

Ms. Hasegawa said that all of the changes she cited have "to be put into the context of a 1 percent vacancy. For each one of those apartments which is revitalized into business or upper income housing that many more people become homeless," she said.

"The question is to find ways to establish a dialogue with city officials and developers and others to find solutions," she said, "particularly to create the opportunity for the development of at least as

much low income housing as was lost by the redevelopment-replacement housing.

Ms. Hasegawa cited a particular City Council action last spring as an example of one of the ways, both redevelopment and housing opportunities for low income people can be achieved.

The council unanimously supported an advisory opinion to the city manager that the full return on a \$7 million federal grant applied for by developer James Sofan for his proposed downtown office-commercial development be used for low income housing development.

Ms. Hasegawa said the task force would also like to see the city mandate that any future UDAG applied for by developers include a stipulation that 20 percent of the housing that is created be for low income.

Ms. Hasegawa said the task force is also encouraging the Worcester Housing Authority that at least 20 percent of any housing created through special grants be used for the truly low-income in the city rather than moderate income families.

While everyone in the city seems to be having difficulty finding decent housing, she said, "the committee on homelessness must concern itself with the people who have no housing options and therefore become homeless.

# WORCESTER TELEGRAM

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WORCESTER, MASS., THURSDAY, SEPTEMBER 12, 1985

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## Housing Needs for City's Homeless Discussed

With winter weather approaching, Worcester's tight housing market for the low income was discussed yesterday by the Worcester Committee on Homelessness and Housing, a 3-year-old organization that is trying to meet the needs of adequate and decent housing.

Discussed were ways to replace housing units that have been lost to fire or redevelopment, ways to work with city and other government agencies and developers, and three initiatives that deal with various aspects of the problem: a Worcester Community Loan Fund, a Redevelopment Task Group and a Transitional Housing program.

The Community Loan Fund is being organized to act as an intermediary in attracting funding from potential lenders for socially responsible loans. The Loan Fund group would not fund entire housing projects. It would render assistance and would act in addition to

traditional lending sources.

The Redevelopment Task Group deals with the increasing problem of homelessness in the city and how it relates to redevelopment. Revitalization of downtown Worcester, it was explained, has led to displacement of low income people. Worcester has a housing vacancy rate for low income people of less than 1 percent.

The Redevelopment Task Group has established task forces to explore various aspects of the housing problem.

The Transitional Housing program will try at helping homeless, pregnant

and teen-age women and their children.

## 5 Agencies Get Grant To Help Aid Homeless

By GERALDINE A. COLLIER

Of The Gazette Staff

A group of area agencies has received a \$133,796 state grant to identify homeless people and help them find housing, health care and other services.

The collaborative includes Pernet Family Health Services, Prospect House, the Worcester Area Mental Health Center, the Housing Information Center and the Legal Assistance Corp. of Central Massachusetts.

David Higgins, executive director of the mental health center, said the grant from the state Department of Public Welfare will be effective Nov. 1, 1985 through Oct. 31, 1986.

The purpose of the grant is to identify homeless people and "to tie them into the support structure of the community," Higgins said.

He said that besides housing assistance, allied services could be provided in both the physical and mental health fields.

Another service would be to register eligible individuals or families for General Relief or Supplemental Security Income, where appropriate.

Higgins said a supervisor and two outreach workers will be hired to work out of the mental health center with the welfare department, the Committee on

Homelessness and other agencies dealing with individuals and families who have lost shelter.

### Full-Time Nurse

Pernet Family Health Services, at 237 Millbury St., will have a full-time nurse to provide health screening, examinations and other services, in conjunction with the agency's consulting physician.

Part of Pernet's services is to ensure the well-being of children, especially when a child's parents are unable to give it proper care. Whatever the family crisis, the worker goes into teach the family what it needs to cope, with the goal of helping the family become independent.

Prospect House, a neighborhood multi-service center at 129 Lincoln St., will have a bilingual and bi-cultural outreach worker who will focus on the minority community.

"And we will contract for specific services from Legal Assistance and the Housing Information Center," Higgins said.

This program was developed by the state public welfare department because they found a need for increased health care to the homeless population he added.

Turn to AGENCIES, Page 26

## Agencies Get Grant to Help Homeless

Continued From Page 25

The project will have an advisory committee composed of representatives from the welfare department, Committee on Homelessness and Housing, and all participating agencies in the collaborative.

Higgins said the collaborative will focus on both individuals and families.

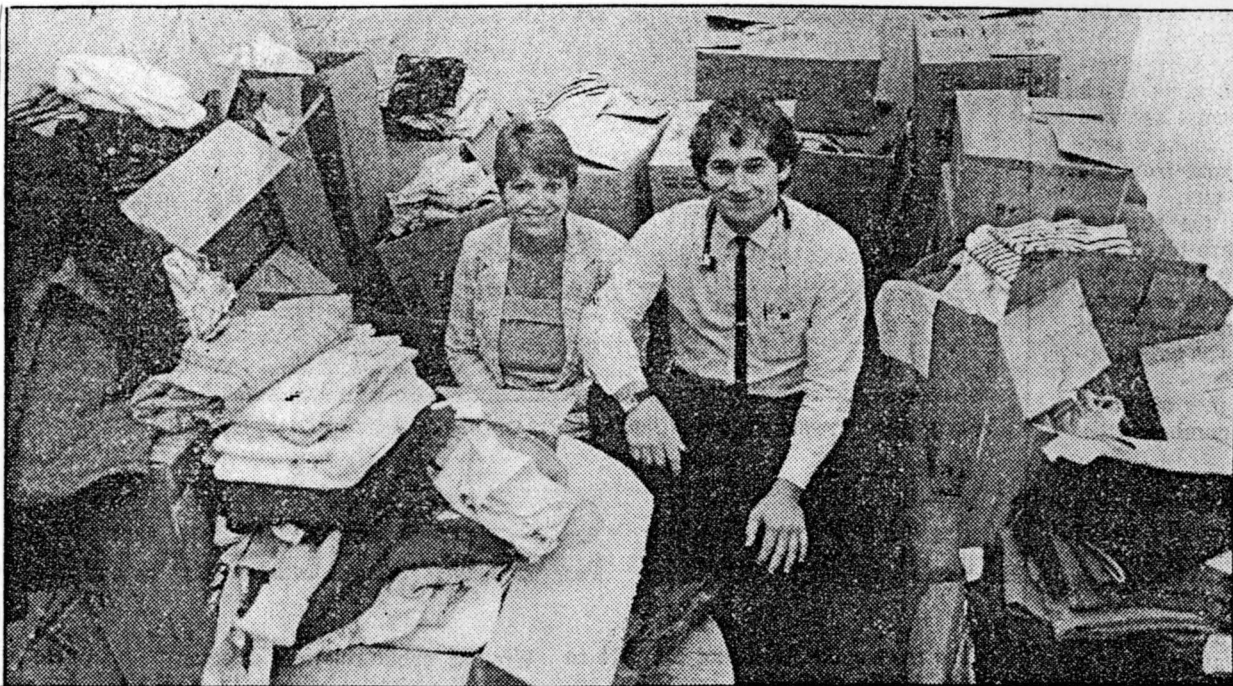
### Family Income

While some of the homeless problem can be attributed to individuals who because of alcohol, drug addiction or other problems become street people, many other

homeless are families without sufficient income to afford apartments at the rental rates which have become prevalent in Worcester.

And, with a housing vacancy rate of less than 1 percent in the city, those low-income families have to compete for what few apartments are available with people with higher incomes to can pay more rent.

Added to the problem, some housing experts say, are landlords who have rental units with lead paint and therefore refuse to rent to families with children under six years of age.



Karen Couture-DeVito and Elliot Feinberg with collected clothing.

GAZETTE PHOTO BY FRED KARDON

## Collections at UMass Help Poor

# Children Clothed in Caring

By FRED KARDON  
Of The Gazette Staff

Elliot Feinberg has etched in his mind the vivid portrait of an 8-year-old boy from Great Brook Valley putting his pants on backwards "so when I examined him I wouldn't see that the pants had a big rip in the backside."

"Apparently," Feinberg said, "it never dawned on the child that the rip was now in the front. All he was concerned about was that his bum wasn't exposed. He was really embarrassed by the whole thing."

Feinberg, a fourth-year medical student at the University of Massachusetts Medical School, said, "I felt so bad for him."

So Feinberg took his feelings to some of his own friends — other medical students and some medical school employees — and their collective efforts will result in substantial donations of clothing to more than a half-dozen city group homes and neighborhood centers.

### 3,000 Articles

"We've collected more than 3,000 articles of clothing," he said. "It's great. A lot of people pitched in to make it possible."

Feinberg said he was turned down by one agency when he initially tried to make a clothing donation shortly

after the incident at the neighborhood center at Great Brook Valley.

"The problem there and at other centers we were in contact with was that the places just didn't have the capacity to store clothing or the manpower to do all the sorting and folding that was necessary," he said.

Feinberg went back to the medical school and talked with some of his friends about the problem. The response was immediate.

The hospital's student lounge was turned into a collection and sorting site, and Karen Couture-DeVito, a secretary in the student affairs office, took on the chore of making sure there were enough volunteers to do the job.

"It was terrific," Ms. Couture-DeVito said. "Everybody's been working so hard on this."

### Gave Up Free Time

She said volunteers — about a dozen in all from throughout the hospital — gave their lunch hour and Saturday time helping sort, fold and bundle clothing.

Feinberg said the Worcester Committee on Homelessness and Housing Inc., set up a procedure for distribution of the clothing.

The articles — from shirts and blouses to shoes and work boots — will be brought tomorrow to such places as Youville House, Daybreak,

Friendly House, Jeremiah Hospice and the Carol A. Schmidt Village, along with neighborhood centers in Great Brook Valley, Main South, Piedmont, Green Island and South Worcester.

"We'll have enough to supply the need, for a while anyway, of all those places," Feinberg said.

Feinberg said the housing committee still needs donations of car seats, cribs, pappens and furniture. He said anyone who wants to contribute one of those items should contact the commission directly.

This is not the first time medical school students have been involved in collecting for community causes.

### Cashing in Soda Containers

Ken Colmer, another fourth-year medical student helping on the clothing drive, is also overseeing collection of empty returnable soda containers at the medical center.

In the past two years, Colmer's efforts have resulted in about \$500 being given to several city shelters.

"There is a lot of this kind of effort going on in the hospital," Feinberg said.

"We're trying to make the community aware that UMass does more than just provide for health service needs.

"We really care about people," Feinberg said.

# Fund Raising Committee

Names &  
Addresses

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Eric Buch

United Way, P.O. Box 1511 Worcester 757-5631

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## MEET THE DONORS - September 19, 1985

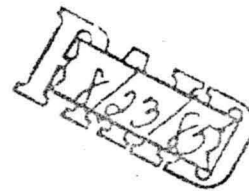
### PRESENTERS

Paris Fletcher	Chairman	George I. Alden Trust
Robert Hallock	Chairman	George F. & Sybil H. Fuller Foundation
Deborah A. Kaufman	Executive Director	Norton Company Foundation
Peter S. Morgan	Vice President, Administration	Morgan Construction Company
Kay M. Seivard	Executive Director	Greater Worcester Community Foundation, Inc.
David Stephens	Senior Trust Officer	Shawmut Worcester County National Bank

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☒ September 19, 1985      ☐ October 10, 1985      ☐ November 14, 1985  
WORCESTER FOCUS      BOSTON FOCUS      FRAMINGHAM FOCUS

NAME Kathleen H. Hancock

TITLE Executive Director TELEPHONE 791-7345

ORGANIZATION Worcester Committee on Homelessness & Housing, Inc.

STREET 205 Thibault St.

CITY Boston

Kathleen Hasegawa

Marketing CED

September, 1985

WORCESTER COMMITTEE ON HOMELESSNESS AND HOUSING, INC.

Marketing Plan

Sometimes referred to as New England's best kept secret, Worcester Massachusetts is generally acknowledged to be a good place to live. Though it is the second largest city in New England, with a population of 165,000 people, it remains conservative and maintains a small town type of atmosphere. Worcester's low unemployment rate makes it attractive to both residents and those who come seeking work. But now many of Worcester's residents can not find a safe, decent and affordable place to live.

The Worcester Committee on Homelessness and Housing was founded in January of 1983 by more than thirty organizations who were concerned about the rapidly increasing numbers of homeless and saw need to work together to coordinate and increase service and to insure decent and affordable housing for Worcester residents.

In less than three years of activity the Committee on Homelessness has initiated four shelter programs in Worcester, carried out surveys to define the causes of homelessness and the

numbers of people needing and using local shelters, carried out an active public education campaign through the media and public speaking, convened Federal Emergency funds for food and shelter, assisted shelters in obtaining ongoing and emergency funding, and convinced local foundations to prioritize homelessness in their giving.

The Committee's Shelter Assistance Program has helped all the shelters and many of their guests through its donations clearinghouse and has produced a monthly newsletter, STAPLES AND NAILS, for a mailing list of almost 600 organizations and individuals. In the last year, Committee staff have initiated the Worcester Community Loan Fund for low income housing development, initiated a redevelopment task force, and effected positive changes in the City's housing policies. Current projects include preparation for the second annual House the Homeless Week, second Walk for the Homeless, initiating three new winter shelters and a transitional house for homeless pregnant and parenting teenage women, and initiating a non-profit for housing development.

While the Committee on Homelessness and Housing has grown in representation and its work has been highly successful, its budgetary needs have grown accordingly. In 1983 the entire expenses of the Committee on Homelessness, other than in-kind donations, were under \$3,000. The budget for July 1985-June 1986 is close to \$60,000. The purpose of this marketing plan is to focus marketing strategy on resource attraction by marketing both



the services of the Committee and the concept of housing the homeless.

Marketing is not new to the work of the Committee. However, planned marketing is. In the past we have printed brochures, developed excellent relationships with a number of reporters, spoken at churches, talked with foundation representatives and solicited funds from the organizations we represent. We have developed a slogan, HOUSE THE HOMELESS, which was further strengthened by our efforts in House the Homeless Week. We also have a logo of a woman and child with a suitcase walking away from a house.

Marketing of the Worcester Committee on Homelessness and Housing, Inc. can be aimed at a variety of segments of the community. Most successful in the past have been foundations, churches and the represented organizations. Other possibilities are businesses and individuals. In the following pages I will describe the segments, differentiate the markets, analyse how to communicate most effectively with each and discuss the costs of the various approaches. I will then present both long and short term strategies based upon these factors.

## FOUNDATIONS

In the last year and a half foundations have become the primary contributors to the Committee on Homelessness. Initial reluctance on the part of foundations has changed to the point

where a company foundation, a community foundation and the United Way have all prioritized giving related to homelessness. In each case this has been done through direct discussion with the Committee on Homelessness which we initiated.

There are three types of foundations in Worcester; company, private and community. Company foundations usually have one person who is a key to the giving and who makes a recommendation to a committee or to other family members if the company is family controlled. Private foundations vary widely. Most of them are for very specific and inflexible purposes. Some of them are for general enough philanthropic purposes that they can be approached on this issue. In many cases a few people control a large amount of money and more than one foundation. They tend to be conservative people who view themselves as social benefactors. If money is given to an issue related purpose they want to see results for the money. Community foundations have been the hardest to crack. Their boards are very conservative and have not been open to supporting a new organization. They have preferred to give to direct service agencies such as shelters.

#### Company Foundations:

Norton Company has contributed to the Committee on Homelessness twice with grants toward the Coordinator's salary. It has also designated homelessness as a priority for the year and requested applications from shelters. I have established a good relationship with the director of the foundation and spoken

to the foundation committee. It may be possible to get a yearly grant from the foundation. However, I have not received forms for evaluation from the foundation. To ensure further interest on their part I should 1) send a letter requesting evaluation forms, 2) send three or four of our latest newspaper clippings with the letter, 3) send in the evaluation, 4) plan the strategy for our next application.

Morgan Worcester, of the Morgan Construction Company is a small foundation which is overseen as part of this family business. This year they gave us a grant of \$1,000. It may be possible to leverage more in the future. Though grants from Morgan Worcester are small they have been helpful in other ways. The President, Paul Morgan, serves on the Board of Hoche-Scofield Foundation and may help insure future funding from there. He also introduced me to Mr. Paris Fletcher, the key trustee of three large private foundations. Peter Morgan, director of the foundation, is eager to participate in a fund for the homeless contributed to by businesses if the Committee on Homelessness will initiate such a fund. He is not, however willing to take a lead role. Peter is highly impressed by media coverage. Paul wants me to work with him on a project related to housing. Next steps should be 1) write Peter a thank you letter for the grant and enclose most recent clippings 2) explore with Peter possibilities of future funding 3) ask Paul who else in the community I should meet for funding purposes. Ask him to suggest both foundations and individual contributors. 4) Keep in mind the

possibility of establishing some sort of unified funding approach.

Wyman Gordon is one of Worcester's largest companies. It has a foundation which we have not yet approached. A staff at United Way has volunteered to introduce us. I should 1) call United Way and ask for the introduction, 2) find out about Wyman Gordon's funding committee, schedule and priorities, 3) prepare a packet of information on the Committee, 4) prioritize request upon need and information obtained about the foundation. A new brochure about the Committee on Homelessness and Housing is overdue. A separate one about the Shelter Assistance Program is in the making and should be helpful. Prepare both brochures for distribution with funding requests.

#### Private Foundations:

Hoche-Scofield is one of Worcester's newest foundations. Its purpose is the "relief of want and human suffering." Soon after it began operating a member of our board and I spoke to the foundation senior trust officer about homelessness in Worcester. The foundation has responded by giving us two grants. It is supposed to have an evaluation form but I have never received one. I should 1) write for an evaluation form and enclose recent clippings, 2) send in evaluation, 3) talk with Paul Morgan about when we should apply next and what kind of application would be best received in the third round.

Fuller Foundation and Stoddard Charitable Trust are two large foundations controlled by related family members. Introduction to Mr. Paris Fletcher opened the doors to recent grants for general operating expenses from each of them. Efforts now should be expended to keeping good relations with each. Letters about how the money is being spent and our recent move should be sent to each. This should be followed in three months by a compilation of clippings.

The Daniels Foundation, Francis Harrington Foundation and Ellsworth Foundation have not yet been researched but have been suggested as possible grantors. Research through grants resources at the library and discuss possibilities with contacts at United Way, Greater Worcester Community Foundation and with Paul Morgan.

#### Public Foundations

Greater Worcester Community Foundation director, Kay Seivard, has been very helpful with information about local foundations. She has not yet, however, been able to convince her board to fund the Committee on Homelessness. A third application was submitted this August and we will hear in November. If it is not funded I should look for ways to meet some of the directors. Paul Morgan or United Way may be helpful.

United Way of Central Massachusetts has also been helpful to

the Committee by channeling donations our way, allowing staff to participate on our board, and sharing information. They have not, however, allowed application for membership since our organization was formed. In October they will be accepting applications for Venture Funding and we will be applying.

The Junior League has two grant processes to which we have not yet applied. Emergency requests of up to \$500 can be made anytime. Grant requests of up to \$15,000 are made once a year. I should find out the deadline and prepare a request this year.

We have submitted applications yearly to the Campaign for Human Development. We are not likely to ever be funded locally as all of their money seems to be directed to organizations also funded through Catholic Charities.

#### Regional and National Foundations:

The following foundations should be explored as possible sources of emergency funds or for specific projects:

Campaign for Human Development of Washington, D.C.

Haymarket People's Fund, Boston, Ma.

Mott Foundation, Michigan

Veatch Foundation, Long Island, N.Y.

Marketing Foundations is both time and cost effective. Grants received to date have been for \$1,000, \$5,000, \$7,500, \$10,000, \$10,000, and \$17,000. Each grant has led to opportunities with

other foundations through introductions and/or increased credibility. Costs are minimal. Typing, copying and mailing expenses are low when compared with the costs of direct mailing campaigns. We need new brochures for our general publicity and they will be helpful in marketing the foundations. Its possible that we could get one of the foundations to cover the cost.

## CHURCHES

Churches in Worcester have been responsive to the needs of the homeless and often ask us to speak and/or advise them on projects. A grant of \$2,000 from the Worcester City Missionary Society funded most of the operating expenses of the Committee in its first year. Small contributions for sermons and lectures have been helpful to the overall budget. However, churches seem to want to give to specific projects rather than to our general budget,

Contributions from churches have been requested for specific projects we have initiated but spun off. Churches have funded Youville House family shelter and Habitat for Humanity. We hope they will be a major source of funds for the Worcester Community Loan Fund.

We have decided not to appeal to churches directly for funds for our operating expenses at this time. However, churches participated well in the First Annual Walk for the Homeless last

spring and we should organize both those participating last year and many more this year in the Walk. Walk proceeds this year will be split evenly among the shelters and the Committee. Churches will continue to be tapped as a resource for funding specific projects.

#### REPRESENTED ORGANIZATIONS

Approxiamately 100 organizations are represented on the Committee on Homelessness through the steering committee, various sub-committees and the quarterly general meetings. Though there is not any membership per se organizations regularly give their employees time to participate in our various committees, meetings and functions. Because there is no membership there has not ever been a membership fee.

This year the Steering Committee has been struggling with the idea of instituting a membership and a membership fee. Thus far the negatives outweigh the positives. However, a regular membership fee could be very helpful in supporting the ongoing activities of the Committee and may become necessary in the future. In that case we have discussed having both institutional and individual memberships. A membership drive might not be cost effective in terms of staff time because it would probably be necessary for staff to really do a selling job regarding the benefits of membership as opposed to the current system of loose representation. In this case a large number of telephone calls



would probably be necessary.

Monetary donations from represented organizations seem best obtained through activities which get each organization involved or through specific requests. Last May, few represented organizations participated in the WALK FOR THE HOMELESS. If each organization was represented on the WALK by one or two walkers we could easily triple the number from last year before outreaching to new groups and individuals. Since each walker brought in about \$50 in pledges each additional walker is quite significant. While proceeds from the WALK will be split nine or ten ways and will not make much impact on our budget it will be helpful to the shelters and in marketing the concept to the general public that they can help house the homeless.

Every four to six weeks the Committee produces STAPLES AND NAILS newsletter which is sent to a mailing list of about 550 people and organizations. Almost every day requests for subscriptions with checks from \$1-25 come in. This newsletter is very informative and educational. However, we should look at it as a useful marketing tool to our constituency. The work of the Committee could be better highlighted. A nicer format could make it appealing to foundations when requesting funds. Direct appeals to subscribers could be made through the newsletter.

Marketing to our represented organizations is not very costly.

In the case of STAPLES AND NAILS it pays for itself. However, the return is not great and such marketing for resource allocation must be done carefully. In some ways it could be compared to United Way trying to get its funds from its member organizations.

## INDIVIDUALS

To date, individual contributions have been few and unsolicited. Numbers of individuals have called the Committee to discuss making contributions to aid the homeless. However, these individual contributors, like churches, have been attracted to giving to shelters. We are able to help the shelters through such channeling of information and sometimes funds. However, it doesn't increase our budget.

Individuals solicited through churches and through walkers did make major contributions through the WALK FOR THE HOMELESS. A number have contributed to the newsletter.

Individual donors tend to be religious people, to work in social services, to be volunteers or to be related to someone working in this field. They are high school students, college students, young professionals, middle age professionals or volunteers and concerned elderly.

Marketing individuals directly would be both expensive and

time consuming. At this time the costs of a direct mail campaign would be prohibitive for an organization our size. Continual newspaper articles and radio stories about the problem of homelessness has greatly increased the awareness of the general public but no direct marketing has been done for the Committee.

A "Homeless Aid" type benefit concert is one way to market to the individual. Radio station WFTQ has agreed to help us put on some type of fund raiser. Such a concert in February as part of House the Homeless Week might be very successful. It might also be totally exhausting. Benefits would be financial and increased public awareness. Costs in staff time would be enormous unless we could recruit some extremely dynamic volunteers. They are out there somewhere. It is a definite possibility.

#### BUSINESSES

Businesses, other than those with foundations, remain an untapped resource in Worcester. Some have made donations to the Committee of used furniture, food, small financial contributions for the WALK. Worcester businesses are not out looking for a role for themselves in terms of homelessness. If they are to be tapped they must be marketed in a way which is appropriate for each of them. They respond well to direct solicitation for their products.

Speeches at the Rotary and Kiwanis Club have familiarized a

number of business with the problem of homelessness and the work we do. We could speak to a larger number of such civic groups and designate specific ways businesses could contribute.

Large businesses can be successfully marketed for donations to specific projects related to homelessness. State Mutual is very interested in investing in the Worcester Community Loan Fund. Marketing of this nature is very personal. It requires a great deal of staff time in making the right contacts, making appointments, preparing materials, determining what the request should be, discussion with people in the business, and many types of follow-up. Rewards for such efforts can be quite high. One problem is that such businesses are more interested in the loan fund and housing development than in funding the work of the Committee on Homelessness and Housing.

The Boston based Fund for the Homeless came to Worcester and did a tremendous marketing and fundraising job by having a luncheon for CEOs. There is opportunity for us to do this also. A local homeless fund could be established in Worcester and some businesses and foundations have expressed interest. However, most of the funds would probably be geared toward the shelters and such a fund would take more marketing to the homeless related agencies than to the businesses by far. Most or all of them would be quite fearful of losing funds they are regularly receiving from local foundations.

## CONCLUSION

In the short term, marketing to foundations will be the most profitable form of funding for the Committee on Homelessness and Housing. Thus far this marketing has been helpful to our constituent organizations by opening up new opportunity for them as well as finding funding for the new programs we have initiated and for the Committee. In the long term this well will run dry or trickle down to a few thousand dollars per year.

Varieties of types of funding will have to be increased to other segments of the community. Represented organizations, churches, businesses and individuals all hold a part of the key to our continuance and marketing to each should be made a regularly scheduled part of our calendar.

The work of the Committee may not ever be financially secure until it is able to do two things. 1) It must develop some funding independent of fundraising and marketing such as keeping programs in house and getting an administrative percentage from each. 2) It must learn to market its service as a research, coordinative and initiative organization in much the same way other similar organizations such as the National Cancer Society market themselves.

In addition to the above mentioned marketing ideas and steps I propose that the Committee request the Worcester Area Advertising

Council to help us towards the formulation of a public relations/marketing program for the Committee on Homelessness. We should ask them to explore with us what options we might have for obtaining assistance from people involved in advertising and or marketing in the Worcester area. We have identified the local contact person and our next step should be an action plan for contacting this person and for putting together a presentation to him.

The work of the Committee on Homelessness and Housing has always been underfunded with very precarious financing. Through planning careful marketing at this time it is possible that funding will expand and become increasingly secure until such time as our work is no longer necessary. Marketing has added benefits. Even when the results do not come directly to us they still help our constituents, which is an integral part of the mission of our coalition. Secondly, marketing the problem in a positive and hopeful manner will increase the numbers of people concerned about the problem and community awareness that something can be done about it. The homeless can be housed.