LOG OF
VISITS

Renee Reiner
Log of visits to the Women's Institute
Internship, Project in CED

12/12/91

First meeting. Lynn and I discussed Sawyer Ave. as a potential purchase site. The major difficulty with this site is a buried oil tank and the possibility of soil contamination.

My primary task was to learn whether the house (or part of it) would need to be made accessible for wheelchairs. I was also to start getting up to speed on some of the forms which are typically required for funding etc., and just generally becoming familiar with relevant material.

Lynn spent some time showing me around the office: how things were filed, how to find documents I made need, etc.

1/3/92

CMV is still exploring other sites since it appears that the oil tank issue may prove too cumbersome to deal with. Although they haven't given up on Sawyer Ave., Mercedes has found a house which she loves on [redacted] Street, also in Dorchester. This house was a nursing home residence for 50 years; and for the past several years has been a bed and breakfast. It is in mint condition and the asking price is considerably higher than Sawyer Ave.

Lynn and I spent a couple of hours working on a pro forma for [redacted] Street, in order to see how the price would compare with Sawyer. Based on rough estimates, the cost of Sawyer Ave would be $340,000 and [redacted] Street about $385,000. The problem, as Lynn and I see it, is that Casa Myrna would have to put in a great deal of owners equity to make the numbers work.

It was very useful for me to work on a pro forma and to be able to compare one possible site with another. Next week we will start to work on the application for ESG (Emergency Shelter Grant). I have the blank forms to take a look at. Many of the required forms for a variety of things are similar, which is good. Once the information is obtained for one, data can be adapted and used for others.

Another bit of encouraging news: Lynn copied a Lotus file for me and I was able to call it up on my Excel program. Hopefully we will be able to trade files back and forth; but so far it only works in one direction: from her to me.

1/7/92

I reviewed the ESG application Lynn gave me last week and we went over it today. I read some of the HUD regs from the Federal Register (November 7, 1989) for ESG money. Much of the material needed for a complete application has already been prepared by

Casa Myrna for something else. This makes completing this application more of a compilation than working from scratch.

My task is to prepare in draft as much of the application as I can. It is due to PFD (Public Facilities Dept.) by Friday, January 24, 1992. (I am away at school from 1/22.)

I been feeling guilty that Lynn has been spending her time teaching me/exposing me to things I have never done/seen before and that I am not helping to ease her work load. I realize there is start up time involved. At any rate, I shared my concerns with her so that she would know how I was feeling and that I recognize that I'm not being very helpful--yet. She disagreed and said that I was helping. I think she was just being nice.

1/13/92

I met Lynn at the Institute and we took a bus over to Casa Myrna Vazquez (CMV). I learned that we were to have a meeting with a couple of PFD types to check up on the facility. It was to be good for me to meet these women, show them my face, etc.

We hung out with Mercedes, the head of CMV, and Nancy Ledoux who does fundraising, and Nancy Brooks who does property management. Chatting was interesting. Mercedes was interesting. She reaches for the stars and doesn't seem to put up with any bullshit from anybody. I liked her even though she wasn't what I expected. I expected a Latino woman, older than Mercedes is (I'd say about 35).

As it turned out, the PFD folks were under the impression that CMV canceled the meeting; so they didn't show. Even though our time was not very productive, I still thought it was a good use of my time to hook up with these women and just spend more or less a social hour or two.

We talked about the previous Friday's meeting (1/10--I went out of town) with the sellers of the property CMV wants to buy. Two couples own the bed and breakfast and they had their own nonsense to deal with. According to Lynn and Mercedes, three of the four were extremely rude. If this deal ever goes through, both couples will be neighbors of the CMV project. It sounds like the rest of the neighborhood will be easier to work with, compared to these doozies.

Overall, I thought it was an interesting day at CMV.

Back at WI, Lynn and I went over the ESG application that I had started to prepare. I kept it and will give her a more or less final version on Friday, 1/17.

1/17/92

Today I was to give the final ESG application to Lynn--as much as I was able to complete. Nancy Ledoux from CMV is going to provide us with a bunch of stuff for our application (because she was doing one also and would have the stuff to share with us); so I wasn't going to do the whole thing by myself. But I typed up as much as I could and gave it to Lynn.

I find these applications a bit intimidating, so I think it's real good that I'm doing one (more??) under close supervision. It would be a very good thing for me to get comfortable with this government bullshit.

Today, I went with Lynn and Donna on a site visit to a 10-room SRO project. Donna is thinking of mimicking this project on one of her own for elder women. We met with some folks that Donna is working with--two architects and the guy who was in charge of the rehab. Donna's goal was to walk through the site to see if she liked the guys' work to possibly use him on some other project. Lynn and I were just tagging along.

There were six of us total and we kind of barged in to the house. It seemed to me pretty awkward, though the property manager walked us right through and showed us several rooms, even though there were people in them.

It was an interesting set-up--two rooms sharing kitchen facilities and a bathroom, two people to a floor. It was also my first exposure to a subsidized SRO for recovering people. I'm glad I had the opportunity to tag along. Since Donna was driving us, I also had the chance to see a part of Boston I would not have otherwise seen. I like to look around and see what's what.

From the SRO (near Boston City Hospital) Donna was going to drop us off at a T-stop. She was going on to the architect's office; we went with her because the office was just a couple blocks away from [redacted] Street--the site CMV is trying to buy for our project. We drove by the house and it is truly gorgeous! I can see why Mercedes' standards are so high and why they should be. There's no reason that we should not strive to provide others with the same environment we would want to live in ourselves.

Lynn and I took the T back to the Women's Institute. She needed to work with a woman who had come in, so I came back to the office.

1/28/92

Lynn gave me a final copy of the ESG application I worked on the other week. It's very satisfying to have it--all bound and professional-looking. I still came away feeling like my contribution was minimal, though Lynn didn't admit to this.

I received an update on the progress at [redacted] Street. The four sellers (2 couples) aren't sure they want to sell! Lynn and I agree that they won't be happy selling and they won't be happy not selling. From our perspective and trying to put a project of this sort together, it's always something.

Lynn will be speaking to Bob--the primary negotiator who is most interested in selling--tomorrow. She gave me a list of issues to look into pending this conversation: zoning relief; off-street parking; subdivision/lot lines so close to building; easement for driveway next door (to access the parking space); lead-paint (exterior and interior); rent control concerns;

licensing; comparables in the area; Mass. Historic Commission to see whether building is historic or in an historic neighborhood; site survey, title insurance policy, and deed; does the B&B have any current contracts with maintenance, etc.; are sellers pressed financially to sell or not (this will impact on their negotiating position); how much other stuff do the sellers own and how much do they owe. Pending the outcome of Lynn's conversation with Bob, I will start digging into some of these issues. The results of my investigative work may well have some bearing on the negotiations and purchase and sale (p&s)--contingencies, lowering the offer, etc.

In the meantime, I have a couple more applications to start working on: MAP/TAP (Management Assistant Program/Technical Assistant Program) and LEND (Loans to Encourage Neighborhood Development). These don't have deadlines; they are accepted on a revolving basis.

They feel overwhelming to me even though all the applications are incredibly similar. It's mostly a matter of plagiarizing and xeroxing from something that's already been done. And besides, I really wanted to get more involved anyway.

I don't go back until a week from tomorrow.

2/5/92

Today I took the stuff I had prepared for the MAP/TAP application over to Lynn. Last time, she gave me a final version of the ESG application I had worked on; so I had that for reference as well as an OSAP application and other background information. In addition, I have a sample MAP/TAP application for another project. So between all this material, it didn't seem difficult to write the narrative information for this application. (MAP/TAP is Management Assistance Project/Technical Assistance Project; they provide money for up-front, soft costs such as feasibility studies, architects, and the Women's Institute.)

Doing this task felt a little imposing; I get intimidated when I have to write. But I took the task head on (I started to write "tackled," but I don't like the football metaphor. Somehow, "head on" still seems to aggressive for me; I'm not sure what my options are.)

Lynn said my work was just right; only minor adjustments. I felt like I wanted the language to be perfect and it wasn't. But I guess it's good enough for the government! It's even more humorous that the stuff was so good because when I didn't know something, I made it up!

The owners at [redacted] Street countered the $290,000 with $300,000. This shows that they are very much interested in working with us. Since we are still moving forward with these negotiations, I have some tasks to do:

1. Find out from the Rent Equity Board if the building is under

rent control. (Even if it is, this is probably not significant since we're doing affordable housing anyway.)

2. Find out from City Hall Licensing if the building is a licensed lodging house (three types: tax assessors, licensing board, and building department occupancy).
3. See if I can get any comparables in the area (for 14 room houses).
4. Mass. Historic Commission: Is this an historic building or in an historic district?
5. Get 2 maps from BRA (Boston Redevelopment Authority), 9th floor, City Hall. Zoning map; parcelization or planification map. Ward 17, [redacted] Street, Dorchester.
6. Find out assessed value of property at Tax Assessor's office, City Hall, 1st floor, in the back past the restrooms.

Lynn may have a meeting this Friday, Feb. 7, with Bruce Young, who is the zoning person at the Building Dept. (1010 Mass. Ave.). If she does, then I'll meet her there to start learning my way around a little bit. We need to check to see if there is ANY zoning relief we would need; also, we need to see if there is anything missing from the Building Jacket re: history of building, zoning issues. Lynn says that Bruce is a good guy.

Also, two inspectors are going to the site next Wednesday, Feb. 12, early in the morning (for lead inspection and building inspection). I will meet Lynn there (early!) so that I can see the house. I'm excited about this, even if it is at 8:30 in the morning! (I suspect that Lynn would like it to be even earlier!)

2/6/92

I went to City Hall today on some of my errands. What a dreadful building! They still allow smoking inside. Yuck. I was successful in obtaining both maps. I was successful in getting the assessed value ($206,000). I went to the Licensing Board and said, "Is [redacted] Street registered as a lodging house?" And they said, "No." And I thought, don't they have to at least look it up in a book or something? Well, apparently not. The person said that there are only about 150 registered lodging houses in Boston, so that it's very easy to know them by heart. I found that mildly interesting.

Back at the office, letting my fingers do the walking, I learned that, no, the building is not registered as historic, nor is it located within an historic district. I did learn that the Dorchester Historic Society recently published a history of the Ashmont district, so I am trying to get hold of a copy. I also learned that Bob Rugo (seller) has been involved as a community activist to try and get the property (and others he is involved

with through [redacted] Street Associates) listed as an historic building.

As far as finding comparables, I called Cathy Thompson, who suggested that I would have to buddy up to a residential broker and act like (and be believed!) I was interested in buying something of a certain description . . . the process sounded like more effort than it would be worth: visiting properties, etc.

2/7/92

Lynn left a message for me at home Thursday night telling me that she firmed up a meeting with the zoning guy at the Building Dept., in case I wanted to meet her there Friday morning at 9 am. So I made my first trip to find the Building Dept.! I got there at nine (dressed actually for my BIG lunch with ICT Board of Trustees). Lynn was a half-hour late. The folks in zoning were nice and helpful. I was reminded of my many days spent at P.G. County's Building Dept. (with that very greasy guy).

We were checking building jackets on [redacted] Street and I think Melville Ave. to make sure everything was in order and that we wouldn't find any surprises later, in terms of any zoning issues or requirements. Everything appeared to be in order; except that the house on Melville Ave. had two addresses and two building jackets because the house sits on a corner. One jacket zones the house as a one-family; the other zones the house as a two-family. This is potentially a snag for CMV if they pursue buying this house; but clearly it's a second choice.

It was useful for me to go to this meeting, get acclimated, show my face a little bit.

2/12/92

The Building Inspector and a lead paint inspector were scheduled to go over [redacted] Street. This gave me the opportunity to go see the inside of the house for the first time. WHAT A PLACE! Old, wood-frame Victorian, with exquisite detail and layout. Bright, airy, sunny, great wood work (even if it does have creepy owners who live across the street).

Nancy Brooks, who does property management for CMV, was there when I arrived. I had a chance to chat with her for 20 minutes or more before Lynn arrived, which was good. I'd really like to get more involved in the project, overall, but this is difficult given my situation. I will continue to try, though. Nancy showed me a bit of the house (while the Building Inspector was in the basement); then Lynn arrived and so did two of the owners (both of the men). So we spent a bit of time hanging around feeling awkward. One of the owners was in the basement following Nancy and the inspector around; she asked for some privacy and he was miffed. It is, however, the buyer's right.

The lead inspector showed up. Nice guy, but a bit chatty.

I appreciated this because it furthers my education; but I'm not sure he uses his time terribly well (I'm sure one to talk!) Lynn had to leave, Nancy was hanging with the Building Inspector, and so I was left to represent the buyer with the lead guy, in front of the two sellers. Interesting set-up but not the best use of my time. It would have been better if the sellers had disappeared. But they're heavily vested, so I guess I can't blame them.

At any rate, the house was tremendous. It needs a little work--but much of it appears cosmetic at this point. The lead paint will prove more expensive than anticipated, I think. But this will be a good negotiating point with the sellers.

I was glad to finally see the house. I hope the deal works and CMV can move forward with the project. I am only mildly concerned that the two selling couples live directly across the street, and they seem fairly icky. But in truth, it will always be something.

2/20/92

I started a one-page pr piece, which is almost finished. Between CMV and WI, there is plenty of verbiage about the program.

Folks were all having lunch when I went to the office today. Joining them was really nice. Eva came in, all beaming; she was in CA for a conference of Blacks and Lesbians and met a woman. She was very psyched! It was neat to hear about it!

The next step for Lynn and me is to work on proformas and the Lend application. We couldn't do theses today because we need to wait on estimates from de-leaders.

Tasks for me to think about are: Other funding sources; Lynn gave me a copy of "A Guide to Funding Resources for Child Abuse and Neglect and Family Violence Programs" to look through for ideas. I will also get a new schedule for all McKinney programs. (Since WI did a McKinney application last year, it will be simple to do an update.) There is a relatively new Hospital Linkage Program through the city (for private hospitals). Apparently, it is not very organized or regulated yet. I am to do some research and see what I come up with.

Lynn also asked me to go to the Registry of Deeds to find out the amount of the mortgage that the owners have on [redacted] Street. I'm looking forward to this task!

2/27/92

Lynn sent me a copy of the building inspection report several days ago. It had many items--some more important than others. Items generally fell under the categories of electrical, plumbing, mechanical, masonry, and carpentry. The building inspection did not include the lead paint issue.

The next step is to come up with a good negotiating strategy with the owners. Without any type of formal or informal

estimates, the work we're talking about probably falls around $20,000, though I think it would be more because, among other things, the building needs a new roof.

CMV and WI do not trust the owners to do work items themselves (because they're cheesy). By offering considerably less than $290,000, we may quash the whole deal, which Mercedes REALLY does not want to do. So it's a bit of a delicate situation.

De-leading is its own story. Probably a $30,000 story! My current task is to see if there may be any de-leading money. Also to learn if owners of Bed and Breakfasts' have any responsibility here.

This is in addition to some of the other tasks I have not yet completed. I've been feeling a little low, so even though I have started tasks, some are not quite finished. I haven't found out the amount of the owner's mortgage, even though last week I was eager to do so. Maybe tomorrow.

Mercedes wants to get a "term sheet" (precursor to a Purchase and Sale agreement) in to the owners by tomorrow, because she is going on vacation. I think this is rushed because we have to work with our lawyer and because we don't have ANY price estimates in yet. I also think our negotiating strategy is made easier because Mercedes really wants this property. The difficulty then is for the Women's Institute to come up with a way to pay for it!

CMV is having a major fundraiser tomorrow night, called Brazilian Carnival. I am going after work to volunteer for an hour or so. Good pr on my part.

Lynn didn't have time to spend today, which was fine with me. A lot of this is a waiting game.

2/28/92

Nancy Brooks, a property manager for CMV, invited me to volunteer (!) for their major fundraiser, the Brazilian Carnival. I spent an hour and a half working, which I felt good about; and I bought a ticket and a t-shirt anyway. But I somehow wasn't emotionally prepared to hang out at the party, so I left early. I was glad I could do it. They raised at least $20,000! hopefully more.

3/3/92

The exciting news today is that CMV/WI/Lynn offered $260,000 (instead of $290,000) based on the various inspections and told Bob that we were ready to talk about a P&S! He didn't balk initially at the $260,000; but we're expecting that he will, once he talks to his three partners.

I figure, this is where Burton's "don't drop your drawers" theory comes in. In order to make the deal work to our best advantage, we have to be willing to walk away from it. Really walk away. And if Mercedes loves THIS house, walking away may not work as a strategy.

Lynn was saying today that Mercedes has a tendency to get nervous last minute about such significant financial commitments--so that she would in fact be willing to walk away from the table.

In fact, there is another house just two doors down which would be potentially better than this one. Except that Mercedes doesn't like it because it's covered with aluminum siding. Can't say I blame her. Can't say she's too practical, either.

There wasn't any specific new work for me today. To be honest, I was glad about that. I still have some loose ends to clean up and I've been feeling crowded with my responsibilities of late.

So the tasks of the time are to: find additional sources of funding, find out how much the mortgage is on the place, find money to de-lead, and I think that's about it.

4/8/92

Very minor stuff has been going on with this project over the past month; and between people's vacation days and busy schedules, Lynn and I haven't hooked up. I plan to correct this, either by continuing on the CMV project (which looks very likely) or by doing activities on other projects Lynn is working on.

Today, Lynn and I went to CMV to meet with Mercedes. The point of the meeting was to clarify those things Mercedes has now asked the Women's Institute to do. New tasks primarily revolve around proposal writing and fundraising. This is not good for two reasons: WI was not contracted to do this type of task and CMV employs a full time grantwriter. So meeting to clarify Mercedes intentions was a good idea.

Unfortunately from my perspective, the 3:30 meeting was postponed until 3:45 and then Mercedes didn't show up until 4:15. I gathered this is more or less her style. On Wednesday's I have a 6 pm class; so my time was limited. Mercedes tends to be chatty about all sorts of things, which I found mildly irritating given my time constraint. She's not the type to focus in on the issues at hand and walk through each item and make firm decisions.

My impression was that Lynn found the meeting more productive than I; but she is used to working with Mercedes and I had to leave before they were done. There did seem to be some progress made and Lynn did seem satisfied that the tasks Mercedes wants WI to do were within the original scope or could be incorporated easily.

One idea came up which I found very interesting: Buying a building for women's organizations (similar to the building I run for international nonprofits). I put in a call to Mercedes to follow up on this: how serious she could be, what resources might be available, who might be interested, and what kind of time frame could be considered realistic. I think at first blush I might find such a project quite interesting . . .

Next meeting with Lynn is Tuesday, April 14.

4/14/92

Well, this project is back on moving track. The owners had said that they wouldn't even respond to $260,000. CMV is now offering $280,000; but in truth, Mercedes wants THIS property even if it will cost $290,000.

The next task is to prepare a package for funding for the project. Lynn loaned me one from another project and there is also a good bit of information already done on this project for other proposals.

My tasks are to finish the one page abstract so that it really has a lot of punch to it; to also write a one paragraph description of the project--based on the assumption that this is all plenty of folks will ever read; to work on a project description (based on [redacted] Street); and to strengthen the program description. Currently, the program description is incredibly dry and clinical. It needs to tell the human need part--why such a program is absolutely critical to these young women and to the community at large.

Lynn will work on a feasibility study and market analysis. To crunch out some numbers (for bankers) showing why this is a good use of money.

Lynn loaded me down with a bunch of stuff for my pieces, which I have about a week to finish. Well, I wanted to get back into it, so I certainly got what I asked for!

4/28/92

I met with Lynn today to go over the material I have been working on for the fundraising package for foundation and other private money. I didn't finish what I was working on because I wasn't sure the tack I was taking would be workable. We are trying to get away from the clinical, academic approach, so the tone I used was quite informal. Lynn liked what I had done and the direction it was heading--but I am going to work on making it more of a personal story, see if I can add a case study.

I will also take what she has prepared and work on the tone and flow of the whole thing. Right now, it is too obvious that more than one person is working on it. And although writing tends to make me feel nervous, I think it is a useful thing for me to work on for my own skills.

I will also lay out the entire package so that we can get started on putting the pieces in to the whole.

I'm glad to be getting back into the work. The busyness feels a bit overwhelming; but I AM in graduate school!

5/12/92

Lynn and I were supposed to meet for lunch last week, on the 6th; but she never called.

The big news is that Mercedes is ready to go forward with a P&S for $290,000! I learning stuff about Mercedes that I find fascinating. She comes across as very scattered and not focused.

But as a visionary she really seems to gets folks excited about the work and goals of the organization! This fits in well with all the things I read last term about managers and leaders. At any rate, in spite of her scattered energy, she really seems ready to do the purchase and sale agreement.

I took the language for funding proposals I've been working on over today. Lynn likes what I have done and she seems to think it's a significant contribution. The material for the private donors will now go to Nancy Ledoux at CMV. She will put the package together and it's time to move forward with that. I will call her to offer my services and I will send her a fresh draft of my writing.

The other pieces that will go with this proposal package are the list of the development team and their qualifications. Lynn will do this. Much of it is already in the old McKinney application. The last part is for me: getting attachments in order. Maps (cut and paste) for planification and zoning. Since I already picked these up, this should be easy. I will also work on a map describing services in the area. It may be more of a chore to get folks to focus on what they know about the area (Mercedes, Lynn, and Sharon and Nancy from CMV will mark the map directly). Then I will make a clean copy and key it.

I will also go to [redacted] Street and play photographer! Hopefully this will happen tomorrow (the 14th); Mercedes will be going to show the place to her president. I like having Mercedes see my face; I think this is useful for my efforts.

NEXT: It's time to get to work on the MAP/TAP and LEND applications. I had already done a chunk of work on the MAP/TAP a while back; so we're pretty far along, which is good.

We will also have to do a new application for McKinney money. Last year's was not accepted, so the first step is to find out why. This may prove challenging. The folks at CPD are typically very close-mouthed and neutral and are incredibly reluctant to provide useful, specific information. We'll go for a meeting and do our best anyway!

5/14/92

Mercedes brought out 2 of her board members to see the B&B for the first time (to get their feedback/approval of the site). So I took the opportunity to meet them at the house -- again, to show my face, which I think is useful; and also shoot a couple of rolls of film. Since this was Thursday afternoon, I didn't have a chance to drop the film off to a developer (school on Friday). At this point, I can only hope for the best! I took one roll inside and one outside.

Minor note: Mercedes was 45 minutes late to the appointment. I spent some of the time schmoozing with (one of the four) owner, who pretty much comes across as a jerk.

5/18/92

I spoke with Nancy Ledoux at CMV, mostly to offer my services. This message was (obviously) well received. The new news is that instead of just buying this building and moving forward with the teen project, CMV wants to look into buying this building AND another one for program/office space AND raise funds for programs AND for capital expenses over the next five years! Never a dull moment. CMV hasn't done a significant capital campaign for 5 or 6 years. They estimate the need at $1.2 million. So it's possible that I will be switching gears in the near future . . .

6/3/92

Lynn and I went over to CMV this afternoon to go over some of the applications that need preparation (McKinney, MAP/TAP, and LEND). We sat with Nancy Ledoux and Mercedes for close to two hours going over details, budgets, things that CMV will need to put together, etc.

I will talk to Lynn today about my tasks for the next week or two. There will be some tight deadlines.

I enjoy spending time at CMV, seeing how folks are, how things work, and the like.

6/9/92

Lynn and I have three weeks to complete the McKinney application for Transitional Housing for 1992. I went down today and got my tasks and we went over the timeline and items we'll need to put the final together by Friday, June 26. It feels good to have a deadline; I feel like it's been a long time since I've had one. I hope also to go back to [redacted] Street and take slides instead of prints. That will work for my final presentation as well as for proposals that come up; slides xerox.

Then Mercedes called asking for me. Nancy Ledoux, CMV's proposal writer, is out for the week (death in the family). CMV has to finish the DSS application and a new HHS proposal, both by June 19, in addition to getting items for us for the McKinney application. Mercedes wanted to know if I could be the lead collector for the HHS proposal. I said no. I just think that my plate is too full and that to take it on would not be fair. I think she doesn't take rejection too well.

6/12/92

I've spent several hours this week working on my pieces of the new McKinney proposal. It's felt like really good work. I think that I'd be scared to do a proposal like this by myself; as it is, with guidance, supervision, sharing of tasks, etc., if feels pretty safe. It also feels like excellent practice and experience for the future!

I find myself thinking about Sue Karant's comments on fundraising: that only 10% of all nonprofit money comes from government and foundation sources and that the other 90% comes

from individuals, yet we continue to strive for that small chunk of money. Seems a little ass-backwards. But it can be incredibly intimidating and humbling to ask people, face to face, for cash . . . So, I guess we stick to the intimidating and incredibly tedious process of going after government pittance . .

6/15/92

Took my work to Lynn today. Disk problems: her machine (which is slower than molasses, as they say) wouldn't read the disk formatted by my computer. It took a bit of time (her office, which is suited to 3 or 4 people, now has to fit 9) to clear up the problem, which appears to be solved.

We went over my questions and I left my text with her for review and comment. I took back four more exhibits to type up as final draft.

I really feel as though this is a good contribution on my part, like I'm finally being productive and useful. I know that Lynn doesn't perceive this the same way: everything that I do, she doesn't have to, but, I'm kind of glad we're on a deadline. There's a part of me that misses the pressure.

We'll talk again in a day or two.

6/18/92

Boy, I really blew it this time. I opened my big mouth and leapt right it. And I feel horrible about it.

After our final class Wednesday night (6/17), a group of us went out for dinner (second time we'd done this). We're all chatting casually about where folks live, etc., and Ellen says she lives in Dorchester. Oh, really, I ask, do you know the Ashmont section? Yes, she lives in Ashmont Hill, on [redacted] Street, in an apartment over a bed and breakfast. I was blown away! The likelihood of my being acquaintances with the woman who lives in the apartment of the building that CMV is buying would be minute at best . . . Wow, I said, that's incredible! I love your place! I'm with the group that's trying to buy it. What? she asks, her face falling to the ground. She knew that the landlords had been wanting to sell the place for years, but that seemed pretty casual to her. She's been living in the apartment for 5 years.

As it turns out, the cheesy sellers never told her about their real intentions to sell the property or the progress being made with CMV. So I got to be the one to drop the bomb on this poor woman!

Ellen goes home after dinner, across the street to her landlords, and says, what's the deal? I'm sure they were flabbergasted.

The sellers call Lynn this morning, making out like they were "protecting" Ellen (their word), what about our big talk of confidentiality, etc. Then they go and put some language in the Option Letter about us not saying anything to anyone about this deal.

I'm pissed because they are the cheesy ones being dishonest with their tenant and now Ellen, I, and CMV are the ones having to pay the price. Obviously they have no moral or legal obligation to be straightforward with Ellen. Just my naivete.

I sent a letter of apology to the sellers and cc: it to Mercedes.

Now, I don't even know Ellen's last name or her phone number to apologize to her. I feel just horrible about this.

I asked Lynn if there was any possibility that I would have ruined the deal (!) and she'd said of course not. I asked if I have ruined my relationship or ability to work for CMV or Mercedes and Lynn said no. She said I should get over it. I'm trying but I really feel pretty cruddy about the whole thing.

I brought my McKinney stuff to Lynn today. She had computer problems with the disk of stuff, so I got more work than anticipated. We spent the afternoon putting the package together to send to CMV for review. We made a list of items we need them to put into the package. They have until Tuesday, 6/23, 3 pm to review it. That's when Lynn and I are going to the CMV office to go over the application with them in detail. We will take it back Tuesday afternoon and finalize it, copy and bind it for the due date on Friday, June 26.

I still feel somewhat intimidated by this government proposal stuff, though less so than a few months ago. So this is good. Lynn seems to think of it only as a pain in the butt, and I can't say I blame her!

6/25/92

Well, the upshot of my fiasco is done. In the end, I will learn a lot from this experience, will be able to move forward from it, and will perhaps be better off for it (!).

Lynn asked that I not attend yesterday's meeting at CMV since she hadn't had the opportunity to speak with Mercedes to see how Mercedes felt about the situation, me, etc. Mercedes danced around the issue for a while--the issue of whether or not she felt comfortable having me continue on the project. Lynn finally got her to admit that yes, I could continue to work for CMV if I wanted to, but that I should not affiliate myself with them in any way. This would mean that I would not attend meetings, I could not go to the site, I could not mention that I was doing work for CMV, etc. So I decided for that kind of deal, I could work for somebody else and Lynn agreed.

Since my work for WI is structured as an internship, it would really be no problem for me to plug in to some other project, depending on Lynn's needs. In fact, we had talked about this anyway while work would be slow at CMV.

After a couple weeks of feeling like a Big Jerk, I'll be ready to move on.

7/1/92

I met with Lynn today to talk about my new job! Lynn

thought it would be best if I worked on WINGS stuff. This will be a COMPLETELY different experience from CMV! This group is wholly disorganized, very scattered, and broke.

WINGS, Women's Institute for New Growth and Support, is made up of formerly homeless addicted women. Their mission is to empower women of this community and to turn them into activists! [Finally] Incorporated last year, WINGS got the city to donate a vacant city-owned property to them. The property, which is dilapidated and in need of $400,000 work, will house 7 women. WINGS successfully obtained Section 8 certificates for the building. I haven't read their stuff yet, so I can't say too much more.

Lynn suggested that I work with the Program Committee. Much of the building stuff is under way (money for rehab), and the programmatic components need some attention. The idea for me is to be available to this committee so that they can put together a Resource Manual (tenant selection, intake process, level of service, samples of forms and applications, rules of the house, etc.). It is critical that the work be theirs, not mine. I could, however, be the receptacle (or organizer). Lynn is trying to set up a meeting of the 3-person committee.

I'm excited to switch gears and this project sounds neat. I suspect the fact that these folks are scattered in their efforts will make me a little crazy, but I really think that this is something I can work with. At least I hope so.

7/14/92

I met with Lynn to talk about my tasks for WINGS. One benefit of this project is that there will be constant work, not the start-and-stop of CMV.

I will be most useful to WINGS in an organizational capacity. They have done a lot of talking about the program and there are a lot of papers strewn about, but nothing they can show to a potential funder, or the City, etc.

The Program Committee, made up of Barbara Shelly, Charro, and Michelle Smith, has just started meeting every Monday night. My first meeting will be next Monday, July 20. I will go to meetings as often as possible/necessary.

One thought is for me to take all their "stuff" and give them back a notebook and file folders. If they are not comfortable with that, then perhaps I can meet Barbara at her house on a Saturday morning and we could do it together. The ongoing concern is that the work and the decisions be theirs, which I think I can be sensitive to.

I don't feel like I can say too much more until after I meet the committee and see what they would like from me. I'm looking forward to this work, though I have essentially 2 weeks the end of July, beginning of August that I won't be available . . .

7/20/91

Well, I think I'm going to like working for WINGS! The

Program Committee is scheduled to meet every Monday night (great . . .) from 6 pm to 8 pm. I went last night for the first time (Lena Park CDC, American Legion Highway off of Blue Hill Ave.) I met Shirley Leslie, the President of the Board; she works at Lena Park. Only Barbara Shelly was at the meeting; Charro and Michelle weren't there. Martha from the Women's Institute also came for the first time.

We really spent the time trying to feel each other out. Barbara spends a lot of time pushing the various papers around the table. She was very distrustful of Martha, who I think came across a little too strong, given our newness to the situation.

I tried to be <u>really</u> sensitive to Barbara's needs and at the same time very direct about what I wanted out of last night: to take her "stuff" with me, organize it, give it back, AND have her feel okay about it. I understood that this was going to be a huge leap for Barbara, especially in terms of trust. I also offered to come to her house on a Saturday morning and do it with her; though I suggested that this wouldn't be as quick. I think that Barbara's suspicion of Martha helped her to feel more comfortable with me. In the end, I was successful in my goal! Although Barbara was nervous, I think she did end feeling okay.

As far as the meeting of the Program Committee, there was little if any progress. They are in a process stage, needing more therapy than organizational direction. Lynn was right. But I believe that we (Martha and I) need to help them where they are at; NOT where we are at. Critical difference.

Martha called me 7/21 to ask me how I thought last night went. I didn't tell her that Barbara finds her to be suspicious. In truth, Martha isn't one of my favorite people either. This will be an excellent learning experience for me: to work with someone who I may not like.

I'm excited because I really feel like WINGS <u>needs</u> me; and I like to be needed. In hindsight, I feel like CMV was using me more than needing me. I'm feeling quite glad how things turned out, though not the circumstances.

<u>7/27/92</u>

I really think I'm going to like this project! I took the work I had finished to the meeting last night and folks were impressed! I didn't think the organization I had done was such a big deal, but I guess it is worlds ahead of where the committee has been at up until now. I just sorted stuff into file folders with labels and bought a notebook for some of their more official pieces. Since I bought new folders and labels and a notebook, everything just looks cleaner and easier to deal with.

Both Lynn and Martha were at last night's meeting. I also got to meet Charro for the first time. I liked her right off and I think that she adds a lot of good vision, sensitivity, and practical experience to the group.

I feel like we're starting to move forward on the work in front of us. I feel very much like I will become part of this group; like they really appreciate my efforts. This is a far cry

from Casa Myrna.

Today I am meeting Lynn for lunch. In the park; it's a beautiful, sunny day.

8/3/92

Barbara and I were the only ones at last night's meeting. She was 20 minutes late and I almost left. (A week ago Friday, Barbara was supposed to come by my office and pick up her stuff. I waited an hour and she never showed up. I was more than a little perturbed. She forgot and felt very sheepish. I don't like feeling put out.)

We got a lot done, though at first she felt like she wouldn't be able to produce much without the others. Just a little lack of confidence, 117'^^^I Lynn faxed me a letter from the Boston Fair Housing Commission requesting some clarification on the tenant selection criteria and process. It was a good exercise for us to walk through to get Barbara thinking in terms of establishing a process. By the end of the meeting, she acknowledged that not only did we get a lot done, but that we probably got more done with just the two of us!

8/17/92

Barbara and I were again the only two at the meeting last night. Charro showed up briefly to give Barbara the piece she had done. Barbara and I seem to get much more done when we work alone; at least I think this is true while she is working on self esteem and capability issues.

I tried to focus the meeting on organizational issues: the value of keeping good notes in a chronological fashion and the value of storing materials in a way that they are easily traceable. We spent time talking about organizing the materials that already exist, much in the same way as I tackled the first box of "stuff" that Barbara gave me. Then we moved forward: Lynn and I talked about making a calendar/task sheet with responsibilities assigned. I presented the concept to Barbara. I think sometimes she is overwhelmed by the job in front of her and hasn't yet absorbed the idea that not each piece needs to be finished this week or this month. She has a tendency to start several pieces at once and not really finish any of them. We talked about laying the tasks out individually and taking on one at a time, completing it, storing it away, and moving on to the next. I think that once she assimilates this concept, she'll feel easier about the job and we'll be able to move forward at a good pace.

The specific piece we talked about was the "intake form." This is the form that each resident will fill out once it is fairly well determined that they will be accepted into the house. WINGS philosophy is that these women are already faced with an overload of paperwork and WINGS doesn't want to needlessly subject anyone to more. The intake form will be comprehensive and cover a lot of territory. I typed up the start of the WINGS form for the committee to review. Lynn gave me a couple of

samples from other places to possibly incorporate. The intake form from the Long Island Shelter is so good that I gave a copy of it to Barbara and to Charro to go through. They are to bring it to next Monday's meeting and go over just what they want to include in their form.

Overall, it was a productive meeting. I didn't go last week because there was a full board meeting and Lynn wasn't sure it would be appropriate for me to attend. I won't be at the committee next week because I will be out of town.

8/26/92

I spoke to Lynn this morning, and then Barbara. PFD (Public Facilities Department) said that WINGS needs to work in conjunction with Dimock Community Health Center because Dimock is established and has experience and expertise that WINGS does not have yet. So now we need to establish an agreement between the two organizations and get a letter off to PFD by September 2! Nothing like moving along, moving along, and then setting an ultimatum with an unrealistic deadline! PFD needs to see what the WINGS program is and that it has the capacity to carry out its program.

So I went to the Women's Institute this afternoon and met with Barbara and Lynn to draft a letter which Dimock will then send to PFD. PFD wants Dimock to provide one full-time equivalent staff member to WINGS to provide on-site services.

Barbara frustrated me this morning because when I spoke to her on the phone, she sounded very out-of-it and unwilling (or unable) to focus and commit to meeting with me at a specific time or place. My feeling is that, since I am volunteering, I have a right to ask that some things happen at my convenience, yet I don't want to press Barbara in a way that doesn't work for her or to be unfair in my requests. I'm sure that there is a workable middle-ground. She was much more together this afternoon when we met with her. (My good friend Susan once taught me the lesson of taking people where they're at . . . it's a good lesson to remember when times get a little trying . . .)

8/28/92

Barbara came by this afternoon to do a little work with me. She is very sensitive about most things. I have to continually remember and keep in the front of my brain that she needs kid gloves all the time. I don't mean to be negative about this, but I find it trying to work with her sometimes.

She raised the issue today that I was hoping (intending) to keep a record of things that I am working on for WINGS. She claims that she did not understand that I was volunteering in exchange for copies of some of the WINGS materials. I had thought that this was fairly clear: I had talked about my school program and internship during our first telephone conversation when I introduced myself and then again when I went to my first meeting of the Program Committee. At least I thought I had been fairly clear! I had just been burned by my experience with Casa

Myrna and I had also been very clearly informed of Barbara's and WINGS sensitivity.

I think that we had a good conversation and that Barbara felt okay in the end. It's just that she needs lengthy conversations around so many issues. It is actually one of her skills: to revisit issues until we come away with essentially the same information. I suspect she does this with plenty of folks she encounters; not just me.

Yesterday I prepared a letter for Dimock. I faxed it to Lynn, revised it only slightly, and then faxed it back to Lynn and also to Shirley Leslie. I was actually quite pleased that Lynn thought my work was good. Lynn then faxed it to PFD, who had requested it. Barbara felt very put out because Lynn did this without the express knowledge or permission from any WINGS person. So we had to go through this piece, too.

9/3/92

This report may be short because my computer screen has a severe case of the squiggles.

I met with Lynn today. We talked basically about three things: one, how PFD seems to be going out of its way to jerk WINGS around; two, how frustrating it can be to work with others who may not be in the same place as I am, either organizationally or managerially; and three, because of this, how I will proceed to work more with Lynn rather than wait for work to dribble in from Barbara.

9/22/92

I met with Lynn again today. I told her that the Monday night meetings really didn't work for me for several reasons: folks were either chronically late or didn't show up at all; I didn't feel like progress was really being made, other than my hand-holding of Barbara; Barbara seemed to be in the habit of treating me like her personal secretary; and I had several upcoming conflicts which prevented me from attending the meetings on Mondays.

Lynn and I determined that the best course would be for me to continue working with her, as I had been doing for the Casa Myrna project. I felt that this was a good idea.

Today we talked about an application for the Federal Home Loan Bank. Last year's application had been denied; so we worked on strategies to get this year's application approved. I took the application with me to work on.

10/6/92

Last week (10/1) I dropped off the application to Lynn in the hope that she could look at it before we met today. It was basically complete except for the proforma stuff she had to fix.

There are two tasks next: WINGS still needs $55,000 and private foundations are the target; specifically the State Street Bank Foundation. I am to make some connections there and see

what I can learn and accomplish.

The other task is to prepare a Resident Manual for the WINGS Living and Learning Center. This is to be done by collecting information/resident manuals from other programs and creating something that the WINGS Board will be happy with.

10/20/92

I did some research on the resident manual stuff: calling around and talking with other programs to see what could be shared with WINGS. I'm having things sent, but so far, only one has arrived.

I met with Lynn today to go over the proposal for State Street Foundation. We shared material and I now have text on disk to work with. The deadline is November 16.

In addition, I will work on a proposal for the Tides Foundation in California.

I really enjoy working with Lynn. She respects my need to learn and is a willing participant in the process. Unfortunately, I haven't spoken with Barbara since I stopped going to her Monday night meetings, which is now already many weeks ago. We just haven't hooked up. I feel like she must think that I dropped off the face of the earth. I plan to correct this in the near future.

10/27/92

Lynn and I met to go over my work on the State Street Foundation proposal. It was a very useful meeting because we talked specifically about her expectations for a "generic" proposal. At first I was to just compile the pieces that had already been written; now, I have some significant editing and rewriting. This is a good task for me. I'm also going to do some design work on the proforma, which will help me to understand better how the numbers work. This task will be especially good for me.

11/4/92

I met with Lynn briefly to drop off my work on the proposal pieces. Although I did a considerable amount of editing, I felt like I didn't do very much. Since Lynn has a horrible cold, I left her with the stuff to read and then get back to me.

12/4/92

I met with Lynn today. I had no new work to share with Lynn today. The month of November turned out to be incredibly busy for me at the office, virturally prohibiting me from doing any work on my internship. The same was looking true for the month of December as well. In light of this, I told Lynn that I would do more work once my schoolwork was finished and before I secured a new job.

Today, we looked back over some of the things I learned during the course of the year and ahead to some of the things that I still wanted to learn.

PROJECT UPDATES

Project Updates from Computer Network

Item 5 10-APR-92 15:55 Renee Reiner
Renee's Project

"Project Contract," Renee Reiner
posted online April 10, 1992

These are some of the specific things I would like to learn and do within my internship with the Women's Institute. As I was creating this list, I realized that I have never done any of these things before. (I have done pieces of certain items for other goals in past jobs, or similar tasks.) So this list has become more exciting for me. I am enjoying working on these things, although I find myself feeling insecure at times. It is good that I am working under someone who is familiar with the processes involved. Please let me know if you want other, or additional, information. Thanks.

1. Preparing applications and packages for government funding.
2. Getting secured funding from many different sources.
3. Networking relevant resources around Boston: other nonprofit groups, funders, contractors, the City and its many departments, etc.
4. Becoming familiar with the various zoning and code issues affecting a project of this type (pregnant, battered, homeless adolescents). Learning how to maneuver within the City (applications, variances, etc.) in order to keep a project moving forward.
5. Financing issues: putting together proformas, estimates, and budgets. Learning how to work and rework the finance puzzle.
6. Successfully negotiating with owners so that the deal goes through with as much benefit to us as possible.
7. Defining and overseeing actual rehab of the property, working with contractors, inspectors, and vendors.
8. If appropriate and depending on time frame, to work with Casa Myrna Vazquez on programmatic components of project. Currently, I work with the Women's Institute, which has been hired by CMV to do housing-related tasks, not programmatic work with the clients.

In truth, it looks like there won't be time during the course of this year to pursue any tasks on this item. Activities I had in mind however were selection of live-in mentor and teens for house, helping to coordinate social service components of program and to arrange schedules and goals for teens, and other things generally related to the well-being of the young women in the program. These things to me constitute maximum objectives for my project; I'm not convinced given the scope, time frame, and CMV constraints, that they are entirely realistic.

18 Discussion responses

5:1) Chris Clamp 14-APR-92
11:43
Thanks Renee, As I said, it makes more sense for you to treat this as an internship so that if it gets bogged down you can work on other projects for them.

5:2) Renee Reiner 23-APR-92
11:24
Folks have read this already; it's my March Project update. I'm just moving it to "my" item. Gosh, what a geek!

3:2) Renee Reiner 16-MAR-92
10:55
Renee Reiner
Project Update, March 1992

For the past couple of months, Casa Myrna Vazquez (CMV) and the Women's Institute (WI) has focused its energy on one property. It is currently a Bed and Breakfast owned by two couples who live across the street from the house. Between the four, there is uncertainty that they even want to sell, much less to a program is this type. They have been less than easy to work with, given that they rarely agree among themselves as co-owners.

The house is a gorgeous place, full of wood detail, open spaces, and lots of light. It would be an ideal facility for the program to house pregnant teens fleeing from a battering situation, so long as two extra bedrooms were established beyond the original six. There is certainly space for this, and administrative offices, as well.

The owners are asking for $325,000 (down from $400,000 many months ago). CMV/WI suggested that they would offer $290,000, pending building and lead paint inspections. The building inspection implied $20,000 to $30,000 in repairs; the place is full of lead paint probably costing as much in de-leading.

From these reports, CMV/WI then suggested that they would be prepared to bid $260,000 for the property. We learned through the grapevine that the owners would not even bother to negotiate with an offer of this amount. (I learned that the owners bought the place about 4 years ago for $300,000, and obtained a mortgage for $225,000.)

Before focusing on this property, many neighborhoods and properties were explored. There is another possible location--it happens to be just two doors down from the bed and breakfast. It is not as elaborate, but the asking price is $250,000. The major obstacle with this place is its aluminum siding, which Mercedes

detests. I think this is a bit silly; but I'm only a worker bee.

We are on hold for a couple of weeks because the head of CMV, Mercedes, has been on vacation.

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5:3) Renee Reiner 23-APR-92
11:26
Project Update: April

Activity is finally starting to pick up after being a bit slow. Mercedes (head of CMV) wants the Bed and Breakfast in Dorchester and she is basically willing to pay any price. The sellers were willing to accept $290,000 and she will pay that much if she has to; but I think the offer will be $280,000.

I hope to bring photos to class next month because the place is really gorgeous--I'm not just saying that!

The next activities for Lynn at the Women's Institute and me are to prepare a package primarily for private funders. I am responsible for the one page abstract and a one paragraph abstract (which are both done accept for minor revisions), and also to write a good section on the description of need. CMV did this section for their OSAP proposal, but theirs is very clinical and not emotionally accessible to potential funders. Dry statistics of pregnancies and lack of access to health care, etc. are not terribly moving. I'm enjoying working on this piece although it makes me a bit nervous; I don't really trust my writing.

Lynn's piece of this will be to work on "opportunity costs." In other words, if we don't have projects designed to empower a population of pregnant, battered teens, then the state will wind up paying for X amount in health care, X amount in drug/alcohol related rehab, X amount for incarceration, X amount for foster care, etc. The point being that it is much more economically practical to help turn some lives around than it is to pay for all the related expenses for years to come. Ironic how the government doesn't appear to appreciate this concept.

We will also be working on this year's McKinney application. Last year's was turned down, so there is a process to find out why and to learn what HUD wants to see and give this to them.

I'm glad that this project is moving forward again.

Boy, I hope that all just worked . . . I'm excited to see everyone tomorrow!

5:4) Chris Clamp 23-APR-92
17:06
I just downloaded your report so it is working. My comments will follow after I read through it.
- - - - -
5:5) Renee Reiner 13-MAY-92
10:31
Project Update: MAY

As frustrating as it may appear, Mercedes is finally ready to move forward with a Purchase and Sale agreement on the Bed and Breakfast site. The offer will be the full $290,000 which has been discussed all along. (I think they should have worked harder to get it lower, but Mercedes wants this place and she's willing to pay for it.)

I've been working on writing pieces for a funding proposal geared to private donors and foundations. Lynn is pleased with my work and gives the impression that it is a significant contribution.

We asked Mercedes if I could take photographs of the place for the funding packages and she was very receptive. This may happen as soon as tomorrow (Mercedes is taking her board president to see the house). The weather is supposed to be gray; and given my photographic capabilities, this weather is not conducive to my best work! I'd rather go and give it a try, rather than waiting though.

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5:6) Renee Reiner 04-JUN-92
12:11
Project Update: June

This month has been somewhat mundane, but I guess that's what the process is all about. I have been helping Lynn put some proposals together for government funding -- basically, I have been working on writing tasks: what the program is, what CMV is, stuff like that.

As tedious as the government proposals are (for HUD, OSAP), I know that learning this stuff is invaluable. And they are tedious! It's interesting for me to go over the budget proposals especially: how much the building will cost, the rehab, the engineers and architects, etc. and then trying to figure out where the money will come from. It's also interesting to learn how to juggle all the various funders. Since no one wants to guarantee funding first, it's somewhat of an intricate process to say to funder A that funder B has already committed and vice versa. And the process is further complicated by the fact that some agencies say that it will take 5 months for actual money to

come through and it really takes 9 months! I'm trying not to be frantic about government reality; but this doesn't seem to be one of my strong points. It seems that the folks that I working with just take the government in stride and they don't get stressed about it: whether money will come in in 6 months or one year or not at all. Hanging around them is good practice for me to learn to think like they do (I hope).

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5:7) Chris Clamp 04-JUN-92
15:08
Thanks for the update Renee!

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5:8) Renee Reiner 19-JUN-92
11:40

So, here is a description of my major mess up this week. Words of kindness (and advice) would be greatly appreciated.

Boy, I really blew it this time. I opened my big mouth and leapt right it. And I feel horrible about it.

After our final class Wednesday night (6/17), a group of us went out for dinner (second time we'd done this). We're all chatting casually about where folks live, etc., and Ellen says she lives in Dorchester. Oh, really, I ask, do you know the Ashmont section? Yes, she lives in Ashmont Hill, on [redacted] Street, in an apartment over a bed and breakfast. I was blown away! The likelihood of my being acquaintances with the woman who lives in the apartment of the building that CMV is buying would be minute at best . . . Wow, I said, that's incredible! I love your place! I'm with the group that's trying to buy it. What? she asks, her face falling to the ground. She knew that the landlords had been wanting to sell the place for years, but that seemed pretty casual to her. She's been living in the apartment for 5 years.

As it turns out, the cheesy sellers never told her about their real intentions to sell the property or the progress being made with CMV. So I got to be the one to drop the bomb on this poor woman!

Ellen goes home after dinner, across the street to her landlords, and says, what's the deal? I'm sure they were flabbergasted.

The sellers call Lynn this morning, making out like they were "protecting" Ellen (their word), what about our big talk of confidentiality, etc. Then they go and put some language in the Option Letter about us not saying anything to anyone about this deal.

I'm pissed because they are the cheesy ones being dishonest with their tenant and now Ellen, I, and CMV are the ones having to pay the price. Obviously they have no moral or legal obligation to be straightforward with Ellen. Just my naivete.

I sent a letter of apology to the sellers and cc: it to Mercedes. Now, I don't even know Ellen's last name or her phone number to apologize to her. I feel just horrible about this.

I asked Lynn if there was any possibility that I would have ruined the deal (!) and she'd said of course not. I asked if I have ruined my relationship or ability to work for CMV or Mercedes and Lynn said no. She said I should get over it. I'm trying but I really feel pretty cruddy about the whole thing.

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5:9) Renee Reiner 24-JUN-92
10:24
Repercussions from my MAJOR MESS UP last week:

Okay. So I opened up my big mouth and leapt right in, whole body. I've been wearing a big sign across my back that says "AH" (I don't want to spell it out as the term is a bit vulgar in certain circles).

Lynn and I were to meet with Mercedes yesterday to go over the McKinney application which is due in 3 days. Lynn hadn't heard back from Mercedes to see how she was feeling about the situation. So Lynn called me and suggested it might be better if I don't go to yesterday's meeting.

Mercedes also called Jean, the head of the Women's Institute to talk about a written policy of confidentiality for all, including interns. (Mercedes sits on the board of WI.) Jean among other things was supportive of my position and suggested to Mercedes that although I may have made a mistake, I have also contributed a great deal to CMV -- for free -- and that perhaps Mercedes might not want to shoot herself in the foot, so to speak, by asking me to not work on the project anymore.

At the meeting yesterday between Mercedes and Lynn, Mercedes appeared quite calm about the situation but was not at all direct about what she wanted for the future. From what I can tell, it is not unusual for Mercedes to not be direct. Lynn asked if she would still feel comfortable having me work on the project and the response was that it really depended on Lynn, would Lynn feel comfortable. Lynn pressed her and finally got Mercedes to admit that it would be okay if I continued, but that she didn't want me representing Casa Myrna any longer. In other words, as long as I was a secret, I could provide free labor.

Lynn thinks that this might be uncomfortable for me and she is right. It would mean that I can't go to the site or meet with folks or mention Casa Myrna, etc. Well, thanks but no thanks.

So, Chris, as long as it's okay with you, Lynn and I would like to regroup and make a new plan for my future with the Women's Institute. Although I'm disappointed, my feeling is that, as long as my CED project is an internship with them, it would be okay for me to switch tasks and projects. We will meet next week to talk about what would be best for Lynn and appropriate for me. Our thinking right now is that my work should# be subject-based, rather than project-based. Typically, projects don't move forward at a steady pace, so it might be better for my learning experience to work on a variety of tasks (with defined parameters) as they come up. Because something always comes up.

Chris, everybody, any thoughts, opinions, words of kindness and of wisdom???

Renee the AH signing off . . .

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5:10) Renee Reiner 09-JUL-92
17:41

Hi, everybody. Sorry this is so late. But as I'm sure you could tell, things for me are, oh, a little up in the air!

I am no longer working on the Casa Myrna project . . . the old foot-in-mouth syndrome. Lynn is plugging me into a different project for a group called WINGS. We're not really set up yet, so I don't have anything much to report. Except that I'm feeling pretty good about myself after the fiasco this past month and I'm looking forward to moving forward with my internship.

Whoever is lucky (!) enough to go in my car to Lowell on Saturday may get to hear all about it! Though I'm sure we'll have MUCH more interesting things to talk about!

Renee.
- - - - -

5:11) Renee Reiner 04-AUG-92
14:00
Project Update: August 1992

I am pleased to report that my new project is going very well! Even better than my work for Casa Myrna. I am now helping a group called WINGS, which stands for Women's Institute for New Growth and Support. They are working to establish a lodging

house for 7 women in recovery. The group of women organizing this effort are not very sophisticated organizationally, so there is a lot of things I am working on like basic office organization, self confidence issues, meeting agendas. What I really like about this group is that they need and appreciate my help. The effort I am making with them helps move them forward (noticeably) and they are truly grateful.

I've joined the Program Committee which meets every Monday evening. They are working on things like tenant selection criteria and process, rules of the house, and services provided by WINGS. It's pretty slow going because these women aren't used to working in an organized manner.

But I'm really enjoying working with them and I think that this is ultimately going to be an even better experience than I had with Casa Myrna. Now, I'm working more directly with WINGS and with Lynn too, whereas before I was really only working for Lynn. In hindsight I felt that Casa Myrna was using me, which I didn't like. Now, I hear things like, Thanks for coming to the meeting (instead of, Oh, it's you; I've seen you before, haven't I?). Plus, the work for WINGS is much more consistent than before; there won't be any more lulls . . .

I think it's safe to say that I've already learned a lot and I expect to keep on!

- - - - -

5:12) Chris Clamp 04-AUG-92
15:17
Isn't it nice when good things ultimately come out of our screwups!!

- - - - -

5:13) Renee Reiner 08-SEP-92
11:55
Project Update: September

This report will be short because my computer screen has a severe case of the squiggles.

I've been trying to be diligent about working with Barbara from WINGS. She chairs the Program Committee, which meets every Monday evening. It has 3 members. One of them I have never met (in almost 2 months), another shows up about 1 of every four or five meetings, and then Barbara, who seems to be perpetually late. I finally told her that I work hard to be at the meeting when it is supposed to start at 6 pm, and I have already had a long day by this point, so that when she shows up at 6:20 or 6:30, I feel very frustrated. I also said that, from now on, I will wait for 15 minutes and then I will leave if no one else is

there. Several times, Barbara and I are the only ones at the meeting, which then turns out to be very productive.

Last week, I was there, waited until 6:20, and then left and felt guilty about it. Barbara supported my decision, saying that I had warned her. Lynn also supported my decision, saying that they will never learn if there are no negative consequences for their behavior.

At any rate, I feel like I'm making progress with Barbara, even though it's slow in my mind. She needs a lot of education around management, organizational, and administrative issues. I really think I'm doing her some good: we talk about things like agendas (in advance) for meetings, a time line for the tasks that need to be accomplished (resident manual, program strategy and implementation, intake procedures, etc.). It's slow going for me because Barbara still has trouble delegating and giving up pieces for me to work on.

To combat this, I will work more with Lynn from now on (like I did when I was on the Casa Myrna project). I feel very good about how she and I work together. Lynn has been just terrific in terms of understanding that this is a learning process for me and working to make sure that I am getting the kind of pieces of work that I need to make this a very valuable experience, which it has.

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5:14) Chris Clamp 11-SEP-92
16:58

It sounds like you are exactly what Barbara needs but I can see how it would be frustrating for you at times. Keep up the good work.

- - - - -

5:15) Lisa Johnson 27-SEP-92
10:15

keep the faith, renee...and keep your sanity--definitely continue to take care of yourself in this way, by setting limits that work for you...otherwise, how will you be able to continue to help her?

- - - - -

5:16) Renee Reiner 15-OCT-92
11:51
Project Update: OCTOBER

I have not been going to the Monday night meetings at WINGS since

our last class. Mostly this has been because of other conflicts and priorities, not just because I felt like Barbara was treating me like a personal secretary.

Instead, I've spent the month working with Lynn at the Women's Institute office. I revised last year's proposal to the Federal Home Loan Bank for a loan and a grant. WINGS was denied last year. We also did some work on the proforma, reworking the numbers based on current information.

WINGS still needs $55,000 for the project, and this is assuming they get $175,000 from the Federal Home Loan Bank!

So my next tasks are to work on proposals for private foundations. I've started by contacting the State Street Foundation, because they have supported the Women's Institute for the past couple of years and they're "into" community projects. (Nothing like approaching a rich bank that needs to make itself look good!)

I'm also going to start putting together a resident manual for the WINGS house. I am collecting various resident manuals from other programs and will compile something to present to Barbara and the Program Committee. At this point, Lynn and I both feel it's good to not be at their meetings, given that Barbara is quite sensitive about everything, including "using" other programs stuff.

It is starting to feel strange that we're almost finished with the program. My recollection a year ago is that folks were anxious to be finished with the work load, and I can understand that. But I'm feeling more of a loss. Any comments?

Renee.

- - - - -

5:17) Lisa Johnson 25-OCT-92
17:52

i'm glad i'm not the only one...i was beginning to think there was something terrrrribly wrong with me (no wisecracks, jeff :))

i will surely be glad to have a little more of my life back, but i'm sure going to miss the stimulation of classes with you all. is anyone else planning on staying on the network?

of course, i'm also going to miss all the late-night television-and-movie-watching slumber parties...

- - - - -
5:18) Renee Reiner 10-NOV-92
17:19

Project Update: November

I have reverted back to my old system of meeting with Lynn at her office and taking work with me to complete at my office. This works for me much better than attending Program Committee meetings.

My primary task this past month was one of writing and editing. In order to get a proposal off to the State Street Foundation, most of WINGS material had to be significantly re-worked. This was a task that I felt very comfortable with, and, even though I realize that it was useful, I didn't feel like it was very "Big" stuff.

I haven't had a chance to make much progress on the Resident Manual. Work obligations have really creeped into my ability to devote good blocks of time to my internship. Although I regret this, the truth is, I've had it pretty easy in juggling both my job and my school activities.

I'm looking forward to seeing everyone this weekend!

Renee.

Project Update: December 1992

This will be brief. Things at work (my 'real' job) have been in such a tumult for the past several weeks that I have not had any extra time to devote to my project (or my homework for that matter). The only extra time that I have had is to feel guilty that I am not working on school stuff.

I feel like I owe Lynn and the Women's Institute another month of my time, at least. I foresee my volunteering for them come January, which is when both work and school will slow down. There is still a piece of work which I have committed doing for Lynn, which is collecting resident manual's from a variety of programs. Having other groups' materials will be very useful beyond just WINGS.

There's not much more I can say. Or admit. I look forward to seeing everyone this weekend.

WOMEN'S INSTITUTE

THE WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT
OVERVIEW

OUR VISION

We believe that all families are entitled to affordable housing, a safe community, economic opportunity and security, and emotional well-being. Upon these foundations, women and their children can build fulfilling and productive lives. Self-esteem, empowerment, and the will to fight the root causes of poverty can flourish.

The Women's Institute assists women groups, community organizations, and individual women in constructing these foundations in their communities. We do this through:

- **technical assistance** on real estate, program, and business development;
- **public education** about the needs of low income women and their families;
- **advocacy for change** in the institutional structures that perpetuate poverty among women and children.

The Women's Institute's approach is to offer services which build the capacity of community groups to develop housing and income generating projects for their clients who include low-income women, homeless families, women in recovery and women with AIDS. With a small budget and committed staff, we are able to provide a wide range of services in an extremely cost effective manner.

HISTORY AND EXPERIENCE

Since the Women's Institute for Housing and Economic Development began in 1981, we have assisted dozens of community and women's organizations to purchase real estate and create over 200 housing units and 40 permanent jobs. In addition, we have strengthened the capacity of hundreds more through our publications and public education program related to emergency, transitional and permanent housing.

The Women's Institute's first clients were involved in mixed use developments including offices, child care and housing. In 1984, the Institute began to focus on transitional housing as the link between emergency and permanent housing, contributing to the development of over 80 units statewide, most of them in the Greater Boston area. In response to the growing lack of permanent, affordable housing, we began to apply our skills to creating rental and homeownership opportunities, both for those leaving transitional programs, and for the growing numbers of women unable to find housing in the current real estate market.

We believe that shelter alone is not enough. Many low income women need affordable housing and access to a range of other opportunities -- job training, peer support, recovery from addiction, health care, entrepreneurial opportunities, or education. The Women's Institute helps develop integrated responses to all of these needs.

STAFF COMMITMENT AND EXPERTISE

Our staff provides expertise in real estate, transitional program development, social work, and business development -- a unique combination to assist in creating comprehensive programs. By combining our professional expertise with the creativity of women's organizations and social service agencies, we develop new roles for women, produce innovative models for small businesses, and create successful housing -- often in non-traditional formats. The Women's Institute is committed to diversity of race, class, ethnicity, and age on our staff and board. Currently, one third of the staff and one half of the board are women of color (See attached staff and consultant biographies.)

CLIENT PROFILE

The organizations that call us from around the country work with homeless women, single mothers, battered women, older women, teen parents, refugees and immigrants, recovering women, people with AIDS, and women in prison.

Some of our clients are large, well established social service agencies. For these groups, we provide technical assistance on real estate and business development, including feasibility studies, assistance acquiring equity, financing, and subsidies, and guidance during construction.

Other clients are individuals or fledgling groups of women who come to the Women's Institute with an idea, commitment, and visionary leadership, and need help to translate their vision into reality. For these groups, we provide a broader range of assistance, including organizational and program development, management planning, and fundraising assistance. In the last year, 70% of our projects were created and run by women; 70% were managed by people of color. All of our projects benefit low income women. (See attached list of Technical Assistance Projects for a description of our work with each client group.)

CURRENT TECHNICAL ASSISTANCE

We are currently providing real estate assistance and program and organizational development services to nine community based organizations that manage or are expanding housing for the special needs of 120 families in the greater Boston area.

We are currently working with groups to create:

Emergency shelters which respond to the immediate needs of women and children in crisis. Clients include battered women's shelters, homes for pregnant homeless women, and other facilities which address the spatial and service requirements of these women and their families.

Transitional housing, an intermediate housing type, providing support services (child care, job, peer and housing counsel) and time (usually six months to two years) to allow those who

have abruptly lost their homes to regain economic security. Clients have developed both congregate and apartment-style housing, and a variety of service delivery techniques.

Affordable permanent housing as the long-term solution to the housing needs of women and their families. Rental units, single room occupancies (SROs), cooperatives, and congregate housing are among the alternatives being explored and implemented.

Economic development linked with housing including new business ventures, affordable space for women's business or training programs, and environmental supports for improving economic security, such as child care and job counseling facilities, both independently and in or near residential developments.

To assist groups in developing emergency shelters, transitional housing, affordable permanent housing and economic development projects, we provide technical assistance in three stages:

> **Early-Stage Assistance:** The program is defined, real estate needs are assessed; financial strategy developed. Potential sites are evaluated. This service is provided at no charge.
>
> **Bricks & Mortar Stage:** The site is identified, financial package set, funding sources identified and secured, and construction completed. Costs for these services are included in the total project costs and usually are paid at closing.
>
> **Program Design and Implementation:** These services are provided during the first year of operation and reimbursed through program revenues.

Our specific services through these stages are:

MANAGEMENT	-Needs and capacity assessment -Budgeting -Goal setting -Identifying and coordinating the development team -Assistance in meeting legal requirements
PROGRAM DEFINITION	-Project feasibility -Site evaluation, selection and control -Preliminary architectural analysis
ACCESSING FUNDING	-Proposal development for foundations and corporations -Fundraising plans -Accessing public sources of funds
FINANCIAL PLANNING	-Proforma projections and analysis -Balancing costs and income -Loan negotiations

-Assistance locating diverse funding sources

Services are provided with the full participation of client groups to strengthen their organizational capacity. The commitment and imagination of these groups form the foundation for unique development projects.

In addition, through our national reputation and work on housing, the Women's Institute has been designated as a **New England Technical Assistance Advisor for Resolution Trust Corporation's Affordable Housing Disposition Program.** As Resolution Trust liquidates the holdings of failed savings and loan institutions, it is disposing of properties at low prices. The Women's Institute is publicizing these opportunities to community and women's groups in the region, and acting as technical assistance provider for groups interested in acquiring these properties. We see this project as a unique opportunity to enable organizations serving the homeless to benefit from the weakened real estate market.

PUBLIC EDUCATION

Beyond our direct technical assistance to community organizations, the Women's Institute provides information through its publications and newsletter, leads workshops and trainings, and acts as clearinghouse and information source for groups developing various kinds of supported housing.

Our three publications are:

A Development Primer: Starting Housing and Business Ventures By And/Or For Women, (1984) introduces the development process in a step-by-step format responding to the needs of low-income women. The Primer is currently being revised to reflect federal legislative change and the substantial growth of new programs in women's enterprise development.

A Manual on Transitional Housing (1986) was the first publication about housing which bridges the gap between emergency shelter and permanent housing. It outlines the planning process, with sample plans, forms and program descriptions. A revised version of the **Manual** will be available in late 1991.

Taking Action (1988) describes the characteristics of multi-family housing for low income single parents and their children, and the means whereby this housing and its associated services can be developed. Chapters cover strategic planning, design and financing, as well as case studies and summaries of Massachusetts and federal resources.

In addition to these nationally distributed publications, the Women's Institute presents workshops, and trainings on economic development and the development of various kinds of service-enriched housing. In 1991, for example, Women's Institute staff led a day-long class on women's economic development at Tufts University, created individually tailored workshops for a New Hampshire battered women's services groups; a Vermont coalition developing transitional housing; and a Metropolitan Boston church group developing an SRO

for single homeless women, and presented at two national conferences.

In the fall of 1991, the Women's Institute is co-sponsoring a forum and design charrette on alternative housing for low-income women and families. Fifty to seventy volunteer architect will work throughout a weekend to create schematic designs for three Women's Institute clients: a boarding house for elderly homeless women, a mixed income cohousing community, and master plan for a drug-free neighborhood envisioned by a grassroots groups dedicated to the empowerment of women in recovery. The weekend will also feature educational panels and workshops on the need for various kinds of service-enriched housing.

POLICY AND ADVOCACY

Due to our close work with grassroots groups developing affordable housing, the Women's Institute is in a unique position to identify obstacles common to all groups and work to change them. In collaboration with other advocacy groups, and in formal and informal ways, the Women's Institute works to change legislation and regulation which perpetuates poverty and inadequate access to housing among women. In the last year, for example, the Women's Institute contributed a position paper to the City of Boston's Maternal and Child Health Commission on the housing needs of pregnant women. We also submitted comments to the city and state's comprehensive housing affordability strategy now required by federal law regarding the housing needs of women in recovery, elderly women, homeless families, battered women, and pregnant women. During the state budget process, the Women's Institute submitted testimony opposing a mandatory workfare program for welfare recipients, a move which was ultimately defeated. Informally, we have advised Boston's zoning board on the development of a zoning category for transitional housing.

In collaboration with Citizen's Planning and Housing Association and a number of other housing groups, the Women's Institute has been negotiating with Resolution Trust Company to develop a process to enable non-profit groups to purchase RTC-held buildings for use as affordable housing.

Women's Institute staff serves on the advisory board of a start-up women's economic development initiative in Boston. In that role, we have contributed to proposed federal rules on business income and loans for AFDC recipients, and to state level advocacy on self-employment assistance for welfare recipients.

BUDGET

The Women's Institute total budget for 1991 is $193,170. In 1992, we project a budget of $204,800. We expect that 50% of our budget will be funded through foundations and corporations, 35% through client fees and workshops, and 15% through individual donors, our annual fundraising event and rental income.

EARLY STAGE ASSISTANCE PROGRAM ABSTRACT

Ninety percent of the homeless families in Massachusetts are headed by single mothers. While rising numbers of women and their families live in poverty, many federal and state housing programs have been cut back. High housing costs, the elimination of subsidies, and discrimination have put stable housing out of reach for women supporting families. The high cost of child care as well as low-paying jobs with inadequate benefits further limit women's options.

Community groups are searching for ways to respond to the staggering numbers of women who are homeless and living in poverty. The Women's Institute believes that a comprehensive approach is critical: affordable housing must be linked with support services and economic opportunity. With our focus on developing model projects for low income women and our unique experience on the national and local level designing programs that integrate housing, economic development and support services, the Women's Institute has the technical expertise to assist community groups in their efforts.

Since the Women's Institute began in 1981, we have worked with a wide variety of non-profit groups to develop over 200 housing units for low-income women, battered women, homeless families and women in recovery. Our **Early Stage Assistance Program** is designed specifically to provide free assistance to community women with a vision as well as grass roots groups who want to develop an innovative housing or economic development project. The Women's Institute helps community and women's groups to define their projects, clearly present them to funders, and then proceed with real-estate development. The objective of the **Early Stage Assistance Program** is to build the organizational capacity of small groups that want to design and implement real estate development projects in order to create housing units or income generating projects for low income women and their families.

Early-Stage Assistance is critical to the creation of housing by non-profits; it often determines the success of a project. Planning and analysis at the project's beginning reduces future miscalculations in design and financing and helps ensure a project's financial stability. Most groups require between 150-200 hours of early-stage assistance before they are ready to develop a designated site.

The Women's Institute plans to help 4 to 7 groups in 1991 and will assist in the development of an estimated 50 to 70 units of unique housing to meet the various needs of low-income women, which include:

- Shelter and permanent housing for homeless families;
- Transitional housing for women who are victims of domestic violence;
- Permanent rental units for elderly women on fixed incomes;
- Transitional and permanent housing for women recovering from addiction; and
- Housing and support services for pregnant and parenting teens.

The total budget of the **Early-Stage Assistance Program** is $91,200 in 1991. Funding for this program will enable the Women's Institute to continue to respond to the numerous requests we receive for assistance in developing housing that meets the needs of low income women and their children.

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT

THE EARLY STAGE ASSISTANCE PROGRAM

The need.

Women and their children have become the fastest growing segment of the homeless population. Given the economic circumstances many women face, this statistic is not surprising. Half of all families supported by single mothers are living below the poverty level. For young mothers, the situation is even worse: their median annual income is $6,000 and has declined by 15% since 1974. In addition, domestic violence is on the rise; battered women's shelters turn away twice as many families as they take in.

While the number of women and children living in poverty and affected by violence has risen, federal and state housing assistance programs have been drastically reduced. More than half of low-income mothers and their children struggle to pay the rent in private, unsubsidized apartments. And research by the federal Department of Housing and Urban Development has shown that one half of all landlords discriminate against families with children.

The vision.

In the midst of overwhelming poverty, increasing levels of violence against women and people of color, and a housing crisis, community women are fighting back and creating projects that meet the needs of low income women and their families. In the last few years, innovative projects providing housing and job opportunities for women have sprung up across the country. Organizations are combining child care and social services with housing; constructing new ways for low income families to own equity in their housing; and developing business ventures run by low income women.

The Women's Institute's role is to support both individual women with a vision as well as grassroots and social service groups creating new programs. With hands-on technical assistance, the Women's Institute helps make their vision a reality. In the first six months of 1991 alone, we received over twenty requests for assistance from community or women's groups that are developing creative responses to the housing and economic needs of low income women and their families.

Without funding for our **Early Stage Assistance Program** many of these projects will not be possible.

The program.

The **Early-Stage Assistance Program** has been developed in response to the increased demand for our technical assistance, and as a strategy to fulfill our mission of creating affordable housing and economic development opportunities for women and children. Early assistance with strategic planning, feasibility analysis and program development ensure that projects are developed on a strong foundation and that groups do not waste precious energy or resources on projects or programs that are unrealistic or unfeasible.

Early stage assistance is critical in the creation of housing by non-profits. Yet little funding is available for this preliminary planning. Often, groups need technical assistance before they are incorporated and thus able to receive funds directly. Funders typically support projects that are further along in the development process. Even then, their contributions are often targeted to the capital costs, the "bricks and mortar" of housing. Early expert guidance often determines the success of a project with the development of realistic plans undertaken in an economical, timely fashion. In some cases, we have prevented groups from pursuing an unfeasible course of action.

The Women's Institute's Early-Stage Assistance ensures a realistic and feasible project plan by helping groups to:

- determine their clients' needs;
- analyze organizational strengths and weaknesses;
- solicit community support;
- explore program designs;
- examine the financial feasibility of various real-estate options;
- identify preliminary public and private financial resources;
- develop a plan of action, timeline and budgets; and
- evaluate potential sites.

Planning and analysis at the project's beginning reduces future miscalculations in design and financing. The Women's Institute helps agencies define their projects, present them to funders, and proceed with real-estate development. Most groups require between 150-200 hours of early-stage technical assistance before they are ready to select or develop a designated site, but are unable to pay for these services. Once groups have identified a site and determined the feasibility of the project, public and private funds are easier to access. Further services provided by the Women's Institute are reimbursed through capital raised for development costs.

The **Early Stage Assistance Program** will assist 4 to 7 groups to develop affordable housing and related services for low-income women and families during the coming year. This assistance is expected to result in the creation of 50 to 70 units of housing of varying types.

Services.

Technical assistance is provided based on the specific requirements of each particular group. This assistance includes program definition, organizational development, building community support, designing the financial package, and evaluating potential sites. Under the direction and supervision of the executive director, project staff works individually with each client. These services are provided by the Women's Institute at no cost, since at this stage organizations usually have no funds available for a project.

As the projects begun this year move from conception into the development stage, the Women's Institute will provide early-stage assistance to yet another group of new organizations in each subsequent year. In 1991, we anticipate that we will be providing early stage assistance to:

- o a boarding house for older homeless women;
- o a scattered site transitional and permanent housing program for homeless families;
- o a mixed income limited equity cooperative with shared living, child care, and recreational space;
- o housing for women recovering from addiction; and
- o a cooperative business venture run by low income women living in transitional housing.

To provide more information on our work with client groups, attached is a list of our current projects, potential clients and former clients.

Historically, many of the groups to whom the Women's Institute has offered early-stage assistance have gone on to sign contracts with us to provide technical services for the "bricks and mortar" stage of their projects. We expect this to continue. Our Early-Stage Assistance helps clients define their projects and identify the costs and impacts to create a preliminary plan that can be presented to potential funders and mortgagers, increasing their ability to raise capital funds to finance the project.

Finances and budget.

In 1990, the Women's Institute worked with clients groups to develop funding proposals to foundation and corporations as well as access public financing for real estate development. With three client groups, we were able to leverage more than $960,000 in funding for their projects.

The budget for the Early Stage Assistance Program at the Women's Institute is only $91,200. Foundation and corporate grants enable the Women's Institute to provide this free assistance. The budget for the Early Stage Assistance Program is attached.

Evaluation.

As we are finishing work with each client, we request a written evaluation of the services provided by the Women's Institute, as well as the process of working together. In addition, we believe in formative evaluation as the technical assistance relationship is developing. In each project, expectations are clearly set out in a written contract agreed upon by both the Women's Institute and the client group. Technical assistance is phased, so that assessment and evaluation can take place at the end of each phase, and change can be undertaken in the next phase.

WOMEN'S INSTITUTE

EARLY STAGE ASSISTANCE PROGRAM

1991 BUDGET

PERSONNEL	
Staff	$39,000
Executive Director (50%)	
Project Developer (75%)	
Contracted Services	$28,000
Real Estate Finance	
Program Development	
Fringe	$9,000
Subtotal	$76,000
OFFICE EXPENSES	
Rent, Telephone, Postage, and Printing	$15,200
Subtotal	$15,200
GRAND TOTAL	**$91,200**

CURRENT TECHNICAL ASSISTANCE PROJECTS

BOSTONIAN CHAMBERS, INC., Dorchester/Roxbury - a minority operated emergency shelter for 24 homeless families, primarily women and children, residing in 2 renovated Victorian era houses near Franklin Park.

The Women's Institute's work with Boston's largest family shelter concentrates on financial analysis, staff development, and building code and compliance issues to formalize their shelter contract with the Commonwealth of Massachusetts. Through program development assistance, the Brinsley Street Transitional House for 8 families graduating from the shelter is scheduled to open in 1991. The agency's vision for the future includes a child care center, permanent affordable housing, and a non-profit housing management business venture. Three new jobs will be created through the Women's Institute work.

CASA MYRNA VASQUEZ, Boston - an advocacy, support and shelter provider for women who are victims of domestic violence that operates an 15 bed emergency shelter, safe home network and a 8 unit transitional housing program for women. Casa Myrna is developing a new transitional housing program for pregnant and parenting teens who are fleeing a battering situation.

The Women's Institute is providing financial packaging and project management assistance for this project. In 1987, the Women's Institute assisted Casa Myrna with its renovation of a fire-damaged building and acquisition of a new emergency shelter.

COMMITTEE TO END ELDER HOMELESSNESS, Boston - a coalition of activists and service providers working to develop solutions to homelessness among older people. Their first development project is a boarding house for older homeless women.

The Women's Institute role has assisted the Committee in securing a site and financing, assembling the development team and managing the development process. Two jobs are expected to be created through this program.

PROJECT HOME: Transitional Program for Families, Boston - The Women's Institute and Traveler's Aid are co-sponsoring a unique housing proposal to provide shelter, permanent housing, and transitional services for 20 homeless families in Boston.

Families referred from shelters and local welfare offices will move into subsidized, rental apartments located in several different developments. During an 18 month transitional period, caseworkers will provide in-home training, guidance, and stabilization services as families develop a network of supportive service in the community. When services are no longer needed, they will be phased out, leaving each family to live independently in their permanent, affordable apartment. A portion of the units will be converted to limited equity cooperatives at the end of the transitional period. The Women's Institute will manage all aspects of housing development, and assist Travelers Aid in the development of the service program.

PROJECT FAMILY INDEPENDENCE, INC., Roxbury - new construction in Dudley Square of 15 cooperative apartments with a licensed child care center for low income women and children sponsored by Family Service Association of Boston.

The Women's Institute created the financial package for this $1.9M real estate project and provided technical assistance services through construction. Scheduled for occupancy in the spring of 1991, this innovative project will initially offer subsidized rental apartments, social services, and child care. After several years, residents will have the opportunity to buy their units through a limited equity cooperative structure.

RE-VISION HOUSE, INC., Dorchester/Roxbury - transitional housing for 10 pregnant and parenting teens at risk for prenatal and infant health problems.

Over the past year, the Women's Institute has helped this new non-profit agency created by African-American women design a model service program and secure two year federal operating funding totalling $400,000, as well as over $30,000 in private funds. In 1991 the Women's Institute assisted the agency in acquiring a lease and purchase option on their building, and in securing the $245,000 in financing necessary to purchase it. In addition, the Women's Institute is assisting Re-Vision House with the zoning process and fundraising strategy. Revision House employs seven people.

SOJOURNER HOUSE, INC., Roxbury - an emergency shelter for 5 families residing in a church rectory purchasing a permanent home and expanding to serve 8 homeless families.

In 1991, the Women's Institute assisted Sojourner with site search and evaluation, and financial packaging. We will assist the shelter to secure financing, obtain necessary zoning approvals and coordinate construction management.

WINGS, INC. (Women's Institute for New Growth and Support), Roxbury - a new grass roots organization created by African-American women provides counseling and support services for women recovering from addictions and is developing a 7 unit transitional residence.

Women activists began WINGS through a series of community meetings with recovering women and identified the need for transitional housing as well as support services. The group succeeded in "taking over" an abandoned building in their community a few years ago. With the support of the Women's Institute, the organization has obtained formal designation from the City of Boston to develop the site and $33,000 in pre-development funds. In 1991, the Women's Institute assisted WINGS in obtaining a $125,000 loan commitment from the city. Continued work with this group will include program development, fundraising for their program and $400,000 real estate project.

WOMEN, INC., Dorchester - a residential and out-patient substance abuse treatment agency located near Dudley Square expanding services to develop a second site to serve an additional 7 homeless families.

The Women's Institute has assisted this organization with all stages of real estate development including securing a site and feasibility evaluation; fundraising and financial strategies; contract negotiations; and construction management services. In 1991, the Women's Institute assisted Women, Inc. in obtaining $326,000 in acquisition and rehabilitation funds. Women, Inc.'s current agency site was one of the Women's Institute's first projects in the early 1980's.

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT

FORMER TECHNICAL ASSISTANCE CLIENTS

EFACHAM (Evaluation Family Counseling, Haitian and Minorities), Mattapan - a community-based counseling agency concentrating on the mental health needs of recent immigrants. Proposed development of a 4 unit settlement house with services for newcomers. The Women's Institute assisted with program and proposal development. (1990)

Elizabeth Stone House, Roxbury - a grassroots organization committed to empowering women in emotional distress, constructed 14 units of transitional and permanent housing for women who were victims of domestic violence, are recovering from addiction or are in emotional distress. The Women's Institute provided real estate development consultation. (1985-86)

Friendly House, Worcester - a shelter organization that created eight units of emergency housing to serve women and children. The Women's Institute assisted with strategic planning and site feasibility analysis. (1986-88)

Friends of the Refugees, Medford - an advocacy and support center interested in developing transitional apartments with support services for refugee families. A feasibility analysis was provided by the Women's Institute. (1989)

Just-A-Start, Cambridge - a community development corporation that renovates housing for low income families and operates a job training program developed a transitional residence for eleven teen mothers in a vacant convent in Somerville. Technical assistance provided by the Women's Institute pertained to funding negotiations and advice on buildings. (1988-89)

Lasell Jr. College, Newton - a suburban college with excess dormitory space developed an educational and transitional program for six low income women and their young children. The Women's Institute secured federal funding for the program operations. (1989)

LIFEHOUSE, INC., Dorchester - an emergency shelter for 10 homeless families residing in a Victorian era house and a brick townhouse near Uphams Corner. The Women's Institute has provided a full range of real estate, organizational, and program development services to realize this neighborhood group's vision to help homeless families. (1988-1991)

Neil Houston House, Roxbury - a residential program for 14 pregnant women in conflict with the law developed by Social Justice for Women, in a former laundry building at Dimmock Community Health Center. The Women's Institute assisted with the financial packaging (1987-88)

Operation Food, Inc., Mattapan - a community-based organization providing food and referral services to homeless people developed a transitional residence for ten pregnant homeless women. The Women's Institute assisted with all phases of real estate development. (1987-89)

SECOND STEP, INC., Newton - a project sponsored by former staff members of a shelter dedicated to developing transitional housing for 10 women and children who are victims of domestic violence. The Women's Institute assisted with all aspects of real estate development including financial packaging, fundraising, program and space design. (1989-1991)

SPIN, Inc., Lynn - a shelter organization formed to create a transitional shelter for homeless families in a ten unit apartment building. The Women's Institute assisted with negotiating and implementing the state operating contract. (1988-89)

St. Andrews Family Shelter, Inc., Jamaica Plain - the only shelter organization serving Hispanic families in Boston. The shelter operates out of a converted church basement and two apartments to serve 7 families. The Women's Institute provided an initial feasibility analysis for consolidating the programs in one new site. (1990)

Women, Inc., Dorchester - a substance abuse treatment center originally located in Cambridge expanded into providing treatment, residential and day care services in Dorchester. The Women's Institute assisted with site acquisition, bank negotiations and with strategic planning around an economic development project. (1982-84)

Women's Services Center of Berkshire County, Pittsfield - a mixed use building including the Center's offices and income-producing commercial space. The Women's Institute assisted with site negotiations. (1982)

STAFF AND CONSULTANT BIOGRAPHIES

EVA N. BOYCE (Director of Development and Finance) has over 13 years of experience in public accounting and non-profit management. She has served non-profit organizations in many capacities, including, treasurer, comptroller, auditor, and fundraiser. She is a past board member of Casa Myrna Vasquez and currently serves on the boards of: WINGS (Women's Institute for New Growth and Support), Victory House, and Careerism Leadership Institute. She has taught accounting at the University of Massachusetts, and has led workshops for the Support Center of Massachusetts. Ms. Boyce has a B.S. in accounting from Boston College.

JEAN KLUVER (Executive Director) has experience in economic development, program management, and research and teaching. As Assistant Director of the Massachusetts Enterprise Project, she developed and implemented a demonstration self-employment program for unemployed people. Jean has worked as a consultant to various groups, including the Boston Hotel Workers Housing Program, American Friends Service Committee's Community Empowerment Division, and Mount Auburn Associates. She has taught economics at Wheelock College, Cambridge College, and Tufts University. Ms. Kluver has a B.S. in Economics from the University of Massachusetts and a Masters in City Planning from M.I.T.

ALICE KRAPF (Real Estate Finance Consultant) has over a dozen years of experience in real estate and government. She has administered the State's and Boston's leased housing programs, and served as a Board Designee to the Massachusetts Housing Finance Agency. Her work with the Women's Institute includes financial packaging for Women, Inc., Elizabeth Stone House, Casa Myrna Vazquez, and Project Family Independence. Ms. Krapf has a B.A. in Political Science from the State University of New York at Stony Brook and an M.A. in Urban Policy Analysis from the New School for Social Research.

LYNN PETERSON (Project Developer) has experience in planning and direct social services. She was a Planner for the Boston Public Facilities Department, where she worked with community residents to develop strategies for re-use of vacant land. As Congregate Housing Coordinator for Elder Services of the Merrimack Valley she coordinated home and health services for the elderly. She initiated a program for orphans in a community-based home in Cartago, Costa Rica. At the Women's Institute Ms. Peterson is responsible for projects with Sojourner House, WINGS, Re-Vision House and Women, Inc. She holds a from Human Services from Northeastern and a MA in Urban Policy from Tufts University.

MARIE-ROSE MURPHY (Administrator) has experience in administration, public relations, and financial services, and also works part time as a counselor for Respond, a battered women's shelter. She has worked as a District Agent for Prudential Insurance Company where she marketed a full range of insurance and financial products. She was a columnist for Le Nouvellist and Le Jeunes Magazine in Haiti and is the author of two books. Ms. Murphy holds a B.S. in Journalism from Boston University and is interested in promoting Haitian culture in the U.S.

DONNA TOWNSEND (Program Development Consultant) is a social work administrator with experience in both shelter and program development. She served as Executive Director of Capital District Travelers Aid Society in Albany, New York. Her accomplishments include the development of Families-in-Transition, a shelter at the Boston YMCA, Project EASE (Emergency Assistance & Shelter Exchange) and St. Andrews Family Shelter. At the Women's Institute, she is assisting in the development of Bostonian Chambers' transitional program, Project Home, and the women's boarding house sponsored by the Committee to End Elder Homelessness. Ms. Townsend has a BA from Northeastern University and a Masters in Social Work from Boston University.

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT

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WOMEN'S INSTITUTE PROJECTED 1992 REVENUES AND EXPENSES

REVENUES		
FOUNDATION AND CORPORATE GRANTS		$110,000
CLIENT FEES AND WORKSHOPS		71,000
INDIVIDUAL DONATIONS/SPECIAL EVENTS		19,000
PUBLICATION SALES		4,800
TOTAL		**$204,800**
EXPENSES		
PERSONNEL		
Staff	125,600	
Contracted Services	18,000	
Fringe Benefits (@18%)	25,500	
Subtotal		$169,100
OFFICE EXPENSES		
Rent	10,800	
Telephone,Postage, & Office Supplies	12,000	
Insurance	1,500	
Subtotal		$24,300
PUBLIC EDUCATION/TRAINING		
Publications, Materials, & Printing	6,000	
Conferences & Travel	2,000	
Events & Miscellaneous	3,000	
Subtotal		$11,000
TOTAL		**$204,400**

WOMEN'S INSTITUTE PROJECTED 1991 REVENUES AND EXPENSES

REVENUES		
FOUNDATION AND CORPORATE GRANTS		$95,000
CLIENT FEES AND WORKSHOPS		67,000
INDIVIDUAL DONATIONS/SPECIAL EVENTS		19,000
PUBLICATION SALES		4,800
RENTAL INCOME AND INTEREST		10,700
TOTAL		**$196,500**
EXPENSES		
PERSONNEL		
Staff	75,500	
Contracted Services	57,500	
Fringe Benefits	9,000	
Subtotal		$142,000
OFFICE EXPENSES		
Rent	19,420	
Telephone,Postage, & Office Supplies	11,300	
Insurance	1,500	
Subtotal		$32,220
PUBLIC EDUCATION/TRAINING		
Publications, Materials, & Printing	13,710	
Conferences & Travel	2,000	
Events & Miscellaneous	3,040	
Subtotal		$18,750
TOTAL		**$193,170**

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT

1990 FUNDERS

Public Welfare Foundation	$25,000
Randolph Hearst Foundation	20,000
Carlisle Services	16,000
Bank of Boston - Trust	7,500
Lotus Development Corporation	7,500
Bank of Boston - Foundation	5,000
Rockefeller Family Fund	5,000
Ms. Foundation for Women	3,500
Shawmut Charitable Foundation	3,000
Ben & Jerry's Foundation	2,500
Polaroid Foundation	2,500
Eastern Enterprises	2,000
Junior League of Boston	1,000
Loomis Sayles & Co.	1,000
Beacon Hill Circle for Charity	500
Episcopal Diocese/Women in Crisis	500
Neworld Bank	300
TOTAL	$102,800

PROSPECTIVE 1991 FUNDERS

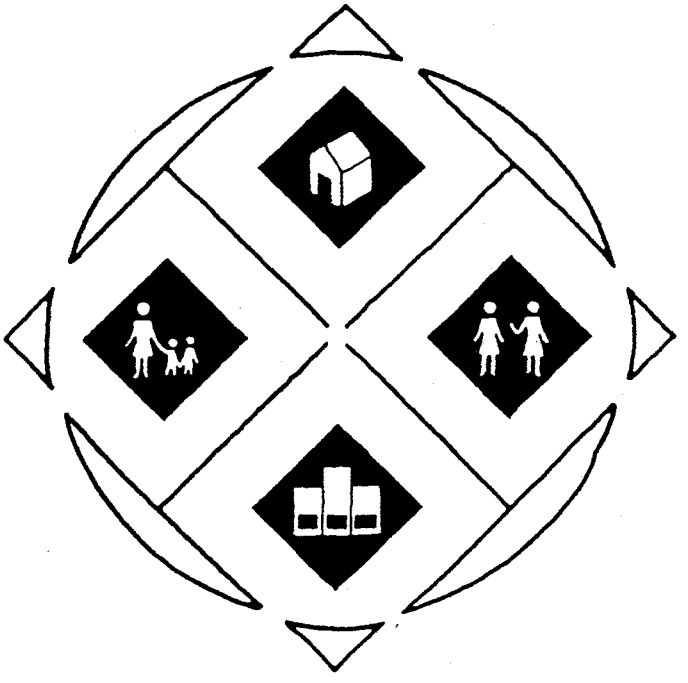
Bank of Boston - Charitable **
Bank of Boston - Foundation *
Ben & Jerry's Foundation
Boston Foundation (donor advised fund) *
Boston Foundation *
Boston Foundation for Architecture *
Carlisle Services*
City of Boston/Emergency Shelter Grant **
Coolidge Family Fund
Discount Foundation
Eastern Enterprises
Executive Glass Co.*
Hearst Foundation
Hyams Trust *
Lotus Development Corporation **
Ms. Foundation
Polaroid
Public Welfare Foundation*
Riley Foundation *
Shawmut Charitable Foundation **
State Street Bank and Trust - Charitable **
State Street Bank and Trust - Foundation **
Stearns Foundation *
United Way - Management Services **
Women in Crisis Committee/Episcopal Diocese

* Pending
** Committed

9/23/91

STRATEGIC
PLAN-
WI

STRATEGIC PLAN
1992-1994



THE WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT, INC.

OCTOBER, 1991

REPORT PREPARED BY: **DAKOTA BUTTERFIELD**

STRATEGIC DIRECTIONS: ABBREVIATED SUMMARY*

I. Create Innovative Housing and Employment Initiatives 1

II. Advocate, and Educate the Public 2

III. Expand the Resource Base of the Women's Institute 2

GOALS AND OBJECTIVES FOR 1992-94

AREA #1:
TECHNICAL ASSISTANCE: **REAL ESTATE DEVELOPMENT**

TA is high-quality and participatory. 3

TA providers use cutting-edge expertise. 3

WI has 12 or more clients. 4

WI undertakes a diverse mix of technical assistance initiatives. 4

AREA #2:
TECHNICAL ASSISTANCE: **PROGRAM DEVELOPMENT AND ORGANIZATIONAL DEVELOPMENT**

As part of its housing development work, WI provides organizational TA. 5

Project managers assess client needs and make referrals. 5

WI collects and produces material to support TA work. 6

AREA #3:
TECHNICAL ASSISTANCE: **ECONOMIC & BUSINESS DEVELOPMENT**

WI makes public the job creation we accomplish through housing d'vlpt. 7

We determine through research a role for WI in business d'vlpt. 7

AREA #4 :
NEW PROGRAM DEVELOPMENT 8

We pursue opportunities to create our own programs outside the boundaries of the client/consultant relationship.

AREA #5:
EDUCATION

WI expands its national clearinghouse on supported housing. 9

WI maintains a skills bank of design and building professionals. 9

WI provides workshops, trainings, and spot TA. 10

WI updates our publications. 10

AREA #6:
POLICY AND ADVOCACY WORK

WI develops policy in coalition with other housing and women's organizations. 11

WI seeks input from the women we serve. 11

AREA #7:
PUBLIC FACE/OUTREACH 12

We update and redesign our marketing materials. 12

We participate in national conferences. 12

WI gains public exposure through the media. 13

AREA #8:
RESOURCE DEVELOPMENT

We develop and pursue a fundraising strategy. 14

Foundations provide expanded support for our work. 14

WI receives increased support from individual donors. 15

The client fee system is reviewed and improved. 15

WI coordinates an active volunteer program. 16

AREA #9:

INTERNAL STRUCTURE

WI maintains a strong, diverse Board of Directors. 17

Expansion of staff is sufficient to support program growth without staff overload or burnout. 17

Computer systems are effective and efficient. 18

WI annually evaluates its work. 18

PROJECTED EXPENSES 92-93-94

PROJECTED INCOME 92-93-94

PROCESS SUMMARY

❶ designing methods and forms to ensure **ongoing dialogue with low-income women;**

❷ furthering its development as a **multi-cultural organization;**

❸ providing **quality work lives** for the women who staff the Institute, by instituting:
- ➢ adequate staffing levels
- ➢ reasonable work expectations

II. Advocate, and Educate the Public

Over the next three years, the Women's Institute will actively seek opportunities to **accurately and widely communicate our ideas and perspective,** in ways that grow out of and enhance our housing development work.

➢ advocacy work in coalition with other housing and women's organizations;

➢ introductory workshops on a regular basis for groups interested in learning about service-enriched housing.

➢ forums, convened by WI alone, or in concert with other groups, to explore issues important to the program work of the Institute;

➢ higher visibility at conferences, including presentations of our thinking about sustainable, empowering housing for women through holistic, innovative approaches;

➢ reworking of written materials representing the Women's Institute, to more clearly communicate our focus and character, and continued attention to the updating and distribution of our publications.

III. Expand the Resource Base of the Women's Institute

The **development and implementation of a comprehensive staffing and resource development plan** is a priority for the organization. The plan must address questions of program workload, staffing levels required, and funding strategies. Resource development goals include:

❶ reducing the percentage of our budget supported by grants
❷ developing a more extensive donor base, including major donors
❸ review and possible restructuring of our fee structure
❹ expanding and strengthening involvement of volunteers

GOALS AND OBJECTIVES FOR 1992

AREA #1:
TECHNICAL ASSISTANCE: REAL ESTATE DEVELOPMENT

TA is high-quality and participatory.

1994 GOAL The Women's Institute is well-known for its track record of providing **affordable, high quality, real estate development expertise** to groups or organizations pursuing creative affordable housing initiatives for women and their families. WI professionals are adept at training and **supporting our clients to develop their own expertise** in these areas, as appropriate.

1992 OBJECTIVES

- The Women's Institute has devised an **assessment tool** which allows us and the client to identify the areas of assistance desired by the client, including what aspects of real estate development the client wants to learn. The scope of services is structured as a **work agreement** that includes training in those areas as a service. The work agreement also outlines what the client is expected to do.

- Using publications and training materials produced by the Women's Institute, along with materials from other sources, WI effectively provides all clients with an **understanding of the development process.**

TA providers use cutting-edge expertise.

1994 GOAL Technical assistance providers for the Women's Institute are **accurately informed about new federal/state and city financial sources** and are on top of **changes in regulations** for existing sources for the development and operation of service-enriched housing.

1992 OBJECTIVES

- Technical assistance providers for the Women's Institute maintain **active membership and participation in key organizations** (MHSC, MAHA, CHAPA, SAM, ESAC, etc.), enabling them to stay informed about funding and legislative changes. TA providers keep current by perusing relevant periodicals and newsletters and by participating in professional workshops and conferences.

WI has 12 or more clients.

1994 GOAL

By the close of 1994, the Women's Institute has focused and expanded its technical assistance capacity such that **12 or more "mission-based" real estate projects** are in various stages of development, with 1/3 in free early stage development while the remainder carry at least 1/3 of the Institute's operating budget.

1992 OBJECTIVES

- ○ **Outreach** is done to prospective clients, particularly those that meet our **ideal partner** and **ideal project** criteria, using updated brochure.

- ○ By the close of 1992, two full-time project managers carry four projects each: one early-stage project, along with 3 fee-paying real estate and/or economic development projects.
  (1993) There are three full-time project managers carrying four projects each, with the same mix as above. Of the 3 project managers, 2.0 FTE carry real estate experience, .5 FTE brings economic development experience (completion of a business or cooperative venture), and one .5 FTE carries non-profit management expertise (administrative experience.)

WI undertakes a diverse mix of technical assistance initiatives.

1994 GOAL

At the close of 1994, the mix of technical assistance projects carried by the Women's includes at least **one business development initiative** linked with housing, and one project in which WI is acting as **turn-key developer**, (this assumes the successful completion of a board/staff process to articulate the criteria to be used in assessing projects requiring the Women's Institute to act as developer), and one project serving an **expanding immigrant community** in Boston.

1992 OBJECTIVE

- ○ A **turn-key proposal** has been approved by the board and is in process.
  (also recorded in NEW PROGRAM DEVELOPMENT)

AREA #2:
TECHNICAL ASSISTANCE: **PROGRAM DEVELOPMENT AND ORGANIZATIONAL DEVELOPMENT**

As part of its housing development work, WI provides organizational TA.

1994 GOAL As a supplemental service in its development of real estate projects, the Women's Institute is well-known for its track record in helping grassroots groups develop realistic program goals along with a **workable, formalized organizational structure** to support those goals.

1992 OBJECTIVES

- ○ The Women's Institute has a **project manager on staff** (at least .5 FTE) who has **direct management experience with non-profits.**

- ○ A variety of non-profit organizational development and procedural materials (such as administrative forms, fundraising materials, program materials, financial procedures, staff materials, mission statements, board development plans, IRS regulations, etc.) are accessibly organized as **reference material** for staff and client groups.

Project managers assess client needs and make referrals.

1994 GOAL The Women's Institute has developed an extensive, effective **assessment tool** for use with groups in understanding their programmatic needs, organizational weaknesses, etc. WI quickly develops a comprehensive understanding of the group's needs and makes **appropriate referrals** to other agencies and resources as needed -- i.e. the United Way, Boston Women's Fund, pro bono service providers, etc.

1992 OBJECTIVES

- ○ The Women's Institute has developed an **assessment tool** to understand programmatic needs and organizational weaknesses of clients.

- ○ The Women's Institute provides **useful and appropriate referrals** for clients to technical assistance providers from other organizations.

- ○ After assessing the difficulties that clients face in obtaining a range of pro bono professional services, (including accounting, legal and fundraising assistance), and after collecting information about what current resources exist, the Women's Institute has successfully collaborated with other technical assistance organizations to establish **a pool of professionals** willing to offer their services on a pro bono basis to selected clients. (also recorded in EDUCATION)

WI collects and produces material to support TA work.

1994 GOAL The Women's Institute has available for use, training, and distribution a **comprehensive, current resource manual** on programmatic and organizational issues, which includes updated administrative forms and sample forms for client use.

1992 OBJECTIVE

- ○ A **plan for publication** of a comprehensive manual on programmatic and organizational issues is developed, and **funding support** for the project is identified.
  (1993) Production complete.

- ○ The Women's Institute maintains an accessible and useful **library** of publications and resource lists from other organizations.

- ○ A **database** cataloguing information about housing development ventures is developed and maintained, organized by type of non-profit, type of housing, population, management style, etc. It is updated by interns and/or volunteers (until hiring of staff person to oversee education/information work.) (also recorded in **EDUCATION.**)

(1993-4) Development of a **participatory TA model** that includes strategic planning, definition of roles, and evaluation, which we can facilitate with our clients.

AREA #3:
TECHNICAL ASSISTANCE: ECONOMIC & BUSINESS DEVELOPMENT

We make public the job creation we accomplish through housing d'vlpt.

1994 GOAL The Women's Institute consistently and accurately represents itself as a resource for **significant job creation through the real estate and program development work** it accomplishes with women's groups.

1992 OBJECTIVES

- ○ A **data-gathering project** is completed which quantifies the impact of WI's work over the past few years, including the collection of information about total number of jobs created through program development work.

- ○ **Revised marketing and publicity materials** include the above information.

We determine through research a role for WI in business d'vlpt.

1994 GOAL After completion of a research/needs assessment process involving board and staff, the Women's Institute has defined and is actively pursuing a technical assistance role for WI in **business development** for women, with at least one project completed by the end of 1994, and another in process.

1992 OBJECTIVES

- ○ Information is gathered as to what economic development initiatives currently exist, and what value or opportunities transitional housing/shelter providers perceive in economic development. An **assessment is made as to an effective role for the Women's Institute to play in economic development,** and a proposal is generated for board and staff consideration, which includes staffing and resource considerations.

- ○ With the help of ongoing technical assistance from the Women's Institute, **Elizabeth Stone House** makes significant progress in its effort to establish a cooperative business.

- ○ Opportunities for **collaboration with WEJ** on various economic development initiatives is actively pursued:

  - ➢ advocacy on **AFDC regulations** which limit business income (also recorded in **POLICY & ADVOCACY WORK**)
  - ➢ development of **loan fund**

➢ participation in **training for leading** of economic development learning groups

(1993-4) If the Elizabeth Stone House project is successful, develop **proposal to national foundations for multi-site program** to do economic development for women in transitional housing.

AREA #4:
NEW PROGRAM DEVELOPMENT

We pursue opportunities to create our own programs outside the boundaries of the client/consultant relationship.

1994 GOAL

The Women's Institute, recognized as an expert in its field, and staffed by women who are accurately informed about new federal/state and city financial sources and are on top of changes in regulations concerning the development and operation of service-enriched housing, regularly **invents and pursues innovative and mission-driven partnerships** and projects that enlarge the scope and resource base of the organization.

1992 OBJECTIVES

- ○ Project HOME is fully funded, with 20 units located, and 20 families housed.

- ○ A **turn-key proposal** has been approved by the board and is in process. (also recorded in **TA: REAL ESTATE DEVELOPMENT**)

1993 OBJECTIVES

- ○ At least **one innovative, collaborative partnership** with public sector and/or private developers that has the potential to shape public policy has been created through the initiative of the Women's Institute.

AREA #5:
EDUCATION

WI expands its national clearinghouse on supported housing.

1994 GOAL The Women's Institute maintains a **national data-base on service-enriched housing,** which includes current, well-organized, and easily-accessed information on model projects, advocacy organizations, funding sources, publications, etc. WI acts as a **national clearinghouse** in relation to this information, and also provides referral to a wide variety of allied service providers, including legal, accounting, and marketing services.

1992 OBJECTIVE

- ○ Staffing resources are identified to oversee this work. An **intern project** is defined, which includes research on models, funding sources, bibliographic resources, and organization/networks. Requirements for a database are determined. Computer volunteer has set up database. (also recorded in TA: PROGRAM DVLPT & ORG DVLPT)

WI maintains a skills bank of design and building professionals.

1994 GOAL The Women's Institute provides client referral to a **skilled pool of local architects** for pro bono work, and works with other technical assistance support groups to provide clients with **referrals** for legal, accounting, and marketing services, among others.

1992 OBJECTIVES

- ○ Volunteer architects are identified to set up and manage the skills bank. A brochure and sign-up materials are produced and mailed to all Charrette participants, and appropriate others. At least two orientations are conducted, and **12 - 20 architects are active members of the bank.**

- ○ After assessing the difficulties that clients face in obtaining a range of pro bono professional services, (including accounting, legal and fundraising assistance), and after collecting information about what current resources exist, the Women's Institute has successfully collaborated with other technical assistance organizations to establish **a pool of professionals** willing to offer their services on a pro bono basis to selected clients. (also recorded in TA: PROGRAM DVLPT & ORG. DVLPT)

WI provides workshops, trainings, and spot TA.

1994 GOAL The Women's Institute maintains a yearly **schedule of local and national trainings for fee**, which includes topics beyond early stage planning, in addition to operating a **"spot technical assistance"** program regionally at moderate cost to the client.

1992 OBJECTIVES

- ○ A **fee structure** is established for the provision of spot TA and workshops. (These fees can be waived.) The Women's Institute provides spot TA as requested, at least 12 times during the year.

- ○ **Four local/regional workshops**, tailored to the needs of individual participants, are successfully organized.

- ○ Staff members from the Women's Institute serve as **presenters at two national conferences**. (also recorded in **PUBLIC FACE**.)

(1993) Completion of an **update on our TA materials**, with information on organizational development, cooperatives, and SROs. Shift from primary focus on transitional housing to all types of supported housing.

WI updates our publications.

1994 GOAL The Women's Institute widely markets and efficiently distributes all three of its **publications**, which are up-to-date, well-respected, and partially supported through independent funding.

1991 OBJECTIVE

- ○ The second edition of the **manual on transitional housing** is complete.

1992 OBJECTIVES

- ○ The **primer** is completed for distribution by May, 1992.

- ○ A successful **book party** is organized, perhaps in conjunction with a celebration of our tenth anniversary.

(1993-4) Completion of **OD resource book** for grassroots and women's organizations, after research as to what is available and what's needed.

AREA #6:
POLICY AND ADVOCACY WORK

WI develops policy in coalition with other housing and women's organizations.

1994 GOAL The Women's Institute is a **recognized expert** in our field and is often contacted by state and local government coalitions for involvement in task forces, new initiatives, policy development, etc. The Women's Institute significantly and consistently **contributes to defining the agenda of the major progressive housing associations and women's organizations** active regionally and/or nationally, in ways that clearly serve the goal of empowering women in relation to design and control of their housing.

1992 OBJECTIVES

- ○ The Women's Institute is **visibly active** in the **HOME coalition**, the AIDS **housing task force**, and the **maternal and child health commission** subcommittee, with regular attendance at meetings and increased personal contact with coalition members.

- ○ The Women's Institute **influences legislative and regulatory activity** during the year by informing clients as legislative issues arise, submitting testimony as appropriate (2-3 times during the year), and by contributing to the city and state comprehensive housing affordability strategy.

- ○ The Women's Institute continues successful and more formal agency **collaboration with WEJ** in strategizing about the **removal of AFDC obstacles** to enterprise development. (also recorded in **ECONOMIC & BUSINESS DVLPT**)

- ○ Preliminary discussions are completed with CHAPA or WEJ about jointly conducting a **research project** that would **highlight concerns of low-income women in relation to housing**, and could result in an **influential policy recommendation**. By the end of 1992, feasibility is determined, and a research topic is identified. The possibility of dedicated funding has been determined.

WI seeks input from the women we serve.

1994 GOAL The Women's Institute actively involves the women it seeks to serve in **sharing their experience and knowledge with one another** and interested others, with the goal of forging general policy ideas in addition to influencing the shape and direction of the Women's Institute.

1992 OBJECTIVE

- ○ A **first annual forum** involving our clients and low-income women is successfully convened and facilitated by the Women's Institute.

AREA #7:
PUBLIC FACE/OUTREACH

We update and redesign our marketing materials.

1994 GOAL A full stock of well-designed, up-to-date, multi-level **marketing/presentation materials** exists, which clearly communicate the unique identity of the Women's Institute, as well as the scope and vision of our work. A targeted **marketing plan** has been implemented, cost-effectively distributing materials to clearly segmented constituencies, which succeeds in strengthening our legitimacy in the public arena, enhancing our resource development work, and creating positive contact with the women's groups we seek to serve.

Elements:
- leadership in the field
- innovative approaches
- commitment to empowerment
- job creation success
- high quality, participatory TA
- ideal partner/ideal project
- multicultural commitment

1991 OBJECTIVES

○ Production of an attractive **brochure** targeted to clients that reflects our vision, strategic directions, and our track record, is completed before the end of 1991.

1992 OBJECTIVES

○ The **newsletter** is produced twice during the year, in accordance with a planned schedule, with primary oversight by at least two people (staff and/or volunteer) who are trained in desktop publishing.

○ A combined '91/'92 **annual report**, targeted to funders and donors, well-designed and enriched by photographs, accurately and effectively reflects our vision and strategic directions, and details our project, advocacy, and education work.

(1992-3) **Project plates** are in the development stage during 1992 and printed in 1993.

(1993-4) Creation of **video**; update and revision of **brochure**.

We participate in national conferences.

1994 GOAL The Women's Institute targets participation in 3 **professional conferences** each year; conferences are selected to maximize WI's current learning goals, and/or to enhance WI's effort to communicate significant new concepts or important insights drawn from our work.

1992 OBJECTIVE

- ○ Staff members from the Women's Institute serve as **presenters at two national conferences.** (also recorded in **EDUCATION**)

WI gains public exposure through the media.

1994 GOAL Public awareness of the Women's Institute and our work has grown significantly as a result of several positive **articles published in local magazines and periodicals.**

1992 OBJECTIVES

- ○ The public relations committee assures **coverage through various media** of all major Women's Institute projects and events during the year.

- ○ At least **two letters to the editor** appear in regional papers (written by staff/board/or volunteers), and at least **one article** featuring the Women's Institute or one of our projects appear in a journal, magazine or Boston paper.

AREA #8:
RESOURCE DEVELOPMENT

We develop and pursue a fundraising strategy.

1994 GOAL The Women's Institute develops and pursues a fundraising plan adequate to support its expansion goals.

1992 OBJECTIVES

- Financial goals and target amounts for all **categories of support** are determined (individual contributions, foundation support, corporate sponsorship) and a **strategy** for each category is developed, with an annual plan for solicitation/collection.

- The work of the Resource Committee is guided throughout the year by a schedule of meetings and a **workplan** that provides adequate support for the resource development efforts of the Women's Institute. Board and staff jointly prepare a **calendar of fundraising and public relations activities** early in the year.

- To guide resource development work throughout the year, two **operating budgets** are prepared: one which reflects an ideal staffing pattern to support programmatic and operational goals, with all costs and efforts added in, viewed as a **fundraising budget**, and one which reflects our current means, and is viewed as a **baseline fallback budget**.

Foundations provide expanded support for our work.

1994 GOAL By the end of 1994, **three national foundations** carry ongoing commitments to support the operating costs of the Women's Institute, in addition to **repeat support from local foundations.**

1992 OBJECTIVES

- Research on **new sources of potential foundation** support for the work of the Institute, both local and national, is complete, and solicitation work throughout the year is guided by a timetable with clear task assignments and checkpoints. Several national foundations unacquainted with the Women's Institute are targeted for special contact. Efforts are guided by an annual plan projecting amount of support expected, timing of grant, etc.

- Regular, **ongoing ties with funders** are maintained throughout the year. The Women's Institute hosts its **first "funder forum"**, designed to inform past, present, and future funders of our accomplishments, and the challenges we face.

WI receives increased support from individual donors.

1994 GOAL At the close of the 1994 fiscal year, the **direct donor program** has contributed **over $40,000** to WI's operations.

1991 OBJECTIVE

- O All currently known potential and active individual supporters of the Women's Institute receive an **appeal** before the end of the year. The mailing of this appeal is completed with an updated and corrected data base file. (May happen in early 1992)

1992 OBJECTIVE

- O External guidance is sought on organizing a **major donor campaign**. Realistic goals are established for the campaign, and key givers are identified who could spearhead the effort. Management of the effort throughout the year is guided by a timetable with clear task assignments and checkpoints.

The client fee system is reviewed and improved.

1994 GOAL Client fees paid to the Women's Institute support a **targeted percentage of the operating budget**, and represent a planned, monitored mix of contributions from "big sister" clients (those who pay more than their way), self-supporting clients (those who pay close to the real cost of providing them services) and supported clients, or "sprouts", who receive free early stage assistance for a specific period of time.

1992 OBJECTIVES

- O Staff conducts an extensive **review of WI's client fee structure**, examining:

  - ➢ calculations as to the direct and indirect cost of servicing clients, as compared to actual billed amounts
  - ➢ comparison of our rates to the rate structures of related agencies
  - ➢ patterns of pro bono work

  Based on this review, staff then recommends to the Resource Committee of the Board **improvements in the rate structure and billing practices** of the Women's Institute, and implements the committee's final decisions.

- O A system has been established to **track project grants** and to provide for the incorporation of this information into billing. (Segregation of these funds from operating funds is assured, and a monthly format is developed to report on unspent project grant monies.)

- O A **collection policy** is in operation, which spells out appropriate action for dealing with recurring nonpayment of fees.

WI coordinates an active volunteer program.

1994 GOAL A substantial number of volunteers assist in the work of the Women's Institute.

1992 OBJECTIVES

- ○ Our **capacity to train and manage volunteers and interns** is assessed, and realistic projections for a volunteer program are made. **External guidance** is secured on how to successfully organize and manage significant volunteer activity in an agency like the Women's Institute.

- ○ Investigation is conducted as to the possibility of obtaining **dedicated funding** to support the position of a volunteer coordinator, and a determination of feasibility is made.

- ○ Responsibility for the management of volunteer work has been spelled out and assigned. An evaluation is made of the **degree and scope of work** to be targeted for volunteers. **Job/task descriptions** are prepared for volunteer efforts. Support materials for the orientation and supervision of volunteers is prepared. Board committee chairs have a clear understanding of their active role in the process of recruiting, directing, and supporting volunteers.

- ○ If deemed appropriate, bi-monthly **volunteer nights** are re-instituted, and an **annual volunteer recognition event** is successfully organized and held.

AREA #9:
INTERNAL STRUCTURE

WI maintains a strong, diverse Board of Directors.

1994 GOAL The board of the Women's Institute, a group of 15 women representing a varied **mix of race** (with at least 50% women of color), age, and class backgrounds, **functions as a strong policy-setting body**, active in **annual planning, recruitment of volunteers**, and in **securing the financial resources** necessary to expand the operational base of the Institute. The group functions well together as a group, and each member is **actively committed to the mission** and goals of the organization.

1992 OBJECTIVES

- ○ All new board members are **effectively oriented**, and linked through an active **buddy system** with a seasoned member of the board.
- ○ Committee chairs are selected, **committees formed**, and 1992 **workplans** completed as a first month's project. Throughout the year, work of the committees is guided by these workplans.
- ○ The sequence of important board activities and decision-making throughout the year is organized by a **comprehensive board calendar** completed early in the year.
- ○ A **review of the bylaws** is successfully completed, resulting in current and appropriate organizational agreements.

Expansion of staff is sufficient to support program growth without staff overload or burnout.

1994 GOALS **Staffing levels** of project developers and support staff are sufficient to **accomplish 90% of planned work without inordinate strain.** Work load for project managers provides time for education work, advocacy work, and fundraising efforts, as well as professional development and training.

Staff growth has been skillfully planned and executed to allow for recruitment, training and start-up time, without significant negative impact on projected work, successfully building a **staff that approximates 50% women of color.**

1992 OBJECTIVES

- ○ With attention to the diversity commitments of the organization, a new **project manager with housing and business development skills** is recruited and hired.

- ○ All staff attend at least **one professional development/training activity** during the year.

- ○ **Revised personnel policies** completed.

- ○ A **staff performance evaluation process**, developed after examining models from other agencies and securing broad-based staff support, is up and running. A similar process is developed and implemented for the evaluation of the executive director, and for board self-evaluation.

(1993) Hiring of an **educational/information coordinator.**

Computer systems are effective and efficient.

1994 GOAL The Women's Institute employs **state-of-art information systems** which support all aspects of WI activities, including fiscal management, fundraising, tracking of restricted funds, maintenance of the clearinghouse database, etc.

1992 OBJECTIVE

- ○ A review and cleaning of the **database** is completed. Programming is modified to serve fundraising and mailing functions. Bookkeeping and accounting functions are automated. A system is in operation for the tracking of restricted funds, and delivery of pro bono services. Library and files are well-organized and current.

WI annually evaluates its work.

1994 GOAL The Women's Institute annually evaluates its work, using internally-oriented tools that **measure accomplishments against objectives**, as well as externally-oriented processes that **seek input from the constituencies** we exist to serve.

1992 OBJECTIVES

- ○ **Mid-term and final project evaluation procedures** are in place, to assess our role in a project's development, and to assure a mechanism for ongoing organizational learning about effective participation in development as an empowering provider of technical assistance.

- ○ A clear board/staff process is established for **annually reviewing our progress on objectives**, and planning for the upcoming year.

PROCESS SUMMARY

In March of 1991, the Women's Institute convened a **special board meeting** attended by all staff and several invited participants, to begin a **participatory strategic planning process**. At that meeting, research groups formed to collect information about:

- the political, legislative, economic, and social environment in which WI would be working over the next three years (ENVIRONMENTAL AUDIT);
- the current status, perceptions, and needs of different groups served by WI, including women's organizations and social service groups (CONSTITUENCY AUDIT);
- how WI compared to organizations offering similar services (PERFORMANCE AUDIT); and
- the current strengths and weaknesses of WI (RESOURCE AUDIT).

During the month of April, these **research task groups** met, **designed a data-gathering strategy**, and either conducted data-gathering interviews, led focus groups, or distributed and collected questionnaires. Each group then reviewed the information they had collected, and **formulated their recommendations** as to how WI should focus its work over the next three years, based on their research. (Copies of each group's research is on file, and the recommendation reports are available for perusal.)

In early May, the **board, staff, and invited participants** reconvened to discuss the recommendations from the research task groups, and **in a day-long meeting, formulated a set of general guidelines** to shape the writing of three-year goals for the organization. (A detailed summary of the agreements reached at this day-long meeting is available; see "Summary of Direction-setting Decisions within Strategic Planning Process", memo 7.17.91.) Further work on the planning process was delayed to allow for the completion of a transition in the executive director role (Jenny Amory resigned as co-director, and Jean Kluver assumed the full role).

Staff members met as a group in August with two selected board members (Jeanne Pinado and Meg Goldman), to determine draft **goal statements** in eight or nine different focus areas. In September, staff members worked independently to draft **1992 objectives for each of the goals** articulated in the August meeting, and at a meeting in October, the staff met to review and revise those objectives. A **final report** including an abbreviated version of the general directions for planning, the three-year goal statements, and the one-year work objectives was presented to the board at their October meeting, and brought for decision to their meeting in November.

E96-CMV

CASA MYRNA VAZQUEZ

P.O. Box 18019
Boston, MA 02118

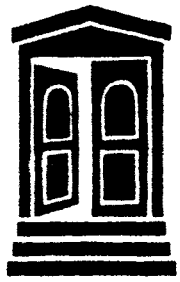
PROPOSAL

ADOLESCENT TRANSITIONAL LIVING PROGRAM

submitted to [redacted]

City of Boston
Public Facilities Department
Emergency Shelter Grants: Round VII

January 24, 1992



CASA MYRNA VAZQUEZ, INC.

January 21, 1992

Sarah Flint-Elsey
Project Manager
Public Facilities Department
15 Beacon Street, 1st Floor
Boston, MA 02108

Dear Ms. Flint-Elsey:

Please accept the enclosed application to the Emergency Shelter Grant program administered by the Public Facilities Department requesting $26,230 toward the operating expenses of the Adolescent Transitional Living Program (ATLP).

CMV, Inc. is a multi-cultural, multi-service, multi-site sheltering program serving homeless, battered women and their children. Since 1977, CMV, Inc. has provided shelter and supportive services to over 7,000 women, hundreds of whom were pregnant and who delivered their babies during their time at Casa Myrna. Over the years CMV, Inc. has developed considerable expertise in coordinating a comprehensive program of prenatal care for its guests.

Now CMV, Inc. intends to apply this expertise to the development of a transitional program specifically for homeless, teenage, pregnant battered women. This program has been in development for over a year with a Summer of 1992 projected date of opening. CMV, Inc. has made an offer on a building located at [redacted] Street in Dorchester. The building is a completely remodelled legal lodging house and would require minimal work (improvements to the kitchen) in order to inhabit it. There would be no zoning change and the program would be implemented immediately after closing. CMV, Inc. has made a request to PFD for a LEND loan and will be contributing equity raised from private donations and foundations. CMV, Inc. is a finalist in a request for proposals round with the Office of Substance Abuse Prevention which will fund the program operating expenses.

Operating support from the Emergency Shelter Grant program is critical since the Chapter 705 subsidies committed to this program were frozen and the State Chapter 707 subsidy program has been eliminated. Despite these cuts and the other decreases in government and United Way funding that Casa Myrna has sustained, CMV, Inc. continues to provide critical support to battered women. The need for these services are greater than ever before, with the rate of battered women on the increase.

Sincerely,

Elba Caraballo

Elba Caraballo, Ph.D.
President

REQUEST FOR PROPOSALS

EMERGENCY SHELTER GRANTS: ROUND VII

DECEMBER, 1991

Public Facilities Department
15 Beacon Street
Boston, MA 02108

EMERGENCY SHELTER GRANTS: ROUND VII

I. PROGRAM DESCRIPTION

Program: The Emergency Shelter Grants (ESG) Program is funded by the U.S. Department of Housing and Urban Development under the Stewart B. McKinney Homeless Assistance Act and administered by the Housing and Neighborhood Development Division of the Public Facilities Department. ESG provides funding to help improve the quality of emergency shelters for the homeless; make available additional emergency shelters; meet the cost of operating such shelters; provide essential services to the homeless; and provide homeless prevention assistance to at-risk persons and households. The objective is to provide access to safe, sanitary shelter, supportive services and other types of assistance the homeless need to improve their situations. Funds are disbursed in the form of a loan which is discharged upon performance of all program conditions.

Eligible Applicants: Private non-profit organizations (NPOs). There are some restrictions on the use of Emergency Shelter Grant Funds by religiously-oriented non-profit organizations and organizations affiliated with religiously-oriented organizations.

Eligible Activities: Renovation, major rehabilitation or conversion of existing buildings for use as emergency shelters for the homeless; the payment of certain operating costs (e.g., maintenance, insurance, utilities, furnishings); the provision of essential services (e.g., employment counseling, physical or mental health care); and homeless prevention assistance.

Ineligible Activities: Acquisition or new construction of emergency shelters; payment of administrative staff; or payment for rehabilitation services, such as preparation of work specifications, loan processing, or inspections. Renovation, rehabilitation or conversion of buildings owned by a church or other religious organization is not eligible, except under certain conditions.

Grant Range: The City of Boston will have approximately $442,000 in ESG funds available for this funding round. Last year's grants averaged $21,000 and ranged from $15,000 to $40,000.

Matching Funds: Each grantee must supplement its grant amount with an equal amount of funds or "in-kind" matching amounts from other (non-federal) sources.

Application Process: Completed applications (an original and two copies) are due at the Public Facilities Department, 15 Beacon Street, 4th Floor, Boston, MA, 02108, no later than 3:00 PM on Friday, January 24, 1991. Please note that this due date reflects a one week extension from the date listed in the letter of announcement which you may have received.

Criteria for Selection: Proposals from eligible applicants will be judged on the following criteria:

1. The fit of the project with the primary goals of the ESG program.

2. Demonstrated need for the facility or service.

3. The organization's effectiveness in providing shelter and/or supportive services.

4. For rehabilitation-related projects, the readiness of the non-profit organization to perform the work. Rehabilitation projects which have firm site control and any necessary building permits or zoning approvals in hand will be favored over rehabilitation projects in the planning stage.

For more information contact: Sarah Flint-Elsey, Project Manager at 635-0209.

LETTER OF INTENT

Applicants must complete the attached letter of intent if they plan to apply for funding for their projects. Please return by January 6, 1991 to:

Sarah Flint-Elsey
Public Facilities Department
15 Beacon Street, 1st Floor
Boston, MA 02108

EMERGENCY SHELTER GRANT: ROUND VII

LETTER OF INTENT

Organization Name: Casa Myrna Vazquez, Inc
Address: P.O. Box 18019
Boston, MA 02118
Contact: Mercedes Tompkins
Phone: (617) 262-9581

Date: January 6, 1992

Sarah Flint-Elsey
Public Facilities Department
15 Beacon Street, 1st Floor
Boston, MA 02108

Dear Ms. Flint-Elsey:

Casa Myrna Vazquez, Inc. Adolescent Shelter Program intends to apply for ESG
(Name of Organization)

funds in the approximate amount of $ 40,000. Please note the category(ies) listed below to which our proposal applies:

X	Rehabilitation	$ 25,000
X	Essential Services	$ 10,000
X	Operations	$ 5,000
___	Homeless Prevention	$ ___

Sincerely,

(Please sign and print name)

II. APPLICATION PROCEDURES

A. Applicants should read this Request for Proposals (RFP) to verify eligibility of the project and the organization. Applicants are advised to contact the Emergency Shelter Grant Project Manager prior to completing proposals to confirm eligibility.

B. When an application is received from an Applicant, the Project Manager reviews the proposal for completeness, visits the site to verify conditions and costs, and forwards the proposal to the review committee for evaluation. Selected proposals will be forwarded to HUD as part of the City of Boston's ESG application. Following approval by HUD, the Public Facilities Department will issue commitment letters to selected NPOs. Proposals not selected by PFD, or rejected by HUD, will be notified by PFD only after HUD approves PFD's application.

C. PFD may issue conditional commitments to some applicants. Typical conditions might include obtaining site control, necessary zoning variances, a building permit, or HUD environmental approval. Any conditions will be indicated in the commitment letter. Applicants must satisfy conditions within six months of receiving a commitment letter. Projects that are delayed beyond this period will be reviewed and the conditional commitment may be withdrawn.

D. PFD staff will prepare a loan agreement or contract, and other closing documents for the NPO in the amount of the grant. The actual amount of the contract documents may vary from the amount in the proposed budget depending on negotiation of the scope of work and refined cost estimates.

E. Rehabilitation projects may begin only after the conditions noted in the commitment letter are satisfied. Any construction which is begun before the loan closing is done at the non-profit's risk. For rehabilitation projects, the minimum time period from submission of proposal to loan closing is four months. Therefore, an NPO should not expect to handle emergency repairs with this program.

F. NPOs applying for Essential Services, Operating, and Homeless Prevention funding should expect up to eight months from the date of submission before execution of a contract with the City. No program costs will be reimbursed by the City prior to the start of the contract period.

III. ELIGIBLE APPLICANTS

Emergency Shelter Grant funds are awarded to non-profit organizations (NPOs) which comply with the criteria for eligibility summarized below. Compliance with these criteria does not ensure funding.

A. The NPO must be an incorporated, tax-exempt, non-profit organization as established under Massachusetts General Laws.

The NPO will be responsible for entering into a loan agreement or contract, and other legal documents with the City. A letter from the board of the incorporated non-profit stating their full knowledge and support must be included in the proposal. At closing, the NPO will be required to produce a Clerk's certificate and a vote of the non-profit's Board approving the transaction and authorizing appropriate officer(s) to execute closing documents.

B. The organization must have a proven capacity to handle its administrative activities. It must either demonstrate that funding for the executive director is secure or show that it has the capacity to handle organizational tasks over the course of the project.

C. Religious organizations or religiously-affiliated organizations are eligible applicants but must agree to provide any services assisted through this program in a manner completely free from religious influence.

IV. ELIGIBLE AND INELIGIBLE ACTIVITIES

ESG funds may be requested to assist with the cost of one or more of the following eligible activities:

A. Capital Improvements

- Conversion of a building for use as an emergency shelter for the homeless. HUD defines conversion as change in use of a building for use as a shelter where conversion and rehab costs exceed 75% of the value of the building or facility before conversion.

- Major Rehabilitation of an existing emergency shelter for the homeless, where rehab costs exceed 75% of the value of the building or facility before rehab.

- Moderate Rehabilitation (Renovation) of a building which is or will be used as an emergency shelter for the homeless, where rehab costs are less than 75% of the value of the building or facility before rehab.

The facility must be occupied and used as a shelter immediately following rehabilitation, and must be maintained as a shelter for the homeless for not less than a 3-year period for Moderate Rehabilitation, or a 10-year period for Conversion or Major Rehabilitation. HUD's definition of emergency shelter includes any facility, the primary purpose of which is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless. Day centers and drop-in centers as well as overnight shelters are eligible to receive funds under ESG.

Each applicant must either own the facility it proposes to improve, or, if leasing its facilities, must present written approval to carry out of the proposed improvements from the landlord of the building(s) to be improved. Applicants leasing their facilities must present a written statement from the landlord acknowledging that a three-year lease is a pre-condition for any renovation funded under this program and a ten-year lease is required for major rehabilitation or conversion.

The following rehabilitation-related activities are ineligible for ESG assistance:

- o Acquisition or new construction of an emergency shelter for the homeless,
- o Soft costs such as preparation of work specifications, loan processing, inspections, etc.

In addition, ESG funding may not be used to make capital improvements to buildings owned by religious organizations or affiliated organizations unless:

1. The building or the part thereof used as a homeless facility will be leased to a wholly secular NPO to make the improvements;
2. The ESG funds will be provided to the NOP and not to the religious organization which owns the building;
3. The leased premises will be used exclusively for secular purposes; and
4. The applicant executes certain additional agreements and the lease is approved by PFD.

NPOs or religious organizations with any uncertainty about this issue should contact PFD staff to clarify the regulations.

B. Essential Services

- Provision of essential services to the homeless, including services relating to employment, physical health, mental health, substance abuse, education, food, childcare, or homeless prevention, such as housing counseling/search, etc., including the staff salary necessary to provide such services.

- Up to 30% (approximately $135,000) of the City's ESG grant may be awarded to NPOs for essential services.

C. Operating Expenses

- Payment of the cost of operating an emergency shelter program including rent, insurance, utilities, furnishings, and administrative expenses, but excluding staff salaries.

D. Homeless Prevention Assistance

- ESG funds may be used to develop and implement homeless prevention activities. For example, homeless prevention funds may be used to assist families that have received eviction notices or notices of termination of utility services where 1) the inability of the family to make payments is the result of sudden reduction in income, 2) the assistance is necessary to prevent eviction or termination of services, and 3) there is a reasonable prospect that the family will be able to resume payments within a reasonable amount of time. The assistance must not supplant existing funding for homeless prevention activities.

- Up to 30% of the City's ESG grant may be awarded to NPOs for homeless prevention activities.

Note: Where funding is provided under (B), (C) or (D) above, the shelter or ESG-assisted programs to benefit the homeless must be maintained for the full contract period.

V. SELECTION CRITERIA

Proposals from eligible applicants with eligible projects will be evaluated on the following criteria, in descending order of importance:

A. The fit of the project with the primary goals of the ESG program.

B. Demonstrated need for the facility or services.

C. The organization's effectiveness in providing shelter or services.

D. The readiness of the NPO to perform the work. Rehabilitation projects which are in a nearly complete stage of planning, with a construction management plan and a schedule for implementation, and which have firm site control and nay necessary building permits or zoning approvals in hand, will compare favorably with projects still in the planning stage.

VI. MATCHING FUNDS

All ESG fund awards require a dollar-for-dollar funding match from a non-federal source. Matching funds must be verified prior to a final commitment by PFD. The matching funds must be used for the project described in the proposal, and must be committed after the date of the ESG award.

The following are considered matching funds:

- Cash contribution from the NPO.
- A grant from another public agency or private foundation, as evidenced by a letter from that agency. This grant may be contingent upon receipt of the ESG funding.
- Materials, land, building(s) donated specifically for this project, as evidenced by a letter from a supplier, appraiser, or contractor giving the value of those materials.
- The fair market value of any lease on a building.
- The value of staff salary drawn from non-federal funding sources.
- Time and services donated by volunteers valued at the rate of $5/hr.

Funds used to match a previous ESG award may not be used as matching funds for this application. CDBG funds are not considered federal funds for the purposes of this application. Applicants for whom the matching fund requirement is a difficulty should contact ESG staff for further information.

VII. LOAN AGREEMENTS AND PAYMENT PROCEDURES

A. ESG awards for Operations, Essential Services and Homelessness Prevention will be made as grants administered through contracts with the City. All ESG awards for Rehabilitation will be made as grants structured as deferred loans which are forgivable upon satisfaction of all the ESG program requirements regarding the use of the funds, including any requirements regarding the length of time the facility must be used as a homeless facility.

Grants for capital improvement involving Conversion or Major Rehabilitation require operation of the facility as a homeless shelter for ten years. Grants for Moderate Rehabilitation (renovation) will require operation of the facility as a homeless shelter for three years. (See also Page 6, Section IV.A.) These requirements will be enforced through a promissory note as well as a mortgage or a clause inserted in the NPO's lease.

B. It is important to note that the City of Boston's ESG loan agreements must be cost-reimbursement agreements. PFD will therefore reimburse an award recipient only upon receipt of a properly completed invoice. Under no circumstances may any award recipient receive an advance. Reimbursement will generally occur on a quarterly basis but may also occur according to a drawdown schedule worked out between the PFD Project Manager and the NPO.

VIII. OTHER REQUIREMENTS

A. Federal environmental clearance procedures. The City of Boston prepares an environmental assessment leading to a "level of clearance finding" based on information provided by the applicant.

Should an Environmental Impact Statement be necessary, the project will not be eligible for ESG assistance. Projects requesting funds only for operating costs, provision of supportive services, or homeless prevention activities do not require an Environmental Impact Statement. Projects making physical changes to buildings or sites will be reviewed by PFD to determine whether or not an Environmental Impact Statement is required.

B. Buildings improved with ESG funds must meet City of Boston safety and sanitation standards.

C. Homeless individuals and families must be given assistance in obtaining:

- o Appropriate supportive services, including permanent housing, medical treatment, mental health treatment, and other services essential for achieving independent living.
- o Other Federal, State, local and private assistance available for homeless people such as veter[illegible]

Your project is not required to provide such assistance directly.

D. Programs and services funded with ESG funds must be available on a non-discriminatory basis.

E. Federal lead paint abatement requirements apply to all ESG program funds.

F. On rehabilitation-related projects, you may be required to make a percentage of the dwelling units or other sleeping accommodations accessible to handicapped persons.

G. Grantees will be required to meet certain periodic reporting requirements concerning the progress of the project and the use of the funds. In addition, grantees will be required to make certifications regarding continued operation of the facility and/or delivery of services to benefit homeless persons.

H. Projects must minimize displacement of persons (where applicable) and provide relocation assistance in compliance with the Uniform Relocation Act as necessary.

IX. APPLICATION

Please respond briefly to each of the questions on the attached forms. Where additional space is necessary, please attach an additional sheet of paper immediately following the appropriate form and label as such (e.g., "Form A, continued"). Please complete only those forms and questions which are relevant to your project, and mark "N/A" where questions are not applicable.

Please organize Forms A-G and the additional exhibits required in the order shown on the attached checklist. Please include a copy of the checklist indicating which items are included. Explain the absence of any required items, or write "N/A" in the space provided. Please submit an original and 2 copies of the completed application no later than 3:00 PM, Friday, January 24, 1991, to:

Sarah Flint-Elsey, Project Manager
Public Facilities Department
15 Beacon Street, 1st Floor
Boston, MA 02108
(617) 635-0209

5304f/cmk

Applicant: Casa Myrna Vasquez, Inc.

Proposal Checklist

I. Forms

X Form A: Proposal Summary

X Form B: Funding Summary for Organization

X Form C: ESG Applicant Questionnaire

X Form D: ESG Proposal Budget

II. Project Information for Capital Improvements Applicants

N/A Form E: Capital Improvements Project Timeline

N/A Form F: Landlord Agreement (For projects with leases)

N/A Attachment H: Proof of current ownership of building
or
N/A Attachment J: Copy of current lease

N/A Attachment K: Current legal certificate of occupancy accurately reflecting the current use of the building. (i.e., if your agency is a lodging house, the C.O. will say "lodging house")

N/A Attachment M: Plan or sketch of proposed improvements, noting all features to be altered, improved, or changed

N/A Attachment N: Cost estimates from contractor

III. Applicant Information (Submit only one of each of the items listed below)

X Attachment P: Copy of the organization's By-Laws, Articles of Incorporation and proof of IRS tax-exempt status

X Attachment Q: Organization's most recent financial statement

X Attachment R: Letter from the Board stating knowledge and support of the proposal

X Attachment S: Evidence of funding for Executive Director and organizational capacity

X Attachment T: Description of current staff and their activities

X Attachment U: Resume of project manager or staff member(s) responsible for supervision of the project or services.

X Attachment V: (Optional) Letters of support or other evidence of community support and need for project

Intake date _____ (PFD use)

Form A: Proposal Summary

Organization Casa Myrna Vazquez, Inc. (CMV) Tel. No. (617) 262-9581

Address P. O. Box 18019, Boston, MA 02118

Federal tax-exempt organization I.D. No. 04-2625710

Executive Director Mercedes Tompkins

Proposal Contact Person Mercedes Tompkins / Lynn Peterson Tel. No. (617) 262-9581 / (617) 423-2296

Name and address of shelter or location of service delivery location:

P.O. Box 18019, 425 Shawmut Avenue, Boston, MA 02118

Property currently owned by: Bob Rugo, et al.

Proposed use of funds: CMV, Inc. is requesting funds to supplement the operating expenses of a transitional shelter for 6 - 8 pregnant, battered, homeless adolescents. Specifically, ESG funds would be used for utilities, maintenance, equipment and furnishings, and building insurance.

Project Costs:

1) Capital Improvements	ESG Request $_____	Total $_____
2) Essential Services	ESG Request $_____	Total $_____
3) Operating Costs	ESG Request $ 26,230	Total $ 36,760
4) Homeless Prevention	ESG Request $_____	Total $_____
5) Total Costs (add lines 1-4)	Total ESG $ 26,230	$ 36,760

The statements above and in the accompanying proposal for funding are true and complete to the best of my knowledge. I certify that the Board of this organization has authorized me to apply for funding of this project.

Executive Director Date

Applicant: Casa Myrna Vasquez, Inc.

Form B: Funding Summary for Organization

I. Overall Agency Funding Summary

Complete this section for your organization's current fiscal year:

Organization's Fiscal Year beginning date: July 1991 ending date June 30, 1992

Organization's Annual Budget	$ 1,270,000
Annual Program Budget for Organization	$ 1,079,500
Organization's Annual Administrative Budget (do not include expenses included in program budget)	$ 190,000
Total Committed Funding	$ 1,128,000
Anticipated Surplus (Deficit)	$ 0

II. Funding Related to Program, Project or Services

Please complete the following chart for each program, project or service which will be assisted with the funding being requested:

PROJECT, PROGRAM OR SERVICE	BUDGET	COMMITTED FUNDING SOURCE(S)	AMOUNT(S)
Adolescent Trans.		OSAP Grant--pending*	188,488
Living Project	$232,748	Resident Rent	$10,530
		Foundation Grants	7,500 rec'd
		Total Committed Funding:	206,518
		Deficit:	26,230
		Total Committed Funding:	
		Deficit:	
		Total Committed Funding:	
		Deficit:	

*Back-up to OSAP grant is McKinney and/or foundation funds and CMV funds. In any case, the program will be implemented.

Applicant: Casa Myrna Vazquez, Inc.

Form C: ESG Applicant Questionnaire

GENERAL

1) Indicate the primary population(s) to be served by your shelter or program:

xx	Single parent families	xx	Teenagers
____	Families with both parents	____	Handicapped individuals
____	Female individuals	xx	Alcohol/Chemical dependants
____	Male individuals	____	Persons with AIDS
____	Elderly individuals	xx	Other (specify) battered, pregnant, homeless adolescents

2) How does your organization define or screen clients for "homelessness," or "at-risk" of becoming homeless?

please see attached

3) Briefly list all supportive services provided by your organization or shelter to assist the homeless or at-risk populations:

Medical advocacy, mental health care, extended child care, housing search support, legal advocacy, education and employment information and referral, follow-up services, parenting skills.

4) **Number of homeless or at-risk clients served in the past 12 months:** 715 in 1990 **Indicate the level of service which represents 1 client served (e.g., shelter provided for one night; housing referral, job placement):**

see attached

5) If your organization runs a shelter for the homeless, briefly describe the services provided in conjunction with the shelter:

In addition to #3 above, CMV, Inc. has a strong network with social service agencies and also provides access to GED Certificate Training, job training and referral, health care, and does community and educational outreach.

6) Has your organization previously received ESG assistance? yes If "Yes," when and for what purpose?

1991-$20,000, operating expenses for site other than ATLP

Applicant: Casa Myrna Vazquez, Inc.

Form C: ESG Applicant Questionnaire

#2 (p.11):

A pregnant, battered teenager, who, because of safety concerns cannot reside with her family (either she is being battered by a family member or her assailant knows her address), is greatly at risk. As with adult battered women who lack economic resources, her decision to leave a life threatening situation renders her homeless. Without [illegible] supportive intervention spanning many months these women and their children are virtually consigned to a life of poverty and recurring homelessness.

The 7 pregnant teenagers and 3 adult women will be screened very closely. The latter must demonstrate the extent of their recovery, their maturity, and their potential to benefit from the program (through 3-4 interviews with the Program Coordinator, Clinical Coordinator and Executive Director, 3 strong written recommendations, and periodic urine tests). The teens will be screened through interviews as well as through close observation of their interaction with the others when brought together as a group. They will need to demonstrate their maturity and their ability to benefit from the program, as well as their willingness to be participants in a five-year evaluative study.

#4 (p.11):

Typical clients receive shelter (private room in congregate setting), some meals, enrollment in an education or training program, a day care slot, assistance with obtaining public benefits, prenatal care, group sessions (nutrition, child development, budgeting, "life skills" training) and individual counseling, and assistance with permanent housing placement.

Form C (continued)

7) Explain the need for ESG funds in terms of how your shelter or program will be enhanced/expanded by the ESG funds. (e.g. increased number of clients, new populations served, expanded operating hours, increased staffing, more efficient operations, improved physical space, ability to maintain current operational levels, etc. Please be specific.) Please include an explanation of how the shelter or program will directly benefit the homeless or at-risk populations.

Serving pregnant, battered teenagers represents a unique need in Massachusetts. CMV, Inc. intends to provide transitional housing geared specifically to the needs of these young women. Residential programs for pregnant teens are not equipped to deal with domestic violence issues; programs for battered women are not equipped to serve adolescents with their special needs.

8) Is your facility handicapped accessible? No

9) Are you a religious organization, affiliated with religious activity, or is the facility in which you are located owned by a religious organization? No If "Yes," please explain:

ESSENTIAL SERVICES OR HOMELESS PREVENTION ACTIVITIES

1) Are the services to be funded in this proposal New xx or Expanded ____?

2) If "New," how many clients will be served in a twelve month period? 9 women & 12 children

3) If "Expanded," how many clients were served by this program in the previous 12 months? ____

How many additional clients will be served in the next twelve months if this program receives ESG funds? ____

4) If your organization's services are not provided at a shelter, are you affiliated with one or more shelters? Please list below:

NA

CAPITAL IMPROVEMENT PROJECTS

1) Will this project result in a change of use of the facility? _____
If "Yes," please explain:

_____

2) Will the proposed project increase net unit density by 20% or more? _____

3) Cost of capital improvements: A. $_____

4) Est. value of building before capital improvements: B. $_____

5) Est. replacement cost of building after improvements: C. $_____

6) Capital costs as a % of current value: (A divided by B) _____%

7) Capital costs as a % of replacement cost of building after improvements: (A divided by C) _____%

8) Project type (Conversion, Major Rehabiliation, or Renovation; see page 6 of RFP and questions 6 and 7 above):

_____

9) Does your project involve the demolition of one or more building or parts of a building? Explain.

_____

_____

10) Indicate how service delivery may be affected during construction and the steps you will take to minimize disruption?

_____

_____

11) How feasible is the project scope, time frame, and cost? Describe the alternative projects you considered that would have achieved the same goal, and why you rejected them in favor of the project you now propose.

_____

_____

_____

12) Has your project had a previous environmental impact [illegible] for CDBG-funded program assistance or for another McKinney application? ___
If so, please attach a copy of the findings.

Applicant: Casa Myrna Vazquez, Inc.

Form D: ESG Proposal Budget
(See instructions on following page)

COMPONENT OF BUDGET	TOTAL COST	ESG FUNDS REQUESTED
Utilities	$10,080	$10,080
Maintenance	$4,750	$4,750
Equipment and Furnishings	$7,990	$7,990
Building Insurance	$3,500	$3,500
TOTALS:	$26,230	$26,230

Total Amount of Matching Funds: _____

Source of Matching Funds	Amount
Developer's Equity	$150,000 (toward acquisition of property)

Please list the source of all information contained in your proposed budget (e.g., contractor, previous years' costs, etc.). Please submit supporting documentation for your cost estimates, as Attachment N.

Components	Source of Information
Cost allowances above were determined	from three sources: CMV, Inc. runs a similar transitional site, current property owner's utility bills, and HUD standards for rent expense allowances.

1/3/92

CASA MYRNA

[redacted] Street

	7 UNITS						
OPERATING PRO FORMA	PER UNIT/MO	PER UNIT/YR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
OPERATING INCOME							
Resident Rent	140	1,680	11,760	12,113	12,476	12,850	13,2[illegible]
OSAP Operating Grant	298	3,571	25,000	25,750	26,523	27,318	28,138
GROSS INCOME	438	5,251	36,760	37,863	38,999	40,169	41,3[illegible]
Vacancy 5%	(22)	(263)	(1,838)	(1,893)	(1,950)	(2,008)	(2,0[illegible]
NET INCOME	416	4,989	34,922	35,970	37,049	38,160	39,305
EXPENSES	PER/U/MO.	PER U/YR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR [illegible]
Heat - oil	50	600	4,200	4,410	4,631	4,862	5,105
Electric	25	300	2,100	2,205	2,315	2,431	2,553
Hot water - gas	20	240	1,680	1,764	1,852	1,945	2,0[illegible]
Insurance	42	500	3,500	3,675	3,859	4,052	4,25[illegible]
Maintenance/Repair	57	679	4,750	4,988	5,237	5,499	5,774
Water/Sewer	25	300	2,100	2,205	2,315	2,431	2,55[illegible]
Legal/Audit	14	171	1,200	1,260	1,323	1,389	1,45[illegible]
Property Tax	32	383	2,679	2,813	2,954	3,101	3,256
Reserves 5%	13	159	1,110	1,166	1,224	1,285	1,35[illegible]
TOTAL EXPENSES	233	2,790	23,319	24,485	25,710	26,995	28,34[illegible]
NET OPERATING INCOME			11,603	11,484	11,339	11,165	10,960
DEBT SERVICE (3%, 30 YR)			10,204	10,204	10,204	10,204	10,[illegible]
DEBT SERVICE RESERVE			1,399	1,280	1,135	961	756
DEBT SERVICE COVERAGE			1.14	1.13	1.11	1.09	1.0[illegible]

Form D Instructions

Form D Instructions for Capital Improvement Applicants:

A. Do not include project management, design, or administrative costs of any kind, except for the contract's General Contractor.
B. List components by project "pieces" (e.g. new roof, boiler, etc.) or by trade.

Form D Instructions for Essential Services and Homeless Prevention Applicants:

A. Do not include operating costs, staff salaries, or administrative costs of any kind, unless they are directly related to providing the new or expanded service. Please consult with PFD staff if you have any questions on this.
B. If you are requesting ESG funds to expand an existing service, you may only request assistance for costs directly related to the expansion of the service.

Form D Instructions for Operations Applicants:

A. Do not include staff salaries.
B. List components of the operating budget by category such as rent, utilities, furnishings, etc.

Eligible operating costs are restricted to the following categories:

- Maintenance
- Administration (excluding staff costs)
- Rent
- Fuel
- Equipment
- Insurance
- Utilities
- Furnishings

Applicant: Casa Myrna Vasquez, Inc.

Form E: ESG Capital Improvements Timeline*

Activity	Actual or Expected Date**
Building acquired or Lease signed	
Lease agreement signed	
Design and specifications completed	
General contractor selected	
Community process (specify steps):	
Building permit applied for	
Building permit obtained	
Construction start	
Construction completion	
Occupancy	

* Please use this form if possible. If additional steps are involved, please type between the existing lines or retype this form to incorporate the additional steps.

** Write N/A if steps are not applicable to your project.

Applicant: Casa Myrna Vasquez, Inc.

Form F: Landlord Agreement
(For capital improvement projects only)

Name of non-profit organization: _____

The following must be filled in and signed by the landlord or owner of the building you propose to improve, and attched as part of your proposal.

I, _____, the owner and landlord of _____

_____, have read the
(address of building proposed for improvements)

improvement proposal developed by the current tenant listed above, and will agree to the improvements proposed therein to this building under the conditions and provisions of the Emergency Shelter Grant Program, should said tenant be selected for funding by the Public Facilities Department. I also acknowledge that I must enter into a tenancy agreement in this building with said tenant, lasting at least three years and possibly ten years, depending on the scope of the proposed capital improvements. The lease will also be required to have a clause allowing the applicant to sublet the facilty to another eligible organization in the event the applicant is unable to comply with the program requirements. I do not necessarily commit to a lease or lease extension at this time.

Signed _____

Dated _____

Note: A signed lease will be a required prior to the release of ESG funds for capital improvements. Other conditions will apply if the legal owner or landlord is a religious organization or an organization affiliated with a religious organization.

5304f

ATTACHMENT P

CMV, Inc. By-Laws

Articles of Incorporation

IRS Tax-Exempt Letter

CASA MYRNA VAZQUEZ, INC.

BY-LAWS

ARTICLE I. TITLE AND LOCATION

Section 1. The name of this corporation is Casa Myrna Vazquez, Inc.

Section 2. The principal office of this corporation shall be located in Boston, Massachusetts.

ARTICLE II. SEAL

The corporation shall have a seal consisting of a circular die with a profile of Myrna Vazquez together with the name of the corporation and the year of its organization.

ARTICLE III. MEMBERS

Section 1. Members of the corporation shall consist of South End and Dorchester residents and supporters of Casa Myrna Vazquez, Inc., whom the Board shall invite, and who shall pay membership fee or fees as established by the Board of Directors. These members will be called "Friends of Casa Myrna Vazquez, Inc." Each friend shall be qualified to vote on any matter that may properly come before any meetings of the corporation and to hold any office in the corporation to which s/he may be elected or appointed.

Section 2. Annual Meeting. the Annual Meeting of the Friends of Casa Myrna Vazquez shall be held in January each year at such time and place within Massachusetts as may be designated in the notice of the meeting. If the Annual Meeting is omitted in the month herein provided for, a special meeting may be held in its place and any business transactions or elections would have the same effect.

Section 3. Special Meetings. Special meetings of the Friends of Casa Myrna may be requested by the President, the Board of Directors, or by 10 Friends in good standing and will be called by the clerk on receipt of written application.

Section 4. Notice of Friends Meeting. A written notice of each meeting of Friends stating the place, day, hour, and purpose for which the meeting is called shall be given by the clerk not less than 10 days in advance of the date on which the meeting is to take place.

Section 5. Quorum. At a meeting of Friends, a quorum for the transaction of business shall consist of 1/3 of the Friends of Casa Myrna.

Section 6. Proxies and Voting Friends shall have one vote. A Friend may vote either in person or by written proxy which shall be signed by the the Friend, dated not more than 6 months before the meeting named therein, and filed at the meeting or any adjourment thereof before being voted. Such proxy shall entitle the holder thereof to vote at any adjournment of such meeting, but shall not be valid after the final adjournment of such meeting.

Section 7. Action at Meeting. Except as otherwise required by law, the Articles of Organization, or these By-Laws, any matter coming before any meeting of the Friends at which a quorum is present shall be adopted as the act and dee of the members present or represented at such meeting, provided, however that at all elections by Friends, a plurality of the votes cast for any nominee shall elect.

ARTICLE IV. BOARD OF DIRECTORS

* Section 1. Powers. The Board of Directors may exercise all the powers of the corporation except such as are reserved to the Friends, by law, by the Articles of Organization or by these By-Laws.

* Section 2. Number and Qualifications of Directors. The number of Directors of the Corporatin shall be 18, "at lease 7 individuals who reside or work in the South End, 4 individuals who reside or work in Dorchester and 7 members at large."

Section 3. Election and Term of Office. The Friends of Casa Myrna, at their Annual Meeting or at any special meeting shall elect directors to fill the vacancies caused by the expiration of the terms than expiring. the Directors shall be elected to serve two years or until their successors are elected.

Section 4. Vacancies. Continuing Directors may act despite a vacancy or vacancies in the Board and shall for this purpose be deemed to constitute the full Board.

Any vacancy in the Board of Directors may be filled by the Directors until the next regular election when that position will be filled in the same manner as the expired terms.

Section 5. Resignation Any Directors may resign by delivering or mailing a written resignation to the corporation at its principal office or to the president or clerk. Such resignations shall be effective upon receipt.

Section 6. Removal. A Director may be removed from office with or without cause at any special meeting of the Friends by a vote of the majority of Friends present and entitled to vote in the election of the Directors; or for cause by a vote of a majority of the Directors then in office.
If any Director fails to attend three consecutive meetings of the Board of Directors, whether special or regular meetings, wihtout prior notice to the CMV, Inc. Executive Office, the president shall notify the Director that his/her unexcused absences have caused her/his automatic and immediate removal from the Board.

ARTICLE V. MEETING OF THE DIRECTORS

Section 1. Regular Meetings. Regular meetings of the Board of Directors shall be held at least monthly at such times and places within the Commonwealth as the Board of Directors from time to time determine.
An Annual Meeting shall be held in the Fall of each year.

Section 2. Notice. Notice, either written or verbal, of regular meetings shall be given to all members of the Board of Directors at least one week before the meeting by the clerk.

Section 3. Special Meetings. Special meetings of the Board of Directors may be held at any time and at any place when called by the president or 1/3 or more directors. Notice either written or verbal of special meetings will be give to all Directors by the clerk at least two days before the meeting by the clerk.

Section 4. Quorum. One-third of the Board of Dircectors shall constitute a quorum for the transaction of business at regular or special meetings.

Any motion adopted by vote of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

ARTICLE VI. OFFICES OF THE BOARD

Section 1. Enumeration. The officers shall be a President, a Vice-President, a Treasurer+, a Clerk, and such other officers and agents, as the Board of Directors may, in their discretion, appoint. Each officer shall, subject to these By-Laws have in addition to the duties and powers herein set forth, such duties and powers as are commonly incident to her/his office, and such duties and powers as the Board of Directors shall from time to time designate.

Section 2. Election . The President, Vice-President, Treasurer, and Clerk, hereafter known as the Executive Committee, shall be elected annually by the Directors at a meeting held within one month of their election by the members. Other officers may be chosen by the Directors at any meeting of the Board of Directors.

Section 3. Duties of the President. The President shall be the chief executive officer of the corporation. Except as other wise voted by the Board, s/he shall preside at all meetings of the Friends of Casa Myrna and of the Board of Directors at which s/he is present and shall be an ex-officio member of all committees appointed by the Board of Directors. The President is authorized to sign checks.

Section 4. Duties of the Vice President. The Vice-President shall act as President in the absence of the President, and, when so acting, shall have the power and authority of the President. The Vice-President shall have custody of the Treasurer's bond, if any. The Vice-President is authorized to sign checks.

Section 5. Duties of the Treasurer. The Treasurer, subject to the direction and under the supervision and control of the Board of Directors, shall have general charge of the financial concerns of the corporation and the case and custody of the funds and valuable papers of the corporation, except her/his own bond, if any. S/he shall keep or cause to be kept full and accurate records of account which shall be the property of the corporation and which shall be always open to the inspection of each elected officer and Director of the corporation.

S/he shall make periodic reports of the corporation's finances to the Executive Committee and not less than twice annually submit financial reports to the membership of the corporation. S/he shall deposit or cause to be deposited all funds of the corporation in such depository or depositories as may be authorized by the Board of Directors. The Treasurer shall have the power to endorse for deposit or collection all notes, checks, drafts, and other negotiable instruments payable to the corporation. S/he shall submit all accounts payable to the Executive Committee for authorization of payment.

Section 6. Duties of the Clerk. The Clerk shall attend the meetings of the Friends of Casa Myrna Vazquez and the Board of Directors and shall record in the book of record of the corporation an accurate record of the proceedings of the members and Directors at their respective meetings. The record books shall be open at reasonable times to the inspection of any member, Director or officer. The Clerk shall notify the members and Directors, when required by law or these By-Laws, of their respective meetings, and shall perform such other duties as the Directors and members may from time to time prescribe. S/he shall have the custody and charge of the corporate seal, and shall affix the seal of the corporatin to all instruments requiring such seal, and shall certify under the corporate seal the proceedings of the Directors and of the members, when required. In the absence of the Clerk at any such meeting, a Temporary Clerk shall be chosen who shall record the proceeding of the meeting in aforesaid books. The clerk is authorized to sign checks.

Section 7. Absence of President and Vice-President. In the absence of both the President and the Vice-President from any meeting of the Board of Directors, the Treasurer or Clerk, in that order, shall conduct the meeting and have the authority and power of the President. If no officers are present, the members or Directors present shall elect a temporary President to preside over the meeting.

ARTICLE VII. COMMITTEES.

The Board of Directors shall appoint sub-committees as necessary, such a Personnel, Executive, Funding, and Nominating.

ARTICLE VIIII. AMENDMENTS.

The By-Laws may be amended by a majority vote of the Board of Directors at any meeting at which a quorum is present

THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF ORGANIZATION
GENERAL LAWS, CHAPTER 180

I hereby certify that, upon an examination of the within-written articles of organization, duly submitted to me, it appears that the provisions of the General Laws relative to the organization of corporations have been complied with, and I hereby approve said articles; and the filing fee in the amount of $30.00 having been paid, said articles are deemed to have been filed with me this day of 19

Effective date

Paul Guzzi

Secretary of the Commonwealth

TO BE FILLED IN BY CORPORATION

PHOTO COPY OF ARTICLES OF ORGANIZATION TO BE SENT

TO:

Daniel D. Sullivan

Rm. 726, 53 State Street

Boston, Massachusetts

Telephone..... 723-2912 .....

Filing Fee $30.00 Copy Mailed

Form CD 180 (Rev. 12/73) [illegible]

The Commonwealth of Massachusetts

PAUL GUZZI

Secretary of the Commonwealth
1 ASHBURTON PLACE, BOSTON, MASS. 02108

ARTICLES OF ORGANIZATION

(Under G.L. Ch. 180)

Incorporators

NAME — RESIDENCE

Include given name in full in case of natural persons; in case of a corporation, give state of incorporation.

Harry Dow, 389AShawmut Avenue, Boston, Massachusetts

Susan Halligan, 18 Concord Square, Boston, Massachusetts

Gladys Soltran, Apt. #701, Paseo Boriaken, Boston, Massachusetts

Enrique Gonzales, Apt.#601, Paseo Boriaken, Boston, Massachusetts

Jovita Fontanez, 34 Dartmouth Street, Boston, Massachusetts

The above-named incorporator(s) do hereby associate (themselves) with the intention of forming a corporation under the provisions of General Laws, Chapter 180 and hereby state(s):

1. The name by which the corporation shall be known is:

   Casa Myrna Vazquez, Inc.

2. The purposes for which the corporation is formed are as follows:

   a. Offer sanctuary and temporary residence for women over 18 years of age and their children who are victims of battering, abuse, rape, threats of violence, grief, abandonment, fire or other emergencies or causes beyond their control; and

   b. Create a facility where community women can build their resources through the development of non-hierarchical, collective, consensual work, advocacy and service; and

   c. Encourage the continued involvement and support of former residents and women otherwise associated with Casa Myrna Vazquez; and

See Page 2A.

NOTE: If provisions for which the space provided under Articles 2, 3 and 4 is not sufficient, additions should be set out on continuation sheets to be numbered 2A, 2B, etc. Indicate under each Article where the provision is set out. Continuation sheets shall be on 8½" x 11" paper and must have a left-hand margin 1 inch wide for binding. Only one side should be used.

d. To receive gifts of money, property, resources, or otherwise to own, rent, manage, and operate property both real and personal, to borrow and loan money, enter contracts, program a course of action which is necessary and proper to carry out the purposes of the corporation; and

3. To continue a presence in memory of the spirit, commitment, talent, and courage of Myrna Vazquez.

3. If the corporation has more than one class of members, the designation of such classes, the manner of election or appointment, the duration of membership and the qualification and rights, including voting rights, of the members of each class, are as follows:—

None – one class of members.

• 4. Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:—

None
~~See Page iii.~~

• If there are no provisions state "None".

Patricia Quintana	612 Tremont Street, Boston 02118
Isabel Besecker	School Volunteers of Boston 1 Arlington Street, Boston 02116
Harry Dow	389A Shawmut Avenue, Boston 02118
Clara L. Garcia	12 Muirhead Street, Wollaston 02170
Enrique Gonzalez	1 Paseo Borikan, Boston 02118
Susan Halligan	18 Concord Square, Boston 02118

5. By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers whose names are set out below, have been duly elected.

6. The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if later date is desired, specify date, (not more than 30 days after date of filing.)

7. The following information shall not for any purpose be treated as a permanent part of the Articles of Organization of the corporation.

a. The post office address of the initial principal office of the corporation in Massachusetts is:

Casa Myrna Vazquez
c/o South End Community Health Center
400 Shawmut Avenue, Boston Massachusetts

b. The name, residence, and post office address of each of the initial directors and following officers of the corporation are as follows:

	NAME	RESIDENCE	POST OFFICE ADDRESS
President:	Ada Palmarin	336 Shawmut Avenue	Boston, Ma.; same
Treasurer:	Elizabeth Rica	45 Rutland Square,	Boston, Ma.; same
Clerk:	Ruby Dellamano	Apt. 611 Paseo Boriken,	Boston, Ma.; same

Directors: (or officers having the powers of directors)

Karen Whitman Maxwell	46 Upton Street, Boston 02118
Gladys Soltren	1 Paseo Boriken, Boston 02118
Connie Stubbs	14 Claremont Park, Boston 02116
Beatriz Strohmayer	1 Paseo Boriken, Boston 02118
Ray Almeida	6 Worcester Square, Boston 02118
Jennefer Chao	7 Holyoke Street, Boston 02118
Jovita Fontanez	32 Dartmouth Street, Boston 02116
Maria Gonzalez	1 Paseo Boriken, Boston 02118
Maria Perez Gray	19A Paseo San Juan, Boston 02118

c. The date initially adopted on which the corporation's fiscal year ends is:

September 30, 1976

d. The date initially fixed in the by-laws for the annual meeting of members of the corporation is:

First Tuesday in March.

e. The name and business address of the resident agent, if any, of the corporation is:

None.

IN WITNESS WHEREOF and under the penalties of perjury the above-named INCORPORATOR(S) sign(s) these Articles of Organization this 19th day of October 19 76

I/We the below signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crime relating to elections or ballots within the past ten years; I/We do hereby further certify that to the best of my/our knowledge the above named principal officers have not been similarly convicted. If so convicted, explain.

Enrique Vazquez ..... Gladys Soltren

Ada Palmarin ..... Jovita Fontanez

The signature of each incorporator which is not a natural person must be by an individual who shall show the capacity in which he acts and by signing shall represent under the penalties of perjury that he is duly authorized on its behalf to sign these Articles of Organization.

FORM ST-2 THE COMMONWEALTH OF MASSACHUSETTS

DEPARTMENT OF CORPORATIONS AND TAXATION

SALES AND USE TAX BUREAU

CERTIFICATE OF EXEMPTION

CERTIFICATION IS HEREBY MADE THAT THE ORGANIZATION HEREIN NAMED IS AN EXEMPT PURCHASER UNDER GENERAL LAWS, CHAPTER 64H, SECTIONS 6 (c) AND (e). ALL PURCHASES OF TANGIBLE PERSONAL PROPERTY BY THIS ORGANIZATION ARE EXEMPT FROM TAXATION UNDER SAID CHAPTER TO THE EXTENT THAT SUCH PROPERTY IS USED IN THE CONDUCT OF THE BUSINESS OF THE PURCHASER.

Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, Ma.

E 042-625-710 EXEMPTION NUMBER

12/21/78 ISSUE DATE

Robert Kane
COMMISSIONER OF CORPORATIONS AND TAXATION

NOT ASSIGNABLE OR TRANSFERABLE

Internal Revenue Service
District Director

Department of the Treasury
P.O. Box 9081
JFK Federal Building
Boston, Mass 02203

Date: AUG 30 1978

Employer Identification Number:
04-2625710
Accounting Period Ending: September 30

Form 990 Required: [X] Yes [ ] No

Person to Contact: C. M. Gauthier

Contact Telephone Number: 617-223

DETERMINATION LETTER NO. 78-1219

Casa Myrna Vasquez, Inc.
P.O. Box 18019
Boston, Mass 02118

CERTIFIED MAIL

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 170(b)(1)(A)(vi) & 509(a)(1).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name or address.

Generally, you are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contribution Act. If you have paid FICA taxes without filing the waiver, you should contact us. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise tax under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

The box checked in the heading of this letter shows whether you must file Form 990, Return of Organization Exempt from Income tax. If Yes is checked, you are required to file Form 990 only if your gross receipts each year are normally more than $10,000. If a return is required, it must be filed by the 15th day of of the fifth month after the end of your annual accounting period. The law imposes a penalty of $10 a day, up to a maximum of $5,000, when a return is filed late, unless there is reasonable cause for the delay.

(over)

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T. In this letter, we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees.

If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

(see page 2 attachment)

Sincerely yours,

Herbert B. Mosher

HERBERT B. MOSHER
District Director

☆ U.S. GOVERNMENT PRINTING OFFICE: 1978— 782-964/181

ATTACHMENT Q

CMV, Inc. Audited Financial Statement

CASA MYRNA VAZQUEZ, INC.

FINANCIAL STATEMENTS

June 30, 1991

ALFRED W. SIEGRIST
CERTIFIED PUBLIC ACCOUNTANT, P.C.

ALFRED W. SIEGRIST
CERTIFIED PUBLIC ACCOUNTANT, P.C.
20 WALNUT STREET
WELLESLEY HILLS, MASSACHUSETTS 02181
(617) 237-4620 FAX (617) 235-8021

Independent Auditor's Report

To the Board of Directors
of Casa Myrna Vazquez, Inc.

I have audited the accompanying balance sheet of Casa Myrna Vazquez, Inc. (a non-profit organization) as of June 30, 1991, and the related statement support, revenue, expenses and changes in fund balance and statement of cash flow for the year ended June 30, 1991. These financial statements are the responsibility of the Organization's management. My responsibility is to express an opinion on these financial statements based on our audits.

I conducted our audits in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audits provide a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Casa Myrna Vazquez, Inc., as of June 30, 1991, and the results of its operations for the year ended June 30, 1991 in conformity with generally accepted accounting principles.

My audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The statements of Functional Expenses, Program Services, and Supporting Services for the year ended June 30, 1991 are presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in my opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

September 30, 1991

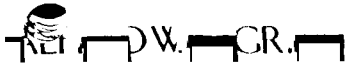
Casa Myrna Vazquez, Inc.

Balance Sheet

At June 30, 1991 with Comparable Totals for 1990

	1991				1990
	Current Fund Unrestricted	Board Designated Funds	Land, Building & Equipment Funds	Total All Funds	Total All Funds
Assets:					
Cash and cash equivalents	$115,145	$235,000		$350,145	$224,154
Marketable securities		50,000		50,000	
Amounts due on contracts	39,640			39,640	43,079
Accounts receivable	5,382			5,382	5,260
Pledge receivable	10,000			10,000	
Prepaid expenses	12,197			12,197	6,287
Property, plant and equipment at cost, less accumulated depreciation of $339.688 in 1991 and $260,428 in 1990			$1,404,346	1,404,346	1,454,793
Total	182,364	285,000	1,404,346	1,871,710	1,733,573
Liabilities And Fund Balance					
Liabilities:					
Accounts payable	14,119			14,119	22,372
Deferred revenues	2,000			2,000	2,000
Payroll taxes withheld					4,567
Installment purchases	1,277			1,277	2,738
Accrued expenses	35,796		1,305	37,101	36,246
Mortgage notes payable			352,317	352,317	371,112
Equipment notes payable			4,075	4,075	6,775
					459
	53,192		357,697	410,889	446,269
Fund Balances	129,172	285,000	1,046,649	1,460,821	1,287,304
Total	$182,364	$285,000	$1,404,346	$1,871,710	$1,733,573

The accompanying notes are an integral part of the financial statements



Casa Myrna Vazquez, Inc.

Statement of Support, Revenue, Expenses and Changes in Fund Balances
For the Year Ended June 30, 1991
with Comparable Totals for 1990

	1991					1990
	Current Fund		Board Designated	Land, Building & Equipment	Total	Total
	Unrestricted	Restricted	Funds	Funds	All Funds	All Funds
Public support and revenue:						
Public support:						
Contributions – Church and related organizations	$11,246	$2,500			$13,746	$18,444
– Foundations	37,500	44,000			81,500	56,200
– Other organizations	23,125	12,840			35,965	34,764
– Estates	181,252				181,252	
– Individuals	32,536				32,536	162,270
– Special events	21,973				21,973	
– Businesses	27,309	10,000			37,309	15,000
United Way	130,430	4,950			135,380	134,677
In-kind contributions	52,243				52,243	42,502
Total public support	517,614	74,290			591,904	463,857
Revenue:						
Contracts	740,927				740,927	748,332
Interest and dividends	21,785				21,785	13,237
Guest fees	8,060				$8,060	$9,597
Other	5,231				5,231	18,441
Total revenue	776,003				776,003	789,607
Total public support and revenue	1,293,617	74,290			1,367,907	1,253,464
Expenses:						
Program services	838,302	79,115		$65,737	983,154	962,472
Supporting services	197,713			13,523	211,236	194,905
Total expenses	1,036,015	79,115		79,260	1,194,390	1,157,377
Excess of resources over expenses	257,602	(4,825)		(79,260)	$173,517	$96,087
Other changes in fund balances:						
Fixed asset acquisition	(28,815)			28,815		
Reduction of land, building and equipment fund debt	(21,952)			21,952		
Transfer to board designated funds	(176,000)		176,000			
Fund balances, beginning of period	98,337	4,825	109,000	1,075,142		
Fund balances, end of year	$129,172		$285,000	$1,046,649		

ALFRED W. SIEGRIST
CERTIFIED PUBLIC ACCOUNTANT, P.C.

The accompanying notes are an integral part of the financial statements.

Casa Myrna Vazquez, Inc.

Statement of Cash Flows
For the Year Ended June 30, 1990
with Comparable Totals for 1990

	1991					1990
	Current Fund		Board Designated	Land, Building & Equipment	Total	Total
	Unrestricted	Restricted	Funds	Funds	All Funds	All Funds
Cash flows from operating activities:						
Excess (deficiency) of support and revenue over expenses	$257,602	($4,825)		($79,260)	$173,517	$96,087
Adjustments to reconcile excess (deficiency) to net cash provided (used) by operating activities:						
Depreciation				79,260	79,260	77,194
Decrease in amounts due on contracts	3,439				3,439	59,695
Increase in accounts receivable	(122)				(122)	(1,108)
Increase if pledge receivable	(10,000)					
Increase in prepaid expenses	(5,910)				(5,910)	(296)
Decrease in deposit						100
Decrease in accounts payable	(8,409)				(8,409)	(5,465)
Decrease in deferred revenues						(6,700)
Decrease in payroll withholdings	(4,567)				(4,567)	955
Increase in accrued expenses	(450)			1,305	855	3,741
Net cash provided (used) by operating activities	231,583	(4,825)		1,305	238,063	224,203
Cash flows from investing activites:						
Purchases of fixed assets				(28,813)	(28,813)	(101,587)
Cash flows from financing activites:						
Proceeds from mortgage notes						21,168
Proceeds from equipment notes						7,000
Proceeds from installment purchases						11,866
Payments of notes				(23,259)	(23,259)	(20,252)
Net cash provided by financing activities				(23,259)	(23,259)	19,782
Transfers:						
Fixed asset acquisition	(28,815)			28,815		
Reduction of land, building and equipment debt	(21,952)			21,952		
Transfer of board designated funds	(176,000)		$176,000			
Total transfers	(226,767)		176,000	50,767		
Net increase (decrease) in cash and marketable securities	4,816	(4,825)	176,000		175,991	142,398
Cash and marketable securities – beginning of year	110,329	4,825	109,000		224,154	81,756
Cash and marketable securities – end of year	$115,145		$285,000		$400,145	4,154

Casa Myrna Vazquez, Inc.

Statement Of Functional Expenses
For the Year Ended June 30, 1991
with Comparable Totals for 1990

	1991		Totals	
	Program Activity	Supporting Services	1991	1990
Salaries and related expenses:				
Salaries	$479,018	$101,920	$580,938	$547,439
Health and life insurance	67,646	14,392	82,038	83,038
Payroll taxes	35,390	7,529	42,919	41,317
Workers' compensation and unemployment insurance	15,155	3,225	18,380	10,200
Sub-total	597,209	127,066	724,275	681,994
Contract services	34,580	10,530	45,110	48,444
In-Kind labor	37,423	14,820	52,243	42,502
Food and program expenses	27,302		27,302	25,168
Utilities	22,112	1,382	23,494	21,528
Interest	27,654	312	27,966	31,690
Telephone	19,139	2,412	21,551	21,459
Professional fees	7,062	3,014	10,076	22,826
Repairs and janitorial services	33,887	5,305	39,192	21,076
Insurance	17,491	5,532	23,023	19,009
Office supplies and expense	5,031	4,563	9,594	9,938
Printing and reproduction	11,197	3,118	14,315	22,308
Data processing	1,605	340	1,945	3,043
Rent				220
Transportation	6,406	6,068	12,474	11,599
Work study students	985		985	1,027
Postage	2,389	4,919	7,308	4,288
Advertising		106	106	869
Staff development	5,032	1,343	6,375	1,982
Safehome Reimbursements	52,822		52,822	75,388
Dues and Fees	4,161	883	5,044	
Other	3,930	6,000	9,930	13,540
Total expense before depreciation	917,417	197,713	1,115,130	1,079,898
Depreciation	65,737	13,523	79,260	77,194
Total expense	$983,154	$211,236	$1,194,390	$1,157,092

ALFRED W. SIEGRIST
CERTIFIED PUBLIC ACCOUNTANT, P.C.

The accompanying notes are an integral part of the financial statements

Casa Myrna Vazquez, Inc.

Statement Of Program Services
For the Year Ended June 30, 1991
with Comparable Totals for 1990

	1991										
	Shelters	Transitional Living	Safe Home Network	Childcare	Mental Health Health	Legal	Hot Line	Community Education	Housing Resourecs	Totals 1991	Totals 1990
Salaries and related expenses:											
Salaries	$142,114	$49,184	$50,128	$56,993	$55,467	$23,799	$34,039	$38,557	$28,737	$479,018	$445,686
Health and life insurance	20,069	6,946	7,079	8,048	7,833	3,361	4,807	5,445	4,058	67,646	67,604
Payroll taxes	10,499	3,634	3,703	4,211	4,098	1,758	2,515	2,849	2,123	35,390	33,637
Workers' compensation and unemployment Insurance	4,496	1,556	1,586	1,803	1,755	753	1,077	1,220	909	15,155	8,304
Sub-total	177,178	61,320	62,496	71,055	69,153	29,671	42,438	48,071	35,827	597,209	555,231
Safehome Reimbursements			52,822							52,822	75,388
In-Kind labor	21,275			1,090	6,578	6,870	1,610			37,423	32,902
Contract services	16,436	4,615		296	13,233					34,580	34,084
Repairs and janitorial services	19,403	10,452	283	1,408	327	327	680	327	680	33,887	21,076
Interest	22,651	1,108	436	2,320	35	35	517	35	517	27,654	31,543
Food and program expenses	20,442	3,201	1,674	1,985						27,302	25,168
Utilities	14,249	4,918	238	1,353	154	154	446	154	446	22,112	21,118
Insurance	8,348	3,018	1,437	1,894	769	360	592	550	523	17,491	18,350
Telephone	3,364	1,164	1,187	1,349	1,313	563	8,606	913	680	19,139	19,617
Printing and reproduction	1,680	518	1,534	3,223	746	385	359	2,449	303	11,197	11,460
Transportation	541	270	2,792	324	724	1,439	106	120	90	6,406	5,916
Professional fees	2,095	725	739	840	818	351	502	568	424	7,062	16,743
Other	3,147	783								3,930	9,196
Office supplies and expense	1,492	517	526	599	583	250	357	405	302	5,031	6,683
Postage	709	245	250	284	277	119	170	192	143	2,389	1,852
Staff development	1,246	826	849	510	547	200	287	325	242	5,032	1,613
Dues and Fees	1,234	427	435	495	482	207	296	335	250	4,161	285
Data processing	476	165	168	191	186	80	114	129	96	1,605	2,478
Work study students	732	253								985	1,027
Advertising											244
Rent											220
Total expense before depreciation	316,698	94,525	127,866	89,216	95,925	41,011	57,080	54,573	40,523	917,417	892,194
Depreciation	30,288	26,559	720	2,794	830	830	1,443	830	1,443	65,737	70,278
Total expense	$346,986	$121,084	$128,586	$92,010	$96,755	$41,841	$58,523	$55,403	$41,966	$983,154	$962,472

Casa Myrna Vazquez, Inc.

Statement Of Supporting Services
For the Year Ended June 30, 1991
with Comparable Totals for 1990

	1991		Totals	
	Fund Raising	General Administrative	1991	1990
Salaries and related expenses:				
Salaries	$34,936	$66,984	$101,920	$101,753
Health and life insurance	4,934	9,458	14,392	15,434
Payroll taxes	2,581	4,948	7,529	7,680
Workers' compensation and unemployment insurance	1,105	2,120	3,225	1,896
Sub-total	43,556	83,510	127,066	126,763
In-Kind labor		14,820	14,820	9,600
Contract services	5,044	5,486	10,530	14,360
Repairs and janitorial services	327	4,978	5,305	
Interest	35	277	312	147
Food and program expenses				
Utilities	154	1,228	1,382	410
Insurance	503	5,029	5,532	659
Telephone	827	1,585	2,412	1,842
Printing and reproduction	2,411	707	3,118	10,848
Transportation	109	5,959	6,068	5,683
Professional fees	515	2,499	3,014	6,083
Office supplies and expense	1,367	3,196	4,563	3,255
Postage	3,584	1,335	4,919	2,436
Staff development	294	1,049	1,343	369
Data processing	117	223	340	565
Work study students				
Advertising		106	106	625
Rent				
Dues and fees	303	580	883	
Other		6,000	6,000	4,344
Total expense before depreciation	59,146	138,567	197,713	187,989
Depreciation	830	12,693	13,523	6,916
Total expense	$59,976	$151,260	$211,236	$194,905

ALFRED W. SIEGRIST
CERTIFIED PUBLIC ACCOUNTANT, P.C.

The accompanying notes are an integral part of the financial statements

CASA MYRNA VAZQUEZ, INC.
NOTES TO FINANCIAL STATEMENTS

Note 1 - The Organization

Casa Myrna Vazquez, Inc. (The Organization) is a nonprofit organization incorporated in Massachusetts for the purpose of offering sanctuary, temporary residence, counseling and support to certain individuals who are victims of battering, abuse, rape, threats of violence and other emergency causes beyond their control. The Organization is controlled by its members through the election of the Board of Directors (The Board).

The Organization received designation as a public charity under Section 501(c)(3) of the Internal Revenue Code effective April 11, 1978.

Note 2 - Significant Accounting Policies

The significant accounting policies followed in the preparation of the accompanying financial statements are as follows:

Marketable Securities

Marketable securities are stated at the lower of aggregate cost or market. At June 30, 1991 all investments may be converted to cash without notice or penalty at any time.

Depreciation

Depreciation is computed on the straight-line basis using estimated useful lives of 40 years for buildings, 20 years for building improvements, 5 to 10 years for furniture and equipment and 5 years for transportation equipment.

Income Recognition

Contract revenues and certain restricted contributions are recorded as the related services are provided or as the related expenses are incurred.

In-Kind Contributions

The Organization received donated materials and services from its members and others in the community. Only those amounts which are clearly identifiable have been reflected in the statements as in-kind contributions, and then at their estimated fair market value at the date of receipt. In kind legal services in the amount of $14,820 for various pro bono legal services have been included as administrative professional fees.

Distribution of Expenses

Expenses for the Organization's program and supporting services are charged directly to program activity where identifiable, and are allocated pro rata based on salaries or occupancy in other circumstances.

Note 3 - Contract Activity

The Organization is currently operating under contracts with the following organizations to provide shelter and counseling services for victims of domestic violence as well as some specific capital improvements. Contract activity as of June 30, 1991 is summarized as follows:

	Revenues	Amounts due
Massachusetts Department of Social Services	$603,965	$20,543
U.S. Department of Housing and Urban Development	31,672	5,271
City of Boston-Emergency Shelter Grant	20,600	
City of Boston - Safe Neighborhood Project	3,000	
Boston Housing Authority	31,061	
The Commonwealth of Massachusetts Victim/Witness Assistance Board	40,000	13,634
City of Boston - Community Development Block Grant	10,629	192
Total current unrestricted	$740,927	$39,640

The Organization receives a significant portion of their operating income from contracts with the Commonwealth of Massachusetts. Due to the state's current financial situation, funding cuts may be possible in the future.

At September 30, 1991, all contracts listed above have been executed for amounts similar to fiscal year 1990. United Way Funds have also been committed for fiscal year 1992.

Note 4 - Land, Building and Equipment Fund

Land, building and furniture and equipment are as follows at June 30, 1991:

Description	Cost	Accumulated Depreciation	Net Book Value
Land	$161,509	–	$161,509
Buildings	656,985	85,665	571,320
Building improvements	764,195	49,112	615,083
Furniture and equipment	131,709	88,073	43,636
Transportation equipment	29,636	16,838	12,798
Total	$1,744,034	$339,688	$1,404,346

Note 5 - Mortgage Notes Payable

Mortgage notes payable, secured by the Organization's land and buildings, consist of the following as of June 30, 1991:

Note 5 - Mortgage Notes Payable, continued

Dorchester Shelter	
Thirty year variable interest rate note payable dated June 24, 1986, with interest payable at 2% above the United States Treasury securities rate adjusted annually. As of June 30, 1991 the interest was 10.78% with biweekly payments applied first to interest. This variable rate mortgage will be adjusted annually on August 1 but not more than 2% per year or 6.25% over the life of the note.	$27,479
The Organization entered into a note payable in the amount of $40,000 to perform renovations at the Dorchester and South End shelters. The note bears 0% interest and if the buildings are used for emergency shelter for 20 years after the renovations are completed (in June 1990), the entire sum will be forgiven. If the buildings are disposed of in less than 20 years, a portion as defined in the promissory note shall be due.	39,910
South End Shelter	
Thirty year adjustable rate mortgage dated November 19, 1986, with interest payable at 2.75% above the United States Treasury Securities rate adjusted annually. As of June 30, 1991 the interest was 10.375% with biweekly payments applied first to interest. This mortgage will be adjusted annually on August 1, but in no event to vary more than 2% per year or 6% over the life of the mortgage.	152,351
Second mortgage dated November 19, 1986 in the original amount of $100,000 with 7% interest only due for two years and the balance due in 36 monthly payments of $665.30 with each payment applied first to interest at a rate of 7% per annum. The Organization paid a $10,000 principal payment in August, 1991. Currently, the Organization is negotiating refinancing this with the original lender into a term note payable in seven years with principal and interest due monthly.	79,463

Note 5 - Mortgage Notes Payable, continued

Transitional Living Facilities

Fifteen year mortgage note payable in the original amount of $65,000 dated May 1, 1987. Monthly payments of $448.88 are applied first to interest at a rate of 3% per annum. Payments were deferred for the first year. Interest earned during the first year in the amount of $1,304.54 is due at the end of the loan's term.	53,114
	$352,317

Principal payments due on mortgage notes payable for each of the five years subsequent to June 30, 1991, are as follows:

1992	88,548
1993	12,279
1994	12,624
1995	13,856
1996	14,897

Note 6 - Equipment Note Payable

Demand note from a commercial bank in the original amount of $7,000 dated May 1, 1990, with monthly principal payments of $225, plus interest at the bank's prime rate plus 2%. The note is secured by a motor vehicle. As of June 30, 1991, the outstanding principal balance is $4,075.

Note 7 - Board Designated Funds

The Board has restricted the use of funds received from an estate during the current fiscal year. The principal balance of these funds shall be expended only as designated by the Board, with investment income of the fund available for general operations. Board designated funds will be used for future program and capital expansion.

Note 8 - Contingencies

During the fiscal year ending June 30, 1988, the Organization received a $195,000 grant from the U.S. Department of Housing and Urban Development for the renovation of a former shelter which has been converted to the Transitional Living Program facility. If the Organization ceases to use the property as a transitional living facility for ten years following initial occupancy, the entire grant must be repaid unless HUD determines that the project is no longer needed and approves use of the facility for another charitable purpose for the remainder of the ten year period.

Note 8 - Contingencies

In October 1985, a fatal fire occurred in one of the shelters, killing one guest and her son. A suit has been brought against the individual trustees (who are also Board members of the Organization) and the trust which has title to the property, of which Casa Myrna Vazquez, Inc. is the sole beneficiary. The claim has been referred to the Organization's insurance carrier which is defending them. The Organization expects the insurance carrier to resolve this claim with no direct expense to Casa Myrna Vazquez, Inc.

Note 9 - Reclassifications

The Organization has expanded and restructured certain programs this year and certain expenses have been reclassified, but do not have a material effect on the financial statements.

CASA MYRNA VAZQUEZ, INC.
P.O. Box 15089 Boston, MA 02215
(617) 262-9581

January 21, 1992

Sarah Flint-Elsey
Project Manager
Public Facilities Department
15 Beacon Street, 1st Floor
Boston, MA 02108

Dear Ms. Flint-Elsey:

On behalf of the Board of Directors of Casa Myrna Vasquez, Inc. (CMV, Inc.), I am writing to express our support for the attached Emergency Shelter Grant funding proposal to the Public Facilities Department.

CMV, Inc. hereby requests $26,230 for operating expenses at the new Adolescent Transitional Living Program (ATLP) which will serve 6-8 homeless, battered, pregnant and parenting teenage mothers and their infants. This underserved population is seriously at-risk. Not only does the abusive situation jeopardize the safety of these adolescents, but it also threatens the well-being of the unborn children whom they choose to carry to term. CMV, Inc. will address this urgent need by developing an alternative to the traditional, adult-oriented battered women's shelter.

Operating support from the Emergency Shelter Grant will enable CMV, Inc. to expand its services to this vulnerable population. This specialized program will enable adolescent mothers to attain lasting self-sufficiency and halt the cycles of violence and neglect which, left untreated, are passed on from one generation to the next. Casa Myrna Vasquez provides comprehensive services and currently operates two emergency shelters and a transitional residence, in addition to providing legal advocacy, mental health services, a 24-hour hot line and support groups. We at Casa Myrna Vasquez are committed to doing everything in our power to provide life-saving shelter and vital services through our cost-effective programs. The ESG support is a valuable component of this critical program.

Sincerely,

Elba Caraballo

Elba Caraballo, Ph.D.
President

ATTACHMENT S

Evidence of Funding for Executive Director

As presented in the preceding audited financial statement, Casa Myrna Vazquez, Inc. was the beneficiary of a significant, one-time bequest in Fiscal Year 1991. These funds have been restricted for Board-designated useage, which, if in the unlikely event it were absolutely necessary, would include funding for the Executive Director.

ATTACHMENT T

Description of Current Staff and Activities

Executive Director	The Executive Director is responsible for agency and program administration /coordination, including: recruiting, hiring, firing and supervising staff; developing administrative procedures and policies for agency program, with input from staff; community relations and coordination with other agencies; fundraising and program development; financial management; assistance with Board development ; public and private sector training.
Program Manager Residential Manager Special Housing Manager Administrative Manager	The managers have comprehensive responsibility for policy making, supervision and systems oversight for the program, emergency shelter, special residential and administrative components, respectively.
Dorchester Shelter Coordinator South End Shelter Coordinator Safe Home Network Coordinator Transitional Living Program Coordinator Legal Advocacy Program Coordinator Mental Health Services Coordinator Extended Child Care Coordinator Maintenance Coordinator	The coordinators are responsible for overall service delivery of their respective programs and, where applicable, facilities management. They coordinate support services, act as a liaison and advocate for clients with the appropriate off-site providers, e.g., medical, social services and various rehabilitation services. They develop a joint referral system with their program and other community service providers to ensure the coordinated delivery of services.
Guest Advocates (6) Housing Advocate Child Care Advocates (2)	The advocates provide direct services to shelter guests and hot line callers, including: screening, intake, needs assessment, referral, counseling, advocacy, weekly staff meetings, out-take and follow-up.
Project Developer	The Project Developer coordinates all CMV, Inc. development and fundraising efforts, including annual fund campaign, program support and capital projects. She participates in screening and supervising development

	consultants and associates, and oversees the schedule of fundraising activities.
Comptroller	The Comptroller is responsible for agency fiscal management, including overseeing of agency accounting and bookkeeping, fiscal forecasting and budgetary planning, participation in contract negotiations.
Bookkeeper	This position is responsible for agency bookkeeping, including payroll; bill paying; cash reconciliation, maintenance of journals, monitoring of employee benefits, and contracts monitoring.
Secretary	The Secretary performs clerical duties, including: receptionist tasks, typing and distributing correspondence, maintaining file of income and contributions, duplication and distribution of materials.86% of the staff positions, including the Executive Director, Associate Director and the Program Managers are filled by women of color.

STAFFING PATTERN -

Three current CMV, Inc. staff members will interface directly with the project:

Mercedes Tompkins, Executive Director (10%) responsible for the overall coordination of service at CMV, Inc.

Cassandra Benson, C.P.A., Comptroller (10%) responsible for fiscal management.

Molly Chaudhuri, J.D., Legal Coordinator (10%), who will oversee legal service delivery.

New project staff:

Lisa Dodson, Ph.D. cand., M.P.H., R.N., the Project Evaluator (100%) already has been named. She will be responsible for coordinating project evaluation, including further conceptualizing and implementing the process and outcome evaluations.

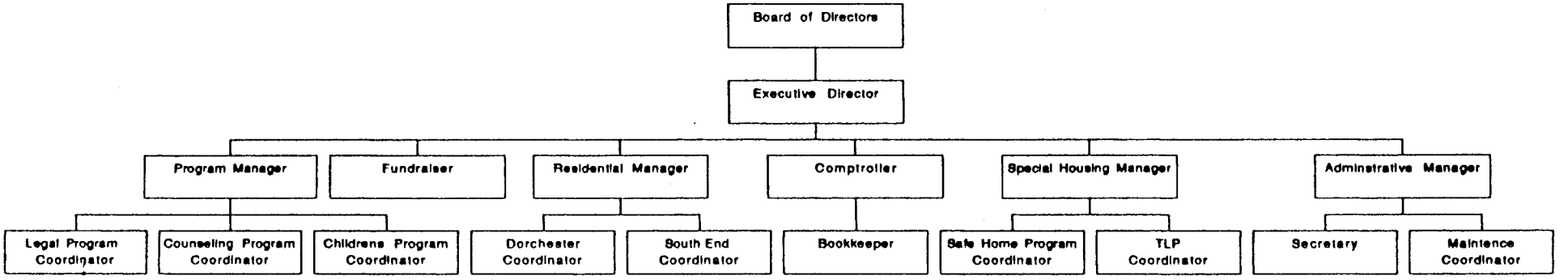
The Clinical Director (100%) will be responsible for program administration and the provision of clinical services, under the supervision of the Executive Director. This position minimally requires an M.S.W., as well as 3 years experience in service delivery, particularly with at-risk adolescents, and 1 year of supervisory experience. Bilingual skills (Spanish/English) are preferred.

The Service Coordinator (100%) will be responsible for overall service delivery and facilities management, under the supervision of the Clinical Director. This position requires and M.S.W. or M.A. in human Services, Public Administration, or related field, as well as at least 3 years experience with at-risk adolescents. Bilingual skills are required.

The Clinical Child Care Coordinator (100%) will be responsible for coordination of the child care services , under the supervision of the Clinical Director. This position requires a Masters in Child development and/or early intervention, with at least 2 years experience working with children of various ages, particularly those who have endured trauma and loss. Bilingual skills are required.

Due to CMV's commitment to serving communities of color, the intensive recruitment and selection of staff for the demonstration project from these communities as well as the general population will continue. The majority of the staff will be bilingual and bicultural. Due to the importance of the larger cultural context in which low-income women raise their children, another priority will be the prospective staff member's experience working with and knowledge of the cultures within the community of color. Another common characteristic required for staff will be experience working with survivors of domestic violence.

CASA MYRNA VAZQUEZ INC.



ATTACHMENT V

QUALIFICATIONS OF ATLP STAFF

SHARON MERCEDES TOMPKINS
111 DRAPER STREET
DORCHESTER, MA 02122
(617) 436-2122

CAREER OBJECTIVES

I have a strong interest in the development of my community. I would enjoy working with people and adaptively utilizing my administrative and technical skills.

WORK EXPERIENCE

August 1984 - Present

Casa Myrna Vazquez, Inc., Boston, MA
Executive Director

Responsibilities include:
- the overall coordination of service in the agency's four components (two shelters, the Safe Home Network, the Transitional Living Program, Community Education and Volunteer and Housing Program)
- ensuring the flow of information between sites
- individual supervision of management and administrative staff
- act as primary liaison between attorney and management with union contract negotiations
- negotiate and monitor contracts with Local, State and Federal funding sources
- assist in fiscal management
- coordinate fundraising activities
- speak at public engagements
- establish and maintain community contacts
- management of Development Team
- act as liaison between Board and staff
- manage and maintain smooth Board operations and Development
- manage $1.5 million Capital Campaign

January 1984 - August 1984

Family Violence Curriculum Project, Cambridge,. MA
Project Director

Responsibilities included:
- ensuring information flow between staff and consultants
- supervision of contacted activitivies which included: conducting ,overseeing field testing, overseeingCurriculum revisions, public speaking, budgetary monitoring and fundraising

WORK EXPERIENCE - Cont'd

May 1981 - August 1984

Women Inc./WEAVE, Roxbury, MA
Vocational Coordinator/Job Developer

Responsibilities included:
- total coordination of Vocational Component responsibilities
- supervision of two full-time staff persons
- design of job and training resources in the Boston area
- acting as liaison between State level funding agencies.

This job required being proficient at communication and organizational skills.

June 1980 - May 1981

Women and Law, Boston, MA
Conference Coordinator

Responsibilities included:
- total coordination of nine committees (budget, fundraising, publicity, programming, etc.)
- budget implementation
- liaison between the National Board of Directors and the Core Organization Committee
- supervision of volunteers and eight work-study students
- active participation in collective decision-making process of the Core Organizing Committee

July 1979 - September 1979

NEC, Boston, MA
Crew Supervisor

Responsibilities included:
- managing crew of five maintaining community park
- coordination of community-oriented recreation program
- general administrative duties such as record keeping, purchasing of equipment and liaison between NEC and MDC

August 1977 - April 1979

Xerox Corporation, Boston, MA
Technical Representative

Responsible for the service of Xerox copiers in Middlesex County. Job required knowledge of eletro-mechanics, maintenance of expense reports and truck inventory. Also, promoted a positive public relationship with customers.

CONSULTATIONS/AFFILIATIONS

May 1989	Radcliff Conferences, Cambridge, MA Panel Presenter - "The Emerging Women Leaders"
May 1989	Abigail Adams Award, Boston, MA Awarded by the Mass. Women's Political Caucus.
June 1988 - Present	Women for Economic Justice - Board - President
January 1984 - June 1985	Group Leader/Individual Counseling. Provide workshops and counseling on family violence at Framingham Prison Project.
September 1983 - March 1984	Steering Committee Member. Provided guidance and resources to the organizing committee of the 15th National Conference on Women and the Law.
April 1981	Workshop Leader. Provided workshop on non-traditional jobs for women at the Women and the Law Conference.
February 1981	Workshop Leader. Provided workshop entitled "Racism and Stereotypes Between Women of Color." This workshop was exclusively for women of color who are trying to build antiracist coalitions and was held at the New England Women Studies Conference.
September 1979	Concert Producer. Responsibilities entailed: bookkeeping, crew coordination, negotiating contracts and publicity. Concerts produced were as follows: "Varied Voices of Black Women," "Linda Tilley and Mary Watkins," "Alive," and "Casselberry and Dupree."

EDUCATION

October 1989	Fund for the Homeless and Tufts University Peer Consultant Training

EDUCATION - Cont'd

May 1989	Simmons College Graduate School of Management, Boston, MA An intensive three-weeks program for developing managers.
August 1977	Xerox Corporation, Boston, MA An intensive three-months training program in electro-mechanics troubleshooting.
Spring 1977	Wentworth Institute, Boston, MA An intensive ten-weeks course in electro-mechanics with equal time on theory and laboratory skills. Introduction to Digital logic.
March 1975 - June 1975	Instituto Allende, San Miguel de Allende, Mexico Arts and Crafts School. Weaving, ceramics, spinning and natural fibre dyeing.
September 1972 - January 1975	Hunter College, New York City, New York Liberal Arts Program - courses included: art, graphics, physical science, Spanish and algebra.

REFERENCES FURNISHED UPON REQUEST

ELBA CARABALLO, Ph.D.

55 Valentine Road
Milton, Massachusetts, 02186
(617) 696-1684

EDUCATION

1991	Ph.D. Brandeis University, Florence Heller Graduate School, Waltham, MA. Dissertation: "The Role of the Pentecostal Church in the Puerto Rican Community. Boston Massachusetts: A Case Study."
1981	M.S.W. (Management & Planning) Boston University School of Social Work, Boston, MA
1981	Masters in Afro-American Studies-Boston University College of Liberal Arts, Boston, MA
1978	B.A., Magna cum laude (Psychology and Sociology) Curry College, Milton, MA
1972	LPN, Clara Barton High School, Brooklyn, NY

EMLOYMENT

1984-	Assistant Professor, University of Massachusetts, Boston Campus, College of Public and Community Service, Boston, MA., Human Services Center (1984-1988) Gerontology Center (1988-present.): B.A. programs; Masters in Human Services program(M.H.S.); Doctoral program in Gerontology (Ph.D.)
1987-1990	Visiting Lecturer, Center for Urban Ministerial Education, Boston, MA., Masters programs in Christian Education (M.Ed.) and in Urban Ministries programs (M. Div.)
1986-	Adjunct Assistant Professor, Smith College of Social Work, Northampton, MA., Masters program in Social Work (M.S.W.)
1984-1985	Consultant, Executive Office Administration and Finance, Commonwealth of Massachusetts, Boston, MA., evaluated the Public Private Partnership Program training process
1984	Proposal Reviewer, Department of Public Health, Commonwealth of Massachusetts, Rape Prevention Programs
1984	Trainer, Twelfth Baptist Church, Roxbury MA., "Focus '84: Changing our methods to reach a new generation"

1983-1984 Adjunct Assistant Professor, Boston College, School of Social Work, Chestnut Hill, MA., Masters program in Social Work (M.S.W.)

1983-1984 Curriculum Consultant, Curry College, Milton, MA., developed Human Services curriculum for undergraduate Sociology department

1983-1984 Adjunct Assistant Professor, Curry College, Milton, MA., undergraduate human services program

1983-1984 Teaching Assistant, Brandeis University--Heller School, Waltham MA.

1982-1983 Adjunct Assistant Professor, Boston University School of Social Work & Boston University--College of Arts and Sciences School of Afro American Studies: Black and Latino Leadership Development Program

1982-1983 Curriculum Consultant, Massachusetts Department of Public Health, Curriculum published: "Preventing Family Violence: A Curriculum for Adolescents," December, 1983

1981-1983 Research Assistant, Florence Heller Graduate School, Waltham, M[redacted] data collection and data analysis for an impact study program for pregnant and parenting adolescents

1981-1982 Program Developer, Department of Social Services, Commonwealth of Massachusetts; Central office of Human Resources Recruitment Department, 150 Causeway Street, Boston, MA. developed internal report: "Cultural Aspects of the Hispanic Community and Their Implications for Service Delivery", 1982

1980-1981 Evaluation Specialist, Massachusetts Department of Social Service Central Office of Policy and Program Evaluation Team--Investigated the availability of bilingual services to the Hispanic population

1979-1980 Caseworker, Children's Hospital Medical Center, 1979 Comprehensive Child Health Program--Social Service Training, Boston, MA

1978-1979 Case Worker, Massachusetts Society for the Prevention of Cruelty to Children, Boston, MA

1974-1976 Nurse, Wycoff Heights Hospital, Brooklyn, NY Surgical Unit

1972-1974 Nurse, Brookdale Hospital Medical Center, Brooklyn, NY Specialty Care Unit - Oncology

PUBLICATIONS AND TECHNICAL REPORTS

E. Caraballo and S.A. Bass, Voices of the Elderly: A Survey of Health and Social Service Concerns. 1991

E. Caraballo, "Patterns of Health Care Utilization Among Hispanic older Women," report prepared for the AARP Andrus Foundation, October, 1990

P. Houlihan and E. Caraballo, "Women and Retirement Planning: The Development of Future Connections, Inc." Retirement Planning For Women, Chris Hayes, Ph.D. and Jane Dorin, Ph.D. (Eds), Springer Publishing Co. 1990

E. Caraballo and A.M. Mikols, "Post-hospitalization Experience of Elders requiring Home Health Care," report prepared for the Massachusetts Association of Community Health Agencies, February, 1989

E. Caraballo, W. Hernandez, and A. Norman, Medigap Advocacy Manual: A training guide to Elderly Health Care Benefits and Financing, December, 1988

E. Caraballo and N. Goldstein, "The Economic Status of Older Women in Massachusetts", May, 1987

E. Caraballo,"Hispanic Mid-life and Older Women." Hot Flash, vol. 5 (3) Summer, 1986

P. Houlihan and E. Caraballo, "Aging with Ability: A Report on the 55 to 74 Year Old Population in the Metro West Area of Massachusetts," with P. Houlihan, July, 1986

E. Caraballo, "Teaching About Racism in Community Agencies." Women Studies Quarterly, vol. XIV (1&2), Spring and Summer, 1986, p. 39-41

E. Caraballo, "Preventing Family Violence: A Curriculum for Adolescents," Department of Public Health, December, 1983

E. Caraballo, "Cultural Aspects of the Hispanic Community and Their Implications for Service Delivery", Department of Social Services, 1982

WORKSHOPS AND PRESENTATIONS

1990 "Hispanic Elders: Cultural Realities," presenter, AARP sponsored State wide conference, March

1989 "Older Women Take the Lead," panel convened for the National Council on the Aging, 39th Annual Conference, April
"Organizing for Economic Survival: Spousal Impoverishment in Massachusetts," paper presented to the National Council on the Aging, 39th Annual Conference, April

CASA MYRNA VAZQUEZ, INC.

Project Evaluator

Job Description

Position Summary

This position will be responsible for coordinating project evaluation, including further conceptualizing and implementing the process and outcome evaluations described in this proposal. This includes: the development of central intake data system by developing the common intake forms, the development and testing of the common treatment process form, generation of management reports and analysis.

The evaluators will also develop the evaluation tools such as questionnaires, semistructured case management records, etc., and will modify existing measures to be gender sensitive and culturally appropriate.

Skills and Knowledge

* Quantitative and qualitative research
* Primary prevention and substance abuse
* Program development
* Community Health
* Written and analytical skills
* Community organization

Prior Experience:

* 3 years quantitative and qualitative evaluation
* 2 years community programming

Personal Qualities:

* Excellent written and analytical skills
* Ability to work with multi-disciplinary teams
* Ability to work with multicultural populations
* Group process and facilitation
* Ability to transfer knowledge and share expertise

Qualifications:

Masters of Science in Public Health, Health Services, Management or related field (PhD or DrPH preferred).

Supervisor: Executive Director for personnel and project issues; the Institute of Urban Health Policy, Research and and Education for professional supervision.

CASA MYRNA VAZQUEZ, INC.

Clinical Director

Job Description

Position Summary

The Clincal/Program Director will act as the Principal Investigator for the Transitional Living Program for Pregnant and Postpartum Women and their Children Demonstration Project. She will report to the Executive Director of CMV, Inc. and will have primary responsibility for overall management of the project. She will, in conjunction with the Executive Director, recruit, train, and supervise project staff. She will also work with a team of psychologists and social workers to develop the detailed program design and timetable for the project.

Responsibilities

1. Develop and administer the project.

2. Develop detailed project design, clinical curriculum, and timetable in conjunction with CMV, Inc. Executive Director and Board psychologists.

3. Monitor rehabilitation of program space in the new site, ensuring that program needs are met.

4. Hire the Services Coordinator, Clinical Child Care Coordinator, Child Care Advocate, and Educational Coordinator. Design and coordinate orientation program.

5. Recruit and screen prospective pregnant program participants, with referral input from community organizations.

6. Provide clinical services to program participants, including diagnosis and treatment planning, therapy and referral.

7. Develop and provide staff training regarding clinical issues of survivors of domestic violence, pregnant adolescents and those at risk for substance abuse, and to coordinate trainings by outside specialists.

8. Supervise project staff, graduate clinical interns placed in the clinical component of the program, and facilitate weekly case reviews.

9. Facilitate weekly therapeutic support groups.

10. Work with Evaluator to design, coordinate and administer clinical evaluative measures.

11. Oversee data collection and to prepare monthly program progress reports.

12. Evaluate services provided under the program, in conjunction with project staff, and make adjustments in service delivery as necessary to ensure that clients' needs are being met

CASA MYRNA VAZQUEZ, INC.

Services Coordinator

Job Description

Position Summary

This position is responsible for overall service delivery and facilities management. She will oordinate support services, act as a liaison and advocate for clients with the appropriate off-site providers (medical, social service and rehabilitation). She will develop a joint referral system between the Transitional Living Program for Pregnant and Postpartum Women and their Children Demonstration Project and other community service providers to ensure coordinated delivery of services.

Responsibilities

1. Assist the Clinical Director in the design and implementation of the project.

2. Develop and coordinate the provision of comprehensive medical, clinical, educational, vocational and child care services provided by the project staff and community service providers

3. Initiate a series of meetings between CMV, Inc. and the obstetric and pediatric departments of Boston City Hospital, the South End Comunity Health Center, the Dimock Community Health Center, Alcoholica Anonymous, Narcotics Anonymous, AlAnon, Massachusetts Department of Social Services, the Cardinal Cushing Center, Women, Inc., the Harvard Trauma Clinic to:

   Present an overview of CMV, Inc., its programs and the services provided
   Present an overview of the project
   Determine the types of referrals that these groups can make to CMV, Inc. and the project
   Determine the types of services which these groups can provide to project participants
   Develop a system for joint referrals

4. Serve as an ongoing liaison between the above community service providers and the CMV, Inc. demonstration project.

5. Participate in the recruitment , screening and orientation of prospective pregnant program participants.

6. To make appropriate referrals to community services and provide information, advocacy and case management.

7. Design and coordinate monthly workshops, with project staff and outside presenters, which will cover a variety of topics of interest to project participants

8. Recruit, train and supervise volunteers placed in the program.

9. Supervise the Educational Coordinator.

10. Supervise communal living arrangements; facilitate weekly house meetings and collect tenant rents.

11. Perform facilities management, oversee maintenance, cleaning and program supply inventory.

12. Participate in data collection and prepare monthly service coordination progress reports.

CASA MYRNA VAZQUEZ, INC.

Clinical Child Care Coordinator

Job Description

Position Summary

The Coordinator will provide clinical services to the children of project participants, and parenting support to the mothers. She will work closely with mothers, childcare staff, volunteers and other service providers to ensure coordinated case delivery. She will be responsible for overall management and development of the childcare component of the demonstration project.

Responsibilities

1. Develop, coordinate and manage the therapeutic child care component of the project.
2. Perform childcare intakes with the mothers, and maintain updated records on the interaction between mothers and their children during their participation in program activities.
3. Provide clinical services to the children, including diagnosis and treatment planning, therapy and referral.
4. Adapt the copyrighted CMV, Inc.*Child Care Curriculum and Handbook for Child Care Workers* for use in the therapeutic child care component of the demonstration project.
5. Provide staff orientation and training regarding clinical issues of infants and children, and to coordinate trainings by outside specialists.
6. Supervise Child Care Worker, Foster Grandmothers, other volunteers and student interns placed in the program, and facilitate weekly child care case reviews.
7. Facilitate weekly Mothers' Support Groups.
8. Design and coordinate monthly Mothers' Workshops, including presentations by outside specialists.
9. Work with Evaluator to design and monitor evaluation measures as they relate to the child care component.
10. Oversee data collection and to prepare monthly child care progress reports.

CASA MYRNA VAZQUEZ, INC.

Educational Coordinator

Job Description

Position Summary

This is a part-time position. The Coordinator will provide educational assessment and development to project participants. She will assist participants with developing an educational plan and then work with them to develop short and long term goals. She will also assist participants with career exploration.

Responsibilities

1. Develop and coordinate the Basic Education and Skill Building component of the Transitional Living Program for Pregnant and Postpartum Women and their Children Demonstration Project.

2. Provide school advocacy for client access to bilingual, special education and/or programs for teen mothers.

3. Design and offer a combined English as a Second Language (ESL)/External Diploma Program curriculum.

4. Develop pre-employment skill building curriculum.

6. Plan and coordinate monthly Career Exploration Workshops and bimonthly "Meet the Employer" field trips.

Skills andQualifications

Excellent verbal and written communication skills are required. Knowledge of community educational resources and the ability to work with a team of professionals to coordinate educational needs is preferred.

-- B.A. in education, ESL or three years experience in adult basic education.

-- TESOL certification preferred.

-- Experience working with survivors of domestic violence, pregnant adolescents and those at risk for substance abuse; sensitivity to the needs of abused women and their children, particularly Latina, African American and other families from poor, urban communities of color.

-- Familiarity with Boston area educational and employment providers.

-- Fluency in Spanish and English required

-- Knowledge of computers and educational software.

Supervisor: Clinical Director

ATTACHMENT V

Letters of Support

The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
150 Tremont Street
Boston 02111

William F. Weld
Governor
David P. Forsberg
Secretary
David H. Mulligan
Commissioner

July 15, 1991

Elaine M. Johnson, Ph.D.
Director, Office for Substance
Abuse Prevention
Bernard R. McColgah
Director, Division of Demonstrations
and Evaluation
Office of Substance Abuse Prevention
Washington, DC

Dear Dr. Johnson and Mr. McColgah:

On behalf of the Massachusetts Department of Public Health, I am pleased to support Casa Myrna in their submission of an OSAP proposal to develop a residential substance abuse prevention education program for pregnant adolescents. This proposed service, if funded, will offer residential drug and alcohol prevention-education services to pregnant adolescents who are victims of violence. The dearth of residential services for battered pregnant adolescents at a significant risk for homelessness and alcohol and drug abuse represents a particularly unfortunate service gap in our continuum of care for women.

Casa Myrna Vazquez has provided exemplary leadership for the past 13 years in serving abused women and children from the African American and Latina communities of Boston. This residential shelter utilizes a multidisciplinary/multicultural approach in developing services which appropriately address the needs of this population. In addition to providing substance abuse prevention/education programming, this application proposes to integrate essential prenatal care, child development, and women's health services.

Casa Myrna provides shelter services in an urban area devastated by overwhelming rates of substance abuse, violence, and AIDS. The commitment of this program in responding to the specialized needs of this especially vulnerable population is commendable.

The Department of Public Health is acutely aware of current statistics which cite the insidious coexistence of substance abuse and violence in women's lives. I am hopeful that the proposed prevention/education project will significantly address this issue and I strongly urge you to consider the application for funding.

Sincerely.

David H Mulligan

David H. Mulligan
Commissioner

DEPARTMENT OF HEALTH AND HOSPITALS

JUDITH KURLAND
Commissioner

818 HARRISON AVENUE
BOSTON, MASSACHUSETTS 02118

September 13, 1991

Mercedes Tompkins
Case Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins,

We are extremely supportive of your application to OSAP to support a residential facility for pregnant and postpartum women at risk for substance abuse and their children. The magnitude of the substance abuse problem among low income women and women of color in Boston and the dire consequences of this problem require expanded treatment options. Given the tremendous shortage of residential beds for pregnant women and women with children, I cannot overemphasize the need for the type of facility and program you are planning.

Casa Myrna's success in addressing, in appropriate cultural contexts, the needs of women that arise from poverty, domestic violence and substance abuse is widely recognized. For this reason I am confident of your ability to successfully develop the program you have proposed. We wish you the best of luck in this important project and will be supportive in any way in which we are able.

Sincerely,

Judith Kurland

The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
150 Tremont Street
Boston 02111

William F. Weld
Governor
David P. Forsberg
Secretary
David H. Mulligan
Commissioner

September 17, 1991

Mercedes Tompkins
Executive Director
Casa Myrna Vasquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

The Massachusetts Department of Public Health/Bureau of Substance Abuse Services is pleased to support your proposal to develop a multi-service residential program for pregnant and postpartum women and their children.

The co-existence of substance abuse and violence in women's lives continues to escalate as a serious public health issue. The proposed development of residential services for adolescent and adult women who require structured support, protection, and appropriate interventions for substance abuse and domestic violence will enrich the spectrum of specialized services that comprise the existing continuum of care.

Casa Myrna staff have successfully identified and secured the support from essential community-based services including area substance abuse treatment providers who are currently offering specialized programs for pregnant and postpartum women. This collaboration will ensure that appropriate services are accessed and received.

The Bureau looks forward to working with you and your staff in facilitating the implementation of this program should this proposal be selected for funding.

Sincerely,

Dennis McCarty, Ph.D.
Director, Substance Abuse
Services

CITY OF BOSTON · MASSACHUSETTS

OFFICE OF THE MAYOR
RAYMOND L. FLYNN

September 16, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

I am writing to express my strong support for the proposal of Casa Myrna Vazquez to the Office of Substance Abuse Prevention (OSAP) to develop a residential program for pregnant and postpartum battered women and their children. This program will address a critical need in the City of Boston by addressing the dual issues of substance abuse and domestic violence.

Casa Myrna has a long and impressive history of providing services to battered women and their children in the City of Boston. Since 1976, Casa Myrna has developed a shelter, safe home program, and transitional housing program which serve battered women and their children. In particular, Casa Myrna has addressed the needs of inner city Latina, African American, and Native American women.

The City has worked closely with Casa Myrna in supporting these efforts and will continue to collaborate on this proposed project through the Department of Health and Hospitals by providing technical assistance, training, and a referral network.

My administration is committed to insuring that every woman and child in the City of Boston can live in safety, free from the grips of domestic violence and substance abuse. I look forward to working with Casa Myrna in achieving this goal.

Sincerely,

Ray Flynn

Raymond L. Flynn
Mayor of Boston

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF HUMAN SERVICES
DEPARTMENT OF SOCIAL SERVICES

August 27, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, Massachusetts 02118

Dear Ms. Tompkins:

I am writing to express my support and enthusiasm for Casa Myrna Vazquez, Inc's proposal to open a new, multicultural residence for pregnant and postpartum women who are suffering from battering and substance abuse.

CMV, Inc. has a proven record of providing culturally sensitive, effective services to Latino and African American women and their children in the Boston area. Our agencies have worked closely together to improve services in child abuse/ neglect cases involving domestic violence. The Department's Boston area office is fortunate to receive consultation from your agency through a newly established pilot program bringing together child welfare social workers, battered women's advocates, legal and medical experts, and a batterer's treatment provider to address complex child abuse cases.

As you know, the Department of Social Services has been greatly effected by increased drug and alcohol use among families. The effects are seen in dramatic rises in the number of children reported abused and neglected because of parental drug abuse, children with HIV infection, children (particularly under age 5) in foster care and infant deaths. A recent study revealed substance abuse as a concurrent factor in 64% of all supported investigations of physical abuse, neglect and emotional maltreatment in Boston.

The residential program you propose will meet the critical need for services for women struggling with the often interrelated problems of poverty, racism, battering and addiction. It will allow them to keep their children in their care, avoiding the painful separation of foster placement. The Department is particularly enthusiastic about the targeted age range, as there are few services for teens, and the unique integration of

substance abuse and battered women's services. I assure you tha- the Department will be one of your primary referral sources.

Please let me know if I can offer any further assistance. Best wishes for continued success.

Sincerely,

Linda S. Spears
Assistant Deputy Commissioner

Teresa Kohlenberg, M.D.
Director
Teen - Tot Clinic

Assistant Professor
Department of Pediatrics
Boston University School of Medicine

Boston City Hospital
Boston University School of Medicine

818 Harrison Avenue, T205
Boston, Massachusetts 02118
(617) 534-3038, 4235, 5177
FAX (617) 534-7475

Mercedes Tompkins
Executive Director
Casa Myrna Vasquez, Inc.
PO Box 18019
Boston, MA 02118

Dear Ms Tompkins,

I am writing to express my strongest support and appreciation for your initiative, the Adolescent Transitional Living Program for young mothers affected by substance abuse and domestic violence. We know that domestic violence is a common co-morbidity of substance abuse; Casa Myrna's proposal addresses the urgent need for a structured and safe living environment for these young mothers and their children, which is often the first step towards health and recovery. If your program is funded, it will represent a great step forward in meeting the needs of adolescent mothers affected by substance abuse.

The Adolescent Center at Boston City Hospital has two programs which can complement the services to be offered through the Transitional Living Program. The first is the Teen-Tot Clinic at Boston City Hospital, which provides comprehensive medical and social services for young mothers prenatally and post-partum, as well as for their children from birth on. The second program, the Young Families Support Program, is funded by the Office for Substance Abuse Prevention, and delivers substance abuse counselling, advocacy and home visiting for young mothers who are users of drugs and alcohol, or who are affected by use in a family member or partner.

Each of these programs has seen a number of adolescent mothers who are beaten by parents or partners, who are exposed to alcohol and other drug use, who may be users themselves, and who would be ideal for the residence that you propose. I sincerely hope that your proposal is funded, and look forward to further collaboration with you!

Yours Truly,

Teresa M. Kohlenberg MD

Teresa M. Kohlenberg, M.D.
Principal Investigator and Project Director
Young Families Support Program

Assistant Professor of Pediatrics
Boston University School of Medicine

Coalition on
Addiction, Pregnancy, and Parenting

Norma Finkelstein, Ph.D., *Director* 349 Broadway, 2nd Floor Cambridge, MA 02139 (617) 661-3991

August 20, 1991

Mercedes Tomkins,
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tomkins:

I am writing on behalf of the Coalition on Addiction, Pregnancy and Parenting (CAPP), Inc. to extend my support for your efforts in developing a program for pregnant and parenting teens and their children, the Adolescent Transitional Living Program. CAPP is committed to the planning of services for pregnant and parenting alcohol and drug dependent women and their children throughout the state. There is an urgent need for comprehensive services for pregnant and parenting young women who are either using alcohol and other drugs or at high risk for using drugs. These young families are often the ones who need services the most, yet have the least access to such critical services.

The your proposal for a residential program designed specifically for adolescent pregnant and parenting women and their children, who are vulnerable to violence and substance abuse will fill a major need for services to young pregnant alcohol and drug using women and their children. As we know, alcohol and drug abusing women are not only at high risk for violence, but also at high risk for, if not already facing, poor health including, complications during pregnancy, sexually transmitted diseases and HIV disease, poverty, and homelessness. These added stresses impact women's ability to access treatment and to stay in recovery as well as their ability to appropriately parent their children. The added stress of being an adolescent and negotiating the substance abuse and health and human service systems may be overwhelming and cause many not to seek services. In addition, stigma of being alcohol and drug dependent and a pregnant adolescent may keep many young women from seeking or receiving services. Access is further limited to women and children of color due to discrimination or the lack of culturally and linguistically appropriate services. Many alcohol and drug dependent women, especially young women, mistrust the health and human service system due to previous unsuccessful contacts. Programs that can reduce these barriers and assist pregnant and parenting alcohol and drug using young women in accessing substance abuse and health and human services not only assist these young women in regaining

control of their lives but also intervene in the intergenerational cycles of addiction and violence.

Casa Myrna is known for their staff's expertise and experience in working with women and their families who are at high risk for violence, poverty, racism, and substance abuse. Casa Myrna is an organization which has always reflected the cultural diversity of this urban community. The staff, volunteers and the Board of Directors represent the linguistic and cultural diversity of the families served. Sensitivity towards and understanding the challenges and strengths of families of color toward survival and growth is a major asset of this agency.

I strongly support your efforts in applying for funding to implement this exciting and urgently needed residential service for Latino and African American pregnant and postpartum women and their children who are at high risk for substance abuse and violence. I wish you much success and look forward to our continued collaboration.

Sincerely,

Norma Finkelstein

Norma Finkelstein, PhD, LICSW
Director

Boston Youth Development Project

895 Blue Hill Avenue
Dorchester, Massachusetts 02124
(617) 825-3400

Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019 Boston, MA 02118

Dear Ms. Tompkins,

As Director of the Boston Youth Development Project, an OSAP funded substance abuse prevention project for high risk youth, I have seen first hand the need for continued programming which deals with the destructive effects of drug use on children, their parents and families. I have known of your excellent work with abused women and children in your shelter setting and feel that the services provided for a multicutural community reflect your commitment to meeting the challenges with which your population struggles.

The work of Casa Myrna Vazquez, Inc. (CMV) has been supportive of a multi-cultural cross section of families and children for over 12 years. During this time, families of our program have used your services for both shelter, support, encouragement and strength. The mandate of CMV to provide support for vulnerable families is critical. The need to promote the services of CMV cannot be overstated. Protecting families from violence, substance use and the separation of children from mothers/fathers, is a critical and complex issue. The added problems of violence and alcohol and drug abuse only go to contributing to the enormity of the task facing CMV. You have shown over the years that you fully understand the interrelated issues which a parent or family must face when engaged in such destructive behaviors.

Without the types of programming/support which is being provided by Casa Myrna Vazquez, young pregnant women and their children will have less opportunity to find a safe and growth providing setting. CMV has always provided quality services to it's client population and has a reputation for diversity, fairness and professionalism. We are in full support of the efforts of CMV to develop and implement a multi-cultural, residential prevention and recovery program for pregnant and postpartum women and their children.

Sincerely,

Hal Phillips
Director

Collaborating Agencies:
Freedom House, Inc., Dr. Toye Lee Brown
Harvard Street Neighborhood Health Center, Allen Ball
Lena Park Community Development Corporation, Dr. Niathan Allen
Roxbury Multi-Service Center, Shirley Carrington
Social Policy Research Group, Inc., Dr. James Hyman
BYDP Director, Hal Phillips
Advisor, Natalie Christian, WLVI-TV (Ch. 56)

DIMOCK
Community Health Center

Jackie Jenkins-Scott
President

August 19, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P. O. Box 18019
Boston, MA 02118

Dear Mercedes,

I am pleased to write in support of your proposal for the Adolescent Transitional Living Program for pregnant and parenting teens and their children.

The objective of the program is to provide pregnant and postpartum women and their infants and children with coordinated services including substance abuse prevention and recovery support; medical care, parenting and child development; job training and career development. As you know, over the past decade Dimock has been moving in this very direction of services integration. Utilizing our most precious asset-- its historic 9-acre campus in the heart of the inner-city-- Dimock has successfully created a Comprehensive Health and Human Service Campus. By offering this "one stop shopping" model of care, Dimock provides integrated care in one location that is accessible-- geographically, financially, and culturally. Dimock continues to provide an array of health care services including substance abuse treatment services for pregnant women, and career training for positions in the health field.

Casa Myrna has a reputation of extensive experience in understanding the challenges facing families of color and has always reflected the cultural diversity of this urban community. A program such as you are proposing is critically needed in the Commonwealth.

Again, I would like to express my support for this program.

Sincerely,

Jackie

Jackie Jenkins-Scott
President

JJS:cj

CITY OF BOSTON
DEPARTMENT OF HEALTH AND HOSPITALS

818 HARRISON AVENUE
JOSTON, MASSACHUSETTS 02118

Tel. No. _____

August 27, 1991

Mercedes Tompkins
Executive Director
Casa Myrna Vasquez Inc.
P.O. Box 1809

Dear Mercedes:

It is with pleasure that I write this letter of support for Casa Myrna Vasquez's proposal for a Multicultural Residence for Women and Children. As you know, Boston City Hospital is a busy level one trauma center. In this capacity, the Emergency Department treats two-thirds of Boston's trauma cases and averages an annual caseload of 75,000 visits. The patients served by Boston City Hospital generally reflect the poor and minority neighborhoods which surround the hospital.

Battered teens and women represent a large proportion of interpersonal violence victims seen at Boston City Hospital. The Emergency Department alone treats approximately one hundred teen and young adult women for battering every month. The majority of these young women are Black and Hispanic. Most have dependent children whose safety is also at risk.

Our ability to assist women in securing safe shelter has always been difficult due to the limited amount of shelter beds. This difficulty is magnified when the women is a teenager or is dealing with issues of substance use/abuse. The dire need for a safe, multicultural residence to assist women with the issues of violence, substance abuse and parenting cannot be overstated.

We look forward to continuing our close relationship with your shelter as together we attempt to address a major gap in service delivery, namely the absence of a culturally sensitive safe residence for young battered women and their children

Sincerely,

Joan Meunier-Sham

Joan Meunier-Sham, RN, MS
Assistant Deputy Commissioner
Boston's Department of Health and Hospital

Deborah Prothrow-Stith, M.D.
Assistant Dean, Government and Community Programs
Lecturer, Department of Health Policy and Management

September 16, 1991

Elaine M. Johnson, Ph.D.
Director, Office Of Substance Abuse Prevention
Health and Human Services

Bernard R. McColah
Director, Division of Demonstration and Evaluation
Health and Human Services

Dear Dr. Johnson and Mr. McColah:

I want to express my enthusiastic support for the Casa Myrna Program for battered, pregnant adolescents and women. Such a program, a multi-service residence for homeless women and children who are at high risk of damage from drug and alcohol abuse, is greatly needed in the Boston area. These families face escalating violence in both the street and in their homes, violence associated with an increase in drugs and the economic desperation of urban communities.

Young single mothers need a special approach which offers protection for themselves and their young children. Whereas, some adolescents can turn to family in such a crisis, many are now left homeless and vulnerable to many abuses. Young women of color are disproportionately facing this desperate condition, often with infants, sometimes pregnant. A long-term residence, located in the heart of Boston, in which the overlapping traumas of violence, loss-of-home and drug damage can be understood and overcome, is the kind of sheltering these families need.

Casa Myrna Vazquez has provided shelter and advocacy for battered families for over ten years. Further, this organization has been recognized in Boston's communities of color as committed to multicultural work, incorporating the strengths and spirit of the Latino, African American and other ethnic peoples into their work. As such, I cannot think of a better organization to address the needs of this population of young women and their children.

I recommend this program most highly.

Sincerely,

Deborah Prothrow-Stith, M.D.

677 Huntington Avenue, Boston MA 02115
Tel: 617 432-0814 Fax: 617 432-4494

SOUTH END
COMMUNITY
HEALTH
CENTER

A full service, non-profit, primary and managed care facility

28 August 1991

Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
Boston, Massachusetts 02118

Dear Mercedes:

The South End Community Health Center looks forward to our active participation as an integral partner within Casa Myrna Vazquez's proposed Multicultural Residence for Women and their Children. As in the past, both the medical and social services of the Health Center and the facilities of Casa Myrna Vazquez would be available to our patients through a coordinated, cross-referral system.

SECHC offers quality, comprehensive care to community residents with a strong emphasis on services to the Latino and African American populations. Included are: Pediatrics, Obstetrics/Gynecology, Adult Medicine, Nutrition, Mental Health, Social Services, Dentistry, Eye Care, Podiatry, Audiology, Laboratory, and Managed Care support through our back-up specialty and in-patient provider network. Our affiliations include: Brigham & Women's Hospital, University Hospital, Boston City Hospital, Children's Hospital, New England College of Optometry, and Dr. Solomon Carter Fuller Mental Health Center.

The Health Center would continue to refer active cases of women and their children who may present themselves to us with residential needs to Casa Myrna Vazquez. Further, we would work closely with you in coordinating specific services for pregnant and post-partum women, their infants, and their children as proposed.

I truly believe that a cooperative venture such as you propose will greatly benefit families who are victims of domestic violence. We are excited about our inclusion in this most important effort and we will work hard with you in meeting as many of the needs of these families as possible.

Sincerely,

Tristram Blake
Executive Director

TB/p

400 Shawmut Avenue, Boston, MA 02118 617 266 6336

Casa Esperanza

Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, Ma. 02118

Dear Ms. Tompkins,

Through my position as Executive Director at Casa Esperanza, Inc., I have had the chance to work with Casa Myrna Vazquez for the past five years. I believe the shelter for abused women and children provides a vital service to the multicultural community of Boston.

Casa Myrna's proposed program aimed at serving pregnant youths and women with children who are victims of substance abuse and violence is essential. Pregnant teens are at great risk in the streets of Boston, especially those alienated from their families. It is very easy for them to succumb to drugs and alcohol and not seek prenatal care. Yet there are few programs designed to address these problems. Women's shelters have long known that exposure to violence and sexual abuse often leads to substance abuse. This correlation is something with which battered women's shelters are quite familiar.

Casa Myrna Vazquez has always reflected the cultural diversity of our community. The staff is multicultural and represents the families which it serves. Understanding the needs of families of color is an important asset of the agency.

Young pregnant women and their children need a safe environment in order to foster their development. Casa Myrna is an organization which understands these needs and can provide the means by which these women and children can become independent families.

I enthusiastically support Casa Myrna Vazquez in its endeavor to provide service to the young women and children of this community.

Sincerely,

Ricardo Quiroga, M.Ed.
Executive Director

The Commonwealth of Massachusetts
Department of Education

1385 Hancock Street, Quincy, Massachusetts 02169-5183

September 12, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

We are pleased to submit to you a letter of support for your proposed project "Transitional Living Program for Pregnant and Postpartum Women and Their Children." It is very much in keeping with the mission of this Office to support the creation of a residential program for this needy adolescent female population. Enclosed please find the work agreement which we have signed and look forward to supporting.

We wish you great success in this endeavor.

Sincerely,

Leedia C. Macomber

Leedia C. Macomber
Director, Office for Education of
Homeless Children and Youth

HOPE
Hispanic Office of Planning and Evaluation Inc.

165 Brookside Ave. Extension
Jamaica Plain/Boston, MA 02130

Jose Duran M.C.P.
Executive Director

August 21. 1991

Mercedes Tompkins, Executive Director
Casa Myrna Vasquez, Inc.
P.O.Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

As the executive director of the Hispanic Office of Planning and Evaluation, Inc. (HOPE) and as chairman of the Council of Administrators of Hispanic Agencies (CAHA), it has been my continuing pleasure to work closely with you and Casa Myrna Vasquez for several years. This close working relationship has provided me with an opportunity to observe Casa Myrna Vasquez' delivery of high quality, responsive and competent services for women and children in abusive situations. In addition, I have been impressed with the role and efforts that you, your staff and board of directors have taken in support of a wide range of community-level concerns and interests.

I have reviewed your proposed program designed to serve young pregnant and post-partum women and their children. Clearly, there is a pronounced need to meet the compound needs of adolescents who are homeless, separated from their families, in abusive situations involving substance abuse and violence, and vulnerable to a wider array of associated problems for which they are notably at risk.

I am at once impressed and gratified that Casa Myrna Vasquez is seeking to provide residential services to young pregnant and post-partum women and their children who need a supportive environment and well-designed intervention in order to recover from the effects of abuse and violence. Casa Myrna Vasquez, in my professional opinion, is extraordinarily well qualified and has the necessary track record and capacity to operate such a difficult and complex program.

Know that the Hispanic Office of Planning and Evaluation, Inc. (HOPE) is available to provide whatever assistance as might be helpful to the program, such as program evaluation, staff training, information and communications support resources. As you know, HOPE is a community planning, advocacy and organizational assistance center dedicated to improving the quality of services available to, and utilized by, the Latino community.

Best wishes on your proposal.

Sincerely,
Jose Duran

Phone: (617) 524-8888
Fax: (617) 524-4939

MOM's PROJECT

Mom' Project Community Drop-In Center
434 Massachusetts Avenue (Corner of Columbus & Mass Ave)
Garden Level 1
Boston, MA 02118
534-7411, 534- 7412, 534-7413

September 17, 1991

Ms. Mercedes Thompkins
Executive Director
Casa Myrna Vazquez
P.O. Box 18019
Boston, MA 02118

Dear Ms. Thompkins:

It is a great pleasure to write this letter of support for your proposed program for pregnant and postpartum adolescents. The teen pregnancy rate for the city of Boston has been steadily increasing among African American and Latina teens over the period fom 1980 to 1987 for which their are data. The birth rates for African American and Latina teens are three to four times higher than those for white non-Hispanic teens. Simoultaneoulsy we have witnessed a dramatic increase in drug abuse among young women in our communities. This epidemic has been referred to as the feminization of drug abuse. We applaud your intent to develop services for this target population and will be happy to collaborate with your staff in any way possible in the event that your proposal becomes a reality.

The Mom's Project, a three year research and services project funded by the National Institute on Drug Abuse, is an HIV risk reduction project aimed at high risk women who are pregnant. Over the past two and one half years of field work we have contacted 1,850 pregnant women and have conducted interviews with 600 high risk pregnant women from Boston's low-income communities of color. Among the major social problems faced by the women in our study are lack of housing, sexual assault, and domestic violence.

Although the vast majority of the women contacted by our project have been bewteen the ages of 20 and 29 years old, many of them were teens at the time of their first pregnancy. An astounding number of these women have been victimized during their adolescent and early adult years. It is generally acknowledged that women who are victimized may seek solace in drug use in the face of lack of services targetted to young women. The concerns of young survivors of abuse and assault are not even acknowledged in the array of services available to adjudicated young women.

Sincerely,

Hortensia Amaro

Hortensia Amaro, Ph.D.

Assocaite Professor,
Boston University
School of Public Health
Principal Investigator,
The Moms' Project

Maria M. Aguiar

Maria M. Aguiar, MPH

Project Manager
The Moms' Project

LEND LOAN
CMV

APPLICATION TO LEND LOAN PROGRAM

Public Facilities Department
15 Beacon Street
Boston, MA 02118

Submitted by: Casa Myrna Vazquez

P.O. Box 18019
Boston, MA 02118
262-9581

June 5, 1992

LEND Form 1

LEND
PROJECT SUMMARY

1. Applicant T.E.E.N. Trust of Casa Myrna Vazquez, Inc.

2. Applicant Address P.O. Box 18019, Boston Ma 02118

3. Applicant Phone 262-9581

4. Project Name Adolescent Transitional Living Program

5. Project Address Confidential site, Dorchester MA 02124

6. Ward _____ Parcel (s) _____

7. Project Type (check all categories that apply)
_____ New Construction
_X_ Rehabilitation
_____ Commercial _____ Office _____ Retail
_____ Industrial
_X_ Residential _X_ Rental _____ Condo _____ Co-op

(7 Transitional lodging rooms, 1 live-in resident manager)

8. Project Size

Building Floor Area (Gross Square Footage) Estimate 4200 s.f.
Number of Stories 3

9. Project Activities (check all that apply)

_X_ Real estate acquisition
_X_ Building rehabilitation or construction
____ Leasehold improvements
____ Machinery & Equipment purchase

10. Project Costs

Real estate acquisition	$290,000
Construction	112,000
Related soft costs	38,555
Contingency	11,200
Leasehold improvements	0
Machinery & equipment	0
TOTAL	$451,755

11. Proposed Funding

Source	Amount
a) Equity	$31,755
b) LEND	210,000
c) McKinney	210,000
TOTAL	$451,755

12. Public Benefits Summary

Permanent jobs created or retained 7.58 FTE
Housing units for low/moderate income residents 8
Estimated new property taxes generated $0
ATTACH a map showing the location of the proposed project in Boston.

This is a confidential site.

LEND Form 2

REQUEST FOR LEND FUNDS

1. Amount of PFD Loan Requested: $210,000

2. Terms:

a. Interest rate	5%
b. Loan term	15
c. Amortization period	15

3. Source of Repayment of LEND funds: The operating contract either from the Office of Substance Abuse Prevention (OSAP) or McKinney will cover the debt service and other operating expenses.

4. Use of LEND financing: The LEND loan will be used for acquisition of the building.

5. Date when actual disbursement of LEND funds to project is needed: September, 1992.

LEND Form 3

DEVELOPMENT TEAM

Project Adolescent Transitional Living Program

	NAME AND ADDRESS	TELEPHONE
1. Developer	T.E.E.N. Trust c/o Casa Myrna Vazquez P.O. Box 18019 Boston, MA 02118	262-9581
Contact Person	Mercedes Tompkins, Director	
2. Contractor	Not yet selected	
3. Architect	Joan Wood, AIA 24 Rutland Square Boston, MA 02118	266-5526
4. Attorney	Susan Kincaid Hale & Dorr 60 State Street Boston, MA	727-9100
5. Management Agent	Casa Myrna Vazquez, Inc.	
6. Marketing Agent	Casa Myrna Vazquez, Inc.	
7. Syndicator	Not applicable	
8. Development Consultant	The Women's Institute for Housing & Economic Development 179 South Street Boston, MA 02111	423-2296
Contact Person	Lynn Peterson	

Please ATTACH a current resume for each member of the development team describing past experience and location of completed projects.

LEND Form 4

DEVELOPER'S STATEMENT OF QUALIFICATIONS
AND FINANCIAL RESPONSIBILITY

Project Adolescent Transitional Living Program

1. Is the developer a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms:

Yes: X No:_____
If yes, please attach explanation.

2. Attach to this statement a certified financial statement for each general parnter showing the assets and liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months,alos attach an interim balance sheet not more than 60 days old.

3. If equity funds for the development of the project are to be from sources other than the developer's own funds, please include a statement of the developer's plan for raising this equity.

4. Names and addresses of bank references:

5. Has the developer of (if any) the corporation, or any subsidiary or affiliated corporation of the developer's officers or principal members, shareholders or investors, or any other interested parties been adjudged bankrupt, either voluntary or involuntary, within the past ten years?

Yes: _____ No: X
If yes, give date, place and under what name.

6. Please list all real estate holding of the developer, its principals, subsidiaries, or affiliate corporations within the City of Boston and the mortgagees of these properties. Attach additioanl pages, if needed.

Casa Myrna Vazquez owns three buildings, two emergency and one transitional residence, in the City of Boston. The emergency shelters are confidential sites. The transitional residence and office spaces are located at 425 Shawmut Avenue.

Address	Ward Number	Parcel Number	Mortgagee

7. Please list all real estate holdings of the developer, its principals, subsidiaries or affiliate corporations, outside the City of Boston and the mortgagees of these properties. Attach additional pages if needed.

LEND Form 5

PROPERTY INFORMATION
Project Adolescent Transitional Living Program

1. Project Address Confidential site
Dorchester, MA 02124

2. ATTACH a plot plan of the site with boundaries clearly outlined.

3. Existing Building (s)

(a) Gross Square Footage of Floor Area - estimate 4200 s.f.
(b) Number of stories - 3
(c) Type of Construction (e.g. masonry, wood-frame etc)
The building is a Queen Anne style wood-frame structure
(d) Age of Building (s) The house is 98 years old, built in 1894.

4. Physical Condition of Site and Structures:

The building has been inspected by a certified inspector. The inspector's report certifies that the property is in relatively good condition, although it has revealed a number of items that need repairing.

5. Existing Tenants. Please describe any existing tenants, the terms of their leases, and the need for relocation, if applicable.

There is one tenant-at-will who is paying $850 month to rent the third floor apartment and a live-in couple overseeing the property. We have requested more information from the owner regarding contracts and leases.

6. Applicant's Site Control
Type of control

a. Title Owner
b. P & S
c. Option - An option, attached, has been drafted by the pro bono lawyers at Hale and Dorr and submitted to the sellers
d. Public Agency designation
e. Other

Date

7. Acquisition Price $290,000

8. ATTACH firm evidence of site control. - The option has been signed by CMV and is now

in the hands of the sellers.

9. Physical Constraints to Development

(a) Flood Plain
(b) Steep Slopes
(c) Drainage channels
(d) Unstable soil conditions
(e) Other (describe)
There are no physical constraints to development.

10. Real Estate Taxes (for each parcel in this development)

(a) Ward
(b) Parcel Number
(c) Current Assessed Value $206,000
(d) Annual Tax Bill
(e) Taxes owed by present owner
(f) Date of last tax payment
(g) Is the property in tax title? No

(If "yes," describe attangements with the City of Boston to resolve tax title problem).

11. Zoning

(a) Zoning District

(b) Is a zoning variance necessary for the proposed project?
No, a zoning variance is not necessary because the current owners have already obtained a conditional use permit as a single family house with 6 lodging units. The six lodging units and apartment will be occupied by 8 individuals. This does not exceed current occupancy.

(c) Type of Zoning Variance - N/A

(d) Date variance procedure was formally initiated - N/A

12. Additional Municipal Approvals Needed

Street closure or change in direction	
121 A Tax Agreement	
"8 of 58" Tax Abatement	
PFD Design Review	X
Affirmative Marketing Plan	X
Environmental Approval	X
Historic Preservation Approval	
Building Permit	X

Occupancy Permit	
Public Agency Conveyance of Title	X
City Council Approval of Property Transfer	

LEND Form 6

PROJECT DESCRIPTION
Project Adolescent Transitional Living Program

1. Building Description
(a) Rehabilitation:

	GROSS SQ. FT. (approx. 40' x 40')	NET LEASABLE SQ. FT.	PROPOSED USE
Ground Floor	1600	1500	Foyer, living room dining room, kitchen, offices, handicap bedroom, handicap bathroom, 2 half baths library
Second Floor	1600	1200	6 bedrooms, 5 bathrooms
Third Floor	1000	900	2 bedrooms, kitchen, living/ dining room, bathroom

(b) New Construction:

	GROSS SQ. FT.	NET LEASABLE SQ. FT.	PROPOSED USE
Ground Floor			
Second Floor			
Third Floor			
Fourth Floor			
Fifth Floor			
Basement			
Total			

2. Projects with Housing Units: Specify the number of dwelling units in each appropriate category.

	Rehab	New	Market	Low/Mod	Rental	Condo
SRO	7					
1-BR						
2-BR	1					
3-BR						
TOTALS	8					

3. On-site Parking
Number of parking spaces to be provided on site __1__
Number of parking spaces required by zoning

4. ATTACH a site plan at an appropriate scale showing the building(s), proposed parking, circulation, open space, loading facilities, and adjacent streets and buildings.

5. ATTACH a conceptual floor plan for each building showing the proposed design for each floor level, at a minimum scale of 1/8" = 1'0.

6. ATTACH an elevation drawing of the proposed facade treatment.

7. ATTACH outline specifications for all work to be performed.

8. Description of Improvements. Please desribe the nature of the proposed improvements, including demolition, site preparation, rehabilitation and/or new construction, parking improvements, site improvements and amenities. Please list the specific building components to be included, e.g, roof, windows, shell, level of interior renovation, new building systems, etc.

The ATLP site is a large late Victorian wood-frame house that was built originally as a single family residence in 1894. The building is currently operated as a bed and breakfast for out-of-town visitors, and was previously used as a rest home. This restored building contains six guest bedrooms and a separate third floor apartment.

The house is an elegant Queen Anne with a two-story bow, leaded glass windows, large front porch, and cut-away porches off the third floor. The interior has a large entry hall with oak paneling, a fireplace with carved oak mantle and a gracious stairway. The formal front room, with rounded bay windows, also contains a fireplace with an ornate mantel and stained glass window. The living room, parlor and dining room are connected with wide pocket doors. There is a kitchenette for guests and an unrestored kitchen and three pantries in the rear of the building. The kitchen area will be remodelled into a functional kitchen and a handicap accessible bedroom and bathroom. There are two half baths on the first floor.

Other alterations to the first floor include converting the side enclosed porch into a usable room for offices and making the common rooms handicap accessible by widening doorways where necessary. The floor plan is already fairly open on the first floor with wide pocket doorways between rooms.

There are two internal staircases that lead to the second floor. There is an enormous lobby (17' x 11') at the top of the stairs, overlooking the large stained glass window. All six tastefully decorated lodging rooms are located on this floor. In addition, there are four full bathrooms. Minor work is required on this floor, although there are signs of water damage indicating roof leaks. One more bedroom will be created by eliminating one oddly designed bathroom. If possible, another half bathroom will be added. There is a third means of exit from this floor down an exterior wooden stair case located in the back of the house.

The third floor is a bright, one bedroom apartment with an eat-in kitchen, study, and large dining/living room. The second exit from this floor is down a precarious fire ladder. The exterior stair case will be raised from the second to the third floor for a safer means of egress. This floor will be used for the live-in staff and offices.

Other work to be done to the building includes roof repair, porch rebuilding, electrical upgrading, chimney and stone foundation re-pointing, lead paint removal and painting.

The yard is suitable for play space and barbeques. A deck will be built off of the kitchen, providing an outdoor area for eating and relaxing.

LEND Form 7

PUBLIC BENEFITS

Project Adolescent Transitional Living Program

1. Primary Public Benefits

(a) Permanent Job Creation or Retention

Title of Job	Number of Full-time jobs	Wage Level	Number of Half-time jobs	Wage Level
		Salary based on Full-time equiv.		
Executive Director		40,000	.34	
Program Coordinator		25,000	1.2	
Office Manager		25,000	.05	
Maintenance Coordinator		21,500	.25	
Trainee/Maintenance		$5/hour	.40 fte	
Trainee/Office		$5/hour	.40 fte	
Clinical Coordinator		25,000	1.2	
Childcare Coordinator		25,000	1.0	
Childcare Advocate		21,400	1.32	
Education Coordinator		20,000	.70	
Legal Coordinator		25,000	.15	
Legal Advocate		21,400	.10	
TOTAL			7.11FTE	

The trainee positions are residents who will be employed on-site. Some of the other positions are held by current CMV staff, although a program coordinator, clinical coordinator, child care coordinator, child care advocate and education coordinator will be hired.

2. Economic Spin-Off: Identify the additional private investment in the immediate neighborhood that is expected to occur if this project is implemented. Also, describe the importance of this project for the revitalization of the neighborhood.

3. Essential neighborhood services to be provided by this project:

CMV intends to establish a residence for pregnant and postpartum, battered adolescents and their babies. For victims of violence, abuse, and neglect, a safe place to call home is perhaps the most critical need. Casa Myrna believes that helping to prevent further deterioration enhances future opportunities. The Adolescent Transitional Living Program will address both immediate needs and long-term prospects by providing a home to eight teenagers for a period

of 18 to 24 months.

To address long range solutions, a highly coordinated array of services will treat the full range of issues in the lives of these young women, with each component reinforcing the other. On- and off-site services will include:
a) substance abuse prevention and recovery support;
b) perinatal and pediatric health care and education;
c) mental health care;
d) therapeutic child care and parenting support;
e) basic education and skill building;
f) support services, including legal advocacy and housing search assistance;
g) community participation, cultural and civic involvement; and h) follow-up support.

Providing the opportunity to improve their lives is good for each of the young families served and benefits society in social and economic costs. Casa Myrna Vazquez, Inc. has built a solid reputation for empowering battered women and helping many people establish healthy lives and become productive members of the community. CMV is asking for your support to help save the lives of young, pregnant, battered, homeless women.

4. Reuse of vacant or underutilized property:
This building was formerly a nursing home that closed down. It was bought by the current owners and converted to a bed and breakfast. The building is underutilized in this use and is vacant for several months out of the year.

5. Increase in tax base

Present taxes on this property $
Estimated new taxes
Net Taxes

We do not expect there to be an increase of taxes on the property.

MEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT 01-Jan
DEVELOPMENT AND OPERATING BUDGETS - CASA MYRNA VAZQUEZ SOJOUV02

ASSUMPTIONS:

Units	8		CONSTRUCTION START	Sep-92
GSF/Unit+COM SP	525		CONSTRUC. FINISH	Mar-93
Const Cost/sq ft	26.67	MODERATE REHABILITATION		
McKinney/Grants	435	100.00%		
Affdbl -		0.00%		

USE OF FUNDS	TOTAL	PER UNIT	PER SQ.FT.	COMMENTS
HARD COSTS:				
Acquisition	290000	36250	69.05	Purchase
Construction	112000	14000	26.67	Estimated-MMI
Construc. contingency	11200	1400	2.67	10% of constructi
Site preparation/improve	0	0	0.00	Hazardous waste r
SOFT COSTS:				
DESIGN:				
Architect	11200	1400	2.67	CONTRACT
Engineering	0	0	0.00	Included above
Permits, zoning fees	1120	140	0.27	10/1000 + 600 zon
Survey,inspections	2200	275	0.52	Estimate-architec
CONSTRUCTION PERIOD COSTS:				
Constr.per.insurance	1680	210	0.40	1% +.5% const
Constr.per.interest	0	0	0.00	See Schedule belo
Constr.per.taxes	755	94	0.18	Actual
Utilities	1000	125	0.24	Estimated - WIHED
Security	2000	250	0.48	
FINANCE & FILING FEES	3600	450	0.86	See Schedule belo
CONSULTANT/PROF.FEES:				
~~Project~~ management	6000	750	1.43	$25/hr x 10hrs x 24 weeks Estimated - WIHED
Development consultant	8500	1063	2.02	Estimated - WIHED
Legal	500	63	0.12	Pro Bono services
OTHER SOFT COSTS	0	0	0.00	5% of construc.
TOTAL USES	451755	56469	108	56469 PER UNIT

URCE OF FUNDS

MORTGAGES (See Sched.)	420000
PUBLIC GRANTS/ DEF LOANS	0
PRIVATE GRANTS/CONTRIB.	31755
TOTAL SOURCES	451755

Unsigned

MORTGAGES , PUBLIC GRANTS, DEFERRED LOANS

SOURCE	1ST LEND	2ND MCKIN	3RD	4TH	5TH	TOTAL PERMANENT
DUE IN YEARS	15	0	0			
Principal	210000	210000	0	0	0	420000
Interest Rate	5.00%	0.00%	0.00%	0.00%	0.00%	
Amort. Term	30	0	0	0	0	8
Monthly Payment	1127	0	0	0	0	1127
Annual debt serv.	13528	0	0	0	0	13528
Financ/other fees	3600	0	0	0	0	3600
Avail. construc.	210000	210000	0	0	0	

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT
DEVELOPMENT AND OPERATING BUDGETS - CASA MYRNA VAZQUEZ

DEBT SERVICE, 1ST	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Months in year	9	12	12	12	12
Cumulative	9	21	33	45	57
Amortization	2309	3216	3381	3554	3736
Interest expense - 1st	7837	10311	10147	9974	9792
1st Mortgage balance	207691	204474	201093	197540	193804

MEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT 01-Jan
DEVELOPMENT AND OPERATING BUDGETS - CASA MYRNA VAZQUEZ SOJOUV02

CALCULATION OF AVERAGE RATE OF INCOME PER UNIT:

cKinney/Grants	435 *	% UNITS	100% =	435
Affdbl -	0 *	% UNITS	0% =	0
				435
Average rental income per month				435
Annual rental income for each unit				5220

ASSUMPTIONS:	BEG. MONTH	AVE RATE* INC/UNIT	OPER.EXP SCH.BELOW	OTHER INCOME
Number of units		8	8	8
Annual - average	Jan-93	5220	3332	1563

Annual increase - rental income	4.00% (beginning 2nd year)
Annual increase - operating expense	5.00% (beginning 2nd year)
Vacancy rate	3.00%
Subsidy increase-decrease	3.00%

DEBT SERVICE RATIO		134%	137%	140%	144%	147
YEAR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
Income	40507	42127	43813	45565	47388	49283
Additional subsidies	12129	12493	12868	13254	13651	14061
Operating expenses	-26656	-27989	-29388	-30858	-32401	-34021
T OPERATING INCOME	25980	26631	27292	27961	28638	29323
Interest - 1st mortgage	0	-10281	-9787	-9269	-8723	-8150
Interest - 2nd mortgage	0	0	0	0	0	0
Additional interest	0	0	0	0	0	0
1st mortgage amortization	0	-9647	-10141	-10659	-11205	-11778
2nd mortgage amortization	0	0	0	0	0	0
3rd mortgage debt service	0	0	0	0	0	0
Subsidy repayment	0	0	0	0	0	0
CASH FLOW - OPERATIONS	25980	6703	7364	8033	8710	9395

SCHEDULE OF OPERATING EXPENSES	PER UNIT	SOURCE
Management fee	0	
Administration	0	
Legal & Accounting	171	
Real estate taxes	383	
Heat	600	
Electric	300	
Hot water	240	
Water and sewer	300	
Operating and maintenance	679	
Operating reserve	0	
eplacement reserve	159	
surance	500	
OTAL OPERATING EXPENSES	3332	

LEND Form 11

HISTORIC LANDMARKS REVIEW

Project Adolescent Transitional Living Program

1. Landmark Status - Property is

_____ Listed as an individual landmark on the National Register of Historic places. Date of official listing.

_____ Eligible for listing as an individual landmark on the National Register of Historic Places. Who made this determination?

_____ Included within an existing or proposed historic district. Name of district_____

_____ Of no known historic importance.

The current owners attempted to get his property listed on the Historic Register and did not succeed. The Landmarks Commission does have a file on the property.

2. ATTACH a recent photograph of each facade of the building that borders a street.

3. Date of orginal construction of building (s) 1894.

4. Briefly describe the proposed physical changes to the property, including demolition, exterior and interior renovation, and any new construction.

LEND Form 12

MARKETABILITY

Project Adolescent Transitional Living Program

1. Market concept. Describe the marketability of the site for the proposed use(s) given the poject's location and access, parking, amenities and rent structure.

The ATLP house is located on a well-maintained and quiet street, yet only two blocks from a major boulevard. The combination of the safe, family-oriented neighborhood, and its proximity to transportation, shops, and other services makes this area ideal for the Program.

The subway station is a five-minute walk from the residence. Nearby Codman Square provides services and retail shopping, including a health center, multi-service agency, court house, and convenience stores and restaurants. The vitality of this old retail center is being restored with the renovation of the prominent Lithgow Building.

The Dorchester High School is within walking distance from the site, making it convenient for the residents to complete their secondary education.

2. Evidence of Marketability. ATTACH letters of interest from prospective tenants indicating the amount and price of the space to be rented, a professional market study or other evidence that the project will be marketable at the rent levels indicated in the Operating Pro Forma, Form 12. Please list below the items attached.

There is a large unmet demand for safe housing for teenage mothers and their infants. Studies and statistics attest to the numbers of adolescents facing these issues: In Massachusetts, 7,113 babies were born to teenage mothers during 1988, and the number continues to rise.(1) According to a Boston-based study, as many as 11% of pregnant adolescents are victims of domestic violence. (2) Abused women are at a greater risk for high levels of illicit drug use than women who are not battered.(3) Poverty and the lack of adequate prenatal care result in a disturbingly high infant mortality rate among urban women of color (as many as 19 per 1,000 live births).(4) The incidence of low birth weight and of infant mortality increases as the mother's age decreases. In Massachusetts, only 49% of pregnant adolescents under the age of eighteen received adequate prenatal care in 1987.(5)

1. MA Department of Public Health.
2. Hortensia Amaro, PhD., Department of Pediatrics and School of Public Health, Boston University School of Medicine, presented at 1989 Annual Meeting of the American Psychological Association.
3. E. Stark et al., Wife Abuse in the Medical Setting. Domestic Violence 1981, pp. 7-41.
4. Boston Department of Health and Hospitals, December 1990.

5. MA Department of Public Health, 1987.

3. Market Study. Please describe how the proposed project will be marketed to tenants, including the party or parties to be responsible, how the tenants will be located, and the schedule for the rent-up period.

Faxed copy - will send you the original

FRI 14:29

CERTIFICATION

The undersigned hereby represents and certifies to the best of his/her knowledge and belief that the information contained in the foregoing Application and any exhibits or attachments hereto is true and complete and accurately describes the proposed Project, and agrees to promptly inform PFC of any changes in the proposed project which may occur.

Company: Casa Myrna Vazquez Inc

By: Name: Mercedes Tompkins

Title: Executive Director

Date: 6/4/92

If the Project is to be held through a realty trust, partnership or any entity other than the above Company, please execute below.

Sponsor: Teen Trust

By: Name: Sharon Tompkins

Title: Trustee

Date: 6/4/92

C235U

P.03

REQUIRED ATTACHMENTS

In order to evaluate your Application, the following attachments to this application are necessary:

confidential site (1) A map showing the location of the proposed project within Boston. (Form 1)

(2) Current resume for each member of the development team. (Form 3)

N/A (3) Current resume and Certified Financial Statement for each general partner. (Form 4)

non-expert (4) Firm evidence of site control. (Form 5)
ers to sign 6/10

(5) Recent property appraisal, if available. (Form 5)

(6) Site plan at an appropriate scale showing the building(s), proposed parking, circulation, open space, loading facilities, and adjacent streets and buildings. (Form 6)

✓(7) Conceptual floor plan for each building showing the proposed design for each floor level, at a minimum scale of 1/8" = 1'0". (Form 6)

(8) Elevation drawing of the proposed facade treatment. (Form 6)

not have yet (9) Outline specifications of all work to be performed. (Form 6).

" " (10) Preliminary estimate of construction costs from the proposed contractor, including a detailed cost breakdown and outline specifications. (Form 7)

(11) A letter of interest or commitment from each private and public source of equity, grants, or loans to this project identified in LEND Form 8. These letters should state the terms and conditions of said financing. (Form 8)

N/A (12) A letter from a syndicator stating the amount of equity that can be raised from limited partners and the amount of fees to be involved (only if the project's tax benefits are to be syndicated). (Form 8)

(13) Recent photograph of each street facade of the building(s). (Form 11)

(14) Evidence that the project can be leased at the rent levels projected. (Form 12)

A firm financing commitment will be required from the primary lender prior to final commitment of LEND funds.

T.E.E.N. Trust Documents
You must have CMV, Inc
into Office they are an
ESE recipient.

17130 027

Nov 12 11 07 AM '91

DECLARATION OF TRUST
ESTABLISHING
THE T.E.E.N. TRUST

The undersigned, Sharon Tompkins and Clark Taylor, hereby declare that Ten Dollars ($10) is held in trust hereunder and that any and all additional property and interest in property that may be acquired hereunder ("the Trust Estate"), shall be held in trust, for the sole benefit of the beneficiaries for the time being hereunder, upon the terms herein set forth. The term "Trustees" wherever used herein shall mean the Trustee or Trustees named herein and such person or persons who hereafter are serving as Trustee or Trustees hereunder, and the rights, powers, authority and privileges granted hereunder to the Trustees shall be exercised by such person or persons subject to the provisions hereof.

1. The Trust hereby established may be referred to as the T.E.E.N. Trust. The term "beneficiaries" wherever used herein shall mean the beneficiary or beneficiaries listed in the Schedule of Beneficial Interests this day executed and filed with the Trustees, or in the revised Schedule of Beneficial Interests, if any, from time to time executed and filed with the Trustees. The Trustees shall not be affected by any assignment or transfer of any beneficial interest until receipt by the Trustees of notice that such assignment or transfer has in fact been made and a revised Schedule of Beneficial Interests shall have been duly

FRI 14:29

P.04

JUN- 5-92 FRI 14:30

executed and filed with the Trustees. Any Trustee may without impropriety become a beneficiary hereunder and exercise all rights of a beneficiary with the same effect as though he were not a Trustee.

2. The Trustees shall hold the principal of this Trust and receive the income therefrom for the benefit of the beneficiaries, and shall pay over the income when received to the beneficiaries in proportion to their respective interests.

3. The Trustees shall have no power to deal in or with the Trust Estate except as directed by all of the beneficiaries. When, as, if and to the extent specifically directed by the beneficiaries, the Trustees shall buy, sell, convey, assign, mortgage or otherwise dispose of all or any part of the Trust Estate and as lessor or as lessee execute and deliver leases and subleases, and borrow money and execute and deliver notes or other evidence of such borrowing, and grant or acquire rights or easements and enter into agreements or arrangements with respect to the Trust Estate, and direct any person or persons, acting singly or together with others and whether or not serving as a Trustee hereunder to sign checks, drafts, notes, bills of exchange, acceptances, undertakings and other instruments or orders for the payment, transfer or withdrawal of money for whatever purpose and to whomsoever payable including those drawn to the individual order of a signer, and all waivers of demand, protest, notice of protest or dishonor of any check, note, bill, draft or other instrument made, drawn or endorsed in the name of

P.05

JUN- 5-92 FRI 14:30

the Trust. Any and all instruments executed pursuant to such directions may create obligations extending over any periods of time including periods extending beyond the date of any possible termination of the Trust. Notwithstanding any provisions contained herein, no Trustee shall be required to take any action which will, in the opinion of such Trustee, involve him in any personal liability unless first indemnified to his satisfaction. Any person dealing with the Trustees shall be fully protected in accordance with the provisions of Paragraph 6 hereof.

4. The Trust may be terminated at any time by one or more of the beneficiaries by notice in writing to the Trustees and the other beneficiaries, if any, but such termination shall only be effective when a certificate thereof signed and acknowledged by a Trustee hereunder shall be recorded with the Registry of Deeds; and the Trust shall terminate in any event twenty (20) years from the date hereof. In case of any such termination, the Trustees shall transfer and convey the specific assets constituting the Trust Estate, subject to any leases, mortgages, contracts or other encumbrances on the Trust Estate, to the beneficiaries as tenants in common in proportion to their respective interests hereunder.

5. Any Trustee hereunder may resign by written instrument signed and acknowledged by such Trustee and recorded with the Registry of Deeds. Succeeding or additional Trustees may be appointed or any Trustee may be removed by an instrument or instruments in writing signed by the beneficiaries, provided in each case that such instrument or instruments or a certificate by

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JUN- 5-92 FRI 14:31

any Trustee naming the Trustee or Trustees appointed or removed, and in the case of any appointment the acceptance in writing by the Trustee or Trustees appointed, shall be recorded with the Registry of Deeds. Upon the appointment of any succeeding or additional Trustee, the title to the Trust Estate shall thereupon and without the necessity of any conveyance be vested in said succeeding Trustee or additional Trustee jointly with the remaining Trustee or Trustees, if any. Each succeeding Trustee and additional Trustee shall have all the rights, powers, authority and privileges as if named as an original Trustee hereunder. No Trustee shall be required to furnish bond. This Declaration of Trust may be amended from time to time by an instrument in writing signed by all of the beneficiaries and acknowledged by one or more of such Trustees or beneficiaries, provided in each case that the instrument of amendment or a certificate by any Trustee setting forth the terms of such amendment shall be recorded with the Registry of Deeds.

6. No Trustee hereunder shall be liable for any error of judgment nor for any loss arising out of any act or omission in good faith, but shall be responsible only for his own willful breach of trust. No license of court shall be requisite to the validity of any transaction entered into by the Trustees. No purchaser, transferee, pledgee, mortgagee or other lender shall be under any liability to see to the application of the purchase money or of any money or property loaned or delivered to any Trustee or to see that the terms and conditions of this Trust have

P.07

been complied with. Every agreement, lease, deed, mortgage, note, or other instrument or document executed or action taken by any one of the Trustees shall be conclusive evidence in favor of every person relying thereon or claiming thereunder that at the time of the delivery thereof or of the taking of such action this Trust was in full force and effect, that the execution and delivery thereof or taking of such action was duly authorized, empowered and directed by the beneficiaries, and that such instrument or document or action taken is valid, binding, effective and legally enforceable. Any person dealing with the Trust Estate or the Trustees may always rely without further inquiry on a certificate signed by any one of the Trustees as to who are the Trustees or the beneficiaries hereunder or as to the authority of the Trustees to act or as to the existence or non-existence of any fact or facts which constitute conditions precedent to acts by the Trustees or which are in any other manner germane to the affairs of the Trust.

7. The term "Registry of Deeds" as used herein shall mean the Suffolk County Registry of Deeds; provided that if this Declaration of Trust is recorded or filed for registration in any other public office within or without the Commonwealth of Massachusetts, any person dealing with portions or all of the Trust Estate as to which documents or instruments are recorded or filed for registration in such other public office in order to constitute notice to persons not parties thereto may rely on the state of the record with respect to this Trust in such other

public office, and with respect to such portions or all of the Trust Estate the term "Registry of Deeds" as used herein shall mean such other public office.

WITNESS the execution hereof under seal at Boston, Suffolk County, by the undersigned this 30th day of September, 1991.

Trustee

Trustee

COMMONWEALTH OF MASSACHUSETTS

Suffolk, ss. September 30, 1991

Then personally appeared the above-named Sharon Thompkins and acknowledged the foregoing instrument to be her free act and deed, before me.

Notary Public

My commission expires:

2/27/92

JUN- 5-92 FRI 14:32

SCHEDULE OF BENEFICIAL INTERESTS

The undersigned hereby certifies that it is the sole beneficiary of the T.E.E.M. Trust established under Declaration of Trust of even date herewith and that the following are their respective beneficial interests thereunder:

Beneficiary	Percentage of Beneficial Interest
Casa Myrna Vazquez, Inc.	100%

WITNESS our hands and seals this 30th day of September, 1991.

CASA MYRNA VAZQUEZ, INC.

By: Elsa Castaldo Ireland
Its President

By:
Its Treasurer

RECEIPT

The undersigned hereby certify that they are all of the Trustees under said Declaration of Trust and that said Schedule of Beneficial Interests has been filed with them this 30th day of September, 1991.

Sharon Tompkins as Trustee
and not individually

Clark Taylor as Trustee
and not individually

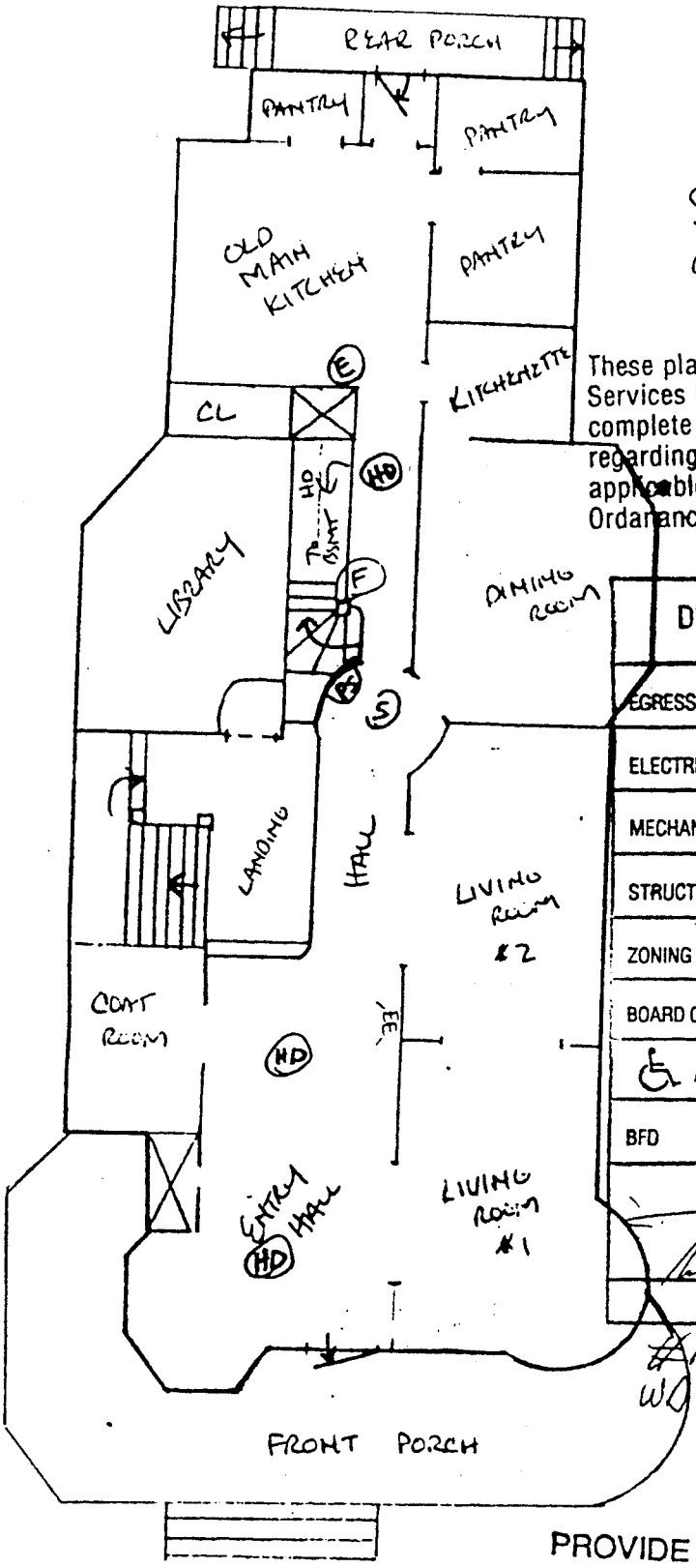
P.10

1829

1st Floor Plan

LEGEND

S = single station
HD = heat detector
PS = pull station
E = Emergency Light
F = Fire Extinguisher



SPRINKLER SYSTEM WATERFLOW WILL BE REACTIVATED.

These plans are approved by the Inspectional Services Department subject to their complete conformity to legal requirements regarding the State Building Code, other applicable Codes, and applicable City Ordinances and regulations.

DIVISION	APPROVED	INITIALS
EGRESS	4/12/88	JJW
ELECTRICAL		N/A
MECHANICAL		N/A
STRUCTURAL		N/A
ZONING		
BOARD OF APPEALS		
ACCESS		
BFD	4-11-88	J.D.

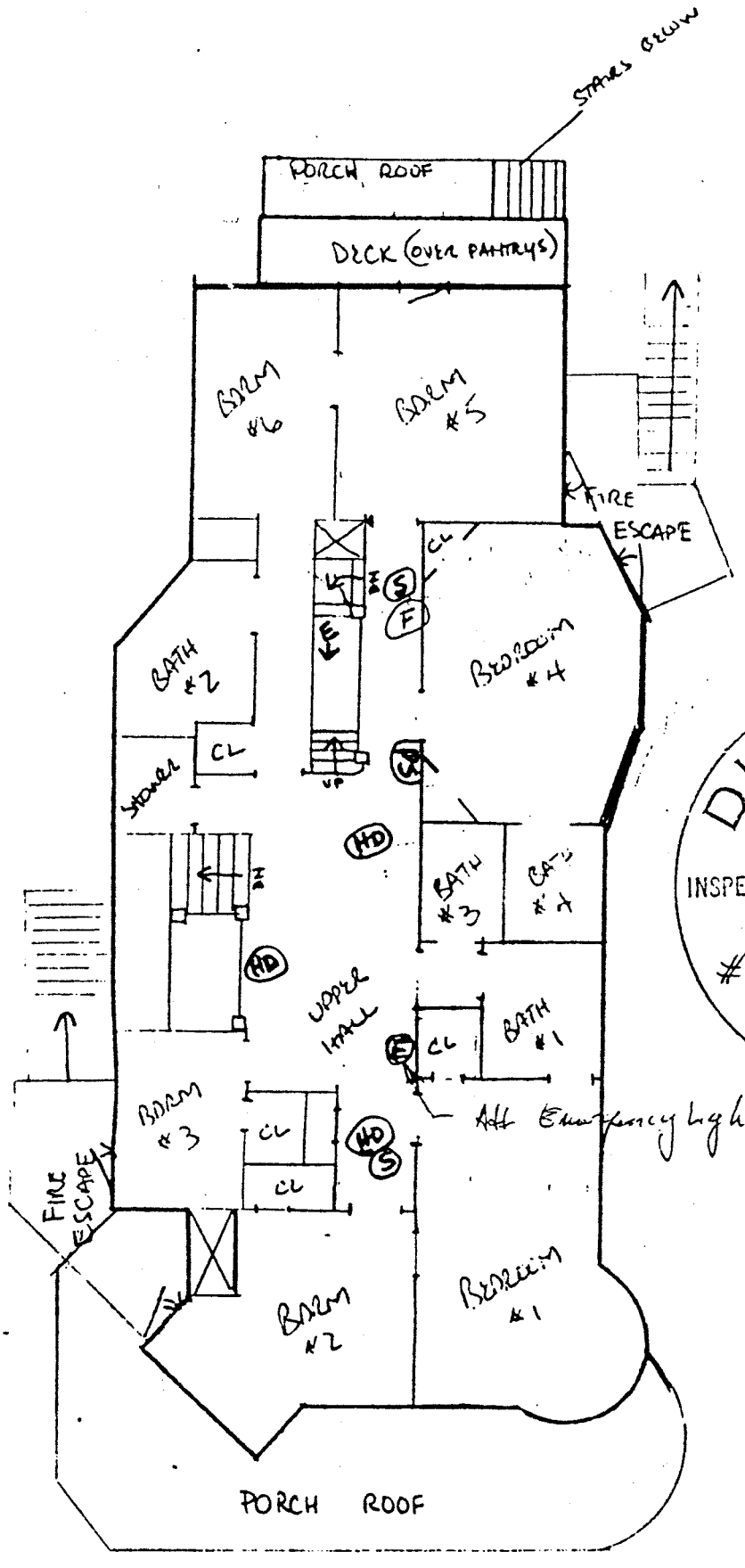
PLANS APPROVED BY:

DATE 4/12/88

#1829/87 - [redacted] ST
WD #17 - 3 SMTS

PROVIDE FIRE EXTINGUISHERS.

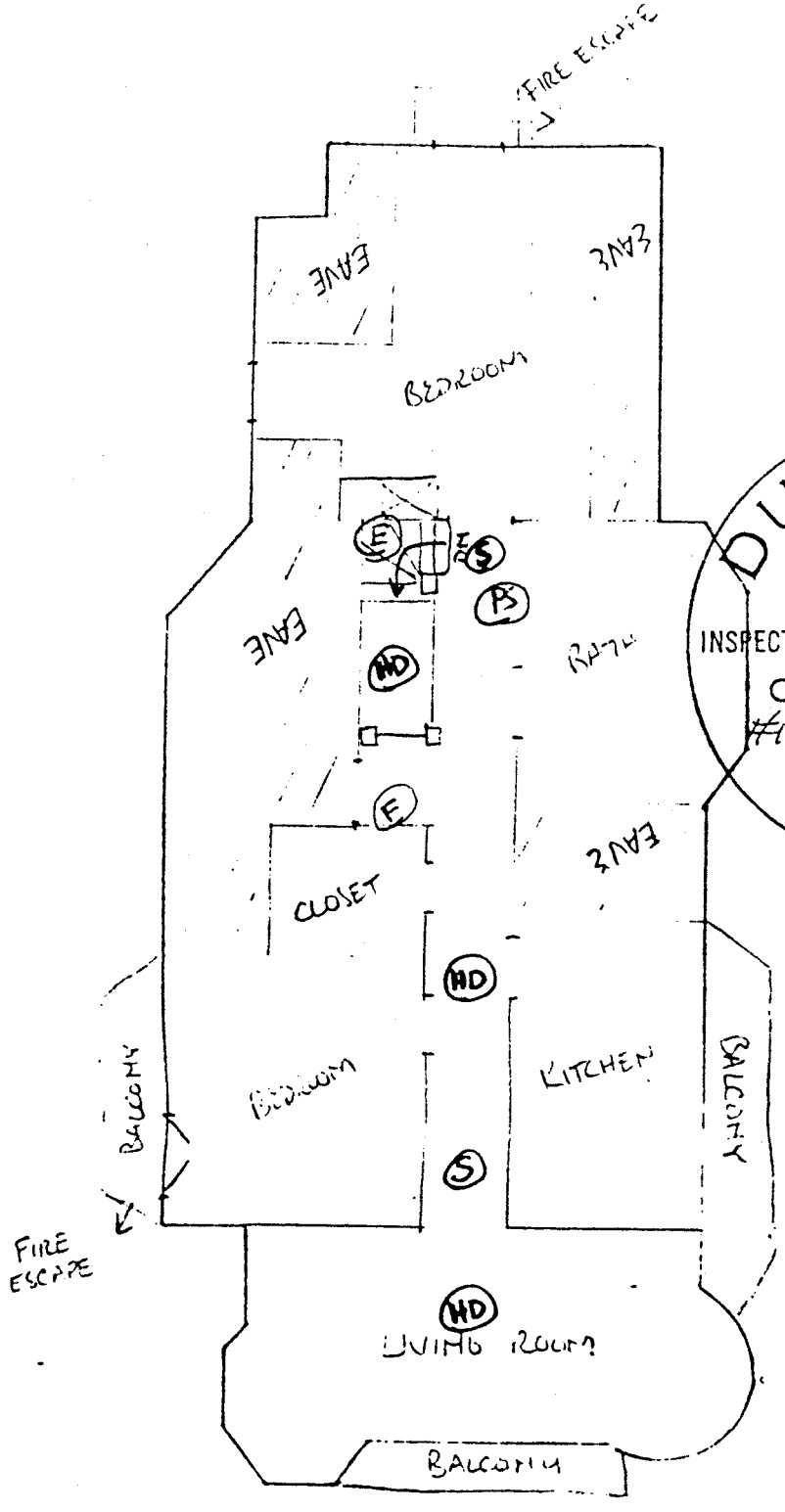
2ND FLOOR PLAN



Alt Emergency Light

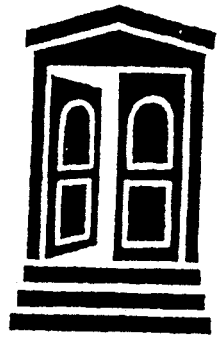
DUPLICATE
OF PLAN
FILED WITH
INSPECTIONAL SERVICES DEPARTMENT
CITY OF BOSTON
#1829/87 - WO #17
TOW

3RD FLOOR PLAN



DUPLICATE
OF PLAN
FILED WITH
INSPECTIONAL SERVICES DEPARTMENT
CITY OF BOSTON
#1829/87 - WD #17
TDW

DEVELOPMENT
PACKAGE-
CMV



CASA MYRNA VAZQUEZ, INC.
P.O. Box 18019, Boston, MA 02118
617-262-9581

Project BASTA:
Bold Action to Strengthen Teen Autonomy

REQUEST FOR FUNDING

September 1992

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PROGRAM DESCRIPTION

PROGRAM DESCRIPTION

The new Bold Action to Strengthen Teen Autonomy (Project Basta) is a creative and comprehensive initiative designed to meet the needs of homeless, battered, pregnant teenagers, an underserved segment of our population.

Project's Basta's goal is to provide a safe residential environment for six to eight adolescents and their children for a period of 18-24 months. During this period, the program will take the necessary steps to guide and support the teens through the arduous leading to self-sufficiency. This process will include the provision of various health and counselling services to the adolescent mothers such as prenatal and pediatric care, parenting classes, job readiness training as well as on-site part-time employment to the participants.

The Adolescent Transitional Housing Program will offer a highly coordinated array of services to its participants to address the wide range of their needs and issues. These on- and off-site services will include basic education and skill building, support services such as legal advocacy and housing search assistance, substance abuse prevention, mental health services, and recovery support, community participation, cultural and civic involvement. The program will also provide follow-up support to ensure the smooth adjustment of the Project Basta's former residents into the mainstream society.

Project basta's ultimate objective is to help the battered pregnant adolescents to reconstruct their lives and ensure the healthy emotional and developmental needs of their children, who have witnessed and lived through traumatizing experiences of domestic violence. Casa Myrna Vasquez, by initiating this particular program, recognizes that these young mothers, and their children, are at risk of living in poverty and destitution for the rest of their lives, and at risk of becoming trapped within the life cycle of homelessness, potential abuse and crime that their early trauma is likely to web. casa Myrna acknowledges the risks and moves to eliminate them through a unique and empowering program which aims to support homeless adolescent women, particularly women of color, to identify and attain their own life goals, and to become self-sufficient, contributing members of their communities.

This Casa Myrna Project will be the first of its kind in Massachusetts. It will provide a cost-effective model of successful intervention with homeless teenage mothers and their children, which will replace the need for decades of public assistance for the mothers, "special needs" education, and medical or future substance abuse treatment for them and their children. Project Basta is the answer to the needs of battered pregnant adolescents who are the members of tomorrow's society. Making it happen will ensure a better future for them as well as for all of us.

DESCRIPTION OF NEED

A vast number of studies attest to the numbers of adolescents facing situations of unwanted pregnancies, violence, homelessness and poverty. Statistics such as the followings, stress for the crucial need for more supportive and comprehensive programs for this underserved segment of our population. In Massachusetts, 7,113 babies were born to teenage mothers during 1988, and the number continue to rise. (1) According to a Boston-Based study, as many as 11% of pregnant adolescents are victims of domestic violence. (2) Abused women are at greater risk than for high levels of illicit drug use than women who are not battered. (3) Poverty and the lack of adequate prenatal care result in a disturbingly high infant mortality rate among urban women of color (as many as 19 per 1,000 live births). (4) The incidence of low birth weight and of infant mortality increases as the mother's age decreases. In Massachusetts, only 49% of pregnant adolescents under the age of eighteen received adequate prenatal care in 1987.

A pregnant battered teenager is at great risk for her health and her safety. She is unable to reside with her family, because she is being battered by a family member or her boyfriend who knows their address. If DSS (the Department of Social Services) judges her home life to be unstable, it will force her into foster care and will take her infant from her. Given her choices, her decision to flee a life threatening situation makes her homeless. Without consistent, supportive intervention spanning many months, these young women and their children are virtually consigned to a life of poverty and recurring homelessness.

At present, there are only three sheltering programs for homeless teenagers in Boston; together, they have the capacity to shelter 22 female adolescents. Of these, only one program accept teenagers with children. Thus, there are few options for the approximately 855 battered pregnant teenagers of Massachusetts. While five residential programs for pregnant teenagers operate in the Boston are, none are equipped to deal with the specific security and psychological issues associated with domestic violence. These adolescents are consequently referred to battered women shelters which, for the most part, because of the legal complexities of assuming guardianship for minors, are unable to accept battered teens under the age of eighteen.

A residential program, specifically designed for homeless, pregnant, and postpartum battered adolescents, and their children, will address a critical need for housing and services. Because **at least 2,000 of the 3,000 homeless women sheltered by CMV, Inc. had been battered teenage mothers,** the agency recognizes the need for a program such as Project Basta, and initiates it. Casa Myrna knows first-hand that, without early intervention, the cycles of violence and poverty continue unabated. The Adolescent Transitional Living Program of Project Basta, aims at providing this early intervention so that adolescents and, as importantly, their children, will be able to lead non-violent lives, develop the ability to achieve their objectives, and become self-sufficient, contributing members of our society.

1. MA Department of Public Health
2. Hortensia Amaro, PhD., Department of Pediatrics and School of Public Health, Boston University School of Medicine, presented at the 1989 Annual Meeting of American Psychological Association.
3. E. Stark et al., Wife Abuse in the medical Setting. Domestic violence 1981, pp 7-41.
4. Boston Department of Health and Hospitals, December 1990.
5. MA Department of Public Health

FINANCE STRATEGY

BUDGET NARRATIVE

DEVELOPMENT BUDGET

USES OF FUNDS

HARD COSTS

The total development for this project is $461,095. Of this figure, $290,000 is for the acquisition of the building. The construction required for the modifications to the building and the de-leading are estimated at $100,000, with a contingency of $10,000 (or 10% of this figure).

SOFT COSTS

The soft costs fall under the following categories: a) design, b) construction period costs, c) finance and filing fees, and d) other

a) Design. A contract has been signed with City Design, a prominent Boston architectural firm. They have agreed to forego profit and charge only at cost. The contract is $8,265 and covers everything from existing plans-schematic, construction documents and construction monitoring.

Engineering services will amount to $6,000. The other design costs are spread between the permits and zoning fees ($1,000) and the surveys and inspections ($2,200).

b) Construction Period costs. Property liability insurance ($5,000), the construction loan's interest ($4,875), the property taxes ($755), utilities ($1,000), and security measures to assure the safety of the site ($2,000), are all the expenses and costs which are incurred during construction.

C) Finance and filing fees. The finance fees ($5,800) combines the bank legal fees ($4,000) and the miscellaneous closing costs ($1,500).

d) Consultant/Professional Fees. Part of the development costs originate from the consultant and professional fees, such as the construction management ($6,000), the Development Consultant ($8,500), the Developer's legal expenses ($500), and the appraisal ($500). (See Development Team list).

e) Other Soft Costs. Other soft costs are contained in a $3,500 contingency figure which represents 5% of the construction costs.

SOURCES OF FUNDS

There are three sources of funds:

1. A $175,000 mortgage has been committed by the Boston Community Loan Fund for 10 years @ 6%. In addition, BCLF is providing a bridge loan of $45,000.

2. The City of Boston Public Facilities Department is pending for a $210,000 mortgage deferred for 10 years with a 10 year term @ 3%. Of this, $45,000 will repay BCLF and $165,000 will be used for construction.

3. Developer's Equity of $76,118.

OPERATING PRO FORMA

USES OF FUNDS

Operating expenses itemized in the development pro forma amount to $25,274 annually, with a 5% increase beginning the second year.

The annual debt service on the BCLF loans is $23,314, and after this is repaid, debt service on the LEND loan is $24,333.

The income needed on an annual basis to support the operating expenses, debt and debt service reserve is $53,714, with $48,000 from OSAP, and $5,714 from resident rent.

SOURCES OF FUNDS

CMV, Inc. has a diverse budget with income from the Department of Social Services, Health and Human Services, individual donors, foundations and corporations. CMV has also obtained a 5 yr. operating grant from OSAP. CMV, Inc. will use some of the annual program funds to cover the program and office spaces at this new site. In addition, CMV, Inc. has received funding from foundations and the City of Boston CDBG program which is earmarked for this program. Approximately $48,000 per year has been appropriated for the building operating expenses at this site.

The residents will contribute 28% of their income toward rent. Using the AFDC incomes for a family of two or three, a total of $10,966 per year may be collected. However, given that there may be residents without income initially, or delays, only $5,714 has been budgeted.

MEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT 10/22/92
DEVELOPMENT AND OPERATING BUDGETS - CASA MYRNA VAZQUEZ CMVBCL

ASSUMPTIONS:

# Units	8		CONSTRUCTION START	Jan-93
GSF/Unit+COM SP	525		CONSTRUC. FINISH	Apr-93
Const Cost/sq ft	26.67	MODERATE REHABILITATION		
Program Subsidy	500	100.00%		
Resident Rent	60	100.00%		

USE OF FUNDS	TOTAL	PER UNIT	PER SQ.FT	COMMENTS
HARD COSTS:				
Acquisition	290000	36250	69.05	Purchase
Construction	70000	8750	16.67	Estimated
Site preparation/improve	30000	3750	7.14	Lead Paint removal
Construc. contingency	10000	1250	2.38	10% of construction
SOFT COSTS:				
DESIGN:				
Architect	8265	1033	1.97	10% of $70,000
Engineering	6000	750	1.43	Mech, struct, haz.
Permits, zoning-fees	700	88	0.17	10/1000 + 600 zoning
Survey,inspections	2200	275	0.52	Estimate-architect
CONSTRUCTION PERIOD COSTS:				
Insurance	5000	625	1.19	Property,liability
Constr.per.interest	4875	609	1.16	See Schedule below
Constr.per.taxes	755	94	0.18	Actual
Utilities	1000	125	0.24	Estimated - WIHED
Security	2000	250	0.48	
FINANCE & FILING FEES	5800	725	1.38	See Schedule below
Bank Legal	4000	500	0.95	
Misc. Closing costs	1500	188	0.36	Pro rated share of utils e
CONSULTANT/PROF.FEES:				
Project management	6000	750	1.43	Estimated - CMV
Development consultant	8500	1063	2.02	Estimated - WIHED
Developer's Legal	500	63	0.12	Pro Bono services
Appraisal	500	63	0.12	
OTHER SOFT COSTS	3500	438	0.83	5% of construc.
TOTAL USES	461095	57637	110	57637 PER UNIT

SOURCE OF FUNDS	Total	Acquis. Period	Rehab Period	LEND:
MORTGAGES (See Sched.)	385000	220000	165000	Rehab $165,000
PUBLIC GRANTS/ DEF LOANS	0	0		Repay BCLF $45,000
PRIVATE GRANTS/CONTRIB.	76095	76095	0	
TOTAL SOURCES	461095	296095	165000	

ORTGAGES , PUBLIC GRANTS, DEFERRED LOANS

SOURCE	1ST BCLF	2ND LEND	TOTAL PERMANENT	BCLF BRIDGE	TOTAL
DUE IN YEARS	10	20			
Principal	175000	210000	385000	45000	
Interest Rate	6.00%	3.00%		6.00%	
Amort. Term	10	10	0		
Monthly Payment	1943	2028	3971	See schedule	
Annual debt serv.	23314	24333	47648		
Financ/other fees	2200	3600	5800	0	5800
Bank Legal	2000	2000	4000	0	4000
Avail. construc.	0	210000	210000	0	
Avail. acquisition	220000	0	175000	45000	

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT
DEVELOPMENT AND OPERATING BUDGETS - CASA MYRNA VAZQUEZ

DEBT SERVICE, 1ST	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11
Months in year	8	12	12	12	12	12	12	12	12	12	4
Cumulative	8	20	32	44	56	68	80	92	104	116	120
Amortization	12128	10275	14554	15452	16405	17417	18491	19632	20843	22128	7675
Interest expense - 1st	4094	13039	8760	7862	6909	5897	4823	3683	2472	1186	96
1st Mortgage balance	162872	152597	138043	122591	106186	88769	70278	50646	29803	7675	0

DEBT SERVICE, 2ND

Months in year	YEAR 11	YEAR 12	YEAR 13	YEAR 14	YEAR 15
Cumulative	8	12	12	12	12
Amortization	8	20	32	44	56
Interest expense - 1st	12128	18652	19220	19804	20406
1st Mortgage balance	4094	5681	5114	4529	3927
	197872	179220	160000	140196	119790

CONSTRUCTION LOAN INTEREST CALCULATION

Principal amount 210000 LEND
Rate of interest 3.00%
Construc.period in months 3

Months Outstand.principal	% of	AMT	INTEREST
3	100%	210000	1575
2	0%	0	0
1	0%	0	0
		210000	1575

Principal amount 220000 BCLF
Rate of interest 6.00%
Construc.period in months 6

Months Outstand.principal	% of	AMT	INTEREST
6	100%	220000	3300
2	0%	0	0
1	0%	0	0
		220000	3300

TOTAL CONSTRUCTION INTEREST 4875

OMS INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT
DEVELOPMENT AND OPERATING BUDGETS - CASA MYRNA VAZQUEZ

FIFTEEN YEAR OPERATING BUDGET

CALCULATION OF AVERAGE RATE OF INCOME PER UNIT:

Program Subsidy	500 *	% UNITS	Annual =	48000
Resident Rent	60 *	% UNITS	Annual =	5714
Average annual rental income				53714
Annual rental income for each unit				6714

ASSUMPTIONS:	BEG. MONTH	AVE RATE* INC/UNIT	OPER.EXP SCH.BELOW	OTHER INCOME
Number of units		8	8	8
Annual - average	May-93	6714	3159	0

Annual increase - program income 3.00% (beginning 2nd year)
Annual increase - operating expense 5.00% (beginning 2nd year)
Vacancy rate 10.00% Resident rent portion

DEBT SERVICE RATIO		115%	120%	121%	122%	122%	122%	123%	123%	123%	119%	117%	117%	116%	115%
YEAR	1993	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12	YEAR 13	YEAR 14
Program Subsidy		32000	49440	50923	52451	54024	55645	57315	59034	60805	62629	64508	66443	68437	70490
Resident Rent less vacancy		3429	5143	5143	5143	5143	5143	5143	5143	5143	5143	5143	5143	5143	5143
Operating expenses		-16849	-26538	-27865	-29258	-30721	-32257	-33870	-35563	-37341	-39208	-41169	-43227	-45388	-47658
NET OPERATING INCOME		18579	28045	28201	28336	28447	28531	28588	28614	28607	28564	28482	28359	28191	27975
Interest - 1st mortgage		-4094	-8760	-7862	-6909	-5897	-4823	-3683	-2472	-1186	-96	0	0	0	0
Interest - 2nd mortgage		0	0	0	0	0	0	0	0	0	-4094	-5681	-5114	-4529	-3927
1st mortgage amortization		-12128	-14554	-15452	-16405	-17417	-18491	-19632	-20843	-22128	-7675	0	0	0	0
2nd mortgage amortization		0	0	0	0	0	0	0	0	0	-12128	-18652	-19220	-19804	-20406
CASH FLOW - OPERATIONS		2357	4731	4887	5022	5132	5217	5273	5299	5292	4570	4149	4026	3858	3641

SCHEDULE OF OPERATING EXPENSES	PER UNIT	BLDG/YEAR	
Management/Admin.	0	0	By CMV, Inc.
Legal & Accounting	171	1368	
Real estate taxes	383	3064	$300K value, $11/1000
Heat	525	4200	CMV projected costs
Electric	263	2100	based on current usage
Hot water	210	1680	at 8 unit residence
Water and sewer	300	2400	"
Maintenance/Repair	469	3750	"
Operating reserve	180	1440	"
Replacement reserve	159	1272	"
Insurance	500	4000	

R 15	YEAR 16	YEAR 17	YEAR 18	YEAR 19	YEAR 20
72604	74782	77026	79337	81717	84168
5143	5143	5143	5143	5143	5143
-50041	-52543	-55170	-57928	-60825	-63866
27706	27382	26999	26551	26035	25445
0	0	0	0	0.	0
-3306	-2667	-2008	-1328	-629	-50
0	0	0	0	0	0
-21027	-21667	-22326	-23005	-23705	-8061
3373	3049	2665	2218	1701	17334

DEVELOPMENT TEAM AND SCHEDULE

DEVELOPMENT TEAM

DEVELOPER

Casa Myrna Vasquez
P.O.Box 18019
Boston, MA 02118
Mercedes Tompkins
Executive Director
(617) 262-9581

DEVELOPMENT CONSULTANT

Women's Institute
179 South Street
Boston, MA 02111
Lynn Peterson
Project Manager
(617) 423-2296

ARCHITECT

City Design
334 Boylston Street
Suite 401
Boston, MA 02116
Leslie Moldaw,
Francie Andrews

LAWYER

Hale and Dorr
60 State Street
Boston, MA 02109
Rushna Heneghan
Attorney
(617) 742-8560

CONTRACTOR

To be selected

DEVELOPMENT SCHEDULE - CMV, INC.

TASK	DATE	STATUS
SITE CONTROL		
Sign Term Letter	6/92	Signed
Sign Purchase and Sale Agreement	9/92	Executed
Purchase Property	12/92	
DEVELOPMENT TEAM		
Contract w/architect	10/92	In process
CMV Project Manager begins	12/92	
ARCHITECTURAL		
Code research	11/92	Complete
Schematics	11/92	Approved
Design Reviews with city agencies	12/92	Approved
Final Plans	12/92	
Final Reviews	12/92	
ENGINEERING		
Site Survey	10/92	Completeue
Structural plans for ramp	12/92	
INSPECTIONS		
Building Inspection	2/92	Complete
Lead Paint Inspection	2/92	Complete
Mechanical Inspection	10/92	Complete
Environmental Study	10/92	Complete
PERMANENT FINANCING		
Equity Fundraising	on-going	
Submit LEND Loan Application	6/92	Enrolled
Submit BCLF application	10/92	Submitted
Obtain LEND Approval	12/92	Pending
Obtain BCLF Approval	11/02	Obtained
Closings - BCLF Acquisition	12/92	
Closing - LEND Construction	1/93	
COMMUNITY PROCESS		
Meet w/abutters	11/92	
CONSTRUCTION		
Solicit Bids, Select Contractor & Negotiate Contract	1/93	
Begin Construction	1/93	
Complete Construction (3 months)	4/92	
Inspections	5/93	
Obtain Certificate of Occupancy	5/93	

SITE DESCRIPTION

Site Description

CMV, Inc. has been fortunate to find a site for Project BASTA which is ideally suited for the Program's needs and goals. The large home is located in a Dorchester neighborhood with many restored Victorian era houses. The street is well maintained and quiet, yet it is only two blocks away from a main street. The subway station is a five minute walk from the residence. A nearby retail center provides services and retail shopping, including a health center, multi-service agency, court house, and convenience to stores and restaurants. In addition, Dorchester High School is within walking distance making it conveneint for residents to complete their seconcdary education. The combination of the safe, family-oriented neighborhood, and its proximity to transportation, shops, and other services makes this area ideal to Project BASTA.

The home is a late-Victorian, wood-frame structure that was built originally as a single family residence in 1894. It is currently operated as a bed and breakfast for out-of-town visitors; and was previously used as a rest home. The restored building has six guest bedrooms and a separate third floor apartment.

The house is an elegant Queen Anne with a two-story bow, leaded glass windows, large front porch, and cut-away porches off the third floor. The interior has a large entry hall with oak paneling, a fireplace with a carved, oak mantle, and a gracious stairway. The formal front room, with rounded bay windows, also contains a fireplace with an ornate mantel and a stained glass window. The large living room, parlor, and dining room are connected by wide pocket doors. There is a kitchenette for guests, an unrestored kitchen, and three pantries in the rear of the building. The kitchen area will be remodelled into a functional kitchen and a handicap accessible bedroom and bathroom. There are two half baths on the first floor.

On the first floor, the enclosed side porch will be converted into an office and the common rooms will be made wheelchair accessible simply by widening a few doorways. The open design of the first floor will make wheelchair conversion quite easy.

There are two internal staircases that lead to the second floor. There is a large foyer at the top of the stairs, overlooking a stained glass window. All six lodging rooms are located on this floor and there are four full bathrooms. Minor work is required on this floor, although there are signs of water damage indicating roof leaks. One more bedroom will be created by eliminating one oddly-designed bathroom. If possible, another half bathroom will be added, so the second floor will have seven bedrooms and three and one-half baths total. In addition to the two internal stairways, there is a third means of exit from this floor down an exterior wooden staircase located in the back of the house.

The third floor is a bright, one bedroom apartment with an eat-in kitchen, study, and large dining/living room. The second exit from this floor is a precarious fire ladder. The exterior staircase will be raised from the second to the third floor for a safer means of egress. This floor will house live-in staff and offices.

In addition to the minor alterations specifically designed for the Program, the building is in need of some repair. This work includes roof repair, porch rebuilding, electrical upgrading, chimney and stone foundation re-pointing, lead paint removal, and painting.

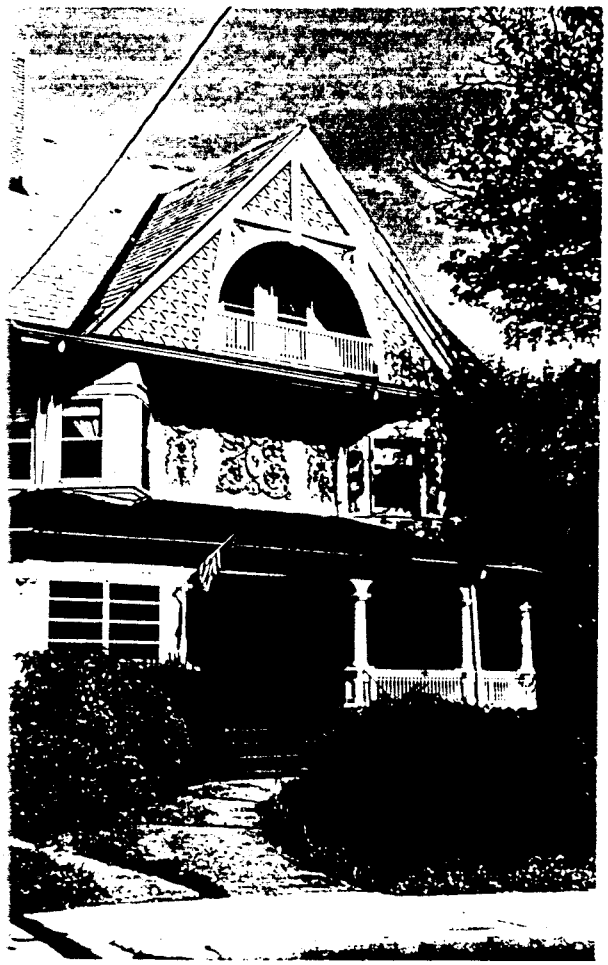
There is a good-size yard for play space and outdoor activities. A deck will be built off of the kitchen, providing an outdoor area for eating and relaxing.

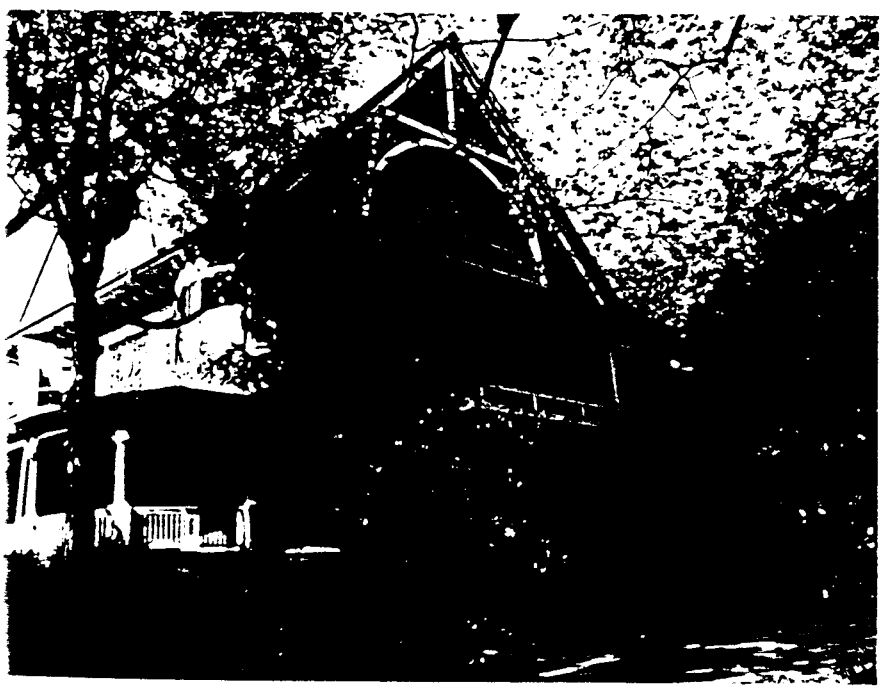
This site, built as a congregate home, is perfect for a transitional housing program, having been solidly-built, with an eye toward quality and detail. Casa Myrna has the experience to understand that a beautiful environment enhances one's ability to plan for and work towards a better tomorrow. Further, the neighborhood offers an excellent climate to allow the young families to grow and develop their futures.

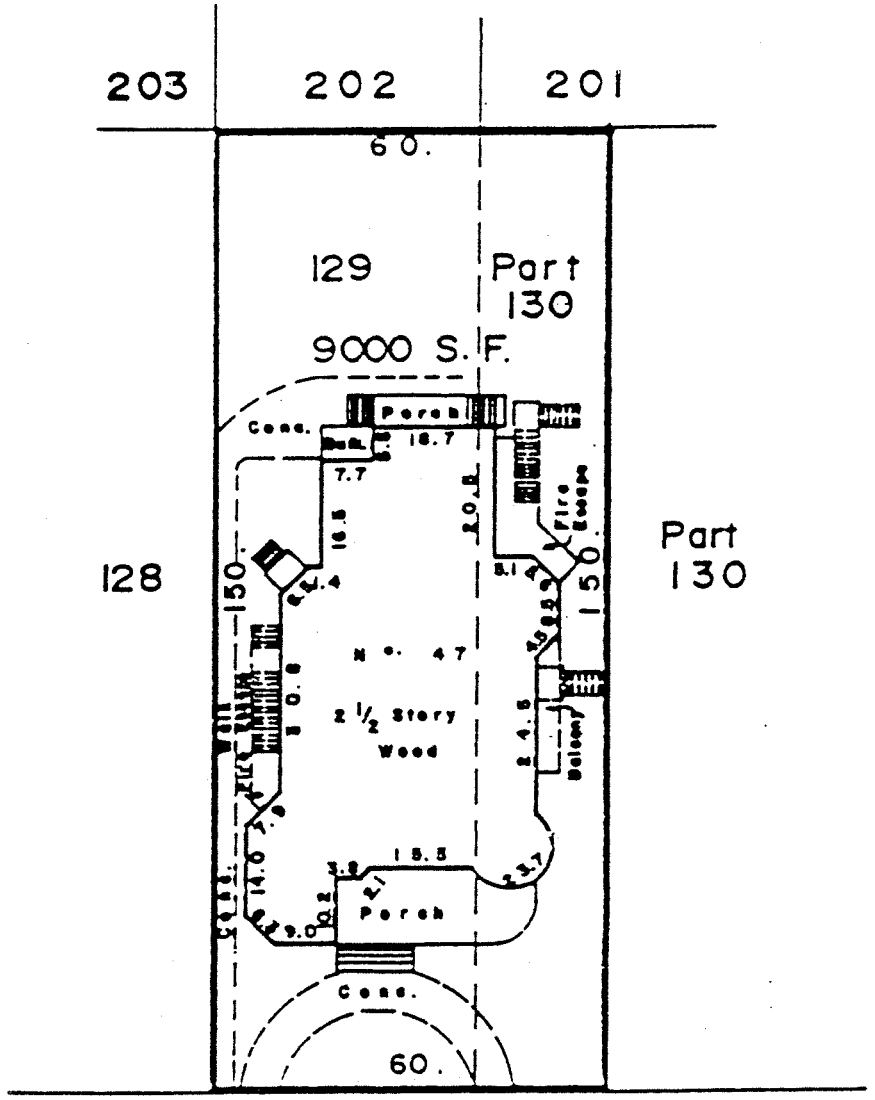
Neighborhood Description

Dorchester's 85,000 residents are ethnically diverse in aggregate, but many of the sub-neighborhoods are segregated by race and ethnicity. According to the 1990 Census, this particular sub-neighborhood is a predominantly white, middle-income area, with a population of approximately 7,000. 67% of the residents are white, compared with 57% for the city as a whole. In the neighborhood, 20% are Black, 6% are Hispanic, and 7% are Asian and other. The ATLP residents will reflect the overall homeless population in Boston.

The residents of this area are a closely-knit group. Many are "urban settlers," who restored the neighborhood's classic Victorian houses. They care deeply about the area, and keep an observant eye out on the activities in the neighborhood. The street is well-maintained and quiet, yet only two blocks from a busy commercial street. The combination of the safe, family-oriented neighborhood, and its proximity to transportation, shops, and other services makes this area ideal for the Program.







[redacted] ST.

MORTGAGE SURVEY PLAN

Location DORCHESTER

Scale 1 in. = 30 ft. Date JAN. 20, 1988

Plan reference: BEING LOT 129 AND PART OF LOT 130 ON A PLAN BY HENRY W. WILSON C.E. DATED MAY 1, 1871. RECORDED WITH SUFFOLK REGISTRY OF DEEDS PLAN BOOK 2 PLAN 38.

ERNEST H. FAGERSTROM, R.L.S.
138 Norwell Avenue, Norwell

I hereby certify that the building shown on this plan is located on the ground as shown thereon and that it conforms to the zoning and building laws of the city of Boston when constructed and to restrictions on record.

Ernest H. Fagerstrom

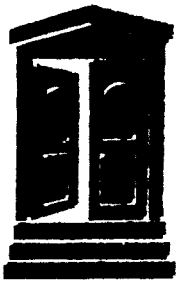
COMMONWEALTH OF MASSACHUSETTS
ERNEST H FAGERSTROM
No. 11229
REGISTERED
PROFESSIONAL LAND SURVEYOR

NOTE: I CERTIFY THAT THE ABOVE PROPERTY DOES NOT LIE WITHIN THE FLOOD HAZARD ZONE AS DELINIATED ON COMMUNITY MAP NO. 250286C

THIS PLOT PLAN WAS NOT MADE FROM AN INSTRUMENT SURVEY AND IS DRAWN FOR THE USE OF MORTGAGEE ONLY.

TOPAZ

ORGANIZATION INFORMATION



CASA MYRNA VAZQUEZ, INC.
P.O. Box 18019, Boston, MA 02118
617-262-9581

ABOUT CASA MYRNA VAZQUEZ, INC.

Casa Myrna Vazquez, Inc. (CMV, Inc.) is a multi-cultural, multi-site sheltering program serving battered women and children since 1976. Over the years, CMV, Inc. has developed a comprehensive program which serves as a national model. This includes two **emergency shelters** and a **transitional housing** facility owned by the agency, as well as a network of '**safe homes**', which CMV, Inc. coordinates.

Casa Myrna Vazquez, Inc. conducts a special outreach to Latina, African American and Native American women. It provides trilingual services (English, Spanish and Lakota) with a staff that reflects the demographic makeup of its guests. CMV, Inc. is the largest sheltering organization for battered women in New England.

The CMV, Inc. multi-service program is designed to:

* Provide immediate help in life-threatening, crisis situations to battered women and their children;
* Follow up initial crisis intervention with sustained support, enabling guests to recover from trauma, and to formulate and attain their immediate objectives;
* Enable women to achieve full and lasting self-sufficiency;
* Educate potential guests, community residents and service providers about domestic violence, and the programs of CMV, Inc;
* Prevent or diminish the debilitating effects of domestic abuse on children's emotional and social development;
* Move society towards the abolition of domestic violence.

CMV, INC. IS A PROGRAMMATIC SUCCESS

* Since 1977, CMV, Inc. has **sheltered over 7,400 guests**, and has assisted with over 43,000 Hot Line calls. Through its combined sheltering programs, CMV, Inc. provided refuge to 715 women and children during the past year. CMV, Inc. is the only battered women's agency in the state to shelter mothers with teenage sons.

* CMV, Inc. has launched a **new outreach to battered women who are still living out in the community**. By offering counseling and advocacy, therapeutic support groups (with free child care) and assistance in obtaining protective court orders, the agency provides early intervention that will yield tremendous savings in costs (compared to shelter care), in suffering, and perhaps even in lives.

- CMV, Inc. has introduced **weekly support groups for adolescents from violent homes,** including CMV, Inc. guests and teenagers from the community. The groups provide a safe environment for youths to examine myths about domestic violence, explore their options and change learned patterns of behavior. With this service, CMV, Inc. reaches beyond the traditional approach to battered women's programs, to attend to the emotional and social needs of an underserved and at-risk population.

- CMV, Inc. has expanded its clinical program by introducing a **team approach to mental health care.** Rather than a single therapist, a team of 4-5 clinicians now provides short-term therapy according to their particular areas of specialization (e.g., trauma and post traumatic stress disorders, child and/or adolescent psychology, bilingual therapy, etc.). The clinicians are interns from accredited doctoral and masters-level programs who are supervised by the CMV Mental Health Coordinator, and who provide their professional services at slightly less expense to CMV, Inc. than the previous, more limited program.

CMV, INC. IS AN ORGANIZATIONAL SUCCESS

- For CMV, Inc., the presence of a diverse staff and client population is only the starting point from which a multicultural organization is created. With funding from the Human Services Personnel Collaborative, CMV, Inc. held four retreats for Board and staff members, which were facilitated by Joyce King and Associates. The retreats provided an opportunity to assess CMV, Inc. policies and operating procedures and to identify strategies for achieving leadership development and **empowerment for women of color.**

- With funding from the Lotus Development Corporation and Raytheon Company, CMV, Inc. has developed a **computerized client and service tracking system.** The system will enable CMV, Inc. to use data in new ways, thus improving the quality of information available to the agency for accountability, advocacy, fiscal forecasting and program planning. The new system will simplify data collection and entry by administrative staff and greatly improve the quality of information available to CMV, Inc.'s funders.

- As a result of the 1990 development assessment and long range funding plan conducted by Levine Associates, CMV, Inc. expanded its funding base and has introduced new fundraising strategies, including the immensely successful *Brazilian Carnaval*, held at the Roxy nightclub last February, which raised over $20,000. Through these efforts, **individual contributions have doubled** in the past two years.

- Utilizing the consulting expertise of the Shelter Technical Assistance Project, CMV, Inc. has conducted an organizational assessment to evaluate the impact of state funding cuts, and to develop a **strategic plan for agency restructuring as well as program expansion.** This includes the use of professional interns in the Mental Health and Legal Advocacy programs, consolidation of the Child Care Program, and development of an Adolescent Transitional Program, to be launched in 1992.

PROGRAMS OF CMV, INC.

- **SHELTERS:** CMV, Inc. owns and operates two emergency shelters, the CMV shelter in the South End and the Mary Lawson Foreman House in Dorchester. They provide safe shelter and supportive services, including medical and housing advocacy, for up to 50 women and children at a time, each for a maximum 8-week stay.

- **SAFE HOME NETWORK:** Eight private households in the Greater Boston area provide emergency shelter specifically for women who have male children over 12 years of age, or who are disabled. The same services offered in the shelters are provided to safe home guests. CMV, Inc. is the only battered women's sheltering organization in Massachusetts that can accommodate families with teenage sons.

- **TRANSITIONAL LIVING PROGRAM:** By providing a 10-month period of post-crisis support, in the forms of transitional housing, educational placement, job training and referral, and extended child care, the program serves 12-20 women each year, and supports them in their efforts to attain fully independent living.

- **MENTAL HEALTH CARE:** A team of 4-5 clinicians provides support groups both for shelter guests and battered women who are living in the community; individual therapy; assessment and referral; and a new support group for adolescents from violent homes. The clinicians are interns from accredited doctoral and masters programs who are supervised by the CMV Mental Health Coordinator.

- **EXTENDED CHILD CARE:** Based on the copyrighted *Childcare Curriculum* developed by CMV, Inc., this program provides therapeutic, and educational/ recreational services, to the 350-400 children who each year stay with their mothers in our emergency and transitional shelters.

- **VOLUNTEER COORDINATION:** A revolving team of 15-20 volunteers staffs the shelters and Hot Line on evenings and weekends. Many are student interns who receive credit for their internships. Recruitment, training and ongoing supervision are provided.

- **COMMUNITY EDUCATION PROGRAM:** In workshops and other presentations, print and television ads, newspaper articles, etc., community residents and service providers, along with potential guests, learn about domestic violence and the programs of CMV, Inc.

- **LEGAL ADVOCACY PROGRAM:** With funding from the Victims of Crime Assistance Act (VOCA) and the Massachusetts Bar Association, CMV, Inc. has developed the Legal Advocacy Program, which provides information and referral, legal counseling, court accompaniment and, when needed, full legal representation, for 500-600 shelter guests, "drop-in clients" and Hot Line callers.

SUPPORT FOR CMV, INC.

Support for CMV, Inc. is sustained by an extensive network of private and public donors:

- **UNITED WAY:** United Way of Massachusetts Bay, United Way of America.

- **GOVERNMENT SUPPORT:** Massachusetts Department of Social Services (DSS), Community Development Block Grant (CDBG), Boston Housing Authority (BHA), Boston Economic Development Industrial Corporation (EDIC), U.S. Department of Housing and Urban Development (HUD), Victims of Crime Assistance Act (VOCA), and Boston Office of Jobs and Community Support (JCS).

- **FOUNDATION SUPPORT:** Boston Globe Foundation, Buck Charitable Foundation, Cornerstone Charitable Foundation, The Funding Exchange, Goldberg Family Foundation, Harvard University Foundation, The Hope Foundation, Human Services Personnel Collaborative, The Godfrey M. Hyams Trust, The Phyllis McGillicudy Trust, Frank R. Peters Trust, Polaroid Foundation, Project Bread, A.C. Ratshesky Foundation, Sanders Fund, Inc., George and Beatrice Sherman Family Charitable Trust, Ruach Foundation, Anna B. Stearns Charitable Foundation, and The Frederick E. Weber Charities Corporation.

- **CORPORATION SUPPORT:** Bank of Boston, Boston Findings, Bio Surface Technology, Boston Gas, Boston Turning Works, Design Options, Digital Equipment Corporation, Duracell, The Gillette Company, John Hancock Financial Services, Harvard Cooperative Society, Houghton Mifflin, Hudson Medical Products, Liberty Mutual Insurance Group, Loomis, Sayles & Company, Lotus Development Corporation, Magnesium Casting, Maloney Properties, Massachusetts Bar Association, MB Management Company, New World Bank, R.L. Tennant Insurance Agency, Raytheon Company, Shawmut Bank of Boston, Site Built Systems, and Work/Family Directions.

- **CHURCH SUPPORT:** All Saints Parish in Brookline, Arlington Street Church, Blessed Sacrament Parish, Centre Congregational, Church of the Covenant, Christ Church Methodist, Christ Church in Needham, Church Women United, Emmanuel Baptist Church, Episcopal Church Women, Episcopal Diocese of Massachusetts, First Baptist Church in Lexington, First Church of Christ Scientist, First Congregational Churches in Melrose, Needham, Waltham, Wellesley, Wellesley Hills and Winchester, First Parish in Lincoln, Friends Meeting in Cambridge, Ladies of the Knights of Columbus in West Roxbury, Massachusetts Woman's Home Missionary Union, Newton Highlands Congregational Church, Presbyterian Church in Sudbury, Roxbury Presbyterian Church, St. Andrew's in Forest Hills, St. Mary's Episcopal Church, St. Timothy's in Norwood, The Second Church in Newton, United Parish of Auburndale, The United Parish in Brookline, Wellesley Congregational Church, Wellesley Hills Congregational Church, and West Concord Union Church.

- **INDIVIDUAL SUPPORT:** Over 1,000 individuals donated more than $50,000 in large and small contributions to CMV, Inc. this year. During FY 1991, the agency received its second bequest. Many thousands of other supporters have contributed through the WEEI "590 Fund", WCVB's Project Shelter, the Walk for Hunger and Harvard University.

THE CRITICAL ROLE OF CASA MYRNA VAZQUEZ, INC.

Police estimate that 40-60% of *all* of their calls involve family violence (Massachusetts Criminal Justice Training Council). The impact of domestic violence on our neighborhoods is inescapable, as is the need for a strong and effective response. For fifteen years we at Casa Myrna Vazquez, Inc. have worked to save and to renew the lives of battered women and their children. We will continue to do all in our power to continue the provision of life-saving shelter and pioneering, cost-effective programs. By joining with us in this exciting effort, you can help to turn individual lives around, while moving our communities closer to the abolition of domestic violence.

UPCOMING PROGRAM

The creation of a program for pregnant and postpartum battered teens --a first in Massachusetts-- offers a creative approach to meeting a pressing social need. While it may seem bold to launch a new program at a time when the service delivery system in Massachusetts is strained, the CMV, Inc. Board of Directors is committed to addressing a need which will not go away. With its emphasis on early intervention, the Adolescent Transitional Living Program provides an extremely cost-effective alternative to the long term problems (e.g., drug and alcohol addiction, AIDS, incarceration, etc.) which might otherwise arise for both the mothers and their children as they grow to adulthood.

- **ADOLESCENT TRANSITIONAL LIVING PROGRAM:** CMV, Inc. now intends to address an urgent need by developing an 18-24 month residential program for pregnant and postpartum, battered teenagers and their babies. Along with a safe and supervised environment, program components include: Wellness, Mental Health and Medical Care; Child Care and Parenting Skill Development; Education, Life Skills and Job Readiness Training; and, Cultural and Civic Involvement. The program will house 8-9 young families in a new CMV, Inc. facility. In order to purchase and rehabilitate the South End building and to provide start-up funds for the program, which is scheduled to begin in June 1992, the agency will need $650,000

Needed for capital development and program start-up: $650,000

NOTE: Casa Myrna Vazquez, Inc. is incorporated under section 501 (c) (3) of the Internal Revenue Service, thus contributions to CMV, Inc. are tax deductible. Detailed proposals are available on request.

Internal Revenue Service
District Director

Department of the Treasury
P.O. Box 9081
JFK Federal Building
Boston, Mass 02203

Date: AUG 30 1978

Employer Identification Number:
04-2625710
Accounting Period Ending: September 30

Form 990 Required: ☒ Yes ☐ No

Person to Contact: C. M. Gauthier

Contact Telephone Number: 617-223-4241

Casa Hyrna Vasquez, Inc.
P.O. Box 18019
Boston, Mass 02118

DETERMINATION LETTER NO. 78-1219

CERTIFIED MAIL

Dear Applicant: [illegible] If Yes is checked, you are required to file Form 990.

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 170(b)(1)(A)(vi) & 509(a)(1).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name or address.

Generally, you are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contributions Act. If you have paid FICA taxes without filing the waiver, you should contact us. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

The box checked in the heading of this letter shows whether you must file Form 990, Return of Organization Exempt from Income Tax. If Yes is checked, you are required to file Form 990 only if your gross receipts each year are normally more than $10,000. If a return is required, it must be filed by the 15th day of of the fifth month after the end of your annual accounting period. The law imposes a penalty of $10 a day, up to a maximum of $5,000, when a return is filed late, unless there is reasonable cause for the delay.

(over)

to file federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T. In this letter, we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees.

If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

(see page 2 attachment)

Sincerely yours,

Herbert B. Mosher

HERBERT B. MOSHER
District Director

☆ U.S. GOVERNMENT PRINTING OFFICE: 1978- 262-956/101

Form CD 180 (Rev. 10/71) [illegible]

The Commonwealth of Massachusetts

742-9100

PAUL GUZZI
Secretary of the Commonwealth
1 ASHBURTON PLACE, BOSTON, MASS. 02108

ARTICLES OF ORGANIZATION

(Under G.L. Ch. 180)
Incorporators

NAME RESIDENCE
Include given name in full in case of natural persons; in case of a corporation, give state of incorporation.

Harry Dow, 389A Shawmut Avenue, Boston, Massachusetts

Susan Halligan, 18 Concord Square, Boston, Massachusetts

Gladys Soltran, Apt. #701, Paseo Boriaken, Boston, Massachusetts

Enrique Gonzales, Apt. #601, Paseo Boriaken, Boston, Massachusetts

Jovita Fontanez, 34 Dartmouth Street, Boston, Massachusetts

The above-named incorporator(s) do hereby associate (themselves) with the intention of forming a corporation under the provisions of General Laws, Chapter 180 and hereby state(s):

1. The name by which the corporation shall be known is:

   Casa Myrna Vazquez, Inc.

2. The purposes for which the corporation is formed are as follows:

   a. Offer sanctuary and temporary residence for women over 18 years of age and their children who are victims of battering, abuse, rape, threats of violence, grief, abandonment, fire or other emergencies or causes beyond their control; and

   b. Create a facility where community women can build their resources through the development of non-hierarchical, collective, consensual work, advocacy and service; and

   c. Encourage the continued involvement and support of former residents and women otherwise associated with Casa Myrna Vazquez; and

   See Page 2A.

NOTE: If provisions for which the space provided under Articles 2, 3 and 4 is not sufficient, additions should be set out on continuation sheets to be numbered 2A, 2B, etc. Indicate under each Article where the provision is set out. Continuation sheets shall be on 8½" x 11" paper and must have a left-hand margin 1 inch wide for binding. Only one side should be used.

d. To receive gifts of money, property, resources, or otherwise to own, rent, manage, and operate property both real and personal, to borrow and loan money, enter contracts, program a course of action which is necessary and proper to carry out the purposes of the corporation; and

3. To continue a presence in memory of the spirit, commitment, talent, and courage of Myrna Vazquez.

3. *If* the corporation has more than one class of members, the designation of such classes, the manner of election or appointment, the duration of membership and the qualification and rights, including voting rights, of the members of each class, are as follows:—

None - one class of members.

• 4. Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:—

None
~~See Page iii.~~

• If there are no provisions state "None".

Patricia Quintana	612 Tremont Street, Boston 02118
Isabel Besecker	School Volunteers of Boston 1 Arlington Street, Boston 02115
Harry Dow	389A Shawmut Avenue, Boston 02118
Clara L. Garcia	12 Muirhead Street, Wollaston 02170
Enrique Gonzalez	1 Paseo Boriken, Boston 02118
Susan Halligan	18 Concord Square, Boston 02118

5. By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers whose names are set out below, have been duly elected.

6. The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if later date is desired, specify date, (not more than 30 days after date of filing.)

7. The following information shall not for any purpose be treated as a permanent part of the Articles of Organization of the corporation.

a. The post office address of the initial principal office of the corporation in Massachusetts is:

Casa Myrna Vazquez
c/o South End Community Health Center
400 Shawmut Avenue, Boston, Massachusetts

b. The name, residence, and post office address of each of the initial directors and following officers of the corporation are as follows:

	NAME	RESIDENCE	POST OFFICE ADDRESS
President:	Ada Palmarin	136 Shawmut Avenue	Boston, Ma.; same.
Treasurer:	Elizabeth Rica	45 Rutland Square,	Boston, Ma.; same
Clerk:	Ruby Dellamano	Apt. 613 Paseo Boriken,	Boston, Ma.; same

Directors: (or officers having the powers of directors)

Karen Whitman Maxwell	46 Upton Street, Boston 02118
Gladys Soltren	1 Paseo Boriken, Boston 02118
Connie Stubbs	14 Claremont Park, Boston 02116
Beatriz Strohmayer	1 Paseo Boriken, Boston 02118
Ray Almeida	6 Worcester Square, Boston 02118
Jennefar Chao	7 Holyoke Street, Boston 02118
Jovita Fontanez	32 Dartmouth Street, Boston 02116
Maria Gonzalez	1 Paseo Boriken, Boston 02118
Maria Perez Gray	19A Paseo San Juan, Boston 02118

c. The date initially adopted on which the corporation's fiscal year ends is:

September 30, 1976

d. The date initially fixed in the by-laws for the annual meeting of members of the corporation is:

First Tuesday in March.

e. The name and business address of the resident agent, if any, of the corporation is:

None.

IN WITNESS WHEREOF and under the penalties of perjury the above-named INCORPORATOR(S) sign(s) these Articles of Organization this 19th day of October 19 76

I/We the below signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crimes relating to alcohol or gaming within the past ten years; I/We do hereby further certify that to the best of my/our knowledge the above named principal officers have not been similarly convicted. If so convicted, explain.

The signature of each incorporator which is not a natural person must be by an individual who shall show the capacity in which he acts and by signing shall represent under the penalties of perjury that he is duly authorized on its behalf to sign these Articles of Organization.

THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF ORGANIZATION
GENERAL LAWS, CHAPTER 180

I hereby certify that, upon an examination of the within-written articles of organization, duly submitted to me, it appears that the provisions of the General Laws relative to the organization of corporations have been complied with, and I hereby approve said articles; and the filing fee in the amount of $30.00 having been paid, said articles are deemed to have been filed with me this day of 19

Effective date

Paul Guzzi

Secretary of the Commonwealth

TO BE FILLED IN BY CORPORATION

PHOTO COPY OF ARTICLES OF ORGANIZATION TO BE SENT

TO:

Daniel D. Sullivan

Rm. 726, 53 State Street

Boston, Massachusetts

Telephone.....723-2912.....

Filing Fee $30.00 Copy Mailed

U72

The Commonwealth of Massachusetts

MICHAEL J. CONNOLLY
Secretary of State
ONE ASHBURTON PLACE, BOSTON, MASS. 02108

FEDERAL IDENTIFICATION
NO. 04-2625710

ARTICLES OF AMENDMENT

General Laws, Chapter 180, Section 7

This certificate must be submitted to the Secretary of the Commonwealth within sixty days after the date of the vote of members or stockholders adopting the amendment. The fee for filing this certificate is $10.00 as prescribed by General Laws, Chapter 180, Section 11C(b). Make check payable to the Commonwealth of Massachusetts.

We, Frances Yee, President/Vice President, and Clark Taylor, Clerk/Assistant Clerk of

Casa Myrna Vazquez, Inc.
(Name of Corporation)

located at Post Office Box 18019, Boston MA 02118

do hereby certify that the following amendment to the articles of organization of the corporation was duly adopted at a meeting held on February 25, 1991, by vote of UNANIMOUS members ~~shareholders~~, being at least two thirds of its members legally qualified to vote in meetings of the corporation (or, in the case of a corporation having capital stock, by the holders of at least two thirds of the capital stock having the right to vote thereon):

In the event of the dissolution of the Corporation or the winding up of its affairs, or other liquidation of its assets, the Corporation's property shall not be conveyed to any organization created or operated for profit, and all assets remaining after the payment of the Corporation's debts shall be conveyed or distributed only to an organization or organizations created and operated for non-profit purposes similar to those of the Corporation (other than one created for religious purposes) and described in Section 501(c)(3) of the Internal Revenue Code.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8½ x 11 sheets of paper leaving a left hand margin of at least 1 inch for binding. Additions to more than one article may be continued on a single sheet so long as each article requiring each such addition is clearly indicated.

1-1-1981

The foregoing amendment will become effective when these articles of amendment are filed in accordance with Chapter 180, Section 7 of the General Laws unless these articles specify, in accordance with the vote adopting the amendment, a later effective date not more than thirty days after such filing, in which event the amendment will become effective on such later date.

IN WITNESS WHEREOF AND UNDER THE PENALTIES OF PERJURY, we have hereto signed our names this 25th day of February, in the year 1994

Francis S. M. Yee ..... President/Vice President

Clark Taylor ..... Clerk/Assistant Clerk

10421 10896 + 11029

THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF AMENDMENT

(General Laws, Chapter 180, Section 7)

I hereby approve the within articles of amendment and, the filing fee in the amount of $ 15.00 having been paid, said articles are deemed to have been filed with me this 26th day of March, 1991

Michael J. Connolly

MICHAEL J. CONNOLLY

Secretary of State

TO BE FILLED IN BY CORPORATION

PHOTO COPY OF AMENDMENT TO BE SENT

TO:

....Mercedes.Tompkins.....
Casa Myrna Vazquez, Inc.
....Post.Office.Box..18109.....
Boston, MA 02118
.....

Telephone ...617-262-8591.....

Copy Mailed

Examined

Name Approved

P.C.

The Commonwealth of Massachusetts

MICHAEL J. CONNOLLY
Secretary of State
ONE ASHBURTON PLACE, BOSTON, MASS. 02108

FEDERAL IDENTIFICATION NO. 04-2625710

ARTICLES OF AMENDMENT

General Laws, Chapter 180, Section 7

1991 MAR 26 PM 2:38 SECRETARY OF COMMONWEALTH CORPORATION DIVISION

This certificate must be submitted to the Secretary of the Commonwealth within sixty days after the date of the vote of members or stockholders adopting the amendment. The fee for filing this certificate is $10.00 as prescribed by General Laws, Chapter 180, Section 11C(b). Make check payable to the Commonwealth of Massachusetts.

We, Frances Yee, President/Vice President, and Clark Taylor, Clerk/Assistant Clerk of

Casa Myrna Vazquez, Inc.
(Name of Corporation)

located at Post Office Box 18019, Boston MA 02118

do hereby certify that the following amendment to the articles of organization of the corporation was duly adopted at a meeting held on February 25, 1991 by vote of UNANIMOUS members ~~shareholders~~, being at least two thirds of its members legally qualified to vote in meetings of the corporation (or, in the case of a corporation having capital stock, by the holders of at least two thirds of the capital stock having the right to vote thereon):

In the event of the dissolution of the Corporation or the winding up of its affairs, or other liquidation of its assets, the Corporation's property shall not be conveyed to any organization created or operated for profit, and all assets remaining after the payment of the Corporation's debts shall be conveyed or distributed only to an organization or organizations created and operated for non-profit purposes similar to those of the Corporation (other than one created for religious purposes) and described in Section 501(c)(3) of the Internal Revenue Code.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8½ x 11 sheets of paper leaving a left hand margin of at least 1 inch for binding. Additions to more than one article may be continued on a single sheet so long as each article requiring each such addition is clearly indicated.

1-1-1981

The foregoing amendment will become effective when these articles of amendment are filed in accordance with Chapter 180, Section 7 of the General Laws unless these articles specify, in accordance with the vote adopting the amendment, a later effective date not more than thirty days after such filing, in which event the amendment will become effective on such later date.

IN WITNESS WHEREOF AND UNDER THE PENALTIES OF PERJURY, we have hereto signed our names this 25TH day of February, in the year 1994

James S. McGee ..... President/Vice President

Carol Taylor ..... Clerk/Assistant Clerk

THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF AMENDMENT

(General Laws, Chapter 180, Section 7)

I hereby approve the within articles of amendment and, the filing fee in the amount of $ having been paid, said articles are deemed to have been filed with me this day of , 19

MICHAEL J. CONNOLLY

Secretary of State

TO BE FILLED IN BY CORPORATION

PHOTO COPY OF AMENDMENT TO BE SENT

TO:

....Mercedes..Tompkins.....
Casa Myrna Vazquez, Inc.
....Post.Office.Box..18109.....
Boston, MA 02118
.....

Telephone ...617-262-8591.....

Copy Mailed

LETTERS OF SUPPORT

CITY OF BOSTON · MASSACHUSETTS

OFFICE OF THE MAYOR
RAYMOND L. FLYNN

September 16, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

I am writing to express my strong support for the proposal of Casa Myrna Vazquez to the Office of Substance Abuse Prevention (OSAP) to develop a residential program for pregnant and postpartum battered women and their children. This program will address a critical need in the City of Boston by addressing the dual issues of substance abuse and domestic violence.

Casa Myrna has a long and impressive history of providing services to battered women and their children in the City of Boston. Since 1976, Casa Myrna has developed a shelter, safe home program, and transitional housing program which serve battered women and their children. In particular, Casa Myrna has addressed the needs of inner city Latina, African American, and Native American women.

The City has worked closely with Casa Myrna in supporting these efforts and will continue to collaborate on this proposed project through the Department of Health and Hospitals by providing technical assistance, training, and a referral network.

My administration is committed to insuring that every woman and child in the City of Boston can live in safety, free from the grips of domestic violence and substance abuse. I look forward to working with Casa Myrna in achieving this goal.

Sincerely,

Ray Flynn

Raymond L. Flynn
Mayor of Boston

The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
150 Tremont Street
Boston 02111

William F. Weld
Governor
David P. Forsberg
Secretary
David H. Mulligan
Commissioner

July 15, 1991

Elaine M. Johnson, Ph.D.
Director, Office for Substance
Abuse Prevention
Bernard R. McColgah
Director, Division of Demonstrations
and Evaluation
Office of Substance Abuse Prevention
Washington, DC

Dear Dr. Johnson and Mr. McColgah:

On behalf of the Massachusetts Department of Public Health, I am pleased to support Casa Myrna in their submission of an OSAP proposal to develop a residential substance abuse prevention education program for pregnant adolescents. This proposed service, if funded, will offer residential drug and alcohol prevention-education services to pregnant adolescents who are victims of violence. The dearth of residential services for battered pregnant adolescents at a significant risk for homelessness and alcohol and drug abuse represents a particularly unfortunate service gap in our continuum of care for women.

Casa Myrna Vazquez has provided exemplary leadership for the past 13 years in serving abused women and children from the African American and Latina communities of Boston. This residential shelter utilizes a multidisciplinary/multicultural approach in developing services which appropriately address the needs of this population. In addition to providing substance abuse prevention/education programming, this application proposes to integrate essential prenatal care, child development, and women's health services.

Casa Myrna provides shelter services in an urban area devastated by overwhelming rates of substance abuse, violence, and AIDS. The commitment of this program in responding to the specialized needs of this especially vulnerable population is commendable.

The Department of Public Health is acutely aware of current statistics which cite the insidious coexistence of substance abuse and violence in women's lives. I am hopeful that the proposed prevention/education project will significantly address this issue and I strongly urge you to consider the application for funding.

Sincerely.

David H Mulligan

David H. Mulligan
Commissioner

DEPARTMENT OF HEALTH AND HOSPITALS

JUDITH KURLAND
Commissioner

818 HARRISON AVENUE
BOSTON, MASSACHUSETTS 02118

September 13, 1991

Mercedes Tompkins
Case Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins,

We are extremely supportive of your application to OSAP to support a residential facility for pregnant and postpartum women at risk for substance abuse and their children. The magnitude of the substance abuse problem among low income women and women of color in Boston and the dire consequences of this problem require expanded treatment options. Given the tremendous shortage of residential beds for pregnant women and women with children, I cannot overemphasize the need for the type of facility and program you are planning.

Casa Myrna's success in addressing, in appropriate cultural contexts, the needs of women that arise from poverty, domestic violence and substance abuse is widely recognized. For this reason I am confident of your ability to successfully develop the program you have proposed. We wish you the best of luck in this important project and will be supportive in any way in which we are able.

Sincerely,

Judith Kurland

The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
150 Tremont Street
Boston 02111

William F. Weld
Governor
David P. Forsberg
Secretary
David H. Mulligan
Commissioner

September 17, 1991

Mercedes Tompkins
Executive Director
Casa Myrna Vasquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

The Massachusetts Department of Public Health/Bureau of Substance Abuse Services is pleased to support your proposal to develop a multi-service residential program for pregnant and postpartum women and their children.

The co-existence of substance abuse and violence in women's lives continues to escalate as a serious public health issue. The proposed development of residential services for adolescent and adult women who require structured support, protection, and appropriate interventions for substance abuse and domestic violence will enrich the spectrum of specialized services that comprise the existing continuum of care.

Casa Myrna staff have successfully identified and secured the support from essential community-based services including area substance abuse treatment providers who are currently offering specialized programs for pregnant and postpartum women. This collaboration will ensure that appropriate services are accessed and received.

The Bureau looks forward to working with you and your staff in facilitating the implementation of this program should this proposal be selected for funding.

Sincerely,

Dennis McCarty, Ph.D.
Director, Substance Abuse
Services

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF HUMAN SERVICES
DEPARTMENT OF SOCIAL SERVICES

August 27, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, Massachusetts 02118

Dear Ms. Tompkins:

I am writing to express my support and enthusiasm for Casa Myrna Vazquez, Inc's proposal to open a new, multicultural residence for pregnant and postpartum women who are suffering from battering and substance abuse.

CMV, Inc. has a proven record of providing culturally sensitive, effective services to Latino and African American women and their children in the Boston area. Our agencies have worked closely together to improve services in child abuse/ neglect cases involving domestic violence. The Department's Boston area office is fortunate to receive consultation from your agency through a newly established pilot program bringing together child welfare social workers, battered women's advocates, legal and medical experts, and a batterer's treatment provider to address complex child abuse cases.

As you know, the Department of Social Services has been greatly effected by increased drug and alcohol use among families. The effects are seen in dramatic rises in the number of children reported abused and neglected because of parental drug abuse, children with HIV infection, children (particularly under age 5) in foster care and infant deaths. A recent study revealed substance abuse as a concurrent factor in 64% of all supported investigations of physical abuse, neglect and emotional maltreatment in Boston.

The residential program you propose will meet the critical need for services for women struggling with the often interrelated problems of poverty, racism, battering and addiction. It will allow them to keep their children in their care, avoiding the painful separation of foster placement. The Department is particularly enthusiastic about the targeted age range, as there are few services for teens, and the unique integration of

substance abuse and battered women's services. I assure you that the Department will be one of your primary referral sources.

Please let me know if I can offer any further assistance. Best wishes for continued success.

Sincerely,

Linda S. Spears
Assistant Deputy Commissioner

Teresa Kohlenberg, M.D.
Director
Teen - Tot Clinic

Assistant Professor
Department of Pediatrics
Boston University School of Medicine

Boston City Hospital
Boston University School of Medicine

818 Harrison Avenue, T205
Boston, Massachusetts 02118
(617) 534-3038, 4235, 5177
FAX (617) 534-7475

Mercedes Tompkins
Executive Director
Casa Myrna Vasquez, Inc.
PO Box 18019
Boston, MA 02118

Dear Ms Tompkins,

I am writing to express my strongest support and appreciation for your initiative, the Adolescent Transitional Living Program for young mothers affected by substance abuse and domestic violence. We know that domestic violence is a common co-morbidity of substance abuse; Casa Myrna's proposal addresses the urgent need for a structured and safe living environment for these young mothers and their children, which is often the first step towards health and recovery. If your program is funded, it will represent a great step forward in meeting the needs of adolescent mothers affected by substance abuse.

The Adolescent Center at Boston City Hospital has two programs which can complement the services to be offered through the Transitional Living Program. The first is the Teen-Tot Clinic at Boston City Hospital, which provides comprehensive medical and social services for young mothers prenatally and post-partum, as well as for their children from birth on. The second program, the Young Families Support Program, is funded by the Office for Substance Abuse Prevention, and delivers substance abuse counselling, advocacy and home visiting for young mothers who are users of drugs and alcohol, or who are affected by use in a family member or partner.

Each of these programs has seen a number of adolescent mothers who are beaten by parents or partners, who are exposed to alcohol and other drug use, who may be users themselves, and who would be ideal for the residence that you propose. I sincerely hope that your proposal is funded, and look forward to further collaboration with you!

Yours Truly,

Teresa M. Kohlenberg MD

Teresa M. Kohlenberg, M.D.
Principal Investigator and Project Director
Young Families Support Program

Assistant Professor of Pediatrics
Boston University School of Medicine

Coalition on
Addiction, Pregnancy, and Parenting

Norma Finkelstein, Ph.D., *Director* 349 Broadway, 2nd Floor Cambridge, MA 02139 (617) 661-3991

August 20, 1991

Mercedes Tomkins,
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tomkins:

I am writing on behalf of the Coalition on Addiction, Pregnancy and Parenting (CAPP), Inc. to extend my support for your efforts in developing a program for pregnant and parenting teens and their children, the Adolescent Transitional Living Program. CAPP is committed to the planning of services for pregnant and parenting alcohol and drug dependent women and their children throughout the state. There is an urgent need for comprehensive services for pregnant and parenting young women who are either using alcohol and other drugs or at high risk for using drugs. These young families are often the ones who need services the most, yet have the least access to such critical services.

The your proposal for a residential program designed specifically for adolescent pregnant and parenting women and their children, who are vulnerable to violence and substance abuse will fill a major need for services to young pregnant alcohol and drug using women and their children. As we know, alcohol and drug abusing women are not only at high risk for violence, but also at high risk for, if not already facing, poor health including, complications during pregnancy, sexually transmitted diseases and HIV disease, poverty, and homelessness. These added stresses impact women's ability to access treatment and to stay in recovery as well as their ability to appropriately parent their children. The added stress of being an adolescent and negotiating the substance abuse and health and human service systems may be overwhelming and cause many not to seek services. In addition, stigma of being alcohol and drug dependent and a pregnant adolescent may keep many young women from seeking or receiving services. Access is further limited to women and children of color due to discrimination or the lack of culturally and linguistically appropriate services. Many alcohol and drug dependent women, especially young women, mistrust the health and human service system due to previous unsuccessful contacts. Programs that can reduce these barriers and assist pregnant and parenting alcohol and drug using young women in accessing substance abuse and health and human services not only assist these young women in regaining

control of their lives but also intervene in the intergenerational cycles of addiction and violence.

Casa Myrna is known for their staff's expertise and experience in working with women and their families who are at high risk for violence, poverty, racism, and substance abuse. Casa Myrna is an organization which has always reflected the cultural diversity of this urban community. The staff, volunteers and the Board of Directors represent the linguistic and cultural diversity of the families served. Sensitivity towards and understanding the challenges and strengths of families of color toward survival and growth is a major asset of this agency.

I strongly support your efforts in applying for funding to implement this exciting and urgently needed residential service for Latino and African American pregnant and postpartum women and their children who are at high risk for substance abuse and violence. I wish you much success and look forward to our continued collaboration.

Sincerely,

Norma Finkelstein

Norma Finkelstein, PhD, LICSW
Director

Boston Youth Development Project

895 Blue Hill Avenue
Dorchester, Massachusetts 02124
(617) 825-3400

Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019 Boston, MA 02118

Dear Ms. Tompkins,

As Director of the Boston Youth Development Project, an OSAP funded substance abuse prevention project for high risk youth, I have seen first hand the need for continued programming which deals with the destructive effects of drug use on children, their parents and families. I have known of your excellent work with abused women and children in your shelter setting and feel that the services provided for a multicutural community reflect your commitment to meeting the challenges with which your population struggles.

The work of Casa Myrna Vazquez, Inc. (CMV) has been supportive of a multi-cultural cross section of families and children for over 12 years. During this time, families of our program have used your services for both shelter, support, encouragement and strength. The mandate of CMV to provide support for vulnerable families is critical. The need to promote the services of CMV cannot be overstated. Protecting families from violence, substance use and the separation of children from mothers/fathers, is a critical and complex issue. The added problems of violence and alcohol and drug abuse only go to contributing to the enormity of the task facing CMV. You have shown over the years that you fully understand the interrelated issues which a parent or family must face when engaged in such destructive behaviors.

Without the types of programming/support which is being provided by Casa Myrna Vazquez, young pregnant women and their children will have less opportunity to find a safe and growth providing setting. CMV has always provided quality services to it's client population and has a reputation for diversity, fairness and professionalism. We are in full support of the efforts of CMV to develop and implement a multi-cultural, residential prevention and recovery program for pregnant and postpartum women and their children.

Sincerely,

Hal Phillips
Director

Collaborating Agencies:
Freedom House, Inc., Dr. Toye Lee Brown
Harvard Street Neighborhood Health Center, Allen Ball
Lena Park Community Development Corporation, Dr. Niathan Allen
Roxbury Multi-Service Center, Shirley Carrington
Social Policy Research Group, Inc., Dr. James Hyman
BYDP Director, Hal Phillips
Advisor, Natalie Christian, WLVI-TV (Ch. 56)

DIMOCK
Community Health Center

Jackie Jenkins-Scott
President

August 19, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P. O. Box 18019
Boston, MA 02118

Dear Mercedes,

I am pleased to write in support of your proposal for the Adolescent Transitional Living Program for pregnant and parenting teens and their children.

The objective of the program is to provide pregnant and postpartum women and their infants and children with coordinated services including substance abuse prevention and recovery support; medical care, parenting and child development; job training and career development. As you know, over the past decade Dimock has been moving in this very direction of services integration. Utilizing our most precious asset-- its historic 9-acre campus in the heart of the inner-city-- Dimock has successfully created a Comprehensive Health and Human Service Campus. By offering this "one stop shopping" model of care, Dimock provides integrated care in one location that is accessible-- geographically, financially, and culturally. Dimock continues to provide an array of health care services including substance abuse treatment services for pregnant women, and career training for positions in the health field.

Casa Myrna has a reputation of extensive experience in understanding the challenges facing families of color and has always reflected the cultural diversity of this urban community. A program such as you are proposing is critically needed in the Commonwealth.

Again, I would like to express my support for this program.

Sincerely,

Jackie

Jackie Jenkins-Scott
President

JJS:cj

CITY OF BOSTON
DEPARTMENT OF HEALTH AND HOSPITALS

818 HARRISON AVENUE
BOSTON, MASSACHUSETTS 02118

Tel. No. _____

August 27, 1991

Mercedes Tompkins
Executive Director
Casa Myrna Vasquez Inc.
P.O. Box 1809

Dear Mercedes:

It is with pleasure that I write this letter of support for Casa Myrna Vasquez's proposal for a Multicultural Residence for Women and Children. As you know, Boston City Hospital is a busy level one trauma center. In this capacity, the Emergency Department treats two-thirds of Boston's trauma cases and averages an annual caseload of 75,000 visits. The patients served by Boston City Hospital generally reflect the poor and minority neighborhoods which surround the hospital.

Battered teens and women represent a large proportion of interpersonal violence victims seen at Boston City Hospital. The Emergency Department alone treats approximately one hundred teen and young adult women for battering every month. The majority of these young women are Black and Hispanic. Most have dependent children whose safety is also at risk.

Our ability to assist women in securing safe shelter has always been difficult due to the limited amount of shelter beds. This difficulty is magnified when the women is a teenager or is dealing with issues of substance use/abuse. The dire need for a safe, multicultural residence to assist women with the issues of violence, substance abuse and parenting cannot be overstated.

We look forward to continuing our close relationship with your shelter as together we attempt to address a major gap in service delivery, namely the absence of a culturally sensitive safe residence for young battered women and their children

Sincerely,

Joan Meunier-Sham

Joan Meunier-Sham, RN, MS
Assistant Deputy Commissioner
Boston's Department of Health and Hospital

HARVARD SCHOOL OF PUBLIC HEALTH

Deborah Prothrow-Stith, M.D.
Assistant Dean, Government and Community Programs
Lecturer, Department of Health Policy and Management

September 16, 1991

Elaine M. Johnson, Ph.D.
Director, Office Of Substance Abuse Prevention
Health and Human Services

Bernard R. McColah
Director, Division of Demonstration and Evaluation
Health and Human Services

Dear Dr. Johnson and Mr. McColah:

I want to express my enthusiastic support for the Casa Myrna Program for battered, pregnant adolescents and women. Such a program, a multi-service residence for homeless women and children who are at high risk of damage from drug and alcohol abuse, is greatly needed in the Boston area. These families face escalating violence in both the street and in their homes, violence associated with an increase in drugs and the economic desperation of urban communities.

Young single mothers need a special approach which offers protection for themselves and their young children. Whereas, some adolescents can turn to family in such a crisis, many are now left homeless and vulnerable to many abuses. Young women of color are disproportionately facing this desperate condition, often with infants, sometimes pregnant. A long-term residence, located in the heart of Boston, in which the overlapping traumas of violence, loss-of-home and drug damage can be understood and overcome, is the kind of sheltering these families need.

Casa Myrna Vazquez has provided shelter and advocacy for battered families for over ten years. Further, this organization has been recognized in Boston's communities of color as committed to multicultural work, incorporating the strengths and spirit of the Latino, African American and other ethnic peoples into their work. As such, I cannot think of a better organization to address the needs of this population of young women and their children.

I recommend this program most highly.

Sincerely,

Deborah Prothrow-Stith, M.D.

677 Huntington Avenue, Boston MA 02115
Tel: 617 432-0814 Fax: 617 432-4494

SOUTH END
COMMUNITY
HEALTH
CENTER

A full service, non-profit, primary and managed care facility

28 August 1991

Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
Boston, Massachusetts 02118

Dear Mercedes:

The South End Community Health Center looks forward to our active participation as an integral partner within Casa Myrna Vazquez's proposed Multicultural Residence for Women and their Children. As in the past, both the medical and social services of the Health Center and the facilities of Casa Myrna Vazquez would be available to our patients through a coordinated, cross-referral system.

SECHC offers quality, comprehensive care to community residents with a strong emphasis on services to the Latino and African American populations. Included are: Pediatrics, Obstetrics/Gynecology, Adult Medicine, Nutrition, Mental Health, Social Services, Dentistry, Eye Care, Podiatry, Audiology, Laboratory, and Managed Care support through our back-up specialty and in-patient provider network. Our affiliations include: Brigham & Women's Hospital, University Hospital, Boston City Hospital, Children's Hospital, New England College of Optometry, and Dr. Solomon Carter Fuller Mental Health Center.

The Health Center would continue to refer active cases of women and their children who may present themselves to us with residential needs to Casa Myrna Vazquez. Further, we would work closely with you in coordinating specific services for pregnant and post-partum women, their infants, and their children as proposed.

I truly believe that a cooperative venture such as you propose will greatly benefit families who are victims of domestic violence. We are excited about our inclusion in this most important effort and we will work hard with you in meeting as many of the needs of these families as possible.

Sincerely,

Tristram Blake
Executive Director

TB/p

Casa Esperanza

Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, Ma. 02118

Dear Ms. Tompkins,

Through my position as Executive Director at Casa Esperanza, Inc., I have had the chance to work with Casa Myrna Vazquez for the past five years. I believe the shelter for abused women and children provides a vital service to the multicultural community of Boston.

Casa Myrna's proposed program aimed at serving pregnant youths and women with children who are victims of substance abuse and violence is essential. Pregnant teens are at great risk in the streets of Boston, especially those alienated from their families. It is very easy for them to succumb to drugs and alcohol and not seek prenatal care. Yet there are few programs designed to address these problems. Women's shelters have long known that exposure to violence and sexual abuse often leads to substance abuse. This correlation is something with which battered women's shelters are quite familiar.

Casa Myrna Vazquez has always reflected the cultural diversity of our community. The staff is multicultural and represents the families which it serves. Understanding the needs of families of color is an important asset of the agency.

Young pregnant women and their children need a safe environment in order to foster their development. Casa Myrna is an organization which understands these needs and can provide the means by which these women and children can become independent families.

I enthusiastically support Casa Myrna Vazquez in its endeavor to provide service to the young women and children of this community.

Sincerely,

Ricardo Quiroga, M.Ed.
Executive Director

(617) 445-7411 201 Eustis Street, PO Box 546, Roxbury, MA 02119

The Commonwealth of Massachusetts
Department of Education

1385 Hancock Street, Quincy, Massachusetts 02169-5183

September 12, 1991

Ms. Mercedes Tompkins
Executive Director
Casa Myrna Vazquez, Inc.
P.O. Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

We are pleased to submit to you a letter of support for your proposed project "Transitional Living Program for Pregnant and Postpartum Women and Their Children." It is very much in keeping with the mission of this Office to support the creation of a residential program for this needy adolescent female population. Enclosed please find the work agreement which we have signed and look forward to supporting.

We wish you great success in this endeavor.

Sincerely,

Leedia C. Macomber

Leedia C. Macomber
Director, Office for Education of
Homeless Children and Youth

HOPE
Hispanic Office of Planning and Evaluation Inc.

165 Brookside Ave. Extension
Jamaica Plain/Boston, MA 02130

Jose Duran M.C.P.
Executive Director

August 21, 1991

Mercedes Tompkins, Executive Director
Casa Myrna Vasquez, Inc.
P.O.Box 18019
Boston, MA 02118

Dear Ms. Tompkins:

As the executive director of the Hispanic Office of Planning and Evaluation, Inc. (HOPE) and as chairman of the Council of Administrators of Hispanic Agencies (CAHA), it has been my continuing pleasure to work closely with you and Casa Myrna Vasquez for several years. This close working relationship has provided me with an opportunity to observe Casa Myrna Vasquez' delivery of high quality, responsive and competent services for women and children in abusive situations. In addition, I have been impressed with the role and efforts that you, your staff and board of directors have taken in support of a wide range of community-level concerns and interests.

I have reviewed your proposed program designed to serve young pregnant and post-partum women and their children. Clearly, there is a pronounced need to meet the compound needs of adolescents who are homeless, separated from their families, in abusive situations involving substance abuse and violence, and vulnerable to a wider array of associated problems for which they are notably at risk.

I am at once impressed and gratified that Casa Myrna Vasquez is seeking to provide residential services to young pregnant and post-partum women and their children who need a supportive environment and well-designed intervention in order to recover from the effects of abuse and violence. Casa Myrna Vasquez, in my professional opinion, is extraordinarily well qualified and has the necessary track record and capacity to operate such a difficult and complex program.

Know that the Hispanic Office of Planning and Evaluation, Inc. (HOPE) is available to provide whatever assistance as might be helpful to the program, such as program evaluation, staff training, information and communications support resources. As you know, HOPE is a community planning, advocacy and organizational assistance center dedicated to improving the quality of services available to, and utilized by, the Latino community.

Best wishes on your proposal.

Sincerely,

Jose Duran

Phone: (617) 524-8888
Fax: (617) 524-4939

MOM's PROJECT

Mom' Project Community Drop-In Center
434 Massachusetts Avenue (Corner of Columbus & Mass Ave)
Garden Level 1
Boston, MA 02118
534-7411, 534- 7412, 534-7413

September 17, 1991

Ms. Mercedes Thompkins
Executive Director
Casa Myrna Vazquez
P.O. Box 18019
Boston, MA 02118

Dear Ms. Thompkins:

It is a great pleasure to write this letter of support for your proposed program for pregnant and postpartum adolescents. The teen pregnancy rate for the city of Boston has been steadily increasing among African American and Latina teens over the period fom 1980 to 1987 for which their are data. The birth rates for African American and Latina teens are three to four times higher than those for white non-Hispanic teens. Simoultaneoulsy we have witnessed a dramatic increase in drug abuse among young women in our communities. This epidemic has been referred to as the feminization of drug abuse. We applaud your intent to develop services for this target population and will be happy to collaborate with your staff in any way possible in the event that your proposal becomes a reality.

The Mom's Project, a three year research and services project funded by the National Institute on Drug Abuse, is an HIV risk reduction project aimed at high risk women who are pregnant. Over the past two and one half years of field work we have contacted 1,850 pregnant women and have conducted interviews with 600 high risk pregnant women from Boston's low-income communities of color. Among the major social problems faced by the women in our study are lack of housing, sexual assault, and domestic violence.

Although the vast majority of the women contacted by our project have been bewteen the ages of 20 and 29 years old, many of them were teens at the time of their first pregnancy. An astounding number of these women have been victimized during their adolescent and early adult years. It is generally acknowledged that women who are victimized may seek solace in drug use in the face of lack of services targetted to young women. The concerns of young survivors of abuse and assault are not even acknowledged in the array of services available to adjudicated young women.

Sincerely,

Hortensia Amaro

Hortensia Amaro, Ph.D.

Assocaite Professor,
Boston University
School of Public Health
Principal Investigator,
The Moms' Project

Maria M. Aguiar

Maria M. Aguiar, MPH

Project Manager
The Moms' Project

PROGRAM
PROFILE -
WINGS

W.I.N.G.S., Inc.

Women's Institute for New Growth and Support

PROGRAM PROFILE

WOMENS INSTITUTE FOR NEW GROWTH AND SUPPORT
PROGRAM AND PROCEDURE MANUAL

INTRODUCTION TO THE W.I.N.G.S. LIVING AND LEARNING CENTER

1. W.I.N.G.S. History
2. Mission Statement
3. Living On The Edge
4. Program Description
5. Living & Learning Center:Description
6. Staff Positions
7. Support Letters (original)
8. Applicants ~~Package~~ Process/Forms
9. Resident's ~~Manual~~ Policies + Responsibilities

outreach plan

Eligibility Requirements

RESIDENT'S RIGHTS

- A. Confidentiality
- B. Grievance Procedure
- C. Administrative Grievance Hearing
- D. Violation of Rules Hearing And Review of Findings
- E. Informed Consent
- F. Access To Resident's Records

THE WOMEN'S INSTITUTE FOR NEW GROWTH AND SUPPORT
(W.I.N.G.S., INC.)

HISTORY AND MISSION:

"The most successful programs are initiated and conducted by community members themselves, from "The Fact is"... Newsletter, Federal Office of Substance Abuse Prevention, Summer, 1990.

In 1989 several W.I.N.G.S. founding members organized a sit-in at 9 Valentine Street, a vacant city owned building in Roxbury, to demonstrate the need for housing for homeless individuals. Three years later.... the City of Boston granted W.I.N.G.S. the same building to develop a "Living and Learning Center" for recovering homeless women.

Incorporated in 1989 The Women's Institute for New Growth and Support (W.I.N.G.S.) is a dynamic organization led by a group of African-American women frustrated with a social service system that was not designed to meet their needs as recovering homeless women ethically, culturally, economically or spiritually. In coming together to address our needs as a recovering community of women we began the process by first building the bridge that crosses the gap from treatment into society. This is the undeserved population of women who've become missing in action that W.I.N.G.S. has chosen to work with. These are the women who were on there way to recovery and suddenly found themselves alone wondering what they are doing wrong because they still do not have their children back. W.I.N.G.S. has approached this problem coming from a place that is culturally sensitive, we understand the impact and the devastating affect that this population of women goes through when they come out of residential treatment and become aware of what is really going on around them, what there surroundings are like , how they are seen by other people and the fact that their only connection to GOD, to LIFE and to themselves are their CHILDREN. We understand the relationship between MOTHER and CHILDREN and how we see our children as an extension of ourselves. DRUGS, ALCOHOL AND POVERTY ARE WHERE WE CAME FROM, EMPOWERMENT, FAMILY AND COMMUNITY ARE WHERE WE ARE AT.

The Living and Learning Center will provide a drug and alcohol free residence for seven homeless women who have completed residential treatment and are working towards reuniting with their children that are in the care of others. An Advocate/Counselor will assist residents in accessing education, employment & training, and health services. In addition, residents will meet weekly to facilitate peer support and to address concerns pertaining to house functions.

THE VISION OF W.I.N.G.S., INC.

The mission of W.I.N.G.S. is to address the economic, social, political, and spiritual rebuilding of families who have been affected by drug addiction.

The purpose of W.I.N.G.S. is to collectively empower each other by providing a safe structured and peer supported living and learning center which address housing, education, nutrition, counseling and legal rights.

The two and a half story Mansard house which was built in the late 1800's, is located in the historical Highland Park area of Roxbury. This area is accessible for the women to get public transportation, to attend a local college, church, a shopping mall and any N/A or A/A meeting or aftercare counseling center. Within this geographical area every need is just a stones throw away. Support from the neighboring Highland Park community is waiting anxiously for the abandoned building rehab to get underway.

We hope to house at least seven women in the #9 Valentine Street house. It is in this house where women will become empowered and work towards the changing of policies regarding their economic stability for themselves and their children. Let us walk you through the "VISION" of the W.I.N.G.S. Living and Learning Center.

First of all we envision housing at least seven women comfortably. Sharing rooms was stressed, regarding support of a "buddy" type system. Remember, W.I.N.G.S. is a Living and Learning Center for recovering women. They will pay rent and will be able to live there as long as they need to. We are providing Single Room Occupancy units (SRO)'s. The women will be self sufficient enough to work a part-time job. Remember, the women have already completed a program and will have anywhere from six months to eighteen months of clean time. They will be responsible for their own aftercare treatment plan, however we will give them as much support as they wish.

Personal rooms, a common kitchen and shared bathrooms means communal living space. this means that the residents will be responsible for the upkeep of their rooms, the cleanliness of the kitchen and the sanitation of all the bathrooms, shower and eating areas. The design of these areas should foster an environment that encourages people mixing and socializing. This formation of "community" is vital for the women regarding their own issues of respect, tolerance and sharing. A family setting is crucial for the support and structure in which they are working towards as they prepare for the re-unification of their families.

LIVING ON THE EDGE

When we were active, we were women living on the edge, in the midst of self destruction.

The drugs and alcohol kept us blind and numb to the risks we were taking on a daily basis.

It wasn't about going to bed and waking up in the morning, it was about passing out and coming to in the middle of the afternoon.

The children go another day without school, without breakfast, without you

We remember the sickness that had us on our knees, not to pray, but to look on the floor for another hit to put into the pipe or an empty bag that you could water down and shoot into whatever part of your body looked like a vein, or kissing the toilet goodnight after making love to the bottle for the better part of the day.

As our disease progressed, so does our behavior to any length making promises to ourselves that we will never turn a trick, or beg for another bag of dope.

Little did we know that we were not running the show. This disease of addiction brought us to places where we never thought we would go.

After losing our children and ourselves, many of us very close to death, had an experience with someone, somewhere, who said it doesn't have to be this way, you don't have to die, you don't have to be alone. There is a better way.

We were desperate, we clung onto those words and we started believing them. Now we are living them!

Thank God. He did not let us fall over the edge and become another statistic.

We are no longer part of the problem, we are part of the solution.

This is dedicated to all of the motherless children whose parents have fallen over the edge.

THE W.I.N.G.S. MISSION STATEMENT

PROGRAM DESCRIPTION

An initial assessment conducted by the Director, Program Coordinator and Counselor/Advocate will occur in order to determine the resident's history, progress, skills and areas of need. Together they will develop an Individual Life Plan which will outline the goals and steps needed to reach these goals. The staff will be available for referring the residents to a number of resources. Also, for general guidance, monitoring progress and identifying barriers.

Since the philosophy behind this program is self-help and empowerment, it will not be a highly structured and supervised residence. This program is designed for those who are highly motivated and willing to make changes in their life. The emphasis is on peer support and encouragement, rather then an intense therapeutic setting. Residents requiring services will be assisted in accessing them. On-site services will include crisis counseling and support sessions, on-site NA/AA meetings, permanent housing search, workshops will be facilitated by volunteers from all walks of life who show a great interest in sharing their knowledge in their area of expertise.

There will be audio and visual educational materials available to help in assisting these workshops. These will be the workshops that will be on-site, these workshops will be held two evenings a week (Tuesday and Thursday from 6:30 pm to 8:00 pm).

1.) **JOB READINESS SKILLS**
2.) **AIDS PREVENTION AND EDUCATION**
3.) **NUTRITIONAL VALUES**
4.) **HOUSING ISSUES**
5.) **LEGAL ADVOCACY**
6.) **PARENT SKILLS**
7.) **POLITICAL AWARENESS**
8.) **CULTURAL AWARENESS**
9.) **ENTREPRENEURSHIP**
10.) **TIME MANAGEMENT**
11.) **BUDGETING**
12.) **WRITER'S WORKSHOP**

Personal budgeting as well as leadership skills which will focus on rebuilding self-esteem and confidences. These workshops will be facilitated by volunteers, professionals in the community and from Roxbury Community College, many of whom have already offered their assistance.

The staffing of a housing Counselor/Advocate will be in place to assure the intake process of resident tenants and to carry out other tasks such as housing search, support, food assistance and seeing that chores and maintenance duties are scheduled and completed and that the women's learning plan is updated and logged. An office will be located in the housing quarters in an area where it is accessible for women to get to in need, and an intercom system will be available for easy access. This house will be wheelchair accessible.

Let us start from the bottom-up and give you a programmatic outline of the Living and Learning Center program activities.

THE BASEMENT: A CLASSROOM/RECREATIONAL AREA

This basement area will have space large enough for classes, meetings and limited recreational activities, ping pong, cards, video/VHS library and a laundry facility hook-up.

This space is very special. Women will have many powerful meetings and discussions and will be shown educational video tapes which they will identify with their own environment.

Electrical outlets should be appropriately placed. Electronic equipment will be a part of our educational workshops. From the back of the basement there will be a stairway for the women/staff to go up or down for easy access to the laundry facility. The Program Design Committee thought this basement area should be a spacious and airy room separated by cubicles which will breakdown into a recreational area.

The Resource and Referral Center will be equipped with a full resource file, computer and telephones for the purpose of the women searching for the proper resources for their needs.

The Living and Learning Center will be generally the offices for the Director, Counselor/Advocate and Program Coordinator which will be located on the right side of the house as we enter in from the front. A small bathroom and lunch area should also be located on the first floor.

FIRST FLOOR: COMMON KITCHEN/DINING AREA

This area will be located on the first floor, in the rear of the house. Large windows and a side door with a ramp large enough to deliver large boxes for food, furniture, etc. With wheelchair lift and back porch with storage space underneath. Space for cabinets and counter tops should be available. A kitchen that is on the idea of a homesetting is very important, however, there will be an alarm system, wheelchair accessible ramps and doors, intercom hook-ups.

Each women will have her own cupboard in the kitchen, and may be responsible for her own meals. this question regarding the "system" of "how will this work" should be guided by staff and governed by the residents themselves.

Also on the First Floor there will be a library/ADAPTABLE ACCESSIBLE HANDICAP ROOM, AND DINING ROOM, MEETING ROOM. This is where the women will have their weekly meetings to discuss whatever issues arises.

Designated smoking area is dining room and back porch.

SECOND FLOOR: SLEEPING AREA

The second floor will have (3) bedrooms, there will be a shower/bathroom and a separate toilet and washroom. Each room will have their own closet with a large storage closet in the hall. There are also a linen closet and a janitor's closet.

The Serenity Room is a spiritual place in the house where the women pray to the God of their understanding.

THIRD FLOOR: SLEEPING AREA

The third floor will have (4) bedrooms, a bathroom and a separate toilet and washroom. There will be window seats in all (7) rooms that also have storage space inside.

THE BACK YARD: PLAYGROUND

W.I.N.G.S. mothers plan to have children come and visit from their temporary homes and thought it would be sufficient for the house to have a playground.

This area will be an important piece for families to interact and become used to this type of interpersonal relationship which requires practices of, the use of, patience, tolerance, coping skills, utilizing conflict resolution skills. this type of interaction is important for the families, in the past we would react or overreact to situations without thinking or using certain tools. Families who have been through the trauma of separation and drug addiction needs this ongoing practice of living as a community. The interaction with one another will be used in the Life Skills Management Workshops that the mothers will be involved in.

The planning and discussion of plants and flowers brings a lot serenity. These are always some of the things women have only dreamed of doing in the past. This type of closeness to the earth and nature brings a balance to the women's creativity, and carries over into other hobbies. Recognition with the seasonal changes brings more discussion of feelings and honesty to the women. For in our past, drinking and drugging was far to important for us to even notice the seasons changing.

FRONT YARD: ENCOMPASSED WITH FLOWERS

PROGRAM ELEMENTS

INDIVIDUAL LIFE PLAN

HOUSE MEETINGS

REFERRED SERVICES
-MEDICAL

- LEGAL

EDUCATIONAL PROGRAM

WORKSHOPS:
- CULTURAL AWARENESS

- NUTRITION CLASSES

- AIDS AWARENESS

- ENTREPRENEUR WORKSHOPS

- JOB READINESS

- EMPOWERMENT WORKSHOPS

RESIDENT ADVOCACY
- LEGAL
- DSS

PERMANENT HOUSING SEARCH

STAFFING POSITIONS

BOARD OF DIRECTORS - The Board is diverse in race and occupations, bringing in a broad base of skills and experience to W.I.N.G.S. Individually the Board members contribute expertise in program management, fiscal management, legal services, ect. Collectively, the Board is responsible for the legal and fiscal matters of the organization, developing a strategic plan, assisting in fundraising and providing overall direction to the organization.

EXECUTIVE DIRECTOR - The Director is responsible for overseeing all program operations at the Resource and Referral Center (22 Elm Hill Avenue) and The Living and Learning Center (9 Valentine Street). The Director will supervise staff, meet regularly with the Board, fundraise and network. Administrative duties include ensuring that proper record keeping and data collection systems are maintained, evaluating staff and programs and payroll administration.

PROGRAM COORDINATOR - The coordinator's role is to collect information on educational and employment programs, maintain a resource library, network with community colleges, training programs, adult literacy programs, etc. to ensure recovering women pertaining to issues relevant to recovering women seeking life skills (i.e.; job readiness, skills, health issues, legal issues, cultural issues). the Coordinator will insure that the advocate and volunteers have updated information to disseminate. This is a supervisory position.

COUNSELOR/ADVOCATE - The Counselor/Advocate's role is to provide on-site crisis counseling, to provide outreach to residential substance abuse programs that serve recovering women. The Advocate will be involved in the intake process providing orientation to prospective residents, assists residents in accessing services, this includes with employment training programs, legal services, social service agencies, etc. The Advocate will work with residents individually to devise a life plan with goals and methods to obtain those goals, maintain files and work with Coordinator to organize workshops. The Advocate will coordinate house meetings that will happen weekly.

W.I.N.G.S., INC. BOARD LIST
22 ELM HILL AVENUE
DORCHESTER, MASSACHUSETTS 02121
(617) 442-5900

1.) Shirley Y. Leslie - Executive President
(617) 288-7398

2.) Barbara Shelley - Executive Vice-President
(617) 534-5352

3.) Leeanna Ross - Treasurer
(617) 421-6280

4.) Michelle D. Smith - Secretary/Clerk

5.) Andrea L. Jackson - Asst. Secretary/Clerk
(617) 442-5900

6.) Dianne Du John
(617) 287-7126

7.) Jackie Dee King
(617) 864-0842

8.) Betty Reid Mandell
(617) 697-1200

9.) Florence Miller
(617) 442-5900

10.) Candyce Rusk
(617) 825-5000

11.) Gail Sullivan
(617) 524-1027

DEVELOPMENT/DESIGN COMMITTEE

Florence Miller.....W.I.N.G.S., Inc. - Project Manager

Gail Sullivan.....Arcitect

Candyce Rusk....Planner

Shirley Leslie.....Lena Park Housing Project Associate

Lynn Peterson, WIHED.....Technical Assistant, Consultant

FINANCE COMMITTEE

Florence Miller

Shirley Leslie

Lynn Peterson

PROGRAM/OUTREACH COMMITTEE

Barbara Shelley

Michelle D. Smith

(2 Volunteers)

PERSONNEL COMMITTEE

Candyce Rusk

Shirley Leslie

Andrea L. Jackson

OFF-SITE SERVICES:

There are many agencies in the community that provide services at little or no cost to the residents. the main programs which will be utilized by the women are:

a. Aftercare - the women will most likely continue with aftercare treatment services at the residential program they left or from one of the many treatment centers in the community: Women, Inc., Boston City Hospital and Dimock Health Center.

b. Adult Literacy - The Church of the United Community, an active church in the neighborhood offers GED classes, as does Mass Rehab., located on the Dimock Community Health Center campus.

c. Job Training - Action for Boston Community Development (ABCD) sponsors employment search and training programs. This program, as well as the State Employment and Training Program for women on General Relief will be utilized by the residents. The Department of Employment and Training contracts out to a number of community-based training programs, which may also be used by the residents.

The Advocate will monitor the services through regular weekly meetings with each resident. The Advocate's role is to coordinate with social service providers and maintain an ongoing relationship with them.

WORKSHOP FACILITATOR

JOB READINESS SKILLS INSTRUCTOR

QUALIFICATIONS:

The person hired must be able to work with people of all races and cultures. She/he must have an understanding of the special problems relating to recovering substance abusers, and issues relating to the homeless populations. She/he must have had experience in dealing with differing educational levels in the population she/he will be helping. She/he must be able to be creative in teaching all ages and flexible in programming.

SKILLS:

The person hired must have at least two to three years of working with a job-readiness program. It will be required that she/he be prepared with an organized curriculum program for a six week period of time. She/he must also be able to evaluate student's progress, assess and evaluate program for efficiency, cost effectiveness, and be able to work with the Program Coordinator. Creative programming abilities and skills are a necessity for this population.

LEGAL ADVOCATE

The purpose of a Legal Advocate is to inform and educate women within the W.I.N.G.S. Program as to their legal rights as parents and DSS recipients. Also, the Legal Counselor will inform W.I.N.G.S. women of the rights of their children.

Why do we need this workshop?

This workshop will begin to defuse the victimization of women within the DSS system. And it will empower them to advocate for their needs and become responsible for their living condition.

DESCRIPTION OF WORKSHOP:

This workshop will entail a Legal Counselor who is familiar with Department of Social Services (DSS) policies and responsibilities as an agency. Also, the legal rights and responsibilities of the clients.

STRUCTURE OF WORKSHOP:

Workshop will be based on question and answer, life experiences. Laws that affect the women and their children will be discussed, including children's rights to a safe living environment. The workshop leader will also discuss issues that enhance the political awareness of the women.

EFFECTIVENESS:

These women will begin to realize their true power as mothers, as women, and as productive members of society.

SKILLS AND QUALIFICATIONS:

1. Must have thorough knowledge of DSS and the Law.
2. Must have experience with women clients of DSS.
3. Must have experience working with women of color.
4. Must have knowledge of substance abuse.
5. Must have an awareness of women's empowerment issues.

LETTER OF COMMITMENT

Received: September 4, 1992

WRITING INSTRUCTOR: Daniel Bosch

To Whom It May Concern,

I have been invited to contribute my services as a part-time writing instructor for W.I.N.G.S., Inc., beginning in the Spring of 1993, and I am delighted to do so.

The precise formula of classes or workshops I will contribute has yet to be decided. I do look forward, however, to working with W.I.N.G.S., Inc. to plan a useful program component focusing on writing skills.

Sincerely,

DANIEL BOSCH
145 Worcester Street
Boston, MA 02118-1110
(617) 262-9319

DANIEL BOSCH
145 WORCESTER STREET
BOSTON, MASSACHUSETTS 02118-1110
(617) 262-9319

Teaching Position:

Instructor - Adult General Education, United South End Settlements, Boston, 1989, 1991, 1992-Present.
Instructor - Creative Writing, Brookline Adult Education, September 1992-Present.
Instructor - General Education, Jobs For Youths, Boston, September 1991-January 1992.
Lecturer - English Composition, Boston University, Fall 1990.
Instructor - Introduction to Creative Writing, Boston University, Spring 1990.
Teaching Assistant - English Literature Survey, Rice University, Houston, Spring 1987.

Education:

1. Master of Arts in Creative Writing, Boston University, Boston, Massachusetts, 1991.
2. Graduate Study in English Literature, Rice University, Houston, Texas, 1985-1987.
3. Bachelor of Arts in Literature, New College, Sarasota, Florida, 1985.

Honors and Awards:

1. Special Mention, 1990 Pushcart Prize

2. Creative Writing Teaching Fellows' Adviser, Boston University, 1990-1991.

3. Finalist, PEN/Southwest Houston Discovery Prize, 1987.

4. Residential Recognition Award, Rice University, 1985.

LETTER OF COLLABORATION

Received: August 31, 1992

DIMOCK Community Health Center
55 Dimock Street
Roxbury, Massachusetts 02119
(617) 442-8800

Dear Ms. Leslie:

Thank you for your letter of August 27; I am pleased to accept your invitation of collaboration in behalf of Dimock Substance Abuse Treatment Services. Dimock and W.I.N.G.S.' mutual commitment to women and their families makes the initiation of this collaborative effort worthwhile and very exciting.

In reviewing the eight points proposed in your letter, I believe that a partnership agreement may be reached within several meetings. In developing collaborative efforts, our experience has been that awareness, understanding, and clarity of proposed issues are addressed quickly and well in person-to-person negotiations. We have found these meetings are both essential and invaluable to mutually beneficial working relationships. Please call me at 442-1868, extension 287, so that we may set a date to begin our negotiations as soon as possible.

Once again, my staff and I look forward to supporting your work and to developing a strong partnership. We also believe that this partnership will be beneficial to both W.I.N.G.S. and Dimock.

Sincerely,

STEPHEN MOSS
Vice President
Substance Abuse Treatment Services

LETTER OF SUPPORT

Received: September 8, 1992

THE MASSACHUSETTS DEPARTMENT
OF PUBLIC HEALTH
150 Tremont Street
Boston, Massachusetts 02111

Dear Ms. Shelley,

The Massachusetts Department of Public Health, Bureau of Substance Abuse Services is pleased to support W.I.N.G.S. The development of alcohol and drug free housing for women in recovery is a critical need.

Early sobriety must be strengthened and nurtured with peer support into a stable recovery. A safe place to live that is affordable and where there is support for a life without using alcohol and other drugs is often an essential element of recovery.

Please keep us informed of your efforts so that we can continue our discussions.

Sincerely,

LEONARD HAYES
Regional Manager

W.I.N.G.S
OUTREACH PLAN
LIST OF TREATMENT PROGRAMS CONTACTED

WOMEN INCORPORATED - A substance abuse residential treatment program for women and children.

FIRST INCORPORATED - A residential substance abuse treatment program for men and women.

HARBOR LIGHTS - A half-way house program for men and women, short term residential substance abuse program.

ELIZABETH STONE HOUSE -

CASA MYRNA VASQUEZ -

ROSIE'S PLACE -

BOSTON DETOX -

SECOND HOME, INC. -

DIMOCK DETOX -

DEPARTMENT OF SOCIAL SERVICES HOMELESS DEPARTMENT -

NEIL HOUSTON HOUSE -

These treatment programs have already been contacted about the upcoming WINGS residential program.

THE WOMEN'S INSTITUTE FOR NEW GROWTH AND SUPPORT

APPLICATION FORM

DATE: _____

NAME _____
first name middle initial last name

CURRENT ADDRESS _____
street city state zip code

CURRENT TELEPHONE NUMBER: _____
(area code) phone #

CURRENT TREATMENT PROGRAM _____

LENGTH OF STAY AT PROGRAM _____

LENGTH OF CLEAN TIME _____

CONTACT PERSON (include phone #) _____

_____

REFERRAL

Treatment Program: _____

Address: _____

_____ Tele. _____

Name of provider making referral? _____

Resident's Name: _____

Age: __/__/__ Date of entry: __/__/__ Date of Graduation: __/__/__

How many children do you have? _____

Are they all in foster care? Yes _____ No _____ Other _____

How long have they been in someone else's care? _____

NOTES: _____

_____

_____

_____

Women's Institute for New Growth and Support

Transitional Living and Learning Center

INTAKE FORM Today's Date:_____

General History

Name:
Address:

U.S. Citizen? _____ Status (check one) Race/Origin (check one)

single	____	Hispanic	____
married	____	Black	____
partnered	____	Spanish	____
separated	____	Indian	____
divorced	____	White	____
		Other	____

Social Security number

Age? Date of birth? Place of Birth

Religion, if any?

Trade or talent?

Is there someone we can contact on your behalf in case of an emergency? Friend, family, other

Name:_____
Address: _____
Telephone #: _____

When were you last in contact with this person?

Education

Schools attended	Address	Last grade completed
Grammar?	city, state, zip	
Middle?		
High?		graduated? yes no
College, 2/4 year?		graduated? yes no
Major:	Degree	

Drug Related History
What was your drug of choice?

In what way did you use you drug of choice?

What age were you when you first used drugs?

How many detoxes have you been in and what are the names and locations of these detoxes?

How many times have you relapsed and what triggered these relapses?

Do you have a criminal record? yes no

Children
Do you have children? yes no

If yes, how many and what are their ages?

Are your children in DSS custody, and what is the DSS worker's name?

If your children are not in DSS custody, who has care of them?

Treatment History
Are you currently in a treatment center? yes no

If yes, what's the name, address, and phone number of the treatment center?

How long have you been in this treatment center?

Counselor's name?

Length of clean time?

Have you completed residential treatment? yes no

Date entered: Where:
Date graduated:

Do you attend 12-Step meetings and support groups?

Do you have any family member(s) who are supportive of your treatment? If so, who are they?

Are you willing to sign a release form for records from halfway houses, court, DSS, etc., so that we may assist you in your advocacy? yes no

Are you willing to sign a release form for records from halfway houses, court, DSS, etc., so that we may assist you in your advocacy? yes no

Have you spent time in:

Sober House
Shelter
Halfway House
On the streets
Other

When did you spend time there and for how long?

Are you currently homeless?

Medical History

Do you have any medical conditions that you know about such as:

diabetes	asthma	heart disease	seizures
blackouts	cirrhosis	high blood pressure	
pancreatitis	head injuries		
allergies	HIV/AIDS	other	

Current medical problems and/or medications?

Note: W.I.N.G.S., Inc. is not equipped to serve pregnant women, at this time, but we can refer you to a program that can/ does serve pregnant women.

W.I.N.G.S. INTERVIEW PROCESS

The process for selecting tenants to live at the W.I.N.G.S. Living and Learning Center will be as follows:

1. Package will be sent to area Treatment Programs which will include:

   A. an abstract of the W.I.N.G.S. Program
   B. the criteria used for tenant selection
   C. a description of the process for tenant selection
   D. a Referral Form to be filled out by the treatment provider
   E. an essay question to be answered by the prospective tenant
   F. a consent form to be signed by the prospective tenant to allow W.I.N.G.S. to discuss pertinent information with the treatment provider
   G. a disclaimer stating that the W.I.N.G.S. Program serves a specific population, that the Center is limited in the number of tenants it can serve, that the Program does not discriminate on the basis of age, ability, origin or culture, and that in case the Center has no space available, applications will be kept on file for months and will be eligible for renewal

2. Treatment provider will send the Referral Form to W.I.N.G.S with essay and copy of consent for attached.

3. W.I.N.G.S. calls provider to set up appointment with resident for interview.

4. First interview will consist of a conversation between the applicant and the Counselor/Advocate. The interaction will last approximately one hour and will be as personal and non-bureaucratic as possible. The Counselor/Advocate will work to gain an understanding of the applicant and her current life situation and capabilities. The staff member will be in a position to convey a sense of equality, since she will also be in recovery. She will also determine the activities the applicant is already involved in, such as employment, education, or therapy.

5. After the initial interview, the W.I.N.G.S. staff will review the potential resident.

6. The Counselor/Advocate conducting the first interview will then conduct a second interview. The goal of the second interview will be to complete the necessary paperwork and collect pertinent data (marital status, financial support, physical abuse, drug or alcohol relapses, in-patient psychiatric service, etc.). this process has been selected for two primary reasons: WINGS' focus on personal communication and interaction and because the staff feels that potential tenants should not be required to fill out lengthy forms until it is determined that they are a likely candidate to live at the Center.

7. The W.I.N.G.S. staff person conducting both interviews then has a conversation with the participating counselor from the Treatment Program to cross-check information.

8. The full W.I.N.G.S. staff then reviews client information and selection is made.

9. The tenant then participates in a Center orientation.

CONSENT TO RELEASE CONFIDENTIAL INFORMATION

DATE: _____

I, _____ date of birth _____
do hereby consent and authorize _____
to disclose to: _____
information pertaining to my identity, progress, diagnosis, or treatment.

The information to be disclosed will be:

YES	NO	
( )	( )	presence in treatment, prognosis, brief description of progress, occurrence of relapse.
( )	( )	Medical history and physical, intake sheet, treatment plan, aftercare plan, discharge summaries.
( )	( )	Other: _____

This information I needed for the following purpose:

( ) To provide ongoing treatment.
( ) To obtain insurance, employment, or government benefits.
( ) To enable Judges, Attorneys, Probation/Parole officers to support treatment goals, or make legal decisions on my behalf.
( ) To coordinate treatment efforts with my family/concerned persons.
( ) Other _____

I understand that my records are protected under the Federal Regulation 42 CFR, Confidentiality of Alcohol & Drug abuse and cannot be disclosed without my written consent except as otherwise specifically provided by law. I understand that by law, I need no consent to the release of this information. However, I choose to do so willingly and voluntarily for the purpose specified above. This authorization will have a duration of consent no longer than 90 days. I understand that I may revoke it at any time except to the extent that action has been taken in reliance on my consent.

Signature of Resident: _____

Signature of Witness: _____

Dated: _____

W.I.N.G.S., INC.

ELIGIBILITY REQUIREMENTS

1. Qualified applicant(s) must meet Section 8 Housing requirements.

2. Applicant(s) must be referred through an after-care program or half-way house for substance abuse which provides urine screenings.

3. Applicants must be homeless women currently involved in residential treatment, an after-care program or a half-way house.

4. Applicants must have at least six months sobriety.

5. Applicants who have children in the custody and the care of others and are working towards family re-unification will receive priority.

6. Applicants must be self-motivated and committed to maintaining their sobriety.

7. Applicants must be capable of working or able to participate in a training program.

W.I.N.G.S., INC. LIVING AND LEARNING CENTER

POLICIES AND RESPONSIBILITIES

1. WINGS' residents must be attending a day treatment or after-care, furthering autonomy and empowerment.

2. WINGS' residents must attend a weekly house meeting.

3. WINGS' residents must keep up their financial responsibilities. Rent must be paid on time, no one will be allowed to remain in the house if they show a pattern of late payments.

4. WINGS' residents must not be engage in illicit activities.

5. WINGS' residents must not present a danger to themselves or to the other residents in the house and the community.

6. WINGS' residents must not destroy or damage any house property.

7. Each resident will be given a key to the main door and their room. Keys are not to be duplicated.

8. No drugs which has not been prescribed by a physician or alcohol is allowed on the premises. All medicines will be kept in security and dispensed accordingly to prescription times.

9. WINGS' residents are responsible for their children, listed in their "Life Plan."

10. GUESTS: No overnight guest; (2) visitors at one time; all visitors must be out of the house by 10:00 p.m., and all visitors must sign in and out in the guest register. WINGS' residents are responsible for their guest and should accompany their guest in all common spaces. No guests will be allowed in the house that presents a threat to property and/or residents.

11. APARTMENTS: WINGS' residents are responsible for keeping their apartments clean. Residents may not paint or in any way alter any part of their apartment without the written permission of the staff. Any maintenance problems or damages should be reported to the staff immediately. Other than the usual wear and tear the residents are financially responsible for any damages in their apartments. While staff may be able to obtain donated furniture, kitchen supplies, etc., for each apartment, it is the responsibility of the Sister to decorate their own room. WINGS' residents are expected to treat the other residents with respect and work out their own individual cleaning, shopping, etc. Women should attempt to resolve any conflicts that occur before bringing the matter up to others outside the situation. Telephones and telephone bills are the responsibility of the individual who want telephones. Residents should expect that staff will be inspecting the house at least monthly, to check for damages, etc.

CHILDREN'S POLICIES

1. The women are responsible for providing her children with the basic standards of food, clothing, physical, and emotional care while they are visiting the house.

2. There is no hitting of children allowed for any reason.

3. The women are responsible for their children at all times in case of an emergency there must be appropiate supervision.

4. WINGS must be notified of children's visit, visit's will be scheduled to avoid any violatins with fire hazards.

5. Depending on child's age he/she may be allowed in common spaces by themselves for a set amount of time.

6. Women are expected to implement the same goals and objectives for their children that were established and outlined during their stay at the treatment centers into their Life Plan.

7. Children under 10 years of age should not be left unattended in sleeping quarters unless notifying another resident. Mothers are responsible for children left unattended will remain safe in her absence.

7. Mothers are responsible for cleaning up after their children.

GRANT MATERIAL WINGS

ABSTRACT

The Women's Institute for New Growth and Support, Inc. (WINGS) is a dynamic organization led by women of color recovering from addiction. Incorporated in 1989, its mission is to empower recovering women by developing their leadership and life skills, advocate for change in the current legal and service delivery systems, and build a drug-free community.

To this end, WINGS operates a Resource and Referral Center which offers education, employment, housing, and legal services information for women in recovery. Since its inception, hundreds of community members have sought out the Resource and Referral Center for assistance.

WINGS is also in the process of developing a lodging house -- a drug and alcohol free residence -- for seven women who are recovering from addiction and need a safe, affordable place to live while stabilizing their lives. The WINGS staff and their community partners will help the residents establish themselves in job training and education programs and then on to permanent, viable employment.

To demonstrate the urgent need for housing, WINGS began in 1987 with a sit-in at 9 Valentine Street, a vacant, city-owned building in Roxbury. Three years later, the City of Boston designated this building to WINGS for $1 to develop into a "Living and Learning Center." WINGS' goal is to create a sober environment to help residents re-establish their capacities as parents, wage earners, and as peer supports to other women in recovery.

Once the Living and Learning Center is fully operational, WINGS' long-term vision is to convert the abandoned buildings and vacant lots around the Valentine Street site into affordable housing and to work with the community in creating a drug-free neighborhood.

WINGS has established relationships with several neighborhood and community groups to ensure the success of the Living and Learning Center. The Women's Institute for Housing and Economic Development is providing technical assistance and has assisted WINGS with obtaining public and private funding for the project. Dimock Community Health Center is collaborating with WINGS to provide an on-site Advocate and health and substance abuse treatment services at their nearby campus. The Roxbury/North Dorchester Area Planning Action Committee is working with WINGS to provide adult education, employment readiness training, and life skills education. The Peaceful Movement Committee is offering counseling services and Project Trust is providing HIV/AIDS outreach to the community on behalf of WINGS. Between this expertise and a diverse and committed Board of Directors, the WINGS program is sure to succeed.

WINGS has already received several foundation grants and has secured commitments from the City of Boston, CEDAC, the Public Facilities Department, and HUD for Section 8 certificates. Additional funds are still required for the development of the Living and Learning Center.

ATTACHMENTS

1. Board of Directors list

2. Non-profit status under 501(c)3 of the Internal Revenue Code

3. Unaudited financial statement

4. Organization Budget

5. Project Budget - Development and Operating Pro formas

6. Letters of Support & Commitment

THE WINGS LIVING AND LEARNING CENTER: SITE DESCRIPTION

The Living and Learning Center will be a seven-unit lodging house for women recovering from substance abuse. The main feature of the residence will be peer support, which will be facilitated through the interactive design of the house, group activities, and staff support. The building will have individual bedrooms, shared bathrooms, and common kitchen, living room, dining room, and program space. The Living and Learning Center will be a home for women with at least 6 months sobriety and who are working to reunite with their children.

Nine Valentine Street is a three-story, Victorian-era house that has been vacant for many years. It is a wood-frame house with a puddingstone foundation and mansard roof. The site is attractive to WINGS despite its damaged condition because of WINGS' long-term goal to work with the community to develop permanent affordable housing in the abandoned buildings and vacant lots in the neighborhood.

The building is situated on the edge of Highland Park, an historic and attractive neighborhood in Roxbury. Valentine Street is a short, one-way street that runs perpendicular to Washington Street, a main Roxbury corridor. Public buses travel Washington Street on a regular basis. The residential neighborhood is close to the retail districts of Dudley Square and Washington Park and the Shelburne Recreation Center which offers Twelve-Step support meetings.

Proposed Rehabilitation

The building requires a complete gut rehab as well as some structural work and installation of new mechanical systems. Since it has been vacant for several years, significant damage has occurred. The puddingstone foundation will be patched and concrete poured to line the walls and cover the dirt floor. The basement will be renovated to contain a laundry room, two offices, a half bath, and a flexible classroom/activity space. The interior of the building will be renovated to include common areas on the first floor - a kitchen, living room, dining room, full handicap accessible bathroom, and office. The living room will be convertible to a handicap-accessible bedroom should the need arise. The second and third floors will house the lodging units. The second floor will be renovated to include three bedrooms, a serenity room, storage room, and a two-part bathroom - one side with a tub and sink and the other side with a toilet and sink. The third floor will contain four bedrooms and the same bathroom arrangement.

The renovation will meet all state code requirements. Extensive fire safety measures will be taken in compliance with the building codes relating to a lodging house: sprinklers, hard-wired fire alarm, emergency lighting, fire-rated doors, fire-proof enclosed furnace area, and two means of egress from each floor.

The building will be made handicap accessible by means of a stair lift that will travel from the first floor level to the basement. All of the spaces on these two floors will be accessible by wheelchair.

The exterior of the house will be renovated to protect the character of the Victorian house.

THE WINGS LIVING AND LEARNING CENTER: PROGRAM DESCRIPTION

On-Site Services:

The WINGS Advocate will work full time at the residence, coordinating services for the seven women. Her role is to connect women to existing services in the community and to organize on-site workshops on life skills such as job readiness, parenting, stress management, and personal budgeting, as well as leadership skills which will focus on rebuilding self-esteem and confidence. These workshops will be facilitated by volunteers and professionals in the community and from Roxbury Community College, many of whom have already offered their assistance.

Each resident will be responsible for creating an Individual Life Plan (ILP) with help from the staff Advocate. Reviewed regularly, the ILP outlines personal goals and specific steps necessary to achieve those goals. Through weekly meetings, the Advocate will keep abreast of the services used by each resident. The residents will provide feedback to the Advocate to ensure that their needs are being met. The women will be encouraged to be pro-active in addressing their own needs; however, the Advocate is available to provide support and guidance.

Since most program services will be provided off-site, the Advocate's role will be to maintain ongoing relationships with all social service providers and to coordinate services with them.

Off-Site Services:

There are many agencies in the community that will provide services at little or no cost to the residents. The main programs which will be used by the women are:

1. *Women's Support Group* - organized by WINGS, this support group meets weekly at the Roxbury/North Dorchester APAC and focuses on women's issues, recovery, and health issues such as AIDS. Individual and group counseling will be available to the women at the Dimock Outpatient Program.
2. *After Care* - the women will continue with after-care treatment services at the residential program that they left, or from one of the many treatment centers in the community: Women, Inc., Boston City Hospital, or Dimock Community Health Center.
3. *Adult Literacy* - The Church of the United Community, an active neighborhood church, offers GED classes, as does Mass Rehab, located on the Dimock Community Health Center campus.
4. *Job Training* - Action for Boston Community Development (ABCD) sponsors employment search and training programs. This program, as well as the State Employment and Training Program for women on General Relief, will be used by the residents. The Department of Employment and Training contracts out to several community-based training programs, which may also be used by the residents.

HISTORY AND MISSION

"The most successful programs are likely to be those that are initiated and conducted by community members themselves."[1]

WINGS was founded by several women of color frustrated with a social service system that was failing to meet their needs as women, as homeless individuals, and as people in recovery. Five women began discussing ways to address the needs of other recovering women and looking at the gaps in the service delivery system, i.e., affordable housing, assistance with re-entry into the workplace, and family reunification.

After reaching out to the Roxbury community and gaining their support, WINGS grew out from the kitchens of these five volunteers to a dynamic and thriving organization. In just a few years, WINGS moved from kitchen conversations to donated space with part-time staff to two offices and one full-time staff member. WINGS is currently in the process of hiring a director.

WINGS's mission is to:

1) Develop leadership skills and self-esteem through a self-help model, providing alternatives to the traditional social service agencies methods of dealing with women recovering from addiction;

2) Advocate for changes in the child welfare, public assistance, and treatment systems affecting all individuals in recovery; and

3) Involve the Roxbury community in the creation of a drug-free community for individuals and families.

WINGS was founded in 1989 by Savina Martin, a homeless activist and former president of the Boston Union of the Homeless. The Union organized take-overs of vacant buildings across the city. One building was 9 Valentine Street which the Mayor later designated to the Union. Since the Union members were homeless themselves and whose energy was consumed by just surviving on the street, the building remained undeveloped. Ms. Martin then convened a group of four other activist women in recovery from substance abuse to form a self-help group. WINGS was established and evolved into an advocacy and support organization, also with the mission of developing 9 Valentine Street and other property into affordable housing. Nine Valentine Street will be a "Living and Learning Center", a seven-unit lodging house for women in recovery.

WINGS opened a Resource and Referral Center opened in 1990 in space donated by the Roxbury/No. Dorchester Area Planning Action Committee (APAC), a multi-service organization. WINGS obtained funding and hired a Director and part-time Advocate to staff the office. When the APAC moved to a newly renovated building, they invited WINGS to join them, rent free.

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[1] "The Fact Is . . ." Newsletter, Federal Office of Substance Abuse Prevention, Summer 1990.

RATIONALE AND NEED

"Safe, affordable housing is critical for homeless people with alcohol and drug problems. Without alcohol and drug-free housing, homelessness becomes entwined with repeated cycles of treatment and relapse."[2]

Every night in Roxbury, Dorchester, and Mattapan, more than 300 women attend addiction support groups. For many, AA/NA meetings provide the only support for recovering women's continued sobriety. While detox centers and short-term transitional programs are critical, they do not address several issues: affordable housing, economic support, employment and training services, and a sober living environment.

Homeless Women in Recovery

In 1990, there were 250 women who abused drugs or alcohol counted in the City's homeless survey.[3] Homeless, single women are not eligible for public assistance or most public housing. Currently, there are two transitional residences and two half-way houses open to recovering women in Roxbury and Dorchester, accommodating up to 40 women.

Many people in recovery need support beyond shelter and AA/NA meetings. According to a 1990 report, of the 21,000 women treated for substance abuse statewide in 1989, two-thirds were unemployed and 40% had no health insurance. The report indicated that one-third of the women treated for substance abuse did not have a high school diploma.[4]

Mothers In Recovery

WINGS is the only organization representing recovering mothers whose children are in the custody of the State. According to the 1990 report cited above, about one in three women (7,150) were mothers who did not have their children living with them at the time of admittance into publicly-funded treatment programs. While some children were resideing with relatives, many of the women lost custody of their children to the Department of Social Services (DSS) due to their substance abuse. In order to enter treatment programs, some women voluntarily place their children in the care of others.

Women who have lost their children to the custody of the state are ineligible to receive housing subsidies or AFDC benefits. DSS requires that recovering parents remain drug-free for a specified period, have permanent housing, and a means to support themselves before they will return their children. A supportive, drug-free environment is vital in order for women to achieve the emotional and economic stability necessary to reunite with their children.

---

[2] Long Term Housing for Low-Income People Recovering from Alcohol and Drug Problems, ROW Sciences for the National Institute on Alcohol Abuse and Alcoholism, 1990.

[3] 1990 Census of the Homeless, City of Boston.

[4] A Profile of Women Admitted to Substance Abuse Treatment in FY 89, Health and Addictions Research, Inc., 1990.

RESOURCE AND REFERRAL CENTER

WINGS is engaged in a number of activities to assist women in recovery, support family reunification, and achieve its' long-term goal of creating a drug-free community.

1) WINGS provides direct advocacy and outreach to women in recovery. Recovering women receive information and referral regarding education, health, employment and training, housing, and legal services available to them. The Advocate accompanies women to court, she assists them with preparing resumés and job applications and writes references for them. As a role model for other women in recovery, the Advocate also provides support and encouragement. The Advocate conducts outreach at AA/NA meetings held daily in Roxbury, Dorchester, and Mattapan.

2) WINGS initiates and facilitates support groups in collaboration with other community groups. WINGS, in collaboration with Peaceful Movement, initiated a support group of women in recovery living in Orchard Park public housing development. Recently, the WINGS Advocate has launched a second support group which meets weekly at the APAC building. In order to draw participation from a more diverse group of women in the Roxbury area, the Advocate reaches out to many programs and halfway houses in the area.

3) On request, WINGS conducts empowerment sessions for youths, women in prison, and others. In cooperation with People to People, WINGS gave a presentation for women at Massachusetts Correctional Institute at Framingham. The presentation focused on ways that recovering women in prison can organize themselves to improve the quality of their lives and to increase their options upon release. This is one of many workshops and sessions that WINGS has facilitated.

4) WINGS educates the public and the social service community about the needs of women in recovery and homeless women through legislative advocacy and public speaking engagements. WINGS has actively lobbied to amend two legislative bills which involve expanding access to treatment services. WINGS has advocated that resources currently spent on incarceration could be better utilized to create an open system of treatment on demand for women in need of services.

5) WINGS participates in coalitions with other organizations.
Coalitions that WINGS members are active in include: Survival News, a newspaper written by and for women on public assistance; Treatment on Demand, a campaign to ensure access to treatment; Babes in Arms program, a program at Boston City Hospital where volunteers hold AIDS and addicted infants; Gang Peace, a group that gives teens alternatives to gang involvement; and Up and Out of Poverty Campaign, a national coalition of women's groups with an emphasis on economic development and empowerment.

STAFF

Advocate, Andrea Jackson

Andrea Jackson is the part-time Advocate whose position is to respond to the needs of women who come into the office looking for advice in housing, education, employment, legal rights, etc. WINGS Resource and Referral Center serves as a clearinghouse of information where clients are directed to the programs. The Advocate takes a self-empowering approach; that is, she will provide the phone number but require that the client make the call herself. Andrea has organized and facilitates a weekly women's support group where women from the community, treatment centers, and halfway houses come together for information and mutual support. Andrea is an example of a successful woman in recovery and is a role model to the women she assists. Andrea also does some clerical work and has experience in office management and word processing. She has worked in clerical positions for Borden Candy Products, The Boston Company, and John Hancock Insurance Company.

This position will be increased to full-time to provide the same kind of support to the women in the Living and Learning Center.

Project Manager, Florence Miller

Florence Miller is a co-founder of WINGS. She currently works as project manager for the 9 Valentine Street project where she coordinates the activities of the development committee and serves as the liaison between the community, architects, city departments, contractors, and members of the development team. Florence uses her strong writing ability to write grant proposals for the project and the agency. Florence has been in recovery from alcohol abuse for 13 years. She worked as a crisis intervention counselor at the Charlotte Street Half-Way House, where her own life experiences enabled her to relate effectively with the residents.

Florence graduated from Wheelock College in May 1991 where she earned her Bachelor's Degree in Social Work. She has taken extensive courses in Human Growth and Development and has gained relevant experience working for the Department of Mental Retardation, the Roxbury Community College Child Development Center, and DARE Family Services. Florence is very active in social justice issues and currently serves as president of Survival News, a welfare rights paper.

HIGHLIGHT OF ACHIEVEMENTS: LIVING AND LEARNING CENTER

1989:

* WINGS begins door-to-door outreach in the Highland Park area to gather support for their housing development project at 9 Valentine Street.

1990:

* The Women's Institute for Housing and Economic Development is enlisted to provide technical assistance for the project.
* WINGS begins community meetings, creates service and development plans and budgets, and identifies initial funding sources.
* The City of Boston Public Facilities Department (PFD) approves a pre-development loan to WINGS and designates WINGS as the project developer.

1991:

* PFD assigns a project manager to the WINGS project.
* WINGS receives $5,000 for renovation from the Boston Globe Foundation and $6,300 from CEDAC for architectural and engineering fees.
* WINGS signs a contract with the Narrow Gate architectural firm.
* WINGS obtains commitment from the City for $125,000 low-interest loan.
* WINGS submits McKinney SRO application to the City for inclusion in a HUD request for project-based rental assistance.
* HUD awards WINGS seven (7) project-based rental certificates which will enable WINGS to pay operating and mortgage expenses for 10 years.

1992:

* The building and lot are cleared of debris and a fence is erected around the site.
* The architects complete measurements and existing drawings of the site.
* Preliminary design reviews are held with the City.
* Ratshesky Foundation grants WINGS $2,000 toward development.
* Preliminary schematic designs are developed, revisions continue throughout the year.
* Application for financing is submitted to the Federal Home Loan Bank; the Massachusetts Cooperative Bank agrees to act as WINGS sponsor.
* WINGS board member, Florence Miller, becomes the new project manager.
* WINGS establishes a Development Committee that meets bi-weekly and handles many pre-development tasks.
* Community process continues, key community people are contacted, leafletting, and support letter writing continues.
* Zoning and building code variances are approved.
* Letter of interest received from Mass Housing Partnership for permanent financing. Specifications outline complete, preliminary estimates received, contractor screening process starts and contractor is selected.
* Chace awards grant for $2,500; Clipper Ship grants $5,000.
* City Year clears lot of overgrowth.
* Construction documents and specifications complete.

DEVELOPMENT TEAM

Developer:	WINGS, Inc. 22 Elm Hill Avenue Dorchester, MA 02121 (617) 442-5900 Contact: Florence Miller
Development Consultant	The Women's Institute for Housing and Economic Development 179 South Street Boston, MA 02111 (617) 423-2296 Contact: Lynn Peterson
Architect:	The Narrow Gate, Alternatives in Architecture 54 Montgomery Street Boston, MA 02116 (617) 437-7112 Contact: Kitty Ryan, Bob Wegener
Lawyer:	Mintz, Levin, Cohn, Ferris, Glovsky & Popeo One Financial Center, 41st Floor Boston, MA 02111 (617) PHONE Contact: Meryl Epstein, Esq.
Contractor:	To be selected

ATTACHMENTS

1. Board of Directors list

2. Non-profit status under 501(c)3 of the Internal Revenue Code

3. Unaudited financial statement

4. Organization Budget

5. Project Budget - Development and Operating Pro formas

6. Letters of Support & Commitment

Last Update
4/92

W.I.N.G.S., INC. BOARD LIST
22 ELM HILL AVENUE
DORCHESTER, MASSACHUSETTS 02121
(617) 442-5900 EXT. 13

EXECUTIVE BOARD

Shirley Y. Leslie .....Executive President
82 Wellington Hill Street
Mattapan, MA. 02126
H: (617) 298-2452
W: (617) 288-7398

Barbara Shelley .....Executive Vice- President
68 Woodbole Street
Mattapan, MA. 02126
H: (617) 298-1659
W: (617) 534-5352

Leeanna Ross .....Treasurer
3 Herget Drive
Pepperell, MA. 01463
H: (508) 433-6481
W: (617) 421-6280

Michelle D. Smith .....Secretary/ Clerk
33 South Elm Street
West Lynn, MA. 01905
H: (617) 599-~~1659~~ 0173
W: TBA

Andrea Jackson .....Asst. Secretary/Clerk
22 Elm Hill Ave.
Dorchester, MA. 02121
W: (617) 442-5900 x 20

Dianne Du John
Mattapan, MA.
(H): (617) 364- 4991
(W): (617) 287- 7126

Jackie Dee King
40 Essex Street
Cambridge, MA> 02139
W/H: (617) 864-0842

Betty Reid Mandell
102 Anawan Street
West Roxbury, MA. 02132

H: (617) 327-4219
W: (617) 697-1200

Florence Miller
28 Wallingford Road
Brighton, MA. 02135
H: (617) 783- 9848
W: (617) 442-5900 x 13

Candyce Rusk
178 St. Alphonsus Street
Boston, MA. 02120
H: (617) 442-4693
W: (617) 825-5000

Gail Sullivan
85 Jamaica Street
Jamaica Plain, MA. 02130
H/W: (617) 524- 1027

DEVELOPMENT COMMITTEE

Florence Miller.....W.I.N.G.S. Inc., Project Manager

Gail Sullivan.....Architect

Candyce Rusk.....Planner

Shirley Leslie.....Lena Park,Housing Dept., Asst.

Lynn Peterson, WIHED.....Technical Asst., Consultant

PROGRAM COMMITTEE

Barbara Shelley.....Outreach and Program Coordinator

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
G.P.O. BOX 1680
BROOKLYN, NY 11202

DEPARTMENT OF THE TREASURY

Date: NOV 0 8 1991

Employer Identification Number:
04-3104889
Contact Person:
MELVIN T ROBINSON
Contact Telephone Number:
(718) 780-4048

WOMENS INSTITUTE FOR NEW GROWTH AND SUPPORT INC
62 WARREN ST
ROXBURY, MA 02119

Accounting Period Ending:
June 30
Foundation Status Classification:
509(a)(1)
Advance Ruling Period Begins:
10/24/89
Advance Ruling Period Ends:
06/30/94
Addendum Applies:
No

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

Because you are a newly created organization, we are not now making a final determination of your foundation status under section 509(a) of the Code. However, we have determined that you can reasonably be expected to be a publicly supported organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

Accordingly, you will be treated as a publicly supported organization, and not as a private foundation, during an advance ruling period. This advance ruling period begins and ends on the dates shown above.

Within 90 days after the end of your advance ruling period, you must submit to us information needed to determine whether you have met the requirements of the applicable support test during the advance ruling period. If you establish that you have been a publicly supported organization, you will be classified as a section 509(a)(1) or 509(a)(2) organization as long as you continue to meet the requirements of the applicable support test. If you do not meet the public support requirements during the advance ruling period, you will be classified as a private foundation for future periods. Also, if you are classified as a private foundation, you will be treated as a private foundation from the date of your inception for purposes of sections 507(d) and 4940.

Grantors and contributors may rely on the determination that you are not a private foundation until 90 days after the end of your advance ruling period. If you submit the required information within the 90 days, grantors and contributors may continue to rely on the advance determination until the Service makes a final determination of your foundation status.

If notice that you will no longer be treated as a publicly supported organization is published in the Internal Revenue Bulletin, grantors and contributors may not rely on this determination after the date of such publication. In addition, if you lose your status as a publicly supported organization and a grantor or contributor was responsible for, or was aware of, the act or failure to act, that resulted in your loss of such status, that person may not rely on this determination from the date of the act or failure to act. Also, if a grantor or contributor learned that the Service had given notice that you would be removed from classification as a publicly supported organization, then that person may not rely on this determination as of the date such knowledge was acquired.

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of $100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the private foundation excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Contribution deductions are allowable to donors only to the extent that their contributions are gifts, with no consideration received. Ticket purchases and similar payments in conjunction with fundraising events may not necessarily qualify as deductible contributions, depending on the circumstances. See Revenue Ruling 67-246, published in Cumulative Bulletin 1967-2, on page 104, which sets forth guidelines regarding the deductibility, as charitable contributions, of payments made by taxpayers for admission to or other participation in fundraising activities for charity.

Contributions to you are deductible by donors beginning 10/24/89.

You are required to file Form 990, Return of Organization Exempt From Income Tax, only if your gross receipts each year are normally more than $25,000. However, if you receive a Form 990 package in the mail, please file

If notice that you will no longer be treated as a publicly supported organization is published in the Internal Revenue Bulletin, grantors and contributors may not rely on this determination after the date of such publication. In addition, if you lose your status as a publicly supported organization and a grantor or contributor was responsible for, or was aware of, the act or failure to act, that resulted in your loss of such status, that person may not rely on this determination from the date of the act or failure to act. Also, if a grantor or contributor learned that the Service had given notice that you would be removed from classification as a publicly supported organization, then that person may not rely on this determination as of the date such knowledge was acquired.

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

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Contributions to you are deductible by donors beginning 10/24/89.

You are required to file Form 990, Return of Organization Exempt From Income Tax, only if your gross receipts each year are normally more than $25,000. However, if you receive a Form 990 package in the mail, please file

the return even if you do not exceed the gross receipts test. If you are not required to file, simply attach the label provided, check the box in the heading to indicate that your annual gross receipts are normally $25,000 or less, and sign the return.

If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. A penalty of $10 a day is charged when a return is filed late, unless there is reasonable cause for the delay. However, the maximum penalty charged cannot exceed $5,000 or 5 percent of your gross receipts for the year, whichever is less. This penalty may also be charged if a return is not complete, so please be sure your return is complete before you file it.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

This determination is based on evidence that your funds are dedicated to the purposes listed in section 501(c)(3) of the Code. To assure your continued exemption, you should maintain records to show that funds are expended only for those purposes. If you distribute funds to other organizations, your records should show whether they are exempt under section 501(c)(3). In cases where the recipient organization is not exempt under section 501(c)(3), there should be evidence that the funds will remain dedicated to the required purposes and that they will be used for those purposes by the recipient.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

WOMENS INSTITUTE FOR NEW GROWTH AND

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,

Eugene D. Alexander
District Director

Enclosure(s):
Form 872-C

Form **872-C**

(Revised 9-90)

Department of the Treasury
Internal Revenue Service

Consent Fixing Period of Limitation Upon Assessment of Tax Under Section 4940 of the Internal Revenue Code

(See instructions on reverse side.)

OMB No. 1545-0056

To be used with Form 1023. Submit in duplicate.

Under section 6501(c)(4) of the Internal Revenue Code, and as part of a request filed with Form 1023 that the organization named below be treated as a publicly supported organization under section 170(b)(1)(A)(vi) or section 509(a)(2) during an advance ruling period,

Womens Institute For New Growth and Support Inc
(Exact legal name of organization as shown in organizing document)

62 Warren Street
Roxbury, MA 02119
(Number, street, city or town, state, and ZIP code)

and the District Director of Internal Revenue, or Assistant Commissioner (Employee Plans and Exempt Organizations)

Consent and agree that the period for assessing tax (imposed under section 4940 of the Code) for any of the 5 tax years in the advance ruling period will extend 8 years, 4 months, and 15 days beyond the end of the first tax year.

However, if a notice of deficiency in tax for any of these years is sent to the organization before the period expires, the time for making an assessment will be further extended by the number of days the assessment is prohibited, plus 60 days.

Ending date of first tax year 6/30/90
(Month, day, and year)

RECEIVED
NOV 8 1991
BROOKLYN, N.Y.

Name of organization (as shown in organizing document)

Women Institute For New Growth and Support Inc

Date 10/4/91

Officer or trustee having authority to sign

Signature ▶

For IRS use only

District Director or Assistant Commissioner (Employee Plans and Exempt Organizations)
/S/ EUGENE D. ALEXANDER

Date NOV 4 1991

Group Manager

▶

For Paperwork Reduction Act Notice, see page 1 of the Form 1023 Instructions.

WOMEN'S INSTITUTE FOR NEW GROWTH AND SUPPORT
FISCAL YEAR 1992
JULY 1, 1991 - JUNE 30, 1992

FINANCIAL STATEMENTS - Unaudited

	OPERATING	CAPITAL (9 Valentine)	TOTAL
INCOME:			
Restricted Grants			
Boston Globe Foundation	0	5000	5000
Ratshesky	0	2000	2000
Resist	200	0	200
Boston Foundation	25000	0	25000
Hyams Foundation	15000	0	15000
MAP/TAP	19263	7614	26877
Unrestricted Grants			0
First Parish Church	200	0	200
Anonymous Donor	16000	0	16000
Individual Contributions	375	0	375
TOTAL	76038	14614	90652
EXPENSES:			
Salaries	27190.92	0	27190.92
Taxes, health ins. fringe	7896.31	0	7896.31
Rent - in-kind	0	0	0
Postage/Printing/Supplies	1543.97	0	1543.97
Workshop & Travel	485	0	485
Contracted Services	7233.92	7556.5	14790.42
9 Valentine St. devel	0	8480.23	8480.23
TOTAL	44350.12	16036.73	60386.85
CASH FLOW	31687.88	-1422.73	30265.15

WINGS, INC.

The Women's Institute for New Growth and Support

22 Elm Hill Ave, Dorchester, MA 02121
(617) 442-5900

1991 FINANCIAL STATEMENT

(Unaudited)

The Women's Institute for New Growth and Support, Inc. (WINGS, Inc.) was incorporated in November, 1989. WINGS, Inc. received notification of its exemption from taxation under Section 501(c)(3) of the Internal Revenue Code on November 8, 1991.

Financial activity began in December, 1991 with the receipt of a $16,000 donation from an anonymous donor. The total income for fiscal year 1991 was $26,406, received from the Boston Community Loan Fund, the Boston Globe Foundation, the Boston Women's fund and individual contributions. The majority of funds, $21,406 were unrestricted contributions. Total disbursements of $21,343.06 were made for the operating costs at the Resource and Referral Center. One $5,000 seed grant from the Boston Globe Foundation, was restricted for the development of the Living and Learning Center. A total of $3,904 was disbursed from this grant to hire a development consultant, architect and engineer for the seven unit lodging house.

WINGS, Inc. began the fiscal year 1992 with a cash balance of $1,158.94. WINGS is hiring an auditor to prepare audited financial statements for the fiscal years 1991-1992.

Signed this 10th day of August, 1992.

THE WOMEN'S INSTITUTE FOR NEW AND SUPPORT, INC.

By: Shirley G. Leslie
Shirley Leslie, President

By: Leeanna Ross
Leeanna Ross, Treasurer

CURRENT BUDGET
WINGS, INC.

BASED ON THE BOARD APPROVED FISCAL YEAR 1993 BUDGET:
(EXCLUDING THE LIVING AND LEARNING CENTER EXPENSES)

EXPENSES:		BASIS:
(1) Personnel		
Director	17,500	$30,000/year FTE Starting Dec-Jun
Advocate	18,375	$21,000/year FTE Part-time Jul-Sept, Full time Oct-Jun
Project Manager	8,000	$10/hr, 20 hours/week, 40 weeks
Subtotal Salary	43,875	
Fringe and Taxes (22%)	9,652	
TOTAL Personnel	53,527	
(2) Contracted Services	3,000	Audit, other potential services
(3) Occupancy	7,800	Office space, utilities, phone, copying
(4) Office Supplies	2,500	Printing, supplies
(5) Special Events	1,500	Expenses relating to sponsoring events
(6) Staff Training	1,500	Fees to attend trainings
(7) Capital	2,000	Computers
TOTAL EXPENSES:	71,827	
INCOME:		
(1) Foundations	43,027	Grants from foundations/corporations
(2) Individual Contributions	16,000	Anonymous donor has contributed $16,000 each year for the past two years.
(3) Events	5,000	Funds raised from special events
(4) In-kind	7,800	Office space, utilities, phone and copying are donated by Rox/No. Dorchester APAC
TOTAL INCOME:	71,827	

DEVELOPMENT AND OPERATING BUDGET - LIVING AND LEARNING CENTER

TOTAL DEVELOPMENT COST: $430,291

USES:	
Acquisition	1
Construction and Contingency	305,900
Soft Costs	124,390
TOTAL	430,291
SOURCES:	
Equity	100,291
Mass Housing Partnership	150,000
City of Boston LEND loan	180,000
TOTAL	430,291
Equity raised:	
Boston Globe Foundation	5,000
Ratshesky Foundation	2,000
Hyams	5,000
Project Shelter Pro-Am	30,000
Chace Fund	2,500
Clipper Ship	5,000
TOTAL raised:	49,500
REMAINING:	50,791

OPERATING BUDGET

Income:	
(7) Section 8 certificates	42,840
less vacancy (3%)	1,285
TOTAL	41,555
Expenses:	
Building operations	23,380
Debt Service	15,602
Reserve	2,573
Debt Service Coverage Ratio	1.16
TOTAL	41,555

BOSTON HOUSING AUTHORITY
52 Chauncy Street
Boston, Massachusetts 02111
617-451-1250

November 5, 1991

Ms. Eva Boyce
Women's Institute for
New Growth and Support
62 Warren Street
Roxbury, MA 02119

Re: 9 Valentine Street, Roxbury

Dear Ms. Boyce:

The Boston Housing Authority, (BHA) has been advised by the U.S. Department of Housing and Urban Development (HUD) that the proposal for the rehabilitation of 9 Valentine Street, Roxbury has been approved. This award of 7 SRO units is part of a 167 unit allocation to the BHA under the Section 8 Moderate Rehabilitation for Single Room Occupancy Program. The award of these units will provide a much needed resource for needy homeless individuals in the City of Boston.

I wish to extend my congratulations to your agency for the receipt of this award. The staff of the BHA's Leased Housing Division is available to provide assistance as you prepare to undergo the rehabilitation process. Please have your office contact Mr. Armando Zapata, Director of State and Set-Aside Programs, at 451-1250, extension 313 as soon as possible to discuss the steps which must now be completed before an Agreement will be executed and rehabilitation may begin.

Best wishes for a successful project development.

Sincerely,

Doris Bunté
Administrator

DB/mk

cc: Elizabeth Doyle, PFD

D I M O C K
Community Health Center

August 12, 1991

Ms. Savina Martin
Executive Director
WINGS, Inc.
62 Warren Street
Roxbury, MA 02119

Dear Ms. Martin:

In full support of the WINGS Living and Learning Center, Dimock Community Health Center is pleased to commit services for the seven women in recovery who will reside at the 9 Valentine Street residence. As you may know, Dimock provides an extensive array of health and counseling and education services which includes pediatric and teen clinics; adult medical; dental; eye care; AIDS support services; parenting training; and support services for youth and families. In addition, the comprehensive substance abuse treatment services include residential halfway house; detoxification; acupuncture; individual, group, and family counseling; and court referred assistance. The services that are relevant to the WINGS residents may include the various counseling and substance abuse treatment services, medical, dental, eye care, and AIDS services.

In addition, case managers make referrals from the outpatient program to vocational training programs and Mass Rehabilitation. Five job training programs in the health and human services field are offered on-site. Mass Rehab also has a center located on the Dimock campus where they provide career counseling and adult education.

The Dimock Community Health Center has assisted several residential programs, such as Second Home and First, Inc. with house management training and contact support. It is with great enthusiasm that Dimock Community Health Center offers these support services to WINGS, Inc.

Sincerely,

Stephen Moss
Executive Director
Substance Abuse Treatment Services

CITY OF BOSTON
DEPARTMENT OF HEALTH AND HOSPITALS

818 HARRISON AVENUE
BOSTON, MASSACHUSETTS 02118

Tel. No. _____

Raymond L. Flynn
Mayor

Judith Kurland
Commissioner

APRIL 13, 1992

THE WOMEN'S INSTITUTE FOR NEW GROWTH
AND SUPPORT (WINGS, INC.)
22 ELM HILL AVENUE
DORCHESTER, MASSACHUSETTS 02121

Dear WINGS, INC.,

I welcome this opportunity to express my support for the proposal you are submitting for funding to the Mass. Cooperative Bank.

Project TRUST and WINGS Resource and Referral center has developed a working relationship to assist clients on an intake assessment and needs basis. Our services includes HIV testing and counseling, HIV/AIDS education and outreach services.

On behalf of the Board of Directors and staff, we wish you success in your application for funding. Your commitment and support to individuals and families has been established within the community. I have confidence in WINGS', Inc. ability to continue to provide a much needed service in the Roxbury - Dorchester community.

Sincerely,

MR. FRED FELCH
Director of Project TRUST

Peaceful Movement Committee, Inc.

OUTPATIENT SUBSTANCE ABUSE TREATMENT & INTERVENTION PROGRAM

879 BLUE HILL AVENUE
DORCHESTER, MASS. 02124
Tel. (617) 436-3159
Fax (617) 436-5314

Janice Hughes-Williams
Executive Director

April 10, 1992

Dear WINGS, Inc.:

I welcome this opportunity to express my support for the proposal you are submitting to the Mass. Cooperative Bank for the rehabilitation of the living and learning center on 9 Valentine Street in Roxbury, Massachusetts.

As you know, the Peaceful Movement Committee has developed a working relationship with WINGS, Inc. to provide assistance to substance abuse counseling, counseling for individuals who are incarcerated, and youth intervention. In addition, Peaceful Movement Committee has collaborated with WINGS on its outreach efforts and whenever appropriate, utilized P.M.C.'s O.T.I. intake.

On behalf of the Board of Directors and staff, I wish you success in your application for funding. Your commitment, guidance, and support to individuals and families has already been established within our community. As a human service provider, I have confidence in WING's ability to continue to provide a much needed service in the Roxbury and Dorchester community.

Congratulations on a job well done, and best wishes for continued success.

Sincerely,

Darlene Bowman
Clinical Director

DB:aej

Roxbury-North Dorchester
Area Planning Action Council, Inc.

August 8, 1991

Ms. Savina Martin
Executive Director
WINGS, Inc.
62 Warren Street
Roxbury, MA 02119

Dear Ms. Martin:

It is my pleasure to express our support of your program and to reaffirm the services that the Roxbury-North Dorchester APAC will offer to the Women's Institute for New Growth and Support.

As you know, we have a variety of services available to the population that WINGS serves, women recovering from chemical dependency. We are happy to continue this arrangement as it has worked very well and is mutually beneficial.

The services that we provide your clients with now will also be available to the residents of the WINGS Living and Learning Center:

* Adult Basic Education and English as a Second Language
* Employment Readiness training
* "Home Management Survival" training.

All of these services occur on site in our Dudley Square office. In addition, the Fuel Assistance program and emergency food services may also be utilized by tyhe families of the Living Learning Center.

we are excited about the development of the new residence and look forward to a continued relationship with WINGS.

Sincerely,

Georgette Johnson
Director

62 WARREN STREET BOSTON, MASSACHUSETTS 02119 (617) 442-5900

Update & info from andrea

WORKSHOPS AND CONFERENCES

WINGS Founder and former Director, Savina Martin, was a panelist at the following conferences:

1990
UMASS Boston, Housing As A Right Forum

1991
MIT Hunger Action Project

Roxbury Community College, Women of Color conference

People to People conference

Homeless Women Speak Roundtable Forum, Mass College of Art

Treatment on Demand conference at United Methodist Church

Boston University Divinity School conference

Women's Economic Agenda Project, Oakland, CA

Women's Institute and Women in Architecture Co-sponsored Charrette

In addition, WINGS has facilitated workshops at:

Aurora Substance Abuse Treatment Center

Massachusetts Correctional Institute, Framingham

Radio and Television coverage has included:

Chronicle

BNN A Time to Care

Savina Martin's article, Break the Chains that Bind Us, was published in the Forward Motion Magazine, May 1991.

Housing Matters, spring edition 1992

THE WINGS DEVELOPMENT (9 VALENTINE STREET)
ACHIEVEMENTS

November - 1989

- WINGS begins door-to-door outreach in the Highland Park area gather support for their housing development project at 9 Valentine Street.

April - 1990

- WINGS recruits a non-profit consulting firm, The Women's Institute for Housing and Economic Development (WIHED) to provide technical assistance with the housing development effort. WIHED donates first year of service and then helps WINGS to obtain city and private funds to cover fees.

May/November - 1990

- WINGS and Women's Institute follow up with city requirements for property designation: community meetings, creation of service and development plans, identification of funding sources, creation of budgets etc.
- The City of Boston Public Facilities Depart (PFD) approves a pre-development loan to WINGS.

December - 1990

- The Public Facilities Department Commission votes unanimously to name WINGS as the designated developer of 9 Valentine Street.

January - 1991

- PFD assigns a project manager to the WINGS project.

April - 1991

- The Boston Globe Foundation grants WINGS $5,000 towards the renovation of 9 Valentine Street. CEDAC provides WINGS with a $6,300 loan toward architectural and engineering fees.

March - 1991

- WINGS hires an advocate as part-time staff employee.

May - 1991

- WINGS signs a contract with the Narrow Gate architectural firm.

June - 1991

- WINGS obtains commitment from City of Boston for $125,000 low-interest loan.

July - 1991

- WINGS submits McKinney SRO application to City of Boston for inclusion in HUD request for project-based rental assistance.

October - 1991

- HUD awards WINGS (7) project-based rental certificates which will enable WINGS to pay operating and mortgage expenses for 10 years.

January 1992

- The building and lot are cleared of debris and a fence is erected around the site.
- The architects complete measurements and existing drawings of the site.
- Preliminary design reviews are held with the Inspectional Services Division, PFD, BRA.

February - 1992

- Ratshesky Foundation grants WINGS $2,000 toward development.
- Preliminary schematic designs are developed.
- Zoning application is filed.
- Massachusetts Cooperative Bank agrees to sponsor application to the Federal Home Loan Bank.
- On February 28, 1992, The Hyams Foundation agreed to grant W.I.N.G.S., Inc. Fifteen Thousand Dollars ($15,000). Ten Thousand ($10,00) to be used for 1991-1992 operating expenses and Five Thousand ($5,000) to be used technical assistance from the WIHED.

March - 1992

- Project is on hold while WINGS organization restructures.
- March 19, 1992, The Boston Foundation voted to grant W.I.N.G.S., Inc. Twenty-Five Thousand Dollars ($25,000) to support the expansion of the Resource and Referral Center.

April - 1992

- Application for Financing is submitted to the Federal Home Loan Bank.
- WINGS board member, Florence Miller becomes the new project manager.
- WINGS establishes a Development Committee that meets bi-weekly to focus on the project and bring it to fruition.
- Revisions of schematic design continues with architect.
- Community process is re-initiated by WINGS - key community people are contacted, leafletting and support letter writing continues.
- Andrea Jackson is voted in to become a new member of the Board of Directors.

May - 1992

- Presented the W.I.N.G.S. Resource and Referral Center to the women residing at Edwina Martin House located in Brockton, Massachusetts.
- Andrea Jackson (W.I.N.G.S. Advocate) attended the Poor Women's Summit in California.
- A commitment of $200.00 was granted to W.I.N.G.S. from First Parish in Lincoln for 1991-1992.
- W.I.N.G.S. establishes a Program Committee that meets bi-weekly to focus on the program of the Living and Learning Center.

June - 1992

- June 18, 1992, The Boston Foundation approved a grant to W.I.N.G.S., Inc. for Thirty Thousand Dollars ($30,000) by the recommendation of John J. Cook and Alexander Webb, III through the Project Shelter Pro-Am Fund.

September - 1992

- W.I.N.G.S. met with Ms. Jean Buesing of the Knistrom Foundation to discuss W.I.N.G.S. and in what way the Knistrom Foundation can provide a grant.
- Met with Leonard Hayes (Regional Manager of DPH for Substance Abuse) to discuss funding for a Counselor/Advocate staff person provided by Dimock Community Health Center.

October - 1992

- Clipper Ship Foundation, Inc. approved a grant in the amount of Five Thousand Dollars ($5,000) to the W.I.N.G.S., Inc.
- Andrea Jackson becomes a full-time employer at the Resource Referral Center. Her position is Office Manager/Advocate.

FHLB Appl.
WIN65

FEDERAL HOME LOAN BANK
AFFORDABLE HOUSING PROGRAM

ROUND TWO - OCTOBER 15, 1992

Submitted by: The Massachusetts Cooperative Bank

Project: The Women's Institute for New Growth and Support, Inc.
Lodging House

FEDERAL HOME LOAN BANK OF BOSTON

APPLICATION FOR AFFORDABLE HOUSING PROGRAM
1992 - Round Two Funding
Closing Date: October 15, 1992

INSTITUTION: Massachusetts Cooperative Bank DOCKET NO.

ADDRESS: 1442 Dorchester Avenue, P.O. Box J

CITY/STATE/ZIP: Boston, MA 02122

CONTACT PERSON/TITLE: Mr. Steven Hagerstrom, Vice President

PHONE: (617) 825-5555 EXT: FAX NO.

I. TYPE OF SUBSIDY

A. SUBSIDIZED ADVANCE _____ B. DIRECT SUBSIDY $56,000

AMOUNT $105,000 AMOUNT OF SUBSIDY REQUESTED $_____
TERM OF ADVANCE 20 years
RATE REQUESTED __%

C. WHAT SPREAD,IF ANY, WILL BE ADDED TO THE AHP ADVANCE RATE?_____BPS

D. WHAT IS THE STANDARD SPREAD FOR THIS TYPE OF LOAN?_____BPS

E. PLEASE DESCRIBE HOW THE SUBSIDY AMOUNT REQUESTED WAS DETERMINED AND WHY THE SPECIFIC ADVANCE RATE AND/OR DIRECT SUBSIDY AMOUNT WAS REQUESTED.

The subsidized advance of $105,000 combined with a direct grant amount of $56,000 is the final piece of financing required to complete this project. The low-interest loan request is the maximum amount that WINGS, Inc. can carry given the net operating income from the Section 8 certificates and payments on the second mortgage from the City of Boston. The Women's Institute for New Growth and Support, Inc. has secured all the other sources of financing from public and private sources, including scarce project-based rental certificates, to make this project successful.

In addition to the partnership between public and private sectors, working together to create affordable housing opportunities, WINGS has pledged $86,366 in equity from foundations, corporations, and individuals who support the project. With the AHP grant as the last piece of financing, the project is ready to proceed.

II. PROJECT INFORMATION

A. NAME OF PROJECT: Women's Institute for New Growth and Support, Inc.
WINGS Living and Learning Center
(7-unit lodging house)

B. LOCATION OF PROJECT (PLEASE COMPLETE EACH ITEM APPLICABLE.)

ADDRESS: 9 Valentine Street
COUNTY: Suffolk
CITY: Roxbury **STATE:** MA **RURAL:**[ ]
CENSUS TRACT (S): 815 **HUD AREA LIMIT FOR VERY LOW INCOME INDIVIDUALS: $18,400**

C. CONCISE DESCRIPTION OF PROJECT. (INCLUDE TOTAL PROJECT COST, NUMBER OF UNITS, NEW OR REHABILITATED, POPULATION TO BE SERVED, COMMUNITY GOALS MET, ETC.)

· Seven unit lodging house for single, homeless women who are recovering from substance abuse. Some of the women will be working towards reunification with their families and to regain custody of their children.

· The WINGS Living and Learning Center will be a safe, affordable home for women so that they can work on rebuilding their lives. The WINGS program emphasizes employment skills and job readiness training. It is expected that the women residing at the Center will seek full-time employment and will work towards careers which pay above minimum wage. The WINGS program will also teach parenting and life skills such as budgeting, time management, and negotiation.

· The focus of the program is on peer support, with professional services provided on-site by a WINGS Advocate Counselor and off-site at nearby Dimock Community Health Center and the Roxbury/North Dorchester Area Planning Action Committee.

· The Center will provide permanent housing to seven women. At a time when a resident should choose to move on, such as when she has regained custody of her children, the WINGS Advocate will help to locate appropriate, affordable housing.

· This abandoned, city-owned, three-story mansard Victorian will be completely renovated to include 7 lodging rooms, common kitchen, living and dining rooms, program and office space. The first floor and basement of the building will be handicap accessible and the entire building will be equipped with extensive fire safety equipment including a full sprinkler system. The total cost for the 3,900 square foot renovation is $427,366.

· The renovation of this site is an example of community control of development that is designed by and for women in recovery. The project receives community support and will enhance the neighborhood by developing an abandoned site and encouraging future development in the area.

D. STATE HOW THE HOUSING OR PROJECT AFFIRMATIVELY PROMOTES FAIR HOUSING AND COMPLIES WITH FAIR HOUSING LAWS AND REGULATIONS.

WINGS has already submitted an Affirmative Marketing Plan to the Boston Fair Housing Commission.

WINGS pro-actively supports fair housing and specifically will reach out to the city's poorest and most neglected and discriminated against population: women of color who were addicted to drugs and have lost everything, including their children, due to their addiction. This population is not served anywhere after treatment, and because of their familial status they are not eligible for public assistance. The McKinney Section 8 Program specifically aims to house people trapped outside of the system. Furthermore, the program will be completely accessible to persons with disabilities, in compliance with the Fair Housing Laws and Americans with Disabilities Act.

Compliance with fair housing laws and regulations are assured through two mechanisms:

1) projects receiving financial support through the City of Boston Public Facilities Department require affirmative marketing plans to ensure that minorities and female head of households have access to citywide housing, and that selection of applicants is done in a non-discriminatory manner. The units will be listed on the Metrolist at City Hall.

2) participation in HUD's Section 8 Certificate Program, administered through the Boston Housing Authority, also assures a non-discriminatory process after approval is given to serve a special needs sub-population. A copy of WINGS' Tenant Selection Criteria is available for review.

WINGS will provide outreach materials to shelters, transitional residences, social service agencies, and community health centers. Eligible persons not on the housing authority waiting list will be assisted with making an application.

E. IN ORDER TO DEMONSTRATE THE FEASIBILITY OF THE APPLICATION, PLEASE ATTACH A LIST OF THE SOURCES OF FINANCING AND EQUITY INVOLVED IN THE PROJECT. IDENTIFY EACH SOURCE AS TO TYPE BY NOTING AFTER NAME (L) FOR LOAN, (G) FOR GRANT. IF LOAN, SPECIFY RATE AND TERM. ATTACH LETTERS OF COMMITMENT OR REQUEST FOR EACH SOURCE OF FUNDING. ALSO ATTACH AS EXHIBIT I A DETAILED PROJECT DEVELOPMENT SOURCES AND USES SCHEDULE, AND AS EXHIBIT II A PROJECT OPERATING BUDGET PRO FORMA INCLUDING DETAILED OPERATING EXPENSES. FROM THAT INFORMATION, PLEASE COMPLETE EXHIBIT III; THE ATTACHED SUMMARY AHP FEASIBILITY AND SUBSIDY CALCULATION FORM. MEMBER APPLICANTS SHOULD PROVIDE EXPLANATIONS FOR DEVIATIONS FROM STANDARD UNDERWRITING CRITERIA.

Total Development Cost: $427,366

Source	Amount	Terms	Committed or Requested (Date)
(L) City of Boston (LEND) (permanent and construction loan)	$180,000	1%	$125,000 Committed 7/91; $26,877 pre-development funds provided. Expect total increase to $180,000 12/92
(G) WINGS	$ 86,366	equity	Committed
(L) Massachusetts Co-operative Bank, AHP loan (permanent)	$105,000	6%, 20 yr	Requested
(G) Federal Home Loan Bank (available at construction)	$ 56,000 direct subsidy		Requested
(L) Boston Community Loan Fund	$125,000 construction loan		Pending
Project Based Section 8 Certificates	$42,840/yr rental income, 10 year		Committed 11/91

TOTAL DEVELOPMENT COST $430,843
SUBSIDY VALUE OTHER THAN AHP FUNDS COMMITTED TO PROJECT
$266,366 plus Section 8 operating subsidy of $42,840/year. (new rate 10/15)

F. IN ORDER TO DEMONSTRATE THAT THE PROJECT IS OR WILL BE READY TO PROCEED, PLEASE ATTACH AS EXHIBIT IV THE PROJECT SCHEDULE OR TIMELINE FOR THE START AND COMPLETION OF MAJOR PROJECT ACTIVITIES AND PROVIDE THE REQUESTED INFORMATION BELOW:

ESTIMATED PROJECT START DATE 2/93
ESTIMATED PROJECT COMPLETION DATE 6/93
ESTIMATED DATE WHEN AHP FUNDS WILL BE FIRST DRAWN 2/93 grant, 6/93 loan

IS THE PROJECT READY TO BEGIN CONSTRUCTION OR ISSUE MORTGAGES AT THIS TIME? Yes X No__

WILL THE PROJECT BE READY TO BEGIN TO USE BANK ASSISTANCE WITHIN 12 MONTHS OF PROJECT APPROVAL? Yes X No__

WHAT ADDITIONAL COMMITMENTS ARE NEEDED AND WHAT IS THE ESTIMATED DATE OF COMMITMENT?

STATUS OF EQUITY

TOTAL EQUITY COMMITMENT:		$86,366
Unrestricted:	$25,000	
Restricted:	$61,366	
Raised:		$44,500
Pending:		$41,866

Funds Received:	
Boston Globe Foundation	$ 5,000
Hyams	$ 5,000
Ratshesky	$ 2,000
Project Shelter Pro-Am	$30,000
Chace Fund	$ 2,500

WINGS, INC.

The Women's Institute for New Growth and Support

22 Elm Hill Ave, Dorchester, MA 02121
(617) 442-5900

VOTE: The Women's Institute for New Growth and Support will commit up to $25,000 in unrestricted funds for the renovation of 9 Valentine Street into a seven unit single room occupancy for seven women recovering from substance abuse.

DATE: August 10, 1992

Monthly Board Meeting

ATTENDANCE:
Andrea Jackson
Shirley Leslie
Florence Miller
Candyce Rusk
Barbara Shelley
Gail Sullivan

OUTCOME: All in favor; none opposed

Shirley G. Leslie

Shirley Leslie
President of the Board

8/19/92

Date

RAYMOND L. FLYNN, MAYOR

PUBLIC FACILITIES DEPARTMENT

June 5, 1991

Savina Martin, Executive Director
Women's Institute for New Growth and Support, Inc.
(W.I.N.G.S.)
62 Warren Street
Roxbury, MA 02119

Re: 9 Valentine Street

Dear Ms. Martin:

I am pleased to inform you that we will recommend your project to the PFD Loan Committee on June 25th, for funding under the Loans to Encourage Neighborhood Development (L.E.N.D.) program. The recommendation will be for the match money required for your application to the U.S. Department of Housing and Urban Development for McKinney Transitonal Housing funds. final commitment of these funds will be contingent on the award of the Transional Housing funds by HUD.

The Public Facilities Department is pleased to support this application of Women's Institute for New Growth and Support (W.I.N.G.S.) for McKinney Transitional Housing funds. Boston very much needs programs like the one you propose - a 7 unit transitional housing program for women who are recovering from substance abuse. We are also pleased with your progress to date in gaining the support of the community, assembling the resources necessary for development and refining your program. On May 16, 1991, after your submission of your program design, community approval and funding expectations, the Public Facilities Commission voted W.I.N.G.S. Tentative Developer Designation for 9 Valentine Street. With this much already accomplished, we anticipate that the final LEND vote will happen soon after the announcement of the McKinney awards in August.

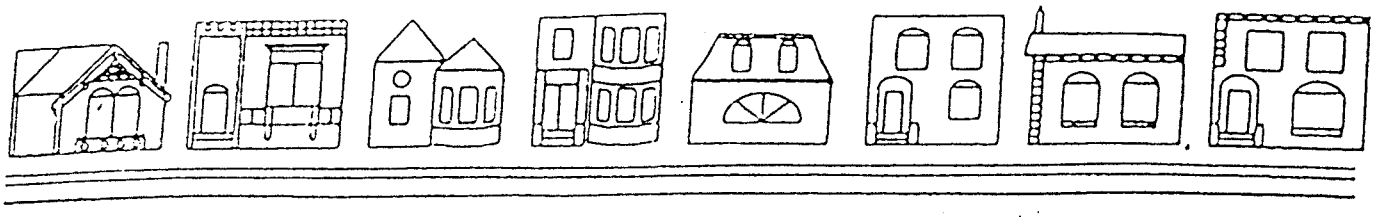
If you have any questions, please contact me at 635-0316. Congratulations on your good work to date in creating a very much needed resource for women in Boston.

Sincerely,

Sarah Flint-Elsey

Sarah Flint-Elsey
Project Manager

02091



Boston Community Loan Fund, Inc.
30 Germania Street, Jamaica Plain, MA 02130 (617) 522-6768

Janet Van Zandt
President
DeWitt Jones
Fund Manager

July 3, 1991

Eva Boyce, President
Women's Institute for New Growth and Support (WINGS)
62 Warren Street
Roxbury, MA 02119

Dear Ms. Boyce, Eva

Thank you for submitting preliminary information for a $146,000 loan from the Boston Community Loan Fund for WINGS's transitional housing program. Your program qualifies for a loan from the BCLF and we will consider providing funding to complete your financial package. We look forward to receiving the completed application.

As you know, the BCLF is a non-profit lender providing below market loans to non-profit organizations developing low income housing. We made a bridge loan to you in 1990 which was repaid in March 1991. Your project providing housing for women struggling to rebuild their lives is an exciting partnership between those women and WINGS. Once again, we look forward to receiving your completed application.

Sincerely,

Dick

DeWitt Jones
Fund Manager

cc: Lynn Peterson, WIHED

BOSTON HOUSING AUTHORITY
52 Chauncy Street
Boston, Massachusetts 02111

617-451-1250

November 5, 1991

Ms. Eva Boyce
Women's Institute for
New Growth and Support
62 Warren Street
Roxbury, MA 02119

Re: 9 Valentine Street, Roxbury

Dear Ms. Boyce:

The Boston Housing Authority, (BHA) has been advised by the U.S. Department of Housing and Urban Development (HUD) that the proposal for the rehabilitation of 9 Valentine Street, Roxbury has been approved. This award of 7 SRO units is part of a 167 unit allocation to the BHA under the Section 8 Moderate Rehabilitatic for Single Room Occupancy Program. The award of these units will provide a much needed resource for needy homeless individuals in the City of Boston.

I wish to extend my congratulations to your agency for the receipt of this award. The staff of the BHA's Leased Housing Division is available to provide assistance as you prepare to undergo the rehabilitation process. Please have your office contact Mr. Armando Zapata, Director of State and Set-Aside Programs, at 451-1250, extension 313 as soon as possible to discus the steps which must now be completed before an Agreement will be executed and rehabilitation may begin.

Best wishes for a successful project development.

Sincerely,

Doris Bunté
Administrator

DB/mk

cc: Elizabeth Doyle, PFD

Boston Public Facilities Department has agreed to be the gap financer for this project. The final commitment from PFD will occur after notification from the Federal Home Loan Bank. The construction lender, Boston Community Loan Fund, will commit funds after both PFD and FHLB.

G. TYPE OF PROJECT: SINGLE FAMILY ____ MULTI FAMILY SRO
HOMEOWNERSHIP ____ RENTAL X
NEW CONSTRUCTION ____ REHAB X

CONSTRUCTION COST/UNIT $_____ REHAB COST/UNIT
7 units @ $61,052
(also 9 common rooms and offices and 3 full and 1 half bath)

H. NUMBER OF HOUSEHOLDS TO BE SERVED:
NUMBER ABOVE 80% OF MEDIAN [0]
NUMBER 51% TO 80% OF MEDIAN [0]
NUMBER 50% OR BELOW MEDIAN [7]

TOTAL NUMBER OF HOUSEHOLDS TO BE SERVED IN PROJECT [7]

Since the Living and Learning Center will house homeless people, it is not expected that all the residents will have incomes upon entering the program. For those who are working, a minimum wage job at most pays $4.25 per hour; a full-time annual income at this rate would be $8,840. Some residents may collect general relief, which is an average monthly payment of $300 (annual income of $3,600). HUD has established the income limit for very low income individuals to be $18,400; therefore, WINGS expects to serve very low income women.

An important goal the WINGS program is to help residents increase their job skills and marketability such that they will move beyond minimum wage jobs. The philosophy of WINGS is that the population they are serving has great potential but that they have been trapped by their poverty. Only through decent employment at adequate wages can they increase their prospects for better opportunities. This is a fundamental purpose to the WINGS program.

I. PLEASE DESCRIBE THE LOCAL MARKET CONDITIONS WHICH JUSTIFY THE PROJECT/ACTIVITY. INCLUDE THE MARKET PRICE OF AN EXISTING COMPARABLE UNIT.

In 1991, the staff and volunteers at the WINGS Resource and Referral Center in Roxbury received over 1,000 calls from women seeking assistance with obtaining housing, employment, and legal assistance. So far in 1992, the WINGS staff estimate that there are approximately 500 women in recovery in the Roxbury area (estimated from women attending Twelve Step meetings such as AA/NA). In 1991 there were 3,613 homeless persons counted in the annual census of the homeless and an estimated 50% are substance abusers. In 1990, the state-funded substance abuse treatment centers served 21,074 women, of which 60% had children. Half of them did not have their children living with them at the time of admittance

into a treatment program. When women leave treatment and other specialized programs, they have a difficult time getting their children back from the Department of Social Services since they must prove 18 months sobriety and they must have housing and an income. The WINGS program is designed to break down the barriers that keep recovering women from leading productive, meaningful lives. When the residents are ready to reunite with their children, they will be assisted with obtaining appropriate, family housing.

There is a serious need for this type of program given the lack of affordable housing in the Boston area and the scarcity of Section 8 certificates. There are 9,108 homeless persons on the Boston Housing Authority priority waiting lists. (This number includes homeless persons residing in shelters or doubled up, and people paying in excess of 50% of their income in rent.) This project is the first of several that WINGS plans to create in order to address the housing and service needs of this population.

J. PLEASE IDENTIFY THE PROJECT SPONSOR(S) AND DESCRIBE THE SPONSORS'S RECORD OF PERFORMANCE, QUALIFICATIONS AND CAPACITY TO CARRY OUT ITS RESPONSIBILITIES FOR THIS PROJECT. ALSO, PLEASE DESCRIBE THE SPECIFIC ROLE(S) THE SPONSOR(S) WILL UNDERTAKE FOR THIS PROJECT (I.E., DEVELOPER, OWNER, INVESTOR, MANAGER, ETC.). USE ADDITIONAL SHEETS IF NECESSARY.

NAME OF SPONSOR: Women's Institute for New Growth and Support, Inc.
ADDRESS: 22 Elm Hill Avenue, Roxbury, MA 02119
CONTACT PERSONS:
Florence Miller, Project Manager TELEPHONE: 617/442-5900
Lynn Peterson, Consultant, Women's Institute for Housing and Economic Development TELEPHONE: 617/423-2296

The Women's Institute for New Growth and Support, Inc. (WINGS), a private not-for-profit organization, will own, develop, and operate the lodging house. The Women's Institute for Housing and Economic Development, an experienced non-profit real estate developer, is providing technical assistance to the project.

WINGS will be responsible for contracting management services within the community. As a young organization, WINGS has brought together a variety of experts to help ensure the project's success. They have established a Development Committee made up of four board members:

1. Shirley Leslie, associate project developer with Lena Park Community Development Corporation.
2. Florence Miller, staff project manager for WINGS
3. Candyce Rusk, program coordinator for senior home repair at the Kit Clark Senior Center, former project manager at Dorchester Bay EDC
4. Gail Sullivan, registered architect

In addition to this expertise serving on the Board of WINGS, the organization has established relationships with the following groups:

As the real estate developer, the Women's Institute for Housing and Economic Development is providing assistance with budgets, proformas, financial packaging, and other

development issues such as zoning, and architectural/accessibility concerns.

Dimock Community Health Center will work in conjunction with WINGS to provide service delivery and counseling. WINGS also has established relationships with many area social service agencies (as noted in III.E., page 9).

Narrow Gate Architects are providing all architectural services. They have many years experience working with small and large non-profits, developing a variety of housing projects. They have successfully completed several projects working with severely deteriorated properties providing group living arrangements.

WINGS will hire a property management firm with experience with both Section 8 and single room occupancy properties.

K. IS THE PROJECT SPONSORED BY OR INVOLVE THE ACTIVE PARTICIPATION OF A COMMUNITY OR NON-PROFIT ORGANIZATION? Yes_X_ No ____

IF A NON-PROFIT ORGANIZATION IS INVOLVED OR IS THE SPONSOR, PLEASE ATTACH AS EXHIBIT V, A COPY OF THE ORGANIZATION'S MOST RECENT STATE AND/OR FEDERAL NON-PROFIT STATUS CERTIFICATE OR LETTER.

L. DOES THE MEMBER APPLICANT HOLD A MORTGAGE ON THIS PROPERTY OR HAVE ANY PAST OR PRESENT FINANCIAL OR OWNERSHIP INTEREST, DIRECT OR INDIRECT IN THIS PROJECT? Yes____ No_X_

The Massachusetts Co-operative Bank had no prior involvement in the project but is interested in providing a low-interest permanent mortgage of $105,000 for this important community project.

III. QUALIFICATIONS

A. PRIORITIES. PLEASE DESCRIBE THE RELATIONSHIP OF THE PROJECT TO THE AFFORDABLE HOUSING PROGRAM'S PRIORITIES LISTED BELOW.

(1) PROJECTS THAT FINANCE THE PURCHASE, CONSTRUCTION, AND/OR REHABILITATION OF OWNER OCCUPIED HOMES FOR VERY LOW-(50% OR BELOW MEDIAN), LOW AND MODERATE (80% OR BELOW MEDIAN) INCOME HOUSEHOLDS, IN THAT PRIORITY ORDER; OR .

N/A - This is a rental property development of single room occupancies.

(2) PROJECTS THAT FINANCE THE PURCHASE, CONSTRUCTION, AND/OR REHABILITATION OF RENTAL HOUSING, AT LEAST 20 PERCENT OF THE UNITS OF WHICH WILL BE OCCUPIED BY AND AFFORDABLE FOR VERY LOW-INCOME HOUSEHOLDS FOR THE REMAINING USEFUL LIFE OF SUCH HOUSING OR THE MORTGAGE TERM.

100% of the units are for very low-income individuals. The entire building will be

affordable to very low-income households for at least ten years and as long as the units are subsidized. Section 8 project-based assistance assures that very low income individuals can lease the units. They will pay 30% of their income for rent, no matter how low these incomes may be. If the subsidy ceases to be renewed, WINGS is committed to making at least 20 percent of the units affordable to very low-income persons. This is possible in part because the two mortgages have low interest rates and low monthly debt coverage. Long-term affordability restrictions (minimum 40 years) will be ensured through a legal agreement.

(3) PROJECTS THAT FINANCE THE PURCHASE, AND/OR REHABILITATION OF HOUSING OWNED OR HELD BY THE UNITED STATES GOVERNMENT OR ANY AGENCY OR INSTRUMENTALITY OF THE UNITED STATES.

The building is owned by the City of Boston through foreclosure and has been designated to WINGS for development.

(4) PROJECTS THAT FINANCE THE PURCHASE, CONSTRUCTION, AND/OR REHABILITATION OF HOUSING, WHICH IS SPONSORED BY ANY NON-PROFIT ORGANIZATION, ANY STATE OR POLITICAL SUBDIVISION OF ANY STATE, ANY LOCAL HOUSING AUTHORITY OR STATE HOUSING FINANCE AGENCY.

The Women's Institute for New Growth and Support, Inc., a non-profit charitable organization incorporated under Chapter 180 of the Laws of Massachusetts and as a 501(c)3 under IRS ruling, will purchase, own, rehabilitate, and operate the lodging house for homeless women in recovery. The Women's Institute, a non-profit real estate developer, is providing technical assistance to WINGS with all aspects of development.

(5) PROJECTS THAT EMPOWER THE URBAN AND RURAL POOR THROUGH RESIDENT MANAGEMENT, HOMESTEADING, SELF HELP HOUSING, AND SIMILAR PROGRAMS THAT MEET CRITICAL URBAN OR RURAL NEEDS.

This entire project is an example of empowerment. Initiated by five women in recovery, some of whom were formerly homeless, the project is self help housing. These women were empowered to take control of their lives and to reinvest their energy back into the community, helping other women in similar situations. The women who established and now run WINGS will not reside at the Living and Learning Center. Rather, they are creating a model based on their own experiences for other homeless women in recovery.

The residents at 9 Valentine Street will have a considerable degree of management control. Some basic ground rules will be established by the board of directors, although most in-house decisions will be made by the residents themselves. They will be pro-active in determining their own service needs, such as deciding which course of study or job training they will pursue and which workshops they would like offered on-site. The Advocate, as a woman in recovery herself, will assist the women with coordinating on- and off-site services. Her approach will be that of a peer offering support, rather than providing a professional/client relationship. This structure is unique because it is not a highly supervised, clinical program.

A main emphasis of the WINGS program is personal development. To this end, the program will stress job training and placement. By stressing increased job skills, WINGS

will help the residents achieve self sufficiency and pull themselves up from poverty. WINGS has an agreement with the Harriet Tubman House to provide computer training classes. Dimock Community Health Center and the Roxbury/North Dorchester Area Planning Action Committee will provide off-site job training and will make referrals throughout the City of Boston. All three organizations will provide assistance with job placement.

The WINGS board and staff is exploring the Oxford House, a group home model for recovering substance abusers. Each Oxford House is democratically self-run and the residents provide support to one another as an important component to their recovery. Instead of a resident council with elected members, all of the residents will comprise the resident council. This is possible because of the small number of residents.

The WINGS Living and Learning Center will enable women in recovery to live independently with supportive services, which is more empowering than any shelter or institution. They will be allowed the opportunity to seize control of their lives and they will learn the skills necessary to become independent wage-earners and parents. WINGS espouses a self-help model.

(6) PROJECTS THAT PROVIDE PERMANENT HOUSING FOR THE HOMELESS.

Unlike treatment programs, halfway housing, and transitional housing, the WINGS Living and Learning Center is permanent housing for homeless people. There is no set time limit for residing at the Center. Each resident will sign a yearly lease and will reside at the Center for as long as she chooses. The decision to develop permanent housing reflects WINGS' commitment to empowerment and self determination. If Center residents determine that they are ready to move on, the WINGS Advocate will assist them with obtaining appropriate housing.

NUMBER OF UNITS FOR THE HOMELESS: [7]

(7) DISTRICT PRIORITY: PROJECTS IN A NEW ENGLAND STATE IN WHICH NO AHP APPLICATIONS WERE APPROVED IN THE PREVIOUS ROUND OF FUNDING. IN THIS ROUND, THE PRIORITY APPLIES TO APPLICATIONS FROM NEW HAMPSHIRE AND VERMONT.

APPLIES TO THIS APPLICATION____ DOES NOT APPLY X

B. TARGETING. PLEASE DESCRIBE THE EXTENT, IF ANY, TO WHICH THE PROJECT WILL TARGET HOUSEHOLDS WITH INCOMES BELOW THE MAXIMUM ALLOWED BY THE REGULATIONS. (INCLUDE PERCENT OR NUMBER OF UNITS TO BE SO TARGETED.)

Homeless women leaving shelters, transitional residences, and halfway houses, who have at least six months sobriety, are targeted for this program. Most of the residents will have little or no income upon entering the program. The WINGS program philosophy will encourage the residents to become self-sufficient through job and skills training. It is expected that the women coming to the Center will be homeless and very low income and may be ready for a job paying minimum wage, but it is also expected that each resident will grow beyond this through skills training and personal development. However, even if a woman attains a higher

paying job, it is unlikely that her income will exceed the Boston Housing Authority income limit for subsidized housing.

NO. OF UNITS ABOVE 80% OF MEDIAN INCOME 0
NO. OF UNITS BETWEEN 51% AND 80% OF MEDIAN INCOME 0
NO. OF UNITS BELOW 50% OF MEDIAN INCOME 7

TOTAL NO. OF UNITS 7
NO. OF HANDICAP UNITS 1
NO. OF FAMILY UNITS 0
NO. OF SRO UNITS 7
NO. OF ELDERLY UNITS 0

C. LONG-TERM RETENTION. PLEASE INDICATE THE NUMBER OF YEARS THE PROJECT WILL BE RETAINED AS AFFORDABLE. HOW IS THIS BEING DONE? DESCRIBE SPECIFIC LONG TERM GUARANTEES, LAND COVENANTS, LOW INCOME TAX CREDITS OR OTHER TECHNIQUES TO BE EMPLOYED.

DESCRIBE GUARANTEES, COVENANTS NO. OF UNITS: [7]
FOR NO. OF YEARS [IN PERPETUITY]

An attorney will draft a legal agreement which will ensure that the property will be affordable for at least 40 years. WINGS is committed to creating housing that is permanently affordable. A specific mission in the WINGS Articles of Organization is the creation of affordable housing.

The subsidy and loan sources also have restrictions that enforce long-term affordability. The Section 8 certificates, which will be attached to the building for at least ten years, are administered through the Boston Housing Authority, which verifies the incomes of the tenants on an annual basis. The City of Boston Public Facilities Department is lending a loan that has mortgage restrictions pertaining to long-term affordability.

D. EFFECTIVENESS. PLEASE PROVIDE AN ESTIMATE OF THE NUMBER OF UNITS TO BE BUILT, UNITS TO BE REHABILITATED, OR MORTGAGES TO BE GRANTED WITH THE REQUESTED AHP FUNDS. PLEASE INSERT THE ESTIMATED TOTAL DEVELOPMENT COST PER UNIT: $ $61,549

Total Number of Affordable Units or Mortgages: [7]
Total Number of Market Units: [0]

EXPLAIN WHY THIS PROJECT REPRESENTS AN EFFECTIVE USE OF PROGRAM FUNDS.

Due to WINGS' commitment to keep this housing affordable, the FHLB investment into this project represents an effective use of funds because of the impact it will have on women over the course of many years. The investment responds to immediate problem of

homelessness and lack of sober housing options for people in recovery. The cost of ignoring the problem is phenomenal: repeat stays in shelters, hospitals, treatment centers, and prisons. This program is a long-term investment that will have social and economic benefits.

In addition, the FHLB funds will cement a project which has a great deal of financial and moral support in place. The FHLB investment will leverage over one dollar for every dollar invested. Its leveraging effect also allows the project to utilize the ten-year operating subsidy commitment which will yield $42,840 per year. The Department of Housing and Urban Development requires that this building be completed no more than one year after the Boston Housing Authority signs the contract. It is critical that the FHLB funds be awarded in this particular round in order to preserve the subsidies already committed to the project.

E. COMMUNITY INVOLVEMENT. PLEASE DESCRIBE THE EXTENT TO WHICH THE PROJECT INVOLVES NON-PROFIT AND COMMUNITY ORGANIZATIONS, AND/OR MUNICIPALITIES, UTILITIES OR STATE AGENCIES OTHER THAN THE PROJECT SPONSOR (S), THE COMMUNITY INTERESTS REPRESENTED BY THESE GROUPS AND THE EXTENT TO WHICH THEY ARE LOCAL IN NATURE. PLEASE LIST ANY SPECIFIC CONTRIBUTIONS THESE ORGANIZATIONS ARE MAKING TO THE PROJECT, SUCH AS THE DONATION OF LAND, CASH GRANTS, ZONING VARIANCES OR OTHER CONCESSIONS, SOCIAL SERVICES, MARKETING AND OUTREACH. PLEASE ATTACH ENDORSEMENT LETTERS, IF AVAILABLE.

1. Dimock Community Health Center Area Planning Action Committee	- Health services & substance abuse treatment, and advocate position
2. Roxbury/North Dorchester Area Planning Action Committee	- Adult education, employment readiness training, life skills education
3. Peaceful Movement Committee	- Counseling services
4. Project Trust	- HIV/AIDS outreach
5. City of Boston	- Building donation ($1.00)

F. COMMUNITY STABILITY. PLEASE DESCRIBE THE EXTENT TO WHICH THE PROJECT PRESERVES THE COMMUNITY STABILITY BY MINIMIZING THE DISPLACEMENT OF LOW- AND MODERATE-INCOME HOUSEHOLDS, THE EXTENT TO WHICH THE PROJECT SERVES EXISTING VERY-LOW, LOW AND MODERATE-INCOME RESIDENTS OF THE COMMUNITY AND INDICATE WHETHER THE PROJECT IS PART OF A GENERAL PLAN TO PROMOTE NEIGHBORHOOD SECURITY AND STABILITY. PLEASE SUMMARIZE THE PLAN BELOW, IF APPLICABLE, AND ATTACH A COPY OF THE PLAN AS EXHIBIT VII. IF THE PROJECT INVOLVES ANY DISPLACEMENT, PLEASE

DIMOCK
Community Health Center

August 31, 1992

Shirley Leslie, President
WINGS, Inc.
22 Elm Hill Avenue
Dorchester, MA 02121

Dear Ms. Leslie:

Thank you for your letter of August 27; I am pleased to accept your invitation of collaboration in behalf of Dimock Substance Abuse Treatment Services. Dimock and WINGS' mutual commitment to women and their families makes the initiation of this collaborative effort worthwhile and very exciting.

In reviewing the eight points proposed in your letter, I believe that a partnership agreement may be reached within several meetings. In developing collaborative efforts, our experience has been that awareness, understanding, and clarity of proposed issues are addressed quickly and well in person-to-person negotiations. We have found these meetings are both essential and invaluable to mutually beneficial working relationships. Please call me at 442-1868, extension 287, so that we may set a date to begin our negotiations as soon as possible.

Once again, my staff and I look forward to supporting your work and to developing a strong partnership. We also believe that this partnership will be beneficial to both WINGS and Dimock.

Sincerely,

Stephen Moss
Vice President
Substance Abuse Treatment Services

DIMOCK
Community Health Center

August 12, 1991

Ms. Savina Martin
Executive Director
WINGS, Inc.
62 Warren Street
Roxbury, MA 02119

Dear Ms. Martin:

In full support of the WINGS Living and Learning Center, Dimock Community Health Center is pleased to commit services for the seven women in recovery who will reside at the 9 Valentine Street residence. As you may know, Dimock provides an extensive array of health and counseling and education services which includes pediatric and teen clinics; adult medical; dental; eye care; AIDS support services; parenting training; and support services for youth and families. In addition, the comprehensive substance abuse treatment services include residential halfway house; detoxification; acupuncture; individual, group, and family counseling; and court referred assistance. The services that are relevant to the WINGS residents may include the various counseling and substance abuse treatment services, medical, dental, eye care, and AIDS services.

In addition, case managers make referrals from the outpatient program to vocational training programs and Mass Rehabilitation. Five job training programs in the health and human services field are offered on-site. Mass Rehab also has a center located on the Dimock campus where they provide career counseling and adult education.

The Dimock Community Health Center has assisted several residential programs, such as Second Home and First, Inc. with house management training and contact support. It is with great enthusiasm that Dimock Community Health Center offers these support services to WINGS, Inc.

Sincerely,

Stephen Moss x284
Executive Director
Substance Abuse Treatment Services

Roxbury-North Dorchester
Area Planning Action Council, Inc.

August 8, 1991

Ms. Savina Martin
Executive Director
WINGS, Inc.
62 Warren Street
Roxbury, MA 02119

Dear Ms. Martin:

It is my pleasure to express our support of your program and to reaffirm the services that the Roxbury-North Dorchester APAC will offer to the Women's Institute for New Growth and Support.

As you know, we have a variety of services available to the population that WINGS serves, women recovering from chemical dependency. We are happy to continue this arrangement as it has worked very well and is mutually beneficial.

The services that we provide your clients with now will also be available to the residents of the WINGS Living and Learning Center:

* Adult Basic Education and English as a Second Language
* Employment Readiness training
* "Home Management Survival" training.

All of these services occur on site in our Dudley Square office. In addition, the Fuel Assistance program and emergency food services may also be utilized by tyhe families of the Living Learning Center.

we are excited about the development of the new residence and look forward to a continued relationship with WINGS.

Sincerely,

Georgette Johnson
Director

62 WARREN STREET BOSTON, MASSACHUSETTS 02119 617 442 5900

Peaceful Movement Committee, Inc.

OUTPATIENT SUBSTANCE ABUSE TREATMENT & INTERVENTION PROGRAM

879 BLUE HILL AVENUE
DORCHESTER, MASS. 02124
Tel. (617) 436-3159
Fax (617) 436-5314

Janice Hughes-Williams
Executive Director

April 10, 1992

Dear WINGS, Inc.:

I welcome this opportunity to express my support for the proposal you are submitting to the Mass. Cooperative Bank for the rehabilitation of the living and learning center on 9 Valentine Street in Roxbury, Massachusetts.

As you know, the Peaceful Movement Committee has developed a working relationship with WINGS, Inc. to provide assistance to substance abuse counseling, counseling for individuals who are incarcerated, and youth intervention. In addition, Peaceful Movement Committee has collaborated with WINGS on its outreach efforts and whenever appropriate, utilized P.M.C.'s O.T.I. intake.

On behalf of the Board of Directors and staff, I wish you success in your application for funding. Your commitment, guidance, and support to individuals and families has already been established within our community. As a human service provider, I have confidence in WING's ability to continue to provide a much needed service in the Roxbury and Dorchester community.

Congratulations on a job well done, and best wishes for continued success.

Sincerely,

Darlene Bowman
Clinical Director

DB:aej

CITY OF BOSTON
DEPARTMENT OF HEALTH AND HOSPITALS

818 HARRISON AVENUE
BOSTON, MASSACHUSETTS 02118

Raymond L. Flynn
Mayor

Tel. No. _____

Judith Kurland
Commissioner

APRIL 13, 1992

THE WOMEN'S INSTITUTE FOR NEW GROWTH
AND SUPPORT (WINGS, INC.)
22 ELM HILL AVENUE
DORCHESTER, MASSACHUSETTS 02121

Dear WINGS, INC.,

I welcome this opportunity to express my support for the proposal you are submitting for funding to the Mass. Cooperative Bank.

Project TRUST and WINGS Resource and Referral center has developed a working relationship to assist clients on an intake assessment and needs basis. Our services includes HIV testing and counseling, HIV/AIDS education and outreach services.

On behalf of the Board of Directors and staff, we wish you success in your application for funding. Your commitment and support to individuals and families has been established within the community. I have confidence in WINGS', Inc. ability to continue to provide a much needed service in the Roxbury - Dorchester community.

Sincerely,

MR. FRED FELCH
Director of Project TRUST

RAYMOND L. FLYNN, MAYOR

PUBLIC FACILITIES DEPARTME

THE UNDERSIGNED HEREBY CERTIFIES THAT SHE is the Secretary of the Public Facilities Commission, and that at a meeting of the said Commission, duly called and held on Thursday, May 16, 1991 whereat Joseph Fisher, Chairman, Thomas Snyder, Member and Joseph Delgardo, Member being a majority of the Members of the said Commission, were present, it was voted

"The vote of this Commission dated December 13, 1990 concerning the land with building located at 9 Valentine Street in the Roxbury District of the City of Boston authorizing the sale of the captioned property to Women's Institute for New Growth and Support, Inc. with offices at 62 Warren Street, Roxbury, MA 02119, be, and same hereby is, confirmed and ratified in all respects."

Theresa Marcus
Secretary

APPROVED:

Raymond L. Flynn
Mayor Raymond L. Flynn

PROVIDE A SUMMARY OF HOW THE RESETTLEMENT OF DISPLACED HOUSEHOLDS WILL BE ADDRESSED.

Since the building is currently vacant, there will be no displacement of households. This WINGS project is one piece of growing investment in the Highland Park neighborhood. Area residents are highly involved in healthy development and rebuilding of their neighborhood. The community is very concerned about stability and is encouraging a mix of permanent rental and ownership housing. There is also concern for a balance between the need for neighborhood reinvestment and economic and housing opportunities for low and moderate income persons.

The response to the WINGS project has been very positive. WINGS staff and board members have been well received at Hawthorne Community Association meetings. This association provided support to WINGS when they applied to the Zoning Board of Appeals for variances, which were all approved. One aspect of the WINGS project is ongoing conversations with various community groups, in part to solicit support and in part to encourage widespread investment in the larger community.

G. INNOVATION. PLEASE DESCRIBE THE EXTENT TO WHICH THE PROJECT INVOLVES A PARTICULARLY NEW OR UNUSUAL APPROACH, EITHER FINANCIAL OR NON-FINANCIAL, FOR MEETING THE HOUSING NEEDS FOR LOW- AND MODERATE-INCOME PERSONS.

The WINGS Living and Learning Center exemplifies cost-effective development innovation that is possible when private, public, and non-profit organizations become partners in a community project. In summary, the project achieves effective and innovative objectives:

Financial Innovation

- Permanent solution to homelessness that addresses the issue in a comprehensive way.
- Incorporation of comprehensive services to the real estate project to create effective linkages to other community services at no extra cost to the residents or the project (i.e.: counseling, job training, legal aid, parenting training etc.).
- Creation of low income housing (lodging units) that have nearly vanished in Boston over the past 30 years in concert with the City of Boston initiatives.
- Financial strategies that assure long-term affordability.

Non-financial Innovation

- The WINGS Living and Learning Center was inspired and designed by formerly homeless women in recovery. It will be more effective than any "social service" program because it is from the community, not imposed on the community.
- This project is truly a self-help, empowerment program.
- This will be a model project on the national level.
- WINGS has forged alliances with an array of people who have become educated to the needs of this population and invested in the project.
- The WINGS' advocacy work, through the development of this program, will effect long-term policy such as treatment on demand and will work to eliminate structural barriers.
- WINGS is committed to hiring a contractor from the community.
- The WINGS project, combined with their vision for future development in the neighborhood, was featured in an October 1991 design competition sponsored by the

Women's Institute and the Women in Architecture Committee. The event involved over 90 architects in the area and inspired many people to volunteer with WINGS.
· WINGS has enlisted the support of City Year to help with clean up and yard work at the site.

IV. PLEASE EXPLAIN HOW YOU INTEND TO MONITOR AND REPORT THE USE OF ANY SUBSIDY GRANTED, INCLUDING AN EXPLANATION OF HOW THE PROJECT'S STRUCTURE ENSURES THAT A PREPONDERANCE OF THE ASSISTANCE IS RECEIVED BY VERY LOW, LOW AND MODERATE-INCOME PERSONS.

Massachusetts Co-operative Bank will monitor the use of the subsidy granted through disclosure to the FHLB after the permanent loan closing. In addition, Massachusetts Co-operative Bank will be contacted by the City of Boston Public Facilities Department if there is a breach in their conditional loan agreement with WINGS, Inc. The regulatory structure of the project based Section 8 Moderate Rehab program ensures that 100% (7) of the units will be retained for occupancy by very low income women. The Boston Housing Authority will certify each resident's income to ensure that only income-eligible applicants are served. Annual recertifications performed by the BHA will be forwarded to the Massachusetts Co-operative Bank for their files.

In addition, WINGS is committed to creating legally binding, long-term (40+ year) affordability restrictions.

APPLICANT CERTIFIES THAT THE INFORMATION IN THE APPLICATION IS CORRECT, THAT ALL REQUIRED EXHIBITS ARE ATTACHED, THAT THE SUBSIDY RECEIVED FOR THIS PROJECT WILL NOT BE IN EXCESS OF THAT AMOUNT NEEDED TO REDUCE THE MONTHLY HOUSING COST (EXCLUDING UTILITIES) FOR TARGETED HOUSEHOLDS IN THE TARGETED INCOME GROUP TO 20 PERCENT OF THE HOUSEHOLD'S GROSS MONTHLY INCOME AS REQUIRED BY SECTION 960.9 OF THE AFFORDABLE HOUSING PROGRAM REGULATIONS AND THAT THE FUNDING RECEIVED WILL NOT BE USED FOR ARBITRAGE PURPOSES.

APPLICANT ALSO CERTIFIES THAT THE SUBSIDY OR OTHER ASSISTANCE PROVIDED SHALL ONLY BE FOR USES AUTHORIZED UNDER SECTION 960.3 OF THE AFFORDABLE HOUSING REGULATIONS.

APPLICANT ALSO AGREES TO SUBMIT REPORTS AND CERTIFICATIONS AS THE BANK MAY REQUIRE.

_____ _____

MANAGING OFFICER SIGNATURE TYPED NAME

_____ _____

TITLE DATE SIGNED

RETURN FOUR COPIES OF THIS FORM TO:
DEPARTMENT OF HOUSING AND COMMUNITY INVESTMENT
FEDERAL HOME LOAN BANK OF BOSTON
P.O. BOX 9106 GMF
BOSTON, MA 02205-9106

ONE FINANCIAL CENTER, FLOOR 20
BOSTON, MA 02111
PHONE: (617) 330-9892
FAX: (617) 292-9645

SCHEDULE OF EXHIBITS:

I. Project Development Sources and Uses

II. Project Operating Pro Forma

III. Summary of AHP Feasibility and Subsidy Calculation Form

IV. Project Schedule/Timeline

V. Non-Profit Status Certificate (if applicable)

VI. Property Appraisal (if applicable

VII. Neighborhood Security and Stability Plan (if applicable)

ATTACHMENTS

I. Board of Directors List

II. Development Team Resumes

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT 10/5/92
DEVELOPMENT AND OPERATING BUDGETS - WINGS (WINGSFHL

ASSUMPTIONS:

# Units	7		CONSTRUCTION START	Feb-93
GSF/Unit+COM SP	557		CONSTRUC. FINISH	Aug-93
Const Cost/sq ft	61.54	SUBSTANTIAL REHABILITATION		
Section 8 - SRO	510	100.00%		
Affdbl -		0.00%		

USE OF FUNDS	TOTAL	PER UNIT	PER SQ.FT	COMMENTS
HARD COSTS:				
Acquisition	1	0	0.00	Purchase
Construction	266000	38000	68.21	Prelim. bid
Construc. contingency	39900	5700	10.23	15% of construction
SOFT COSTS:				
DESIGN:				
Architect/Const. Mgmt	27500	3929	7.05	Contract
Engineering	7560	1080	1.94	Estimate-architect
Permits, zoning fees	3260	466	0.84	$10/1000 constr. & $300 zoning fee
CONSTRUCTION PERIOD COSTS:				
Pre-constr. insurance	2230	319	0.57	Actual-liability
Constr.per.insurance	3800	543	0.97	Written estim.- Ercolini
Constr.per.interest	5915	845	1.52	See Schedule below
Constr.per.taxes	0	0	0.00	Property exempt
Utilities	500	71	0.13	Estimated - WIHED
Security	3000	429	0.77	Estimated - WIHED
FINANCE & FILING FEES	7000	1000	1.79	See Schedule below
LEGAL	5700	814	1.46	See Schedule
CONSULTANT/PROF.FEES:				
Project management	20000	2857	5.13	WINGS staff time
Development consultant	25000	3571	6.41	Contract $45/hr
Legal	500	71	0.13	Reimburseables
Accounting	500	71	0.13	Final account
Appraisal	4000	571	1.03	Estimated-MHP
SOFT COST CONTINGENCY	5000	714	1.28	
TOTAL USES	427366	61052	110	61052 PER UNIT

SOURCE OF FUNDS				
MORTGAGES (See Sched.)	341000			
PRIVATE GRANTS/CONTRIB.	86366	20.21%	44500	Received
			41866	Pending
TOTAL SOURCES	427366			

MORTGAGES , PUBLIC GRANTS, DEFERRED LOANS

SOURCE	1ST FHLB	2ND LEND	3RD FHLB GRAN	TOTAL PERM	3RD BCLF	TOTAL
DUE IN YEARS	20	15	0		CONSTR.	
Principal	105000	180000	56000	341000	105000	
Interest Rate	6.00%	1.00%	0	0.00%	6.00%	
Amort. Term	20	30	0	0	0	
Monthly Payment	752	579	0	1331	0	
Annual debt serv.	9027	6947	0	15974	0	
Financ/other fees	2350	3600	0	5950	1050	7000
Legal	2000	2000	0	4000	1700	5700
Appraisal	2000	2000	0	4000	0	4000

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT 10/5/92
DEVELOPMENT AND OPERATING BUDGETS - WINGS (WINGSFHL

DEBT SERVICE, 1ST	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
Months in year	4	12	12	12	12	12
Cumulative	4	16	28	40	52	64
Amortization	916	2860	3036	3223	3422	3633
Interest expense - 1st	2093	6167	5991	5804	5605	5394
1st Mortgage balance	104084	101224	98188	94965	91543	87909

DEBT SERVICE, 2ND	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
Months in year	4	12	12	12	12	12
Cumulative	4	16	28	40	52	64
Amortization	1718	5188	5240	5293	5346	5400
Interest expense - 2nd	598	1759	1707	1654	1601	1547
2nd mortgage balance	178282	173094	167853	162560	157214	151814

CONSTRUCTION LOAN INTEREST CALCULATION

Principal amount 105000 (BCLF) MA COOP
Rate of interest 6.00%
Construc.period in months 7

Months Outstand.	% of principal	AMT	INTEREST
7	100%	105000	3675
5	0%	0	0
2	0%	0	0
		105000	3675

Principal amount 180000 LEND
Rate of interest 4.00%
Construc.period in months 7

Months Outstand.	% of principal	AMT	INTEREST
7	0%	0	0
5	60%	108000	1680
2	40%	72000	560
		180000	2240

TOTAL CONSTRUC.INTEREST 5915

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT 01-Jan
DEVELOPMENT AND OPERATING BUDGETS - WINGS (WINGSFHL

CALCULATION OF AVERAGE RATE OF INCOME PER UNIT:

Section 8 - SRO	510	* % UNITS	100% =	510
Affdbl -	0	* % UNITS	0% =	0

Average rental income per month				510
Annual rental income for each unit				6120

ASSUMPTIONS:	BEG. MONTH	AVE RATE* INC/UNIT	OPER.EXP SCH.BELOW	OTHER SUBSIDY
Number of units		7	7	0
Annual - average	Sep-93	6120	3340	0

Annual increase - rental income	3.00%	(beginning 2nd year)
Annual increase - operating expense	5.00%	(beginning 2nd year)
Vacancy rate	3.00%	
Subsidy increase-decrease	0.00%	

DEBT SERVICE RATIO	114%	114%	115%	115%	115%	115%
YEAR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
Income	13852	42801	44085	45408	46770	48173
Additional subsidies	0	0	0	0	0	0
Operating expenses	-7793	-24549	-25777	-27066	-28419	-29840
NET OPERATING INCOME	6058	18252	18309	18343	18352	18334
Interest - 1st mortgage	-2093	-6167	-5991	-5804	-5605	-5394
Interest - 2nd mortgage	-598	-1759	-1707	-1654	-1601	-1547
1st mortgage amortization	-916	-2860	-3036	-3223	-3422	-3633
2nd mortgage amortization	-1718	-5188	-5240	-5293	-5346	-5400
CASH FLOW - OPERATIONS	733	2278	2334	2368	2377	2359

SCHEDULE OF OPERATING EXPENSES	UNIT/YR	BLG/YR	BASIS
Management & Admin.	428	2999	7% of gross income
Real estate taxes	319	2236	value $240K, $11/1000
Heat & hot water - gas	672	4704	HUD SRO standard
Electric	276	1932	HUD SRO standard
Water and sewer	214	1498	Est. use x rate
Maintenance and repair	250	1750	Service contract
Permits/license/fees	71	500	Lodging lic., fire inspect.
Grounds, snow, exterm	114	800	300/yr exterm+maint. suppli
Operating reserve	100	701	3% of oper. costs
Replacement reserve	180	1260	MHP standard
Insurance	714	5000	Written estimate
TOTAL OPERATING EXPENSES	3340	23380	

114%	114%	113%	112%	111%	110%	108%	106%	104%
YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12	YEAR 13	YEAR 14	YEAR 15
49619	51107	52640	54220	55846	57522	59247	61025	62855
0	0	0	0	0	0	0	0	0
-31332	-32898	-34543	-36270	-38084	-39988	-41987	-44087	-46291
18287	18209	18097	17949	17762	17533	17260	16938	16564
-5170	-4932	-4679	-4411	-4126	-3824	-3503	-3162	-2801
-1493	-1438	-1383	-1327	-1271	-1214	-1156	-1098	-1039
-3857	-4095	-4348	-4616	-4901	-5203	-5524	-5865	-6226
-5454	-5509	-5564	-5620	-5677	-5734	-5791	-5850	-5908
2312	2234	2123	1975	1788	1559	1285	963	590

AHP FEASIBILITY AND SUBSIDY CALCULATION

Exhibit III (Required)

All Sources and Uses of Project Funding

List All Sources of Project Funding

	Source	Amount	Type	Rate	Term	Date Requested	Date Commitment Expected	Date Committed
1.	Developer	$86,366	G	0 %	yrs.	on-going	1/93	$44,500 receive
2.	PFD LEND loan	$180,000	L	1 %	15 yrs.	10/92	1/93	
3.	BCLF	$105,000	L	6 %	.5 yrs.	8/92	1/93	
4.		$		%	yrs.			
5.		$		%	yrs.			
	AHP Subsidized Advance	$ 105,000		%				
	AHP Direct Subsidy	$ 56,000						
	Total Development Cost	$						

Use of Funding		Per Unit
Acquisition	$ 1.0	$ 0
Construction/Rehab	$ 266,000	$ 38,000
Contingency	$ 39,900	$ 5,700
Financing Expenses	$ 16,700	$ 2,386
Developer's Fees	$ 20,000	$ 2,857
Other Soft Costs	$ 84,765	$ 12,109

Project Operating Statement (Yrs 1 - 5) [Provide operating statement for years 1 - 5, attaching sheets as necessary]

Income		Per Unit	Comments
Gross Rent	$ 42,840		[Explain inflation assumption, if any]
Less Vacancy/Loss	($ 1,285)		(3 %)
Other Income	$		provide detail
Net Income	$ 41,555		Income inflation factor - 3%
			Expenses inflation factor - 5%
Expenses			
All Operating Expenses	$ 21,419	$ 3,060	
Reserves	$ 1,961	$ 280	(Explain reserves)
Total Expenses	$ 23,380	$ 3,340	Operating and replacement reserves
Net Operating Income	$ 18,175		Net Income less Total Expenses

Debt Service Payments		Source	Rate	Term	Amortization Period
1. Mass Coop	$ 9,027	FHLB subsidized	6%	20	20
2. PFD LEND	$ 6,947	PFD LEND	1%	15	30
3.	$				
Total	$ 15,974				
Cashflow	$ 2,201				Net Operating Income less Total Debt Service
Debt Service Coverage Ratio	1.14				Net Operating Income/Total Debt Service

PROJECT RENT SCHEDULE

Type of Unit	No. of Units	Monthly Rent: Unit Rent	Monthly Rent: Paid by Tenant	Type of Subsidy	Targeted Max Household Income	Assumed Family Size	Rent Paid/ Income	Median Income Adjusted for Family Size	Houshold Inc./ Median Income	Monthly Rent Plus Utilities	Rent & Utilities/ Household Income
SRO				Sec. 8							
<50% of median	7	$ 510	$ 30% income		$ 0-18,400	1	30 %	$ 18,400	18,400 %	$ 510 inc. utils	30 %
51-80% of median		$	$		$		%	$	%	$	%
> 80% of median		$	$		$		%	$	%	$	%
Studio											
<50% of median		$	$		$		%	$	%	$	%
51-80% of median		$	$		$		%	$	%	$	%
> 80% of median		$	$		$		%	$	%	$	%
One Bedroom											
<50% of median		$	$		$		%	$	%	$	%
51-80% of median		$	$		$		%	$	%	$	%
> 80% of median		$	$		$		%	$	%	$	%
Two Bedroom											
<50% of median		$	$		$		%	$	%	$	%
51-80% of median		$	$		$		%	$	%	$	%
> 80% of median		$	$		$		%	$	%	$	%
Three Bedroom											
<50% of median		$	$		$		%	$	%	$	%
51-80% of median		$	$		$		%	$	%	$	%
> 80% of median		$	$		$		%	$	%	$	%
etc.											
Total		$									

DEVELOPMENT SCHEDULE
9 Valentine St., Roxbury MA

	TIMELINE
SITE CONTROL	
PFD Commission Vote	12/90
Tentative Designation	
Purchase and Sale Agreement	
Final Conveyance	1/93
FUNDING APPROVALS	
City of Boston LEND program	7/91
New Request to LEND	11/92
HUD Moderate Rehab Section 8	10/91
Mass Housing Partnership or FHLB	12/92
Boston Community Loan Fund Commitment	12/92
Private Foundations and Corporations	on-going
COMMUNITY REVIEW & ZONING CHANGE PROCESS	
Meetings with abutters,neighborhood assoc	1/92-6/92
Submission of Zoning application	2/92
Zoning Hearing Date	6/23/92
Decision Received	7/92
ARCHITECTURAL WORK AND DESIGN REVIEW	
Schematics, Elevations	2/92
Design Development	4/92
Final Floor plans	6/92
PFD, BRA, Landmarks Commission reviews	6/92-8/92
Construction Outline Specs	8/92
Final Plans	10/92
Final Reviews	11/92
CONTRACTOR SELECTION	11/92
EXECUTION OF AHAP WITH BOSTON HOUSING AUTHORITY	?
CONSTRUCTION LOAN CLOSING	1/93
BUILDING PERMIT APPLICATION	1/93
CONSTRUCTION START	2/93
OUTREACH TO POTENTIAL RESIDENTS	1/93-5/93
CONSTRUCTION COMPLETION	6/93
CERTIFICATE OF OCCUPANCY & HUD CONTRACT	6/93
CLOSING FOR PERMANENT MORTGAGES	7/93
FULL OCCUPANCY	7/93

WOMEN'S INSTITUTE FOR NEW GROWTH & SUPPORT, INC.
(W.I.N.G.S., Inc.)
22 ELM HILL AVENUE
DORCHESTER, MA 02121
PH: (617) 442-5900, Ext. 13 & 20

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Development Committee

Florence Miller, Project Mgr/Wings - Design
Gail Sullivan, Architect - Design
Candyce Rusk, Planner - Design
Shirley Leslie, Project Assoc/Housing - Finance
Lynn Peterson, Tech Asst/WIHED - Finance

Program Committee

Barbara Shelley, Outreach/Program Coordinator
Andrea Jackson, Advocate
Michelle Smith
Lynn Peterson, WIHED
Charro, Volunteer, Bos. Women's Fund
Renee Reiner, Volunteer

Personnel Committee

Candyce Rusk, Planner
Betty Reid Mandell
Shirley Leslie, President

Finance Committee

Shirley Leslie, President
Florence Miller, Project Mgr.
Lynn Peterson, WIHED

Fundraising Committee

Board Members/WINGS

RESUME

Shirley Y. Leslie
82 Wellington Hill Street
Mattapan, MA 02126
(617) 298-2452

PROFESSIONAL SUMMARY: Over 20 years of Program Administration

Experience

1989 - Present — PROJECT ASSOCIATE
Lena Park Community Development Corp. - Boston
Promoted from Office Manager/Administrative Assistant to Project Associate. Responsible for assisting all aspects of Developer's projects to include: construction closings, contracts, office management, communications, and document production. Reports to Vice President of Housing and President of CDC. Identify and resolve organizational and administrative problems. Manage multiple in-house HUD Resident and Project Tracking systems. Explore feasible software systems for project data. Coordinate capital equipment and maintenance, implement and write inventorial database for audits.

1984 - 1988 — OFFICE MANAGER/ADMINISTRATIVE ASSISTANT
Community Economic Development Assistance Corporation (CEDAC)
Managing correspondence, Microcomputer Accounting & check Writing, to include maintaining computerized general ledger, recording cash receipts and wire transfers, also coordinate monthly closings with accountant. Telephone, Reception, Handling Consultant Contracts and fees, Maintenance of office business equipment, Scheduling and arranging meetings for Executive Director, staff and Board of Directors.

1978 - 1982 — ASSISTANT TO REGIONAL ADMINISTRATOR
Children's Television Workshop - (Boston Office)
Assisted Regional Administrator in planning, developing, and conducting in-service training workshops for parents, teachers, and childcare givers through educational use of CTW productions and materials. Also assisted in training NYC teenage tutors for summer preparation curricula for tutees ages 4-8.

1976 - 1977 — PROGRAM COORDINATOR
Roxbury Boy's Club/Shared Summer Project
With staff of six, implemented summer programs: Remedial reading and math with Electric Company aids, nutrition, hygiene, drama, theatre, & recreational activities based on ethnic participation with inner-city children.

1974 OFFICE MANAGER
Dimock Community Health Center - Boston
Managed 2 offices with secretarial staff for coding Harvard computer systems. Correspondence, All day screening meetings for students entering Nursing, Operating Room and Respiratory classes. Notified students for orientation, counseling and schedules.

EDUCATION: Course in Financing Affordable Housing, Data Corporation: Courses - Multimate and Paradox, and Lotus Boston, 1986 & 1987
ABCD Community College: Boston-Nights Certificate of Achievement in Early Childhood Education; other courses include: Business Law, Critical Writing and Thinking, Financial Management, Spanish, Fundamentals of Math, Psychology, and Accounting
ABCD Secretarial Course: 150 Tremont Street, Boston
Northeastern University: Nights - Liberal Arts, Education Minor 2 1/2 years, Boston
Liberty Mutual Insurance Company: Secretarial Course Boston
John B. Garrett, DDS: O.J.T. Dental Assistant, Boston

INTERESTS: Medicine, Gerontology, Child counseling, History, Biographies, and Reading. Microcomputer knowledge: Multimate, Paradox, Alpha4 Database, Lotus, One-Write Plus and Wang.

ORGANIZATIONS: Women's Institute for New Growth & Support, President; Women In NAACP, Member; Girls High School, Assoc., Member

Candyce Rusk

178 Saint Alphonsus Street, Boston, MA 02120 (617) 442-4693

PROFESSIONAL EXPERIENCE

Dorchester Bay Economic Development Corporation, Dorchester, MA

Project Director, 1990 - Present

- Direct comprehensive renovation/construction of the "Columbia Road Properties" - a 134 unit, scattered site, low income housing development. Total development cost: 11 Million.
- Coordinate and direct activities of Project Development Team.
- Track and control project development costs, sources and uses statement, project operations budget.
- Coordinate project activities with on-site Property Management Company.
- Prepare Requisitions, disburse project development costs.
- Design and implement Affordable Housing Preservation Program. Projected Total Development Cost: 1.5 Million.
- Design Project proformas.
- Identify and negotiate acquisition of properties with lending institutions and City of Boston.
- Assemble and direct activities of Project Development Team.

Public Facilities Department
Boston, MA

Construction Specialist, 1986 - 1990

- Managed affordable housing rehabilitation,annual construction volume: 3.5 Million.
- Evaluated buildings, prepared specifications and estimates.
- Negotiated contract documents, bids and change orders.
- Arbitrated agreements between general contractor and clients.
- Performed quality control inspections and approved pay disbursements.

The Chandler Company
Boston, MA

Project Coordinator, 1983 - 1985

- Staffed and supervised crews for paint contractor Annual volume: $60,000.
- Prepared requests for proposals.
- Negotiated contract documents.
- Selected and purchased paint materials.

WALE-AM
Fall River, MA

Talk Show Host/Producer, 1982 - 1984
News Writer/Reporter

- Researched, wrote and edited local and national-level news stories for hourly newscasts.
- Co-produced and anchored drive-time news hour.
- Produced and hosted successful daily two-hour radio talk program.
- Research and presented topics for discussion and presented topics for discussion and interviewed guests for "live" open-line segments.

EDUCATION/COURSE WORK

- U-Mass-Boston, Boston, MA, College of Community Planning, 1990-Present
- University of Wisconsin, Madison, WI 1970-1973
- Harvard Graduate School of Design, Cambridge, MA
- Boston Architectural Center, Boston, MA

WOMEN'S INSTITUTE

for Housing and Economic Development, Inc., 179 South St., Boston, Mass. 02111 617-423-2296

PROGRAM SUMMARY

The mission of the Women's Institute for Housing and Economic is to create safe, affordable housing, financial security, and economic opportunity for low income women and their families. To achieve this mission, we work in partnership with grassroots groups to develop housing and income generating projects for low-income women, homeless families, women in recovery, abused women, teen mothers, older women, refugees and immigrants, and women with AIDS. While most of our work is in the low-income communities of greater Boston, we provide technical assistance throughout the New England region, and engage in public education and advocacy activities nationally.

The Women's Institute is a multicultural organization at both the staff and board level. Since we began in 1981, we have assisted dozens of community and women's organizations to purchase real estate and create over 200 housing units and 40 permanent jobs. We believe that to rebuild communities, shelter alone is not enough. Many low income women and their families need affordable housing and access to a range of other resources -- job training, peer support, recovery from addiction, health care, entrepreneurial opportunities, or education. The Women's Institute helps develop integrated responses to all of these needs.

Our major initiatives for 1992 and 1993 are highlighted below:

Technical assistance. We are currently providing organizational development and real estate development assistance to twelve community based organizations that are developing 109 housing units for low-income women and their families in the greater Boston area. In the last year, 70% of our projects were created and run by women; 60% were managed by people of color. All of our projects are designed for the particular needs of low income women; many involve innovative combinations of shared and private space, and supportive services.

Public Education. In 1992, the Women's Institute will publish the revised version of A Primer on Housing and Business Development for Women, and will lead four to six regional trainings on women's economic development and the development of various kinds of service-enriched housing.

Housing Development. The Women's Institute will act as a turn-key developer for a six unit housing and service program designed collaboratively with Ka Fanm, a Boston-based organization of Haitian women. The mixed use building will provide four units of permanent affordable housing, two units of transitional housing for homeless Haitian families, and considerable program space for Ka Fanm's educational and organizing activities. In 1992, we will also continue with the implemenation of Project Home, our demonstration project testing the model of scattered site apartments with mobile supportive services for homless families. This project also has the unique feature that a portion of the families will ultimately own their apartments through a limited equity cooperative structure.

Economic Development. This year is the pilot phase of our Women's Cooperative Business Initiative -- a participatory, pre-development planning process designed to educate low income women about economic development options and eventually to lead to the development of core groups which will embark on the development of worker-owned businesses.

CURRENT TECHNICAL ASSISTANCE PROJECTS

Casa Myrna Vazquez

This advocacy, support and shelter provider for women who are victims of domestic violence operates a 15 bed emergency shelter, safe home network and an eight unit transitional housing program for women. With assistance from the Women's Institute, Casa Myrna is developing a new transitional housing program for pregnant and parenting teens who are fleeing battering situations. The Women's Institute is providing feasibility, financial packaging and project management assistance for this project.

Committee to End Elder Homelessness

This coalition of activists and service providers is working to develop solutions to homelessness among older people. Their first development project is a boarding house for older homeless women. The Women's Institute is assisting the Committee in securing a site and financing, assembling the development team and managing the development process.

First Baptist Church of Beverly

The Beverly Baptist Church currently operates several housing developments, including two group homes for teens and apartments and congregate housing for the elderly. With help from the Women's Institute, the church plans to develop supported housing for homeless single women and women with children. The Women's Institute is providing assistance in planning, needs assessment, and site evaluation.

Project Family Independence

Family Services of Greater Boston sponsored this unique project consisting of 15 newly constructed cooperative apartments with a licensed child care center, designed especially for single-parent families. The Women's Institute created the financial package for this $1.9M real estate project and provided technical assistance services through construction.

Re-Vision House

In a triple-decker in Dorchester, Re-Vision House provides transitional housing and support services for 10 pregnant and parenting teens at risk for prenatal and infant health problems. Over the past year, the Women's Institute helped this new organization design a model service program, acquire and develop a site, and secure two year federal operating funding totalling $400,000, as well as over $245,000 in financing for their building.

Sojourner House

This emergency shelter for five families residing in donated space is purchasing a permanent home and expanding to serve eight homeless families. The Women's Institute is assisting Sojourner in securing financing and managing construction.

Winchester Interfaith Housing Corporation

This non-profit organization grew out of the Winchester Interfaith Assembly to address the housing needs of low and moderate-income families in the community. WIHC is developing homeownership opportunities by converting two-family houses into affordable condominiums through private subsidies and low-interest financing. The Women's Institute is assisting in the development of this program, and in the accessing of financing.

WINGS (Women's Institute for New Growth and Support)

Founded and led by women in recovery, WINGS provides counseling and support services for women recovering from addictions and is developing a seven unit transitional residence. Activists began WINGS through a series of community meetings with recovering women and identified the need for transitional housing as well as support services. The group succeeded in "taking over" an abandoned building in their community a few years ago. With the assistance of the Women's Institute, WINGS has obtained formal designation from the City of Boston to develop the site, loan commitments, and federal operating subsidies. The Women's Institute is also assisting with zoning relief and construction management.

Women, Inc.

Since 1984, Women, Inc. has operated one of the most successful substance abuse treatment programs in Boston. With help from the Women's Institute, Women, Inc. opened Portis House in 1991, a treatment program for homeless addicted women. The Women's Institute assisted this organization in securing a site, financial packaging, and obtaining $326,000 in acquisition and rehabilitation funds. The Women's Institute is currently working with Women, Inc. on the renovation of its original building.

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT

FORMER PROJECTS

TECHNICAL ASSISTANCE CLIENTS

Bostonian Chambers, Dorchester/Roxbury - a minority operated emergency shelter for 24 homeless families, primarily women and children, residing in 2 renovated Victorian era houses near Franklin Park. The Women's Institute assisted Bostonian Chambers with financial analysis, staff development, and building code issues. Through program development assistance, the Brinsley Street Transitional House for 8 families graduating from the shelter is scheduled to open in 1992. (1990-91)

EFACHAM (Evaluation Family Counseling, Haitian and Minorities), Mattapan - a community-based counseling agency concentrating on the mental health needs of recent immigrants. Proposed development of a 4 unit settlement house with services for newcomers. The Women's Institute assisted with program and proposal development. (1990)

Friendly House, Worcester - a shelter organization that created eight units of emergency housing to serve women and children. The Women's Institute assisted with strategic planning and site feasibility analysis. (1986-88)

Friends of the Refugees, Medford - an advocacy and support center interested in developing transitional apartments with support services for refugee families. A feasibility analysis was provided by the Women's Institute. (1989)

Just-A-Start, Cambridge - a community development corporation that renovates housing for low income families and operates a job training program developed a transitional residence for eleven teen mothers in a vacant convent in Somerville. Technical assistance provided by the Women's Institute pertained to funding negotiations and advice on buildings. (1988-89)

Lasell Jr. College, Newton - a suburban college with excess dormitory space developed an educational and transitional program for six low income women and their young children. The Women's Institute secured federal funding for the program operations. (1989)

Lifehouse, Dorchester - an emergency shelter for 10 homeless families residing in a Victorian era house and a brick townhouse near Uphams Corner. The Women's Institute has provided a full range of real estate, organizational, and program development services to realize this neighborhood group's vision to help homeless families. (1988-1991)

Neil Houston House, Roxbury - a residential program for 14 pregnant women in conflict with the law developed by Social Justice for Women, in a former laundry building at Dimmock Community Health Center. The Women's Institute assisted with financial packaging (1987-88)

Operation Food, Mattapan - a community-based organization providing food and referral services to homeless people developed a transitional residence for ten pregnant homeless women. The Women's Institute assisted with all phases of real estate development. (1987-89)

Second Step, Newton - a project sponsored by former staff members of a shelter dedicated to developing transitional housing for 10 women and children who are victims of domestic violence. The Women's Institute assisted with all aspects of real estate development including financial packaging, fundraising, program and space design. (1989-1991)

SPIN, Lynn - a shelter organization formed to create a transitional program for homeless families in a ten unit apartment building. The Women's Institute assisted with negotiating and implementing the state operating contract. (1988-89)

St. Andrews Family Shelter, Jamaica Plain - the only shelter organization serving Hispanic families in Boston. The shelter operates out of a converted church basement and two apartments to serve 7 families. The Women's Institute provided an initial feasibility analysis for consolidating the programs in one new site. (1990)

Women's Services Center of Berkshire County, Pittsfield - a mixed use building including the Center's offices and income-producing commercial space. The Women's Institute assisted with site negotiations. (1982)

DIRECT DEVELOPMENT

Brookview House, Dorchester - is a newly constructed home, especially designed for formerly homeless single mothers and their children. The families participate in GED or job training and counseling and other services within a supportive environment. The house contains eight separate apartments and common space including a playroom, meeting room and office. The Women's Housing Initiative developed Brookview House and received a national award for the project. Upon completion it was turned over to the Dorchester APAC, a community-based service agency.The Initiative merged with the Women's Institute in 1992. (1990)

STAFF AND CONSULTANT BIOGRAPHIES

SUSAN DAVIES (Project Manager) is a certified public accountant with 22 years of experience in providing financial and tax consulting services to individuals, real estate developers, owners, and other groups. She currently also works as Director of Taxes with Freedberg & Garlick, P.C. Ms Davies came to the Women's Institute from the Women's Housing Initiative, where she was responsible for budget, financing, and legal issues. She holds an M.S. in taxation from Bentley College and a B.A. in Political Science from Wellesley College.

ANNE GELBSPAN (Project Manager) has extensive experience working with housing development groups in Boston, focusing on design and community process. Previously she developed and managed a limited equity cooperative. As a principal of the Women's Housing Initiative, she was responsible for neighborhood interaction and construction management. Ms. Gelbspan holds an advanced degree from the University of Uppsala in Sweden.

JEAN KLUVER (Executive Director) has experience in economic development, program management, and research and teaching. As Assistant Director of the Massachusetts Enterprise Project, she developed and implemented a demonstration self-employment program for unemployed people. Jean has worked as a consultant to various groups, including the Boston Hotel Workers Housing Program, American Friends Service Committee's Community Empowerment Division, and Mount Auburn Associates. She has taught economics at Wheelock College, Cambridge College, and Tufts University. Ms. Kluver has a B.S. in Economics from the University of Massachusetts and an M.A. in City Planning from M.I.T.

ALICE KRAPF (Real Estate Finance Consultant) has over a dozen years of experience in real estate and government. She has administered the State's and Boston's leased housing programs, and served as a Board Designee to the Massachusetts Housing Finance Agency. Her work with the Women's Institute includes financial packaging for Women, Inc., Elizabeth Stone House, Casa Myrna Vazquez, Project Family Independence, and the Beverly Baptist Church. Ms. Krapf has a B.A. in Political Science from the State University of New York at Stony Brook and an M.A. in Urban Policy Analysis from the New School for Social Research.

MARIE-ROSE MURPHY (Project Manager) has experience in administration, financial services, and direct service with battered women. She designed and implemented an outreach program for the Haitian community, as the Outreach Coordinator of Respond, Inc., a battered women's shelter in Somerville, where she presently serves as a Board member. Previously she worked as District Agent and a Registered Representative for the companies of Prudential. She was a columnist in Haiti and is the author of two books. Ms. Murphy holds a B.S. in Journalism from Boston University and is currently earning an M.S. in Community Economic Development at New Hampshire College. At the Women's Institute, Ms. Murphy works with Ka Fanm and Elizabeth Stone House.

LYNN PETERSON (Project Developer) has experience in planning and direct social services. She was an Assistant Planner for the Boston Public Facilities Department, where she developed strategies for commercial revitalization in several neighborhood retail centers. As Congregate Housing Coordinator for Elder Services of the Merrimack Valley she managed two congregate

homes. She initiated a program for orphans in a community-based home in Cartago, Costa Rica. At the Women's Institute Ms. Peterson is responsible for projects with Casa Myrna, Re-Vision House, Sojourner, WIHC, WINGS and Women, Inc. She holds a B.A. in Human Services.from Northeastern and a M.A. in Urban Policy from Tufts University.

MARTHA SOLISH (Project Manager) has experience working for the Massachusetts Department of Public Welfare and as a consultant to organizations concerned with housing, health care, and women's issues. In her previous work with the Women's Housing Initiative, she was responsible for program design, fundraising, and interface with public agencies and service providers. Ms. Solish works part-time as housing consultant to the Old South Church, and recently completed to renovation of a ten unit single room occupancy dwelling. She holds an M.B.A. from Columbia University and a B.A. in Psychology from Brown University.

DONNA TOWNSEND (Program Development Consultant) is a social work administrator with experience in both shelter and program development. She served as Executive Director of Capital District Travelers Aid Society in Albany, New York. Her accomplishments include the development of Families-in-Transition, a shelter at the Boston YMCA, Project EASE (Emergency Assistance & Shelter Exchange) and St. Andrews Family Shelter. At the Women's Institute, she manages Project Home, the women's boarding house sponsored by the Committee to End Elder Homelessness, and also works with Ka Fanm. Ms. Townsend has a BA from Northeastern University and a Masters in Social Work from Boston University.

SONIA YOUNG (Office Manager) is an experienced bookkeeper and administrator. Previously, she was employed by COPE, a mental health clinic for pregnant and parenting women.

THE NARROW GATE
alternatives in architecture
23 Dartmouth Street Boston, MA 02116 617·437·7112

OUR PARTNERSHIP

We are an architectural partnership dedicated to providing a service to marginalized and often voiceless people in our community: the poor, homeless and ill-housed, the elderly and the disabled.

We formed this partnership to focus primarily on using our architectural skills and experience toward building justice by creating compassionate environments for those in need.

Our name, *The Narrow Gate*, is based on a biblical image of hospitality and an alternative way of living.

We build on many years of experience in providing architectural services for special needs housing and service related projects. Though most of our clients have very limited budgets, we strongly emphasize design. We believe that the space we create has a vital impact on the quality of people's lives. Our recent projects have included: *affordable housing, lodging houses(SRO), shelters(family and single adult), youth center, office and program space for service providers, and adaptation for handicap accessibility.*

OUR SERVICES

We provide a wide range of architectural services as noted below. We are quite flexible in working with groups to determine their needs; our approach is to be personal and responsive to any project size.

CONSULTING

Our consulting can involve technical assistance in planning a project, assessment of a building or site, or coordination of code, zoning, historic and handicap access issues.

FULL ARCHITECTURAL SERVICES

We provide full architectural services for projects as follows:
Programming, Design and Design Development, Construction Documents, and *Construction Administration.* We provide all the coordination of structural, electrical and mechanical engineers, and produce the documents required for complete project construction.

FEES

Our fees are based on an hourly rate of $25.00 for non-profit and service groups. An important goal for us is to provide professional services for fees approximately half of the market hourly rate. This allows us to be more affordable to those groups we wish to serve.

RECENT PROJECTS

W.I.N.G.S. HOUSING FOR WOMEN in RECOVERY Roxbury, MA

Client: Women's Institute for New Growth and Support, Inc.

Design for three storey, handicap accessible SRO house for women recovering from substance abuse. Program includes: *5-7 lodging rooms, communal kitchen, living, and dining areas, educational resource room and staff space.* Cooperatively designed with W.I.N.G.S. to create a drug and alcohol free, peer supported environment for single women.

SOJOURNER HOUSE FAMILY SHELTER Roxbury, MA

Client: Sojourner House Inc.

Design for renovation of an historic three storey brick convent building (13,500 SF) for an 8-10 family shelter. Program includes: *family suites, semi-institutional kitchen, communal dining and living rooms, children's center, staff offices, conference and support services rooms.* Designed to emphasize empowerment of homeless families towards future independent living. Incorporated handicap accessibility including exterior ramp and interior wheelchair lift.

PEER LEADERSHIP YOUTH CENTER East Boston, MA

Client: Neighborhood of Affordable Housing (N.O.A.H.)

Renovation of 1902 stone and wood shingle Unitarian church for neighborhood youth and community center. Program includes: *a variety of meeting and activity rooms, classrooms, offices, and kitchen.* Design for handicap accessibility planned. Coordination of a unique process of involvement of a youth leadership group in all phases of design and in management of the center.

MECHANIC STREET HOUSING Marlborough, MA

Client: South Middlesex Opportunity Council (S.M.O.C.)

Complete renovation of a three storey wood frame building (5000 SF) for SMOC Resource Center, (18) bed single adult shelter, and (9) unit SRO lodging house. Resource Center includes housing and support offices, children's area. *Shelter includes communal dining and living rooms; Lodging house units include communal kitchen, dining, and laundry room.*

AGAPE COMMUNITY HOUSE Hardwick, MA

New construction of three storey wood frame residence and center for AGAPE COMMUNITY. Designed with a hybrid of heavy timber and conventional framing, a stone faced foundation and interior stone hearth. Program includes: *two storey common room, library, kitchen, bedrooms, and separate out building for retreats.* The center is built on a thirty acre rural wooded site adjacent to the Quabbin Reservoir in Central MA.

ADDITIONAL PROJECTS

SALEM HARBOR HOUSING ***Salem, MA***
Design for complete renovation of three storey building for (2) subsidized rental family housing units and handicap accessible After School Program for neighborhood children.

AMERICAN FRIENDS SERVICE COMMITTEE ***Cambridge, MA***
Design for renovation to existing regional headquarters offices for handicap accessibility. Design for new entry signage.

ECUMENICAL SOCIAL ACTION COMMITTEE ***Jamaica Plain, MA***
Design for handicap acessibility (2 sites) for residences of elderly persons. Working with ESAC's program of technical services and home repair for low-income elderly in the Boston area.

URBAN EDGE HOUSING CORPORATION ***Roxbury, MA***
Development of condominium drawings for Urban Edge offices in Roxbury.

SURVEYS and REPORTS

HOMEOWNER'S REHAB, INC. ***Cambridge, MA***
Survey of building condition, detailed study and report for capital improvements plan for 56 units of Cambridge rent control housing.

CAMBRIDGE NEIGHBORHOOD APARTMENT HOUSING SERVICES ***Cambridge, MA***
Survey of building condition, report and capital improvements estimates for 14 units of Cambridge rent control housing.

ST. ANDREW'S FAMILY SHELTER ***Jamaica Plain, MA***
Building survey and condition report for property to be used as additional program space for existing family shelter.

PUBLIC FACILITIES DEPARTMENT ***City of Boston, MA***
Graphic design for PFD Project 747 (vacant lots housing program) resource booklet. The publication: *"People Talk About Their Housing"* is a supplement source conceived to improve the quality of affordable housing planning and construction in Boston.

THE NARROW GATE
alternatives in architecture
23 Dartmouth Street Boston, MA 02116 617-437-7112

W.I.N.G.S. HOUSING FOR WOMEN IN RECOVERY

9 VALENTINE STREET ROXBURY, MA

CLIENT: WOMEN'S INSTITUTE FOR NEW GROWTH AND SUPPORT, INC.
62 Warren Street, Roxbury, MA

PROJECT DESCRIPTION: Complete renovation of existing three storey house for SRO housing for women recovering from substance abuse. *Program includes: 5-7 lodging rooms, communal kitchen, living and dining areas, educational resource room, video library, staff space. Includes handicap accessibility to house and (1) HP lodging room.* Cooperatively designed with WINGS to create a drug and alcohol free, peer supported environment for single women.

ARCHITECTURAL SERVICES: FULL ARCHITECTURAL SERVICES with exception of construction management. *Includes Coordination of Historic Commission and Architectural Access Board design requirements.*

STATUS: Programming and Design Phase

CONSTRUCTION BUDGET: $350,000

HALEY HOUSE SRO HOUSING

497 and 503 COLUMBUS AVENUE BOSTON, MA

CLIENT: HALEY HOUSE INC.
23 Dartmouth Street, Boston, MA

PROJECT DESCRIPTION: Renovation of two historic row houses in Boston's South End for 24 units of SRO housing to serve low income and homeless individuals. *Program includes: 24 lodging rooms, common kitchen and bath facilities, (2) handicap accessible units and (2) resident manager units.* SRO housing to be part of Haley House's mission of community, soup kitchen, housing and services in the South End.

ARCHITECTURAL SERVICES: FULL ARCHITECTURAL SERVICES *including Coordination of Historic Commission and Architectural Access Board design requirements.*

STATUS: Programming and Design Phase

CONSTRUCTION BUDGET: $462,000

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
G.P.O. BOX 1680
BROOKLYN, NY 11202

DEPARTMENT OF THE TREASURY

Date: NOV 0 8 1991

Employer Identification Number:
04-3104889
Contact Person:
MELVIN T ROBINSON
Contact Telephone Number:
(718) 780-4048

WOMENS INSTITUTE FOR NEW GROWTH AND SUPPORT INC
62 WARREN ST
ROXBURY, MA 02119

Accounting Period Ending:
June 30
Foundation Status Classification:
509(a)(1)
Advance Ruling Period Begins:
10/24/89
Advance Ruling Period Ends:
06/30/94
Addendum Applies:
No

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

Because you are a newly created organization, we are not now making a final determination of your foundation status under section 509(a) of the Code. However, we have determined that you can reasonably be expected to be a publicly supported organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

Accordingly, you will be treated as a publicly supported organization, and not as a private foundation, during an advance ruling period. This advance ruling period begins and ends on the dates shown above.

Within 90 days after the end of your advance ruling period, you must submit to us information needed to determine whether you have met the requirements of the applicable support test during the advance ruling period. If you establish that you have been a publicly supported organization, you will be classified as a section 509(a)(1) or 509(a)(2) organization as long as you continue to meet the requirements of the applicable support test. If you do not meet the public support requirements during the advance ruling period, you will be classified as a private foundation for future periods. Also, if you are classified as a private foundation, you will be treated as a private foundation from the date of your inception for purposes of sections 507(d) and 4940.

Grantors and contributors may rely on the determination that you are not a private foundation until 90 days after the end of your advance ruling period. If you submit the required information within the 90 days, grantors and contributors may continue to rely on the advance determination until the Service makes a final determination of your foundation status.

Form **872-C**

(Revised 9-90)

Department of the Treasury
Internal Revenue Service

Consent Fixing Period of Limitation Upon Assessment of Tax Under Section 4940 of the Internal Revenue Code

(See instructions on reverse side.)

OMB No. 1545-0056

To be used with Form 1023. Submit in duplicate.

Under section 6501(c)(4) of the Internal Revenue Code, and as part of a request filed with Form 1023 that the organization named below be treated as a publicly supported organization under section 170(b)(1)(A)(vi) or section 509(a)(2) during an advance ruling period,

Womens Institute For New Growth and Support Inc
(Exact legal name of organization as shown in organizing document)

62 Warren Street
Roxbury, MA 02119
(Number, street, city or town, state, and ZIP code)

and the District Director of Internal Revenue, or Assistant Commissioner (Employee Plans and Exempt Organizations)

Consent and agree that the period for assessing tax (imposed under section 4940 of the Code) for any of the 5 tax years in the advance ruling period will extend 8 years, 4 months, and 15 days beyond the end of the first tax year.

However, if a notice of deficiency in tax for any of these years is sent to the organization before the period expires, the time for making an assessment will be further extended by the number of days the assessment is prohibited, plus 60 days.

Ending date of first tax year 6/30/90
(Month, day, and year)

RECEIVED

Name of organization (as shown in organizing document)
Womens Institute For New Growth and Support Inc

Date
10/4/91

Officer or trustee having authority to sign

Signature ► [signature]

For IRS use only

District Director or Assistant Commissioner (Employee Plans and Exempt Organizations)
/S/ EUGENE D. ALEXANDER

Date
NOV 4 1991

By ► Howard Schwartz
Group Manager

Form **872-C**

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By ▶ Howard Schwartz

Group Manager