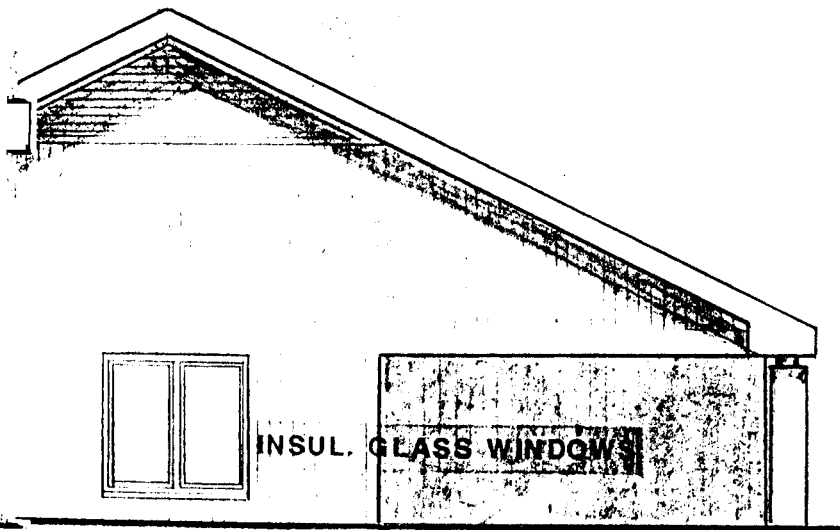


# Architectural Plans

First set

Final set



BY DESIGN  
Kansas City  
Architects and Planners

PROJECT NO.	
A/E JOB NO.	
PROJECT ARCH/ENG. <b>EFJ</b>	
DRAWN BY <b>EFJ</b>	
CHECKED BY	
ISSUE DATES	DESCRIPTION
5-17-90	

CONSULTANTS

*Set 1*

JOB TITLE

# SYCAMORE GROVES DAY CARE CENTER

DRAWING TITLE

## PLANS & ELEVATIONS

REVISIONS

DRAWING NO.

**A1**

## MATERIALS KEYING



EXISTING

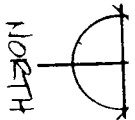
BUILDING

EXISTING SYCAMORE GROVES OFFICE

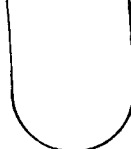
ARKING

# SITE PLAN

1" = 20'-0"



CURB



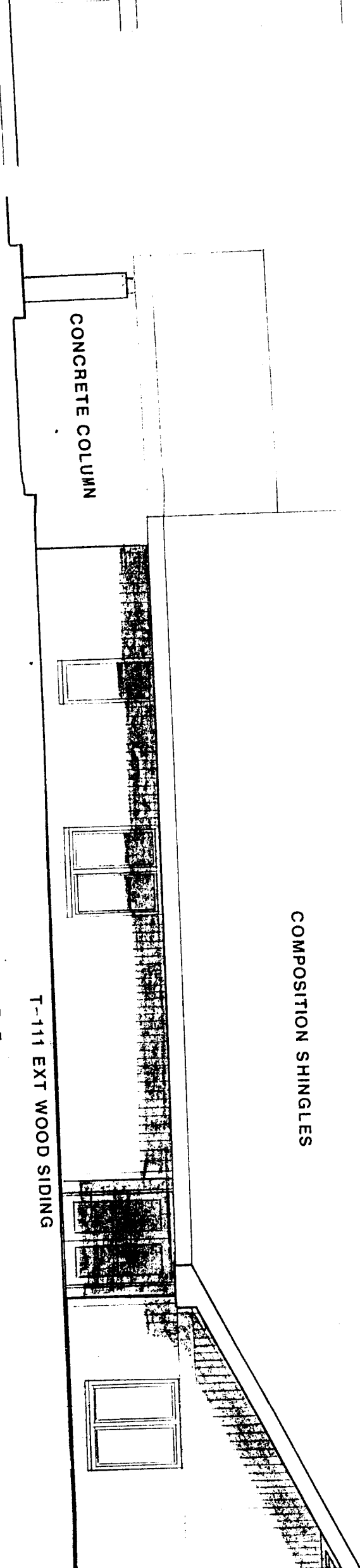
COMPOSITION SHINGLES

CONCRETE COLUMN

T-111 EXT WOOD SIDING

## EAST ELEVATION

1/8" = 1'-0"

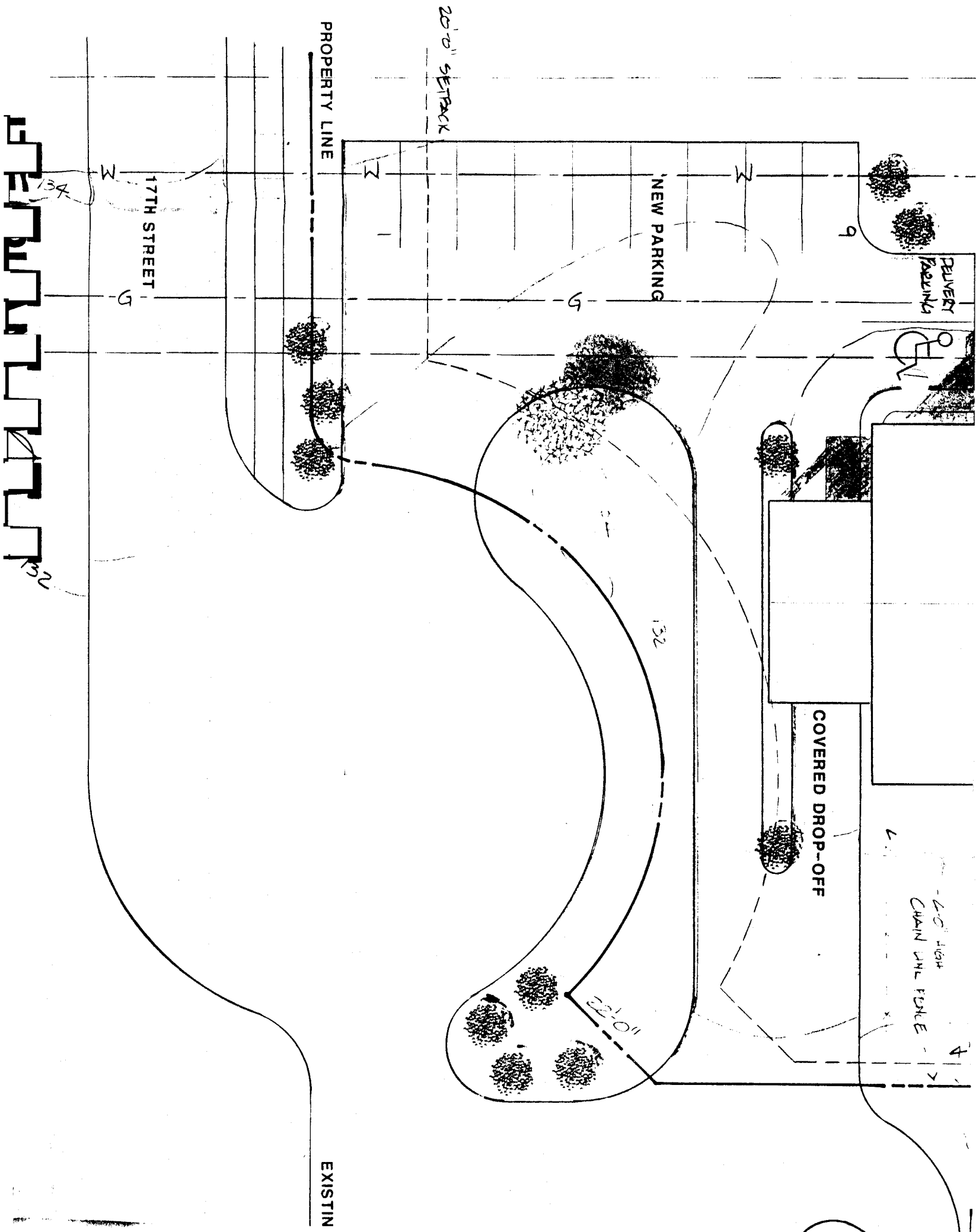




42'-0"

8'-0"

3A



PROPERTY LINE

20'-0" SETBACK

NEW PARKING

17TH STREET

COVERED DROP-OFF

- 4'-0" HIGH  
CHAIN LINK FENCE

EXISTIN

134'

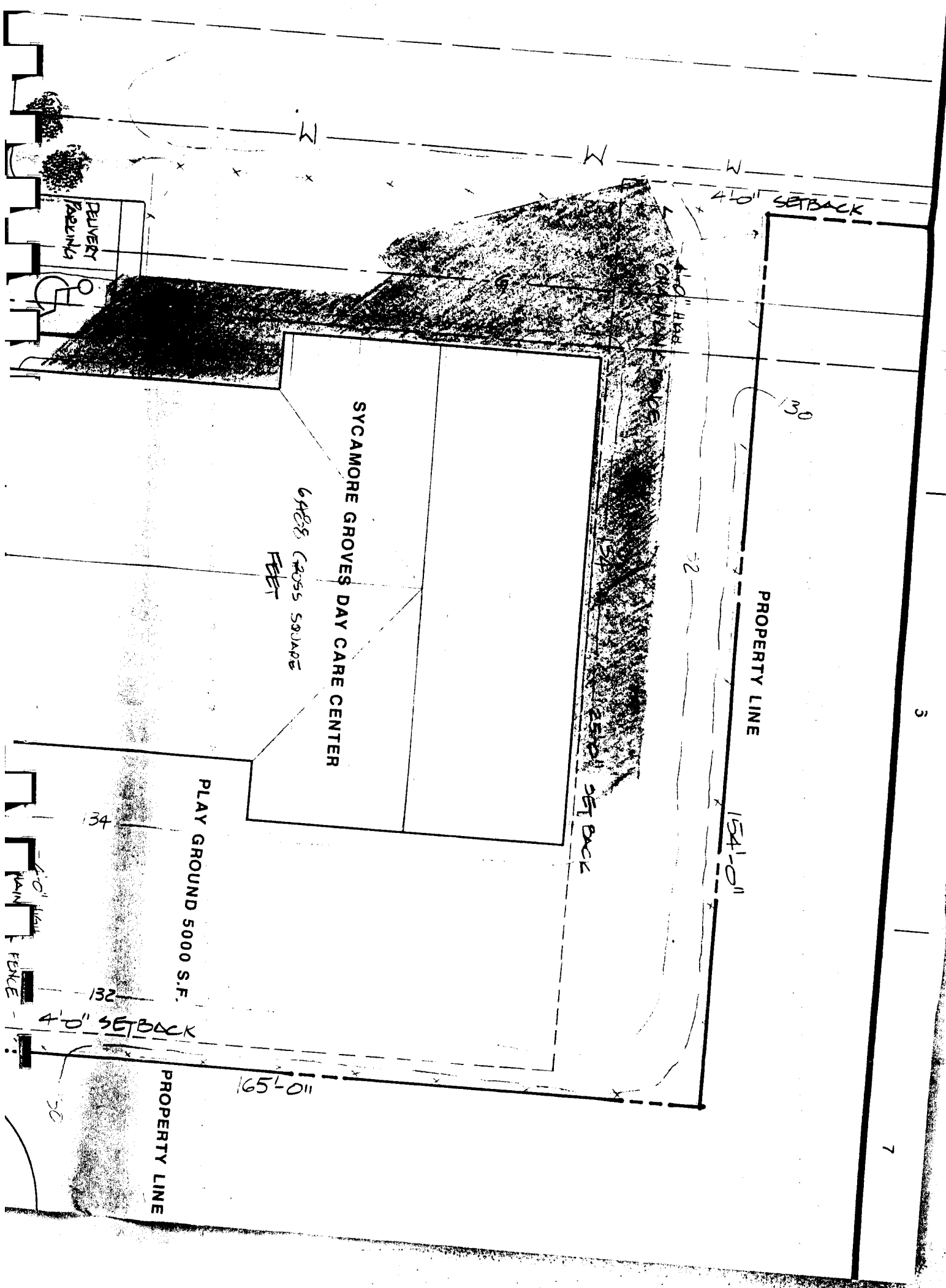
132'

COKE  
COLUMN

16'-0"

34'-0"

132



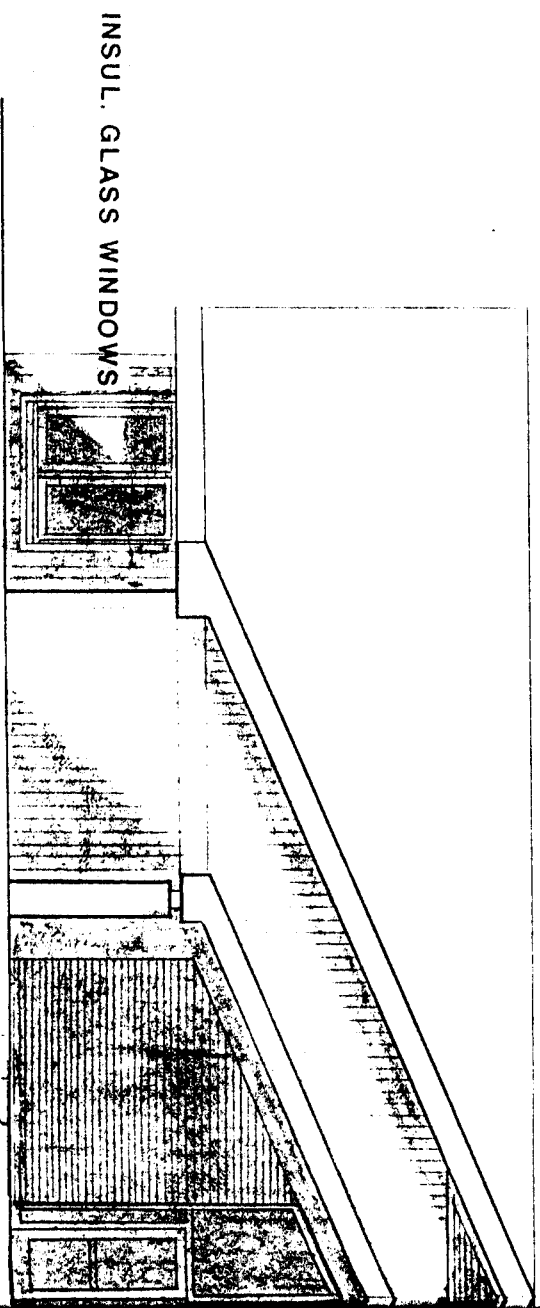
20'-0"

COVERED DR

60

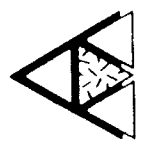
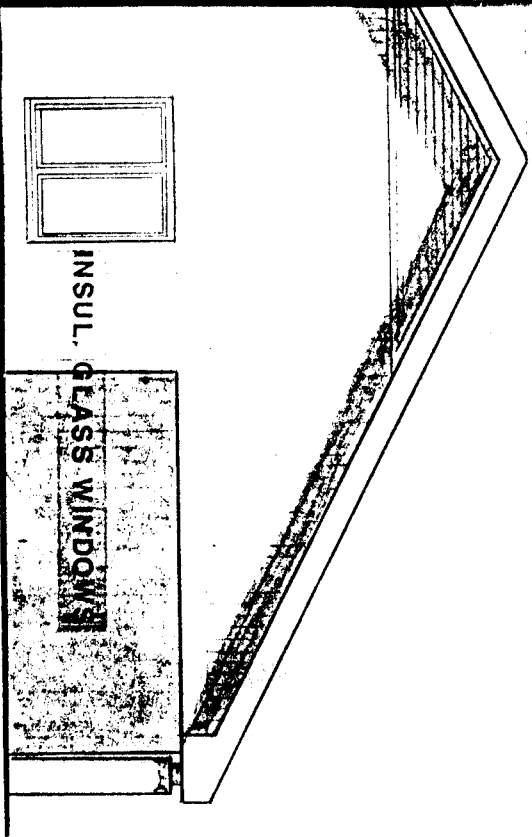
# FLOOR PLAN

1/8" = 1'-0"



# SOUTH ELEVATION

1/8" = 1'-0"



BY DESIGN  
Kansas City  
Architects and Planners

CONSULTANTS

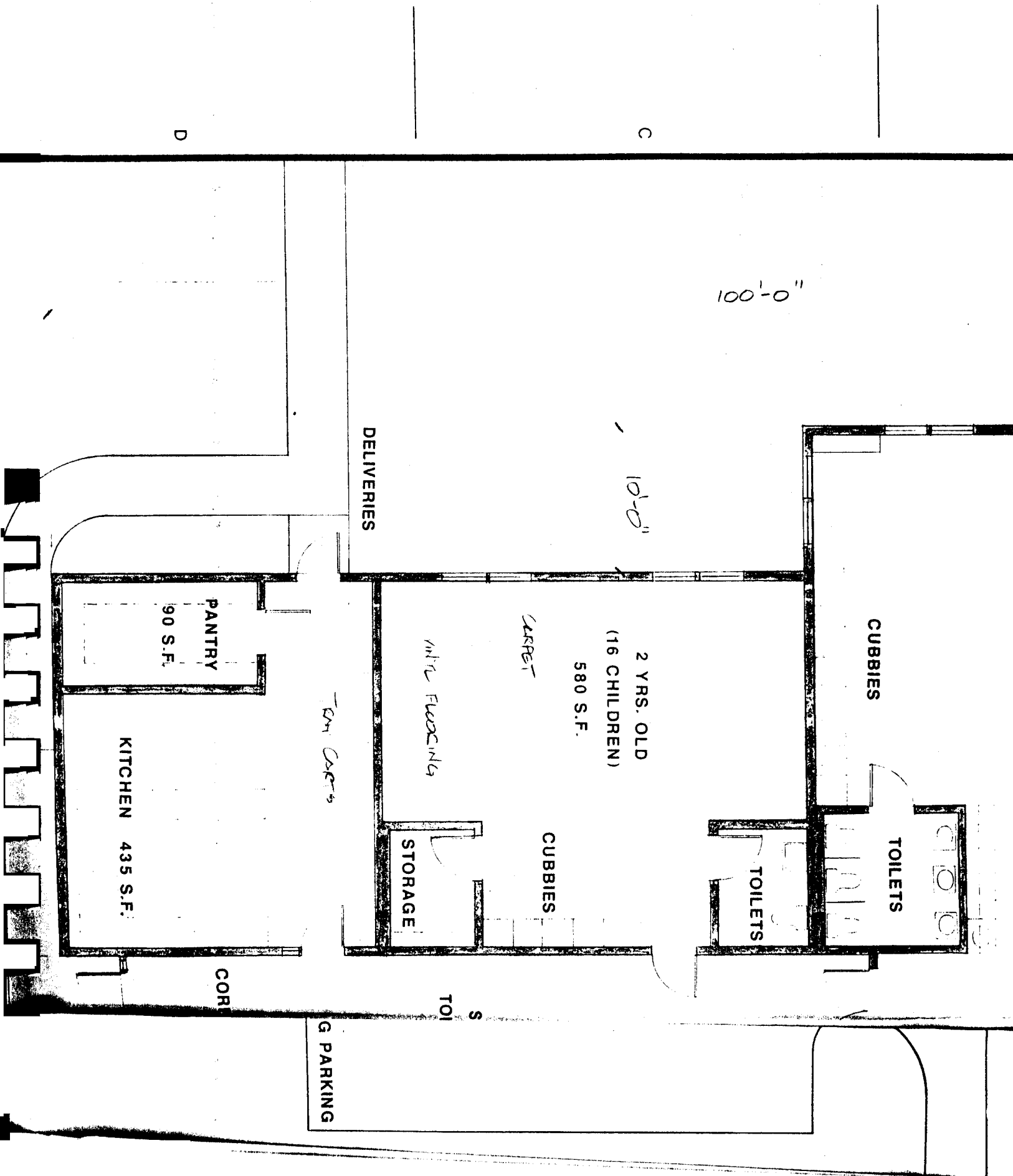
JOB TITLE

SYCAMORE  
DAY CAMP

DRAWING TITLE

PLAN

REVISIONS



KEYING

100'-0"

10'-0"

CUBBIES

TOILETS

TOILETS

2 YRS. OLD  
(16 CHILDREN)

580 S.F.

SECRET

WATER FLOODING

CUBBIES

STORAGE

DELIVERIES

G PARKING

ST  
TOIL

Tom Carter

PANTRY  
90 S.F.

KITCHEN 435 S.F.

CORRUI

EXISTING SYCAMORE GROVES OFFICE

1

2

8

MATERIALS

80'-0

48'-6

A

B

PATIO

STORAGE

VINYL FLOOR

EXISTING

BUILDING

VINYL  
FLOORING

3,4&5 YRS. OLD (82



BY DESIGN  
Kansas City  
Architects and Planners

PROJECT NO.	
A/E JOB NO.	
PROJECT ARCH/ENG. <i>EFJ</i>	
DRAWN BY <i>EFJ</i>	
CHECKED BY	
ISSUE DATES	DESCRIPTION
5-17-90	
10-1-90	

CONSULTANTS

②

JOB TITLE

**SYCAMORE GROVES  
DAY CARE CENTER**

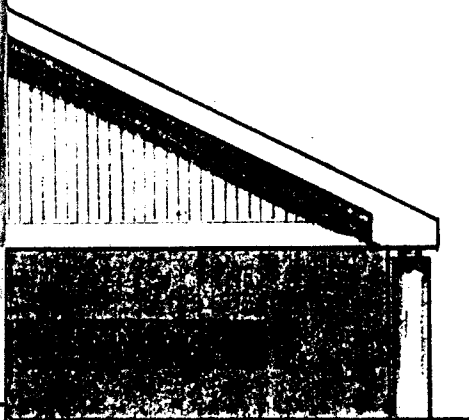
DRAWING TITLE

**PLANS & ELEVATIONS**

REVISIONS


DRAWING NO.

**A1**



8

9

MATERIALS KEYING

BUILDING

G SYCAMORE GROVES OFFICE



EXISTING PARKING

SITION SHINGLES

INSUL

-111 EXT WOOD SIDING

IN

PROPERTY LINE

154'-0"

SETBACK

DAY CARE CENTER  
SQUARE

PLAY GROUND 5000 S.F.

PROPERTY LINE

EXISTING

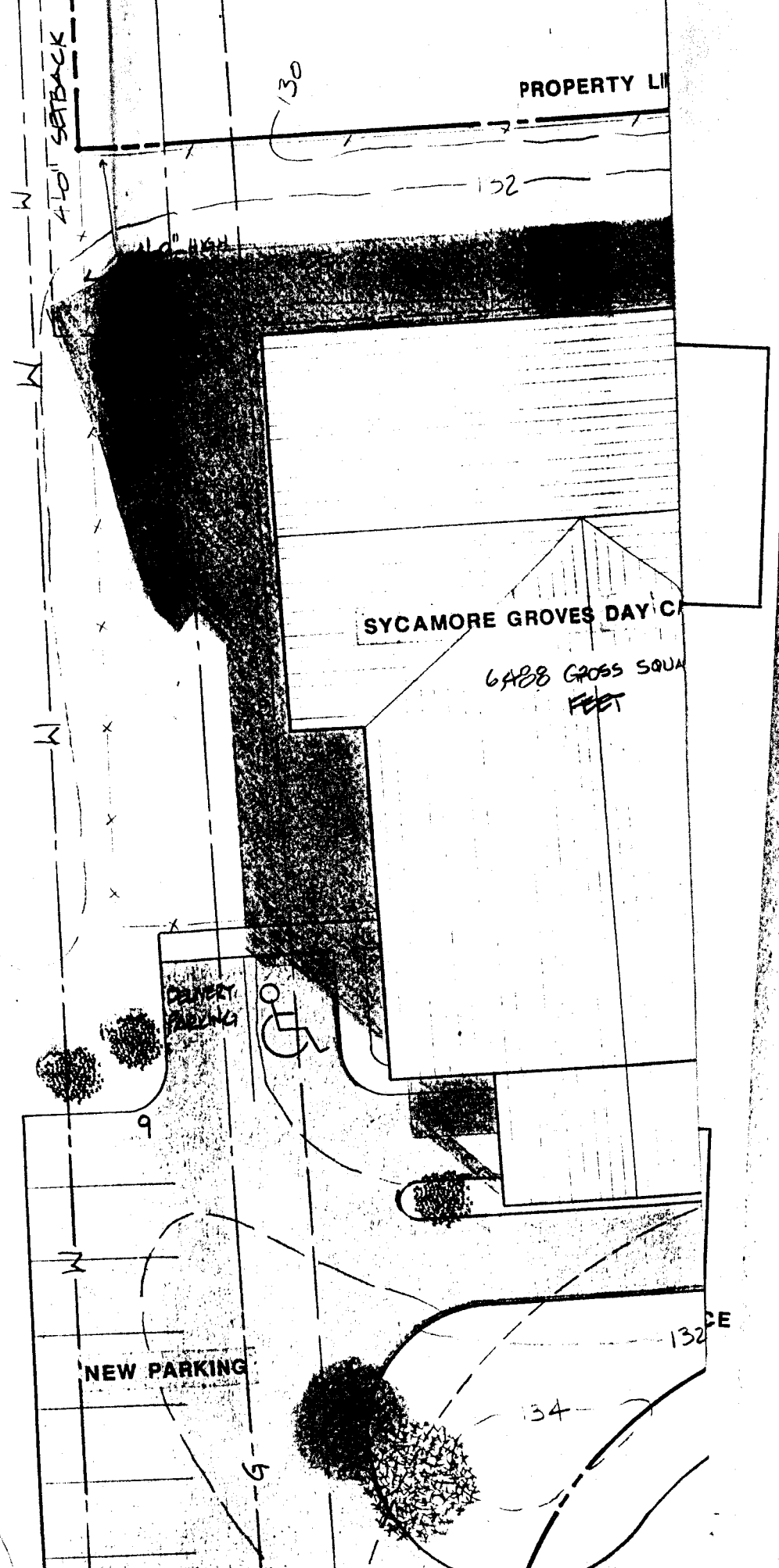
4'-0" HIGH  
CHAIN LINK FENCE

COVERED DROP-OFF

EXISTING

22'-0"

(1) 8'-0" 34'-9" 16'-0"



PROPERTY LINE

SYCAMORE GROVES DAY CARE

6488 GROSS SQUARE FEET

DRIVERT PARKING

NEW PARKING

42'-0"

PROPERTY LINE

17TH STREET

# SITE PLAN

1" = 20'-0"



132'

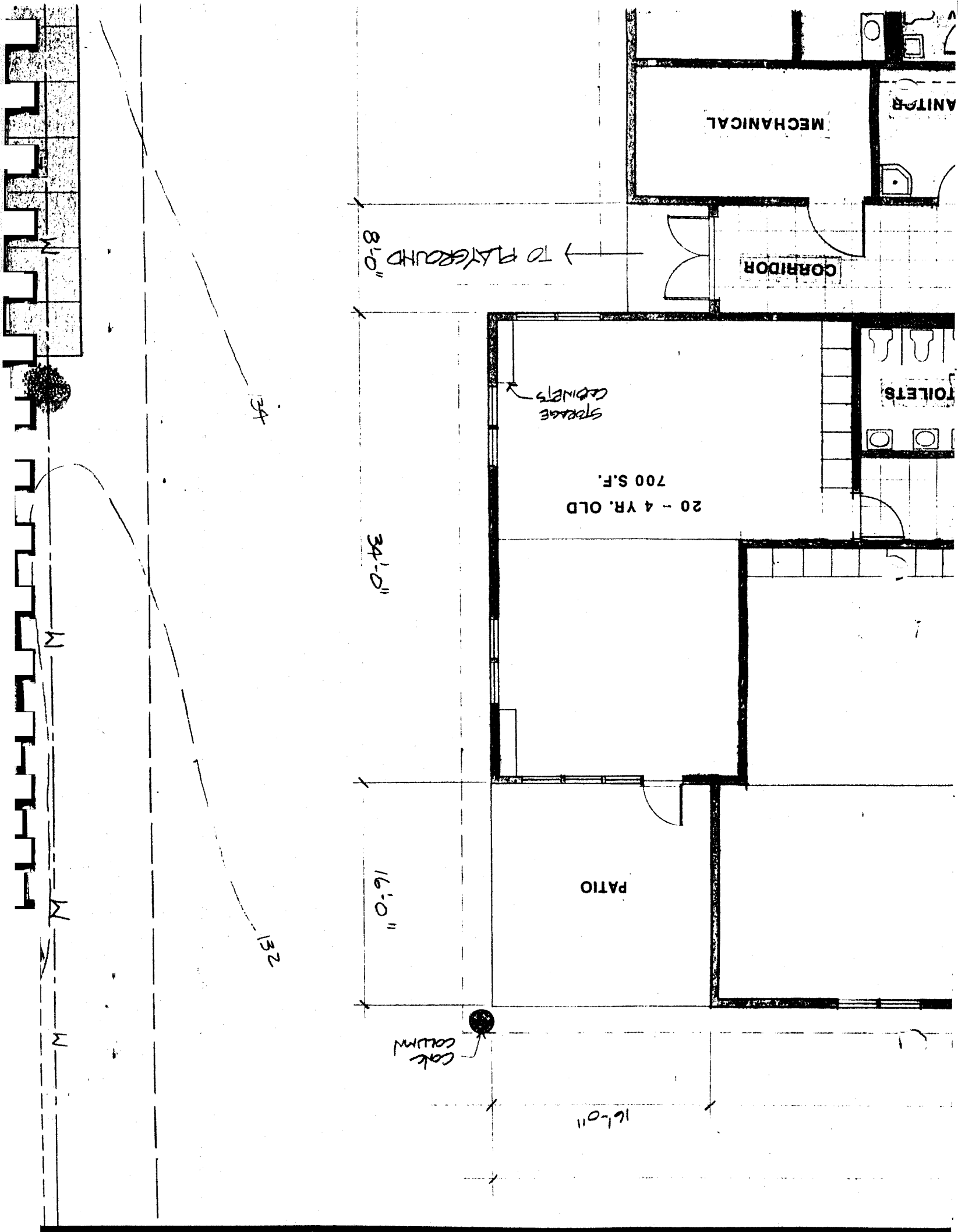
COMP

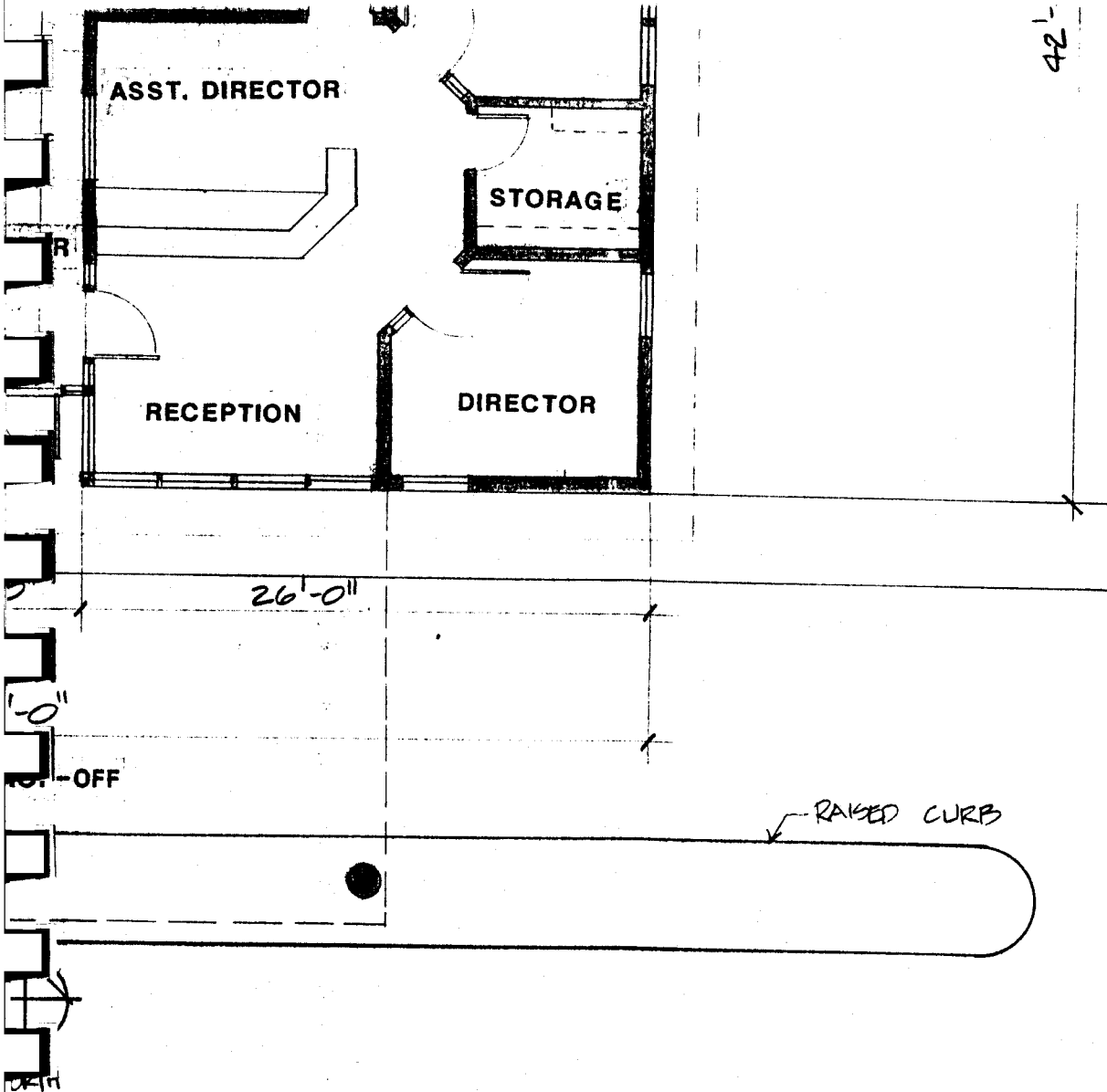
CONCRETE COLUMN

# EAST ELEVATION

1/8" = 1'-0"

STI

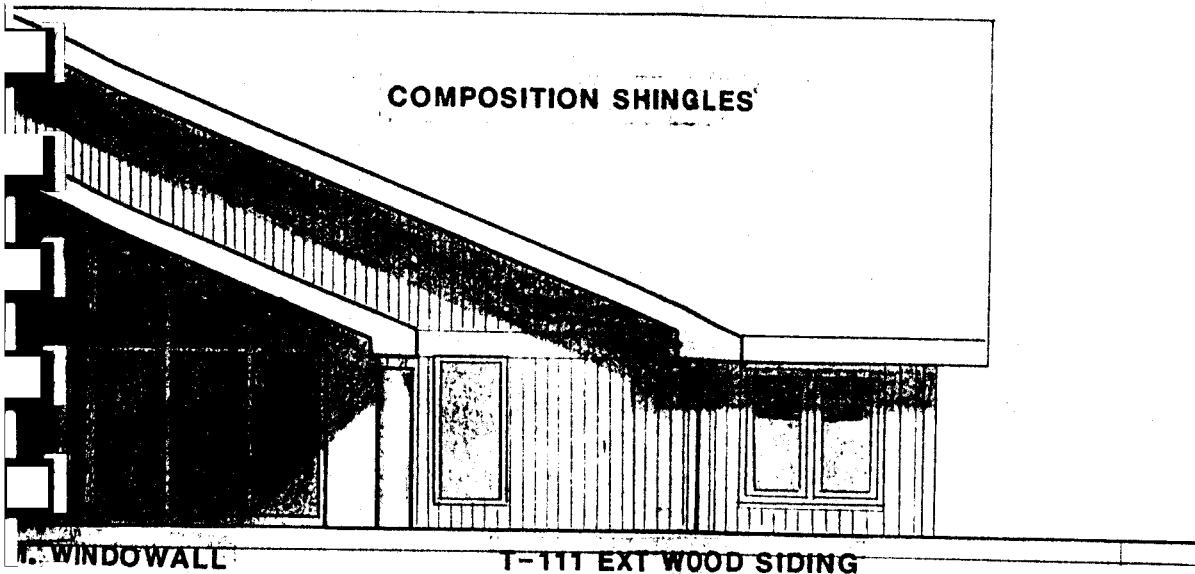




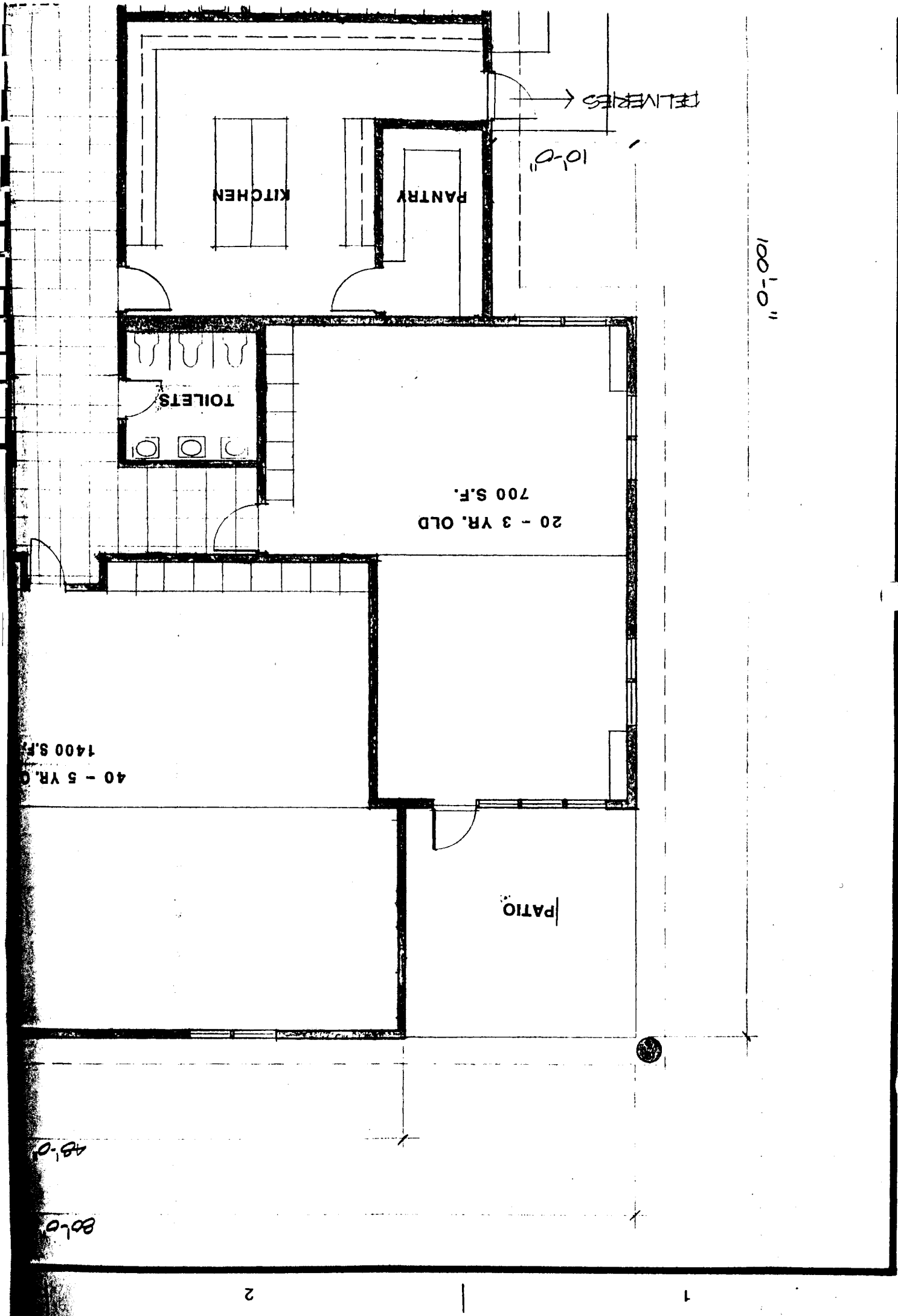
PROPERTY 1

SI

1" = 2'



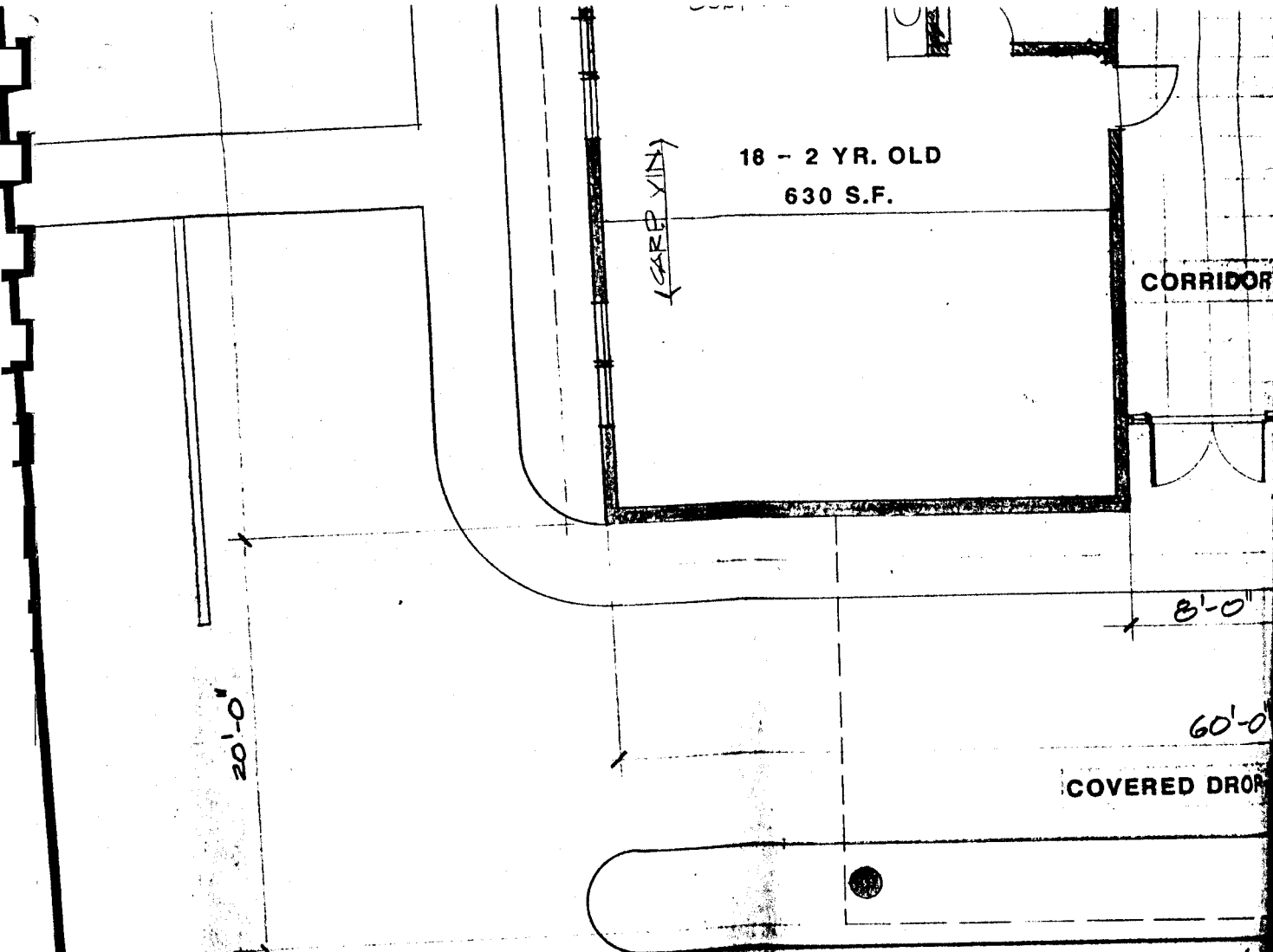
CONCRETE



C

B

A



# FLOOR PLAN

1/8" = 1'-0"



INSUL GLASS WINDOWS

CONCRETE COLUMN

FACE BRICK

ALUM

# SOUTH ELEVATION

1/8" = 1'-0"



Section I

Project Journal Entries

Dave  
Here are  
my 1/90 &  
2/90 journal  
notes.  
Lyons

Day

1/90

- 9 - ① Talked back to Donna Coding about locating funds. Said she didn't know of anything but would keep us in mind.  
② Gave me a format for developing a business plan for the center to include in proposal.

- 11 ① Met with Mr & Mrs Groves & Mr. Raymond regarding structuring the corporation. She took draft to draw up articles and by-laws. Also, she explained that for any property ~~the~~ the corp owned we would have 100% liability and would own it and lease it to the daycare corporation. We would have a nine-member board and allow other organizations to join for a membership fee but we would have few board seats. There would not be board representation for members - regular member class only. We would have 1/3 of the board to be reappointed (come up) every two years. For the first two years we would be and appoint the board. She expressed to us the importance of us maintaining control since we would

have all of the liability for the physical plant and primary for operations. We agreed and she took back the information to work on it.

- ② Mrs. Raymond suggested we look into HUD regulations regarding adding to our property - Building on the property etc before we do it. There are probably some qualifications and rules regarding this we need to know.
- ③ Mrs. Raymond felt the best course would be to find a building or an old house in the area to fix up and use as the center - said it will be cheaper, cause less problems with HUD etc... for the initial stage of the project.
- ④ Spoke to Mr. & Mrs. Graves after Mrs. Raymond left - Mrs. Graves not in favor of anything off site at all. She wants to add on to the community room here so we can have better supervision of staff in the center and more hands on site control. Both Mr. Graves & I had no problems

1/90

Day

with off-site location.

15

Gave Mr. & Mrs. Groves copy of my project contract. Mrs. Groves started Beverly Moore working on possible uses in the neighborhood and development survey. She also pushed Redd into moving in Parade Park and Greenway homes unit. I gave Redd and Johnny the survey copies to use.

20

Class - project mg 4-6:30.

22

Began journal from notes.

24

Got information that Willard Eubank of allied MBE just built a day care center for some people and could find out good construction cost estimate from him. Mr. Groves said not to contact Duwayne Crompton of Head Start until further notice. I was going to get estimates on operational costs & supplies from him.

Day

2/90

2

Spoke to Donna Coding. She gave me information on upcoming HUD grants to put people in public housing and section 8 to work in training programs and business. Will come available in Spring and she'll get back to me.

- \$ (A) Had Mrs. Graves to contact Allied MBE regarding the costs of that center to build.
- (B) Contacted Jo-tech school to see if could get a copy of their program curriculum outline.
- (C) Contacted HUD to find out about written policies they have pertaining to Sycamore buying property off-site for a center and/or building center on grounds.
- (D) Set up meeting with person in charge of Jo-tech day care program for Graves and I for week of 12/90 before Wednesday. Will call me back.
- (E) Discussed with Irma the possibility of designing our center as training site to take advantage of JTPA, and HUD funds - she agreed.

Day

2/90

12

Spoke with Mrs. Shoves today. The center built was a GSA project for 140-160 kids and cost about \$500,000 including the play areas etc.. Built from the ground up.

She'll contact Thomas <sup>architect</sup> Eatman and see if he'll come out and look at our spaces - the lot & adding on to the building. She'll contact him and get back to me. With the day and time he'll be around. VC-tech said they haven't hired a principal as yet but she'll try and get in contact with the woman who was in charge of the daycare program at the old school.

13

Meeting with Architect <sup>Thomas Eatman</sup> to discuss possible building and give us idea of his cost to do plans is set for 2/15/90 at 9am at Sparrow.

Carl Anterberg at HPCIC said he could possibly find some seed and construction money for us if we get a letter of commitment

Day

from a letter in particular.  
Our property manager, Tucson  
Redd, agreed to contact our trip  
manager informing them of the  
proposed property addition.  
Cusumano said she needed a  
letter from us before she  
could approve it. In addition,  
she needs details on when we'll  
be getting funds from, what we  
propose to do etc.

Ms. Graves will call Head Start  
and get monthly averages on  
costs of food, utilities, supplies,  
and other stuff like that so  
we can figure out the costs  
per child and come to some  
sort of break-even analysis  
after devising a budget. We'll  
need to know how many kids  
we'll need to serve to make  
this fly.

15

9-11am

Had the meeting today with Ms.  
Raymond, our attorney, Batmon and the  
Stevenson woman from the school  
district. Jackie

Discussed the possible building  
addition and viewed the site. Jackie



Day

2/90

used to be a licensor for the state. Eaton examined the space we had in mind and will give us a price for his basic services and some preliminary drawings. Stevenson said the projected space would be more than enough for up to 100 kids. We will look at extending the community building starting at the community room around the laundromat, east to ~~the~~ within seven feet of the building, and north to the end of the building. This space will be about 1500 ~~sq~~ feet and have organ wall dividers instead of built classrooms to save space. We will also have a small storage closet attached to store equipment & other stuff.

- ② Stevenson agreed to get us a sample Center budget & equipment list.
- ③ Mrs. Raymond said we would probably not be able to get bank financing for any building within the development because of the HUD and Fannie Mae mortgages on the property. So, we will have to look at HUD financing or other subsidized ~~only~~ for construction.
- ④ Jackie agreed to act as a consultant

to us - provided she can do it ~~during~~ <sup>during</sup> working hours.

⑤ Mrs. Graves & I said we would contact CDC about space in their new shopping center on DuRoi Rd & Cleveland (2 blocks away).

⑥ Mrs. Raymond said we would have to have ECH Inc. [our corporation] create the daycare center and give the daycare corporation a contract to administer the center.

⑦ We decided to cater in the food and not have to build the necessary institutional kitchen and save on construction costs. Certainly, as time passes we'll want to expand and we can do a kitchen then. ~~the~~ Licensing rules say no cook on staff for up to 50 kids.

⑧ There's plenty of space for a play area around proposed addition. Also, the church has a fenced area behind them next to our building that they never use. I will contact them about their future plans for that space.

⑨ Jackie ~~was~~ willing to look at possibility

2/90

Day of extending their training to our center. Also, we will contact East & NEast high schools because young mothers there need accessible quality care to be able to attend & finish school. Both are in our area. We will contact schools first & then district regarding this.

- ⑩ We discussed the possibility of establishing contractual relationships with some programs to provide care for their clients e.g., women's homeless shelters, the women's employment network, etc.....

24 ~~m.w.~~ Graves met with Jackie Stevenson 2/21 and forwarded me the information.

26 We will meet 3/1 at 9:30 to go over the Stevenson sample budget & equipment list. We got the drawings (preliminary) back from the architect and his fee will be \$800.00.

\* He did not do the addition the way I wanted it.

The space will be for 50 kids

Day

2/90

26 cont.

at a cost of about \$100,000.00.

28

~~Had our~~ Had our management agent contact Fannie Mae (who holds the mortgage on our property) about advancing us the money to build the addition. The contact there wants a plan but he did not say no.

Mr. Kedd is to contact HDCK about paying our architectural fees with a grant.

Mrs. Graves will draft a letter to possible donors for equipment.

Contacted Coleta Glover of the City's Neighborhood and Community Services department about some possible caterers.

We told Mrs. Graves to keep sight that we still intend to put the center together as a training program to take advantage of the trip

2/90

28  
cont

grants coming through and also to  
have on staff costs.

We discovered that Fannie Mae  
would not subordinate their mort-  
gage on that portion of the prop-  
erty to a bank so we will not  
be able to finance the addition to  
a bank.

We are going to find out who we  
can contact at the school  
district about making our center  
a contract addition to two close  
by high schools who have  
attendance problems because so  
many of the students are single  
mothers. Perhaps the district can  
put some funds toward the center  
if we do it that way.

We want the program to be a  
satellite of the Co-Tech program  
if that is possible for training in  
the day-care field.

Mrs. Graves is monitoring the  
new state procedures regarding

2/90

JB  
cont

welfare because if they  
make it mandatory we will be  
contacting family services to  
see if they'll be giving subsidies  
to recipients for childcare.

Our fees will be \$60 per  
week per child - but - if we  
get supplemental funds it  
will be a sliding scale to  
\$35 for those working and  
need the care who pay them-  
selves.

3/90

# Journal Entries

Day

1

Daycare committee met. Mrs. Raymond said to get a piece on building in the doughnut outside of the office as Fannie Mae has already released that parcel for a mortgage to be put on it. Tucson agreed to speak with the architect about that land. She said that would save us months of work.

Stevenson & Mrs. Groves both said that it would be best not to put forth the program for funding until it had become established.

Mrs. Raymond said she'll do no further work on forming the daycare corporation until we have site details & stuff worked out.

The building in the donut will be for 100 kids.

I am to do a corporate & foundation draft letter to send out to request donations.

Tucson to get quote for insurance cost for kids between 3-5 yrs of age.

3/90

1 cont

There will be matching funds for daycare in the state's welfare reform program. After May Senator Curless will send us the details.

Mrs. Groves will submit to our packet letters of interest from possible users for the bank & funding sources.

Antuberry HDCIC said seed \$ will come as soon as our packet is together. These will include possible # of users in each program.

\* IZ to get list of local foundations

Redd to get additional sources from Duane Compton.

Jackie to talk to Feds re: funds coming down.

\* Donut has 71,935 gross sq feet of buildable space for site & playground.

\* IZ to draft proposal

Fees would be \$55-60 per week.



pay  
1 cent

3/90

Next mtg 3/22 9:30 am. Mrs. Groves to draft report to the board for mtg 3/13/90.

- 13 The board voted to pay the fees to the architect for drawings of construction in our donut (open space in the center of the development). He quoted us \$800.00 but it can be as high as \$1500.00. The board also voted to use the donut property for a daycare center. Board voted to have kitchen facilities in the center to warm, snack & do some cooking. We will cater the meals in the center because we do not want to build a super institutional kitchen like the law requires.

- 14 ① Mrs. Groves & I drafted a cover letter to send to possible donors.

~~②~~ ② got small business plan outline from Donna Coding in DHCP along with possible money information available from HUD & similar programs later this year.

3/90

17

Project Focus Group missed  
because sick.

~~18~~

26

Get info on children in  
area,  
area daycare costs,  
and type of care, needed  
in the area from NARC  
to look over and include  
in our package.

28

Daycare committee met.

Day

4/90

- 4 Got standard equipment lists for centers to begin assessing what our equipment needs would be. ~~be~~ Contacted Spence - he didn't get back like he said: within a few days.
- 10 Board report prepared
- 10 Board agreed to pay the increased fees to Eatman and send him a letter to that effect.  
a maximum of \$12,000.00.
- 17 Prepared end of term report for D. Miller.
- 21 Project Group 7 turned report in for this term to Miller. Included attachments relating to activities.

5/90

Day

7

Received cc of letter to Eatmen with new schedule and new size and needs. We are now waiting on plans.

19

Project Group mtg at school. Recd note from Miller regarding my last term report. He thinks partnership or co-op idea good. Says we need to get clear on the Board's stance on control.

24

Eatmen called and said he had the plans ready so we set a meeting date for 5/30 to initially review.

30

The committee met. Mrs. Raymond, Tucson and Sandra, Mrs. Shales initially. At the end Eatmen came and Jackie Stevenson.

Tucson gave us an initial draft of a budget that included the mortgage, administrative costs, ~~etc~~ staff costs. The estimate was for 100 kids at 444,000 and an estimate for 50 kids. We decided definitely to go with the 100 kids because it was more cost effective.

Wrote the small business  
outline and went through  
it with the committee.

Day

6/90

- 5 Contacted committee members  
to confirm assignments.
- 6 Picked up additional materials  
needed for my portion of the  
business plan. Wrote out plan  
outline.
- 9 Project Group met & spoke with  
Miller regarding some loose  
areas in the idea and the plan.  
Spent the afternoon working on  
the first writing of the plan  
on the computer at NHC. Left  
a draft with Miller but it  
was not a good one.
- 11 Surgery - sick for 3 1/2 weeks  
Board met and approved plans and  
payment to architect.  
7/90
- 2 Returned to work

Day

7/90

- 2 Mailed to Miller better copy of plan for his perusal. Incorporated the additional info into my portion. Got latch key proposal from Social Director.
- 7 ~~Scheduled~~ Project Group met
- 9 Scheduled to meet with Mr. & Mrs. Shores to include latch key portion in the daycare proposal.
- 9 met with the Shores' regarding an addition onto the daycare center plan regarding the latch-key and summer programs. They were in favor of consulting with Eatmon regarding the cost.
- 18 Met with Eatmon to discuss the plans and Crompton. Also got Mrs. Raymond's initial draft of the articles of incorporation to look over. We will meet next week to talk about some alternatives. Mrs. Raymond thinks it should define carefully the amount of influence and input EACTH will have over the daycare corp. She says that will to a large extent determine how successful we will be at

getting Fannie Mae to release  
the land. It is better if they  
think they are doing it to EARTH'S  
control rather than another  
entity.

In addition, we agreed to make  
the 3-5 year old space two  
separate rooms which will also  
entail moving the bathroom. We  
also decided to put the kitchen  
in between the two and three  
year old rooms since they  
will eat family style. That will  
lessen the degree to which we will  
have to transport the food. These  
were the only two changes to  
the plans we were going to  
make. Exmon said he'd have  
the revisions back to us in  
a couple of weeks.

I had Mrs. Shoves call the  
people we had initially wanted  
to survey since we got NO  
responses. She did so we  
~~just got~~ got these responses.  
We decided to call these  
persons back and ask them

7/90

to tell their employees. We will use the ~~figure~~ form that Head Start uses.

Dwayne Crompton, Head Start Director, agreed to call me Monday and schedule a time when I could go to his office and get help with the operations plans, and with the needs assessment that needs to go in with the bank packet.

- 19 Told Mrs. Groves to contact foundations she pulled out that may fund something either for the daycare or the social program (latch-key) and write for their applications and related information for us to look at - she said she would.
- 20 Still waiting for comments from Miller on my packet.
- 25 Received a communication from Miller - will respond.
- ② Made appointment with Raymond for August 7th to review by-laws and discuss other possibilities for structuring the by-laws and the corporate structure.



8/96

3

mailed term report  
to Miller with attachments  
missed 8/4 project group b/c  
sick with bronchitis

8/90

7 Met with Mrs Raymond 12:00 noon.

- Article 47 Each can be only member or other members see Article V
- not good idea to have parents elect 8 members feels conflict between parents and board would cause a problem in that area.
- fact that on property that each has to control
- doubtful we'll get 501(c)(3) just on the day care center
- Mr. Graves was to ask HUD to see if EAC# could just do it but would cause problems with lender b/c of problems due to EAC#s mortgage and can't separate land out that way.
- using EAC# as the sponsor hopefully would get us the 501(c)(3)

14 Gave Board report at monthly meeting of Mrs. Raymond meeting and last Committee meeting.

14 Scheduled committee meeting for 8/16/90 at 10:00 am. Met early with Mr. Graves to discuss my meeting with Mrs. Raymond and program ideas.

16 Mtg with Mr. Groves 9:30am

Keep cognizant that we are using people free and often they don't come through. Your deadline will have to float.

Looking at mid-September as time to have part look at our stuff.

Has no problem having potential Board members to begin getting together to put center program in place - gather ideas etc...

If for some reason denied 501(c)(3) can't get funds donated. Can apply again. If no 501(c)(3) shoot for RFP credits through state. Research programs that funds can be obtained through. With state revisions and federal revisions. Look at foundations. Must tie in special programs and projects. Use board 1/3 businesses in same order (interests), 1/3 commerce, 1/3 community interests ie churches etc... and of course people with interest in field. Get whites, Mexicans, and if can (Judeans) to say we're well integrated on the

8/90

16

board.

Wants me to write out people  
power resources I'll need.  
Contact first few people and  
have them recommend someone  
else. Can utilize our staff or  
Board very lightly. Board members  
must be financially involved.

### Committee Mtg

16

Do pro & con assessment of  
having it be a separate corporation  
for Board to vote on. Redd & I

Redd & I & Nalin to talk to  
HUD and take packet regarding getting  
permission to do the Center.

Need to look at possibility up  
front of making it as successful  
as can be. Also, if local  
office turns us down we can  
use our present contacts in  
office. Make ourselves most  
eligible initially to get all we  
can as support financially.

8/23/90

to talk to Watson in city

8/90

16

development regarding zoning of parcel, and find out if need to change (petition city ~~planning~~ Council) Our parcel also to find out what current zoning is for daycare centers.

Contact Jeds and others with centers to discuss what they did to get started and the events of the first year. And how prepared for opening of first day financially - what marketing etc...

✓ Beverly Moore has info on Montessori's see her.

Arterberry said would look at pkg regarding seed money for start up stuff related to the center. Get construction funding in place and can move forward.

Big marketing chunk should be put in with construction loan as soft costs.

2<sup>nd</sup> Draft a possible format?

8/90

- 19 Spoke to **Joe Watson** regarding zoning of parcel.
- 23 Got zoning map copies from him  
Our parcel zoned R4 & R5 with  
C1 across the street
- 23 Mrs. Graves to get packet stuff  
to Mrs. Raymond to look over  
before I meet with her. Got call  
in to Compton to make  
appointment to go over numbers.
- 28 zoning for daycare centers is  
C3. We'll have to petition to city  
Council to get a variance.
- Worked on business plan  
some more - did the info on  
background of EACH Inc and  
social program.
- Compton still inaccessible.  
Called Tucson to get a  
meeting set up. He is to  
let me know by 9/7.
- ↑ No response

Day

9/90

11

Board meeting: The Board voted approval for EARTH Inc. to own and operate the daycare center instead of making it a separate corporation.

I will have to amend those sections of the proposal. In addition the Board agreed to consider at a later time having an advisory board or council for input on policies and programs. These people will be professionals in the field.

We'll use EARTH's 501(c)(3) name, and good financial standing.

12

Went through Mrs. Shaves' daycare files to see what she had that I didn't and take what I wanted or could use at this time.

14

Revised overview to reflect changes.

17

Spoke to Shaves (Tina) to get info on numbers on

17 possible users to include in other stuff. Spoke to Ledder: getting info from Crompton. No luck → he still can't be found.

Made plans to go to HUP October first week.

18 Asked Uma for application of foundations that responded. Decided to send proposal for equipping to Greater Kansas City Foundation. All others requested proposals: none had a formal application.

Called Eaton - told him we needed revised plans by end of month.

Need to find out if cost of equipping center can be put in construction loan or where does it come from.

Left message for Crompton. 9:00am

\* Spoke with him 9:30am & got appt for 9/25 at 3:00 pm

- Conversation with Crompton  
The state is willing to pay \$8.75 per day for these



getting subsidy.

He can give us line item indicators for our budget and salary ranges. We include start-up costs as a separate budget and it should include anything involved in getting it going.

\* Make up questions to ask him.

- Beverly has Montessori info. Will come to Thursday mtg.

20 Daycare committee met 9:30 am.

Lyons needs to double money on start-up costs listing.

Lyons to do sample of letter to take to people and get to do or endorse. - Walker Uniform, FEC, Stevenson,

32

## Project Groupmet

I presented to the group and showed them the initial plans. The group was concerned that the daycare center was a project of EARTH and not of the wider community. They were concerned that no parents were involved or any residents. I explained how EARTH works and the character of the Groves. The consensus was reached in the group that my project was not a CED project but simply a development - I said I was aware of that. All suggested that I attempt to organize the parents to become active but I felt the best way to do that was on the program side once the center was operational. The group felt like this should be a community wide effort and the parents should be instrumental in the planning. For the physical building I felt that makes no sense because EARTH is paying for it and taking on the liability for the structure and for that portion of it. What possible kind of input could they have? So there was some tension and heated

discussion. also, the group had a hard time accepting my information about how passive and uncaring people are in Kansas City.

They also felt that EACB violated the HUD agreement by not having any residents on the Board. In addition the group expressed concern over the board's continual "yesing" of whatever Naim and Linda want. They felt I should attempt to fight the刁ices when they do wrong things by using the residents as leverage and also the laws governing non-profit boards. I told them I had no intention of doing that. My purpose in this is to get the building built and fight during the process for parental and tenant and community input into the running of it and the program portion of it.

25 9/90 Meeting with Crompton to review income statement. It takes about \$75 per week to do a quality program (per child). Need to incorporate food costs into budget. Food costs will estimate at about \$70,000.00 per year. Washer & dryer needs to be included in equipment. The state pays \$8.75 per day per kid and the lag is 45 days for payment. Playground costs will be about \$15,000-20,000.00.

Compute unit costs

$$\begin{aligned} & \text{① } 261 \text{ days} \times \# \text{ Kids} = \\ & \text{② } \frac{\text{Operating costs}}{\text{cost per day}} \div \text{Sum of 1} = \text{unit} \end{aligned}$$

ans figure out to \$13 per day  
so far.

add educational supplies per year  
✓ \$10 per child per mo  $\times 12$ .

add inservice training for staff.  
✓ \$2000 per year.

add parent activities \$1000 per yr.

Student insurance if kids get hurt while there. If kids get

must immediately pay all of  
the bills. It costs about \$1,000  
per yr and liability about  
\$10,000 per year.

(Keep a  
lockbox  
on temp  
control)

✓ Utility costs on our sheet  
should be doubled.

allow about \$2,400 for field  
trips.

Our capacity will run  
about 80% most of the  
time.

2b

Did revised income statement.  
Dispatched copies to E&H and  
Sycamore and Omega Realty.  
Prepared for HUD meeting  
10/2.

October 1990

Day

1

M. L. Graves called - had  
talked to Mrs. Raymond  
regarding the upcoming  
meeting with HUD - she said

1 not to show them anything that we have so far. Mrs. Raymond feels they will be angry if we have gone this far on it without their permission. Not show them plans or anything.

2 ① Received revised plans from architect.

② Redd, Raymond, the Shoves, and myself met at the up with all Goodwin and Cathy Cusamano.

- Goodwin presently knows a couple of complexes presently doing this: it is a BMLK and the other is for profit. Think it is possible but that EACH does not have the structure at present. We could probably get the land released from the mortgage. That has to be processed through the - they'll appraise the land before and after improvements to determine the value.

EACH cannot sponsor the

2 cont

10/90

Center because of our single entity ownership corporation requirement. We can request a waiver from D.C. Office but it is doubtful that we'll get it. Headquarters may approve it by their recommendation but they would not approve a structure that would put the development at risk in any way. If Center loses there can be no possibility of a debtor being able to attach the development. We must form a different corporation to own the center.

We pitched the idea as protecting the continuity of the complex - as an amenity to attract better tenants.

Mrs. Raymond suggested a refinancing of the development for the center. Goodwin said that they would never allow that.

The fact that our donut property was an "add-on" initially should make it easier to get it released. It was

10/95

2 cont (3)

not a part of the development. We bought it eight years after Sycamore was built.

Goodwin said that in the past developments that wanted to do this sort of thing always have been required to form another corporation. This is because most 236 developments have a single entity requirement in the mortgage. Doing another development of anything puts our 236 mortgage reduction agreement in jeopardy.

No absolutely to any type of refinancing no matter how it is done.

We must apply to them with a legal description of the parcel for a waiver to purchase it and have it removed from the mortgage. Tell them in the letter of application that we are making this request because we wish to develop a daycare center. The approval of



10/90

2 con't (4)

The waiver will be approval  
for the daycare center.  
(Once we own the land  
have purchased it from HUD)  
we can basically do  
what we want to it  
without their permission.

M.L. Groves said the East  
Attucks Social Program  
under EALT Inc. can do  
the center. It is a separate  
corporation and has a  
track record. The only  
glitch will be that the  
social program's by-laws  
will have to be amended  
to expand the Board and  
to the ownership of property  
~~get~~ incur debt etc....

Mrs. Raymond said that should  
be no problem.

mtg adjourned

10/90

8 Called Ms. Graves - told her to have Marvin call me regarding the social program's meeting tomorrow night.

9 Did draft of support letter from area businesses.

10 Put management fees into income statement. Made NPPL \$40,000 mgmt fee amount \$20,000.

11 attended social program's meeting and discussed possibility - told them I need to do further research into it to see if capable of doing so. On Board is Graves, Lima, and Esther Glover - that is totally unsatisfactory to me.

12 Back in hospital for surgery

20 Project Group meets 9:00am - talked to Dave re: latest developments

30 begin project write-up - attempted again to reach Graves - received a package from him

Day

~~10/30~~

that went through the business plan draft suggesting changes. I am sure wife did it therefore I'm not responding. Nothing has been decided and I'm doing nothing else until I can talk to him. May have to bring up changes at next board meeting.

10/30

made appointment with Mawin tonight 7:00 at Sycamore to discuss proposed changes and concerns of mine.

- NO 1 expansion of EASP board
- NO 2 need for me to review by - laws said NO
- OK 3 parent participation
- OK 4 parent program input
- OK 5 family center concept vs baby sitting concept
- OK 6 economic development and to sell to public
- OK 7 see draft letter & approve
- OK 8 where to start (see notes)
- OK 9 3 yr financials for EASP - amount of cash

day 30

10/90

EA SP Board  
5 person board

not yet

- ⑫ meeting with Spence to review business plan & wait to him first → wants everything finished first
- ⑬ step taken on land purchase
- ⑭ any correspondence with HUD? need copy, hasn't been done
- ⑮ management by Omega didn't object
- ⑯ changes in policy of EA SP operating

hasn't done OK

later

30 met with Shoves 7:00pm

- Showed him letter approved to give as a draft
- Likes the concept of family center with amenities - Classes etc.. & not to make it mandatory
- Needs to ask Mrs. Raymond about asking tenants questions regarding family center concept - thinks it's illegal. Better if sent out of the office but get no response. Objects totally to knocking on doors in any way or calling by the Board. Staff maybe can call to follow-up ~~on~~ on

this. Thinks knocking on doors  
violation of our regulatory  
agreement. Has to check with  
Mrs. Raymond. EAHT Inc  
cannot sanction anything.

Doesn't object to having a  
parent group. Once center  
is up and operational.

Has to wait for Mrs. Raymond  
to tell him. What EAASP Board  
can do to expand.

Mrs. Raymond has to take  
steps and present it to  
EAASP Board. If they  
desire it the Board has  
to vote on it. They then  
have to vote whether or  
not to accept this as  
a task for EAASP - they  
may decide not to do so.  
If they do we will go  
elsewhere for a development  
partner.

Is in favor of a learning  
needs study of parents  
with kids between 2-5  
but not of how a

Day

30

10/90

EASP audited every year  
and has financial  
statements. Money is  
donated in and once they  
know what came in know  
what they spend.

Beginning cash \$ 90,000 <sup>per JH</sup>  
to do cash flow projection.  
Will get me amount by end  
of week. Wants to have a number  
is sure we can attain - I agreed.  
BEU, CDC, HDIC,

- Will get me two or three people  
I can get letters of support  
from on his name.
- Believes EASP Board will do  
what is necessary to see center  
as a success.

### Notes:

Outcome of this is notion  
that doesn't object to "citizen"  
or community "participation"  
as long as done in a  
manner acceptable to him

Day

30

10/90

and non-threatening to existing leadership or practices. Must be very careful to set it up that way to avoid clashes. Concerned about others input into the finances because doesn't want any problems with that.

Being it was easier to reach understanding and converse with two of us present will continue this format prior to making any suggestions in future.

Asked me was there anyone in particular I did not want present when I requested to meet alone with him and I said no-but - in order for me to feel him out on my suggestions I was looking to him for guidance - I also said it was good for me because we never get to talk.

I also thanked him.

31

Wrote Mr Graves a memo regarding 10/30 meeting.

day 3)

10/90

Worked more on project  
write-up/ final report

Day

11/90

I ~~prep~~ Completed final  
report. Contacted Miller  
to inform it was arriving  
in the mail & wanted it to  
be prepared at 11/90 class.

Prepared attachment list -  
Miller has seen all.

I Went to DHCD office to get  
DBG application. They aren't  
ready yet. Spoke to Deborah  
Williams - she said the only  
portion city would tick it  
would be something toward  
construction. I said that  
was fine and I would tell  
Grove.



11/90

9

Yaves yet has no response.  
I decided to begin cash  
flows with \$25,000 - can  
always adjust later.

13 Spoke to D. Williams in  
DHED. We could get CDBG  
funds to aid in construction  
under guise of area  
economic development. Think  
max should apply for is  
\$300,000. New apps aren't  
out yet - told her I'd keep  
checking back to get one.

14 Project group didn't meet. Spoke  
to Miller re: write-up. Sam  
will mail to me this week with  
written comments. Also wants to  
give me some suggestions on  
my presentation. I said once  
I got it I would call him -  
it was agreed.

17 Worked more on cash flow  
projections - Completed it -  
tried it at \$25,000, 50,000 and  
\$40,000. At 40,000 we can make it  
okay year one. Isselstein is  
raising requisite funds.

19 Went to get CDBG application -  
was told only accepting for  
projects directly related  
to housing.

20 Crisis broke out over Sigues'  
son-in-law. Told me to  
put stuff on hold for a  
minute.

27 Started years 2 & 3  
income statements.

Still no word from Miller  
re: project write-up.

Current d/c center zoning  
is 3.

Month 12

Day

3

Completed Yr 2 and 3  
projected income statements.

12

No report to give at  
Board meeting.

Project Report  
Term II  
April 1990

Jew  
Lyons

Jos David Miller

Jeni Lyons

12/19

Semester Project  
Report

Journal Entries

1/2/00

David,

Here is the revised copy.  
Please hand me back the  
first one I sent you  
with good comments. Also,  
I realize some of the later  
stuff will not get done within  
this year but we can talk about  
that.

Thanks!

Jeri Lyons

6/25/90

Dave -

Here is a better copy of the overview. You should have the completed thing (business plan etc) at term end.

Could you please write for me the suggestions you made about -

- ① Deep pockets on the Board
- ② Alternative learning in the center i.e., ways to make it creative and community oriented vs babysitting
- ③ Involving potential Board members in the planning
- ④ Fundraising (?)

Please critique this heavily for me - I need it to be good. I'll edit later for style.

Thanks - J Lyons

- Can we talk after class? 6/7/90  
P.S. I'm not Joan Rivers. 😊

Terri my dear,

I am not quite sure what this document is that you want me to look at. But look at it, I will.

I trust that this has been written after you have completed and studied your user survey. All my suggestions about a community based learning center and building a strong advisory board are built on the belief that you have identified both a community need of some kind and an interest on the part of key people to become involved. If you have that information, please share it with me. Only then can I help develop the plan. If you have not carried out such a survey, perhaps you should. Do folks just want day care, do they want after school advanced learning for school kids, remedial help for slow learners, continuing education, alternative education, seminars, workshops, parent training and support groups, parent-teens focus groups?

I would go to a number of key people whom you want to involve later on (that will bring to the Board either Wealth, Wisdom, or Work) and set them down for a morning to identify the questions to be asked in a survey. If they formulate the questions, you get them hooked into wanting to hear the answers.

Ask people what they want and to what level they will be able to support it. What we need right now is a community wide profile of the community's learning needs right from day-care on up.

Once you can tell back to the community what they want and what you propose to do about it will you be able to mobilize donors. Even the foundation world will not be interested until you show them that you are speaking for a larger constituency than Terri Lyons and friends.

Even if you just carry out a good study, well planned and documented, this will constitute a good project for CED. But you better get a move on. You need to mobilize people to do this.

David (note spelling)



# Project Description and Contract

Project Draft 1

To: David Miller

From: Jenni Lyons

12/89

Terri Lyons  
Project Draft  
December 1989  
CED Program

A. I will be aiding an apartment complex, Sycamore Groves, develop a daycare center. The center will be not for profit and serve approximately fifty children. Residents will not have first preference and there is no geographical limitation for parents wishing to use the center.

1. The board of directors feels the area lacks quality daycare for children between two and five years old.

B. During the course of the next year I will do the following to aid the development in their effort:

1. I will work with the board and its attorney to form a separate daycare corporation, draft its by-laws and articles of incorporation, and gather whatever information is necessary to apply for an attain the not-for-profit status from the IRS.

2. I will work with the board in locating and/or raising money for planning services. They intend to build a site for the center within their development but at present do not have money to have an architect draw up plans and determine costs for the building.

3. I will aid the board in preparing whatever documents are necessary to determine the feasibility of the project, determine what, if any, particular market the center will serve, and develop an operating budget for the first five years.

4. I will aid the board in locating financing for construction and equipping of the center for service.

5. I will aid the board in locating other programs and interests that could serve the aims of the center and cut costs, or benefit the program they will offers to their users.

C. The board estimates construction costs to be around \$200,000.00.

1. We will need to gather information from other centers and reliable sources as to the operational costs of centers. This will include salary information, supply costs, equipment costs, insurance and other related costs to have a full projection of the amount of money we will need to make the center operational.

D. To date I have done the following:

1. Scheduled a meeting with the board's attorney for her to look over the draft articles of incorporation I completed. The board wanted to look at alternative structures such as cooperatives etc... to possibly involve some area churches or community groups. I will have a set of questions regarding the legal ramifications of that to ask her as well.
2. Chosen a site within the development to locate the center and equip it with space and other amenities required by the state licensing agency.
3. Reviewed thoroughly the state guidelines for licensing of daycare centers.
4. Contacted the local vocational high school principal regarding incorporating some practical training into their existing two-year training program in childcare.
5. Contacted the president of a nearby junior college with an eye toward locating the center in the school. After meeting with her and her staff four times they decided they would attempt to do a center of their own in the site we were looking at.
6. Contacted a local bank Vice President about the project asking him if they could fund something of that nature and he expressed an interest in aiding us in preparing our application and in submitting the project for financing to his bank.

TERRI LYONS  
PROJECT CONTRACT  
CED PROGRAM  
DECEMBER 1989

Draft

Terri Lyons  
Project Contract  
December 1989

#### GOAL

The goal of my project is to develop and bring into being a not for profit daycare center within the Sycamore Groves apartment complex that will serve approximately sixty children between two and five years old.

#### PURPOSE

The purpose of my project will be to aid the Board of Directors in structuring the corporation, funding construction of the building, and equipping the center for service. I will also aid help them to do a marketing plan for the center, attempt to do a study of possible/likely users, and in program development for center operations.

#### OUTPUTS

1. A not for profit daycare corporation must be formed. This includes writing of the articles of incorporation and drafting of the by-laws.
2. The not for profit status must be applied for. The attorney for Sycamore will be responsible for this.
3. Applications must be put in with the city for UDAG and CDBG funds if any becomes available and our councilmembers lobbied.
4. A site must be identified.
5. Funds must be located for seed money to fund planning of the center (and architectural fees) in accordance with state licensing guidelines.
6. Partners must be sought and the legal ramifications of making the center a cooperative venture between several neighborhood groups and/or churches have to be investigated.
7. If feasible, the venture will have to be marketed to prospective partners and agreements drawn up between Sycamore Groves and those wishing to participate.
8. Construction financing sources will have to be located and some type of commitment gained.

9. Some sort of study must be devised to determine possible users, the most likely users, and those that can be drawn to the center from outside of the area.

10. A business plan, program plan, and projected budget for the first three-to-five years of operation must be developed. Estimated costs will be obtained from the plans, cost shopping equipment with various suppliers, and staffing data gained from others in the industry. The budget must include all related administrative costs such as legal fees and insurance policy estimates.

11. A care schedule and curriculum will have to be developed in accordance with Montessori methods, state licensing, and current industry standards. This will entail research and study of other centers, the gathering of information from various teacher training programs, and state recommendations.

12. A copy of all relevant documents pertaining to the granting of state licensing must be obtained and a license applied for once plans have been drawn up for the building and play areas.

13. The building must be constructed and equipped. This is the next to the last step of the project.

14. Staff must be hired.

15. Contracts with users must be sought.

#### **INPUTS**

1. Time and expertise of Terri Lyons.

2. Time, contacts and expertise of Marvin L. Groves, Board Chairman, and Irma Groves, Board Assistant.

3. Resources available at the Sycamore office, such as phones, office supplies etc... .

4. Time and expertise of Sycamore attorney, Mrs. Raymond, who will be paid by Sycamore Groves for her work on the daycare corporation.

5. To whatever extent necessary, time and energy of other eleven Sycamore Board members and Sycamore staff available for footwork or as needed.

## PROJECT WORK SCHEDULE - DAYCARE CENTER

### FALL 1989 - SEPTEMBER TO DECEMBER

1. Develop project outline ( i.e. outputs and inputs) for CED program and submit to advisor.
2. Board committee formed consisting of Marvin L., Irma Groves, and Terri Lyons.
3. Letter sent to Principal of Vocational High School regarding possible participation of students in their daycare training program in our center for internships. At present, the school does not have a practical component within the curriculum. For the next two years the school's programs are dispersed due to remodeling but we wanted to make this contact now. The response was favorable.
4. Met with Dr. Zelema Harris (and selected staff) of Metropolitan Community Colleges regarding a possible center site on the Pioneer campus. Received a letter from her six weeks later saying they will use the site to develop a center of their own.
5. Contacted Mrs. Raymond (Sycamore attorney) to schedule a meeting for January for the following:
  - a. The legal ramifications of the cooperative and/or partnership idea in terms of Sycamore retaining operational control.
  - b. The drafts of the Articles of Incorporation and by-laws.
  - c. The formation of the daycare corporation.
6. Contacted Donna Coding in the Office of Housing and Community Development, City of Kansas City, Missouri regarding making application for CDBG funds in next funding cycle.
7. Prepared draft of a proposal (worked on a draft originally given to me by Irma Groves) to be submitted in funding applications. Met with Mrs. Groves to discuss components of a possible budget.
8. Located a site: an unused parking area, originally designed to accomodate spillover parking, east of the back of the Sycamore office. It is within the development and close to plumbing lines already in place. There is more than enough space for the center, the play areas, and for patron and staff parking. Discussed site with Board Chairman and received approval.
9. Met with Board Chairman regarding possibility of inviting partners and/or structuring the center as a cooperative. He agreed to consider the idea once we heard what Mrs. Raymond has to say.



10. Mrs. Groves talked with Ed Spence at Commerce Bank and received a commitment from him to aid us in preparing our loan package and in submitting same to Commerce for consideration.

11. Mrs. Groves listed the families within the development with children under the age of five.

12. Prepared a survey to be given to tenants to gauge possible usage, if any, of the center by residents. Requested similar list for nearby development, Freeway Homes, from Managing agent, Tucson Redd. Survey has not yet been given.

13. Obtained and studied state licensing rules for daycare centers.

#### WINTER 1990 - JANUARY TO APRIL

1. Formation of not-for-profit corporation, including paying of all related and applicable fees to the state and the filing of the necessary documents with the Secretary of State's office.

2. Continued contact with the Department of Housing and Community Development regarding city funding.

3. Researching sources within the State of Missouri and Jackson County for possible funding. Meeting with Sylvester Holmes of area CDC, the Black Economic Union, regarding possible aid if any they could provide us in this effort.

4. If decision made to do so, will be contacting area churches to become venture partners, and neighborhood organizations.

5. Research into cost of equipping, furnishing and supplying the center will be conducted to ascertain as closely as possible operational costs for first three years.

6. Approaching two area banks and one Savings and Loan Association to request seed money for planning under CRA.

7. Discovering from state all requisite duties to obtain license and, if possible, making application for such.

#### SPRING 1990 -MAY TO AUGUST

1. Care schedule and curriculum development will begin between Irma Groves and Terri Lyons with inputs from related experts in the Kansas City Area.

2. Whatever needs to be done regarding possibilities of obtaining public funding.

3. Study done to determine possible, probable, and most likely users of the center once in place to be a part of funding proposal and/or loan package.

4. Contracting with Architect to create building plans and specifications if in possession of necessary capital. Will check with local firms regarding drawing up of plans if can be paid out of construction financing once released.

5. Drawing up of business plan for center.

FALL 1990 - SEPTEMBER TO DECEMBER

1. Coordinating and bringing together of all related tasks and requirements prior to construction.

2. Developing marketing plan for center opening and acquisition of users prior to opening.

3. Soliciting contributions of furniture and supplies from area donors.

4. Advertising for staff.

5. Solidifying through contracts, relationships with other entities regarding center operation and or related programming. For instance, the Vocational High School including the center as a part of their daycare curriculum, and contracting with state and county for community service workers to save on maintenance and some other costs.

WINTER 1991 - JANUARY

PROJECT PRESENTATION - NEW HAMPSHIRE COLLEGE CED PROGRAM.

Revised and Submitted Copy

TERRI LYONS  
PROJECT CONTRACT  
CED PROGRAM  
DECEMBER 1989

Terri Lyons  
Project Contract  
December 1989

## GOAL

The goal of my project is to aid a community group in structuring a not for profit daycare center within the Sycamore Groves apartment complex that will serve approximately sixty children between two and five years old.

## PURPOSE

The purpose of my project will be to aid the Board of Directors in all phases of preparation for building a center.

## INPUTS

1. A not for profit daycare corporation must be formed. This includes writing of the articles of incorporation and drafting of the by-laws.
2. The not for profit status must be applied for. The attorney for Sycamore will be responsible for this.
3. Applications must be put in with the city for UDAG and CDBG funds if any becomes available and our councilmembers lobbied.
4. A site must be identified.
5. Funds must be located for seed money to fund planning of the center (and architectural fees) in accordance with state licensing guidelines.
6. Partners must be sought and the legal ramifications of making the center a cooperative venture between several neighborhood groups and/or churches have to be investigated.
7. If feasible, the venture will have to be marketed to prospective partners and agreements drawn up between Sycamore Groves and those wishing to participate.
8. Construction financing sources will have to be located and some type of commitment gained.
9. Some sort of study must be devised to determine possible users, the most likely users, and those that can be drawn to the center from outside of the area.
10. A business plan, program plan, and projected budget for the first three-to-five years of operation must be developed.

Estimated costs will be obtained from the plans, cost shopping equipment with various suppliers, and staffing data gained from others in the industry. The budget must include all related administrative costs such as legal fees and insurance policy estimates.

11. A care schedule and curriculum will have to be developed in accordance with Montessori methods, state licensing, and current industry standards. This will entail research and study of other centers, the gathering of information from various teacher training programs, and state recommendations.

12. A copy of all relevant documents pertaining to the granting of state licensing must be obtained and a license applied for once plans have been drawn up for the building and play areas.

13. The building must be constructed and equipped. This is the next to the last step of the project.

14. Staff must be hired.

15. Contracts with users must be sought.

#### OTHER INPUTS

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3. Resources available at the Sycamore office, such as phones, office supplies etc... .

4. Time and expertise of Sycamore attorney, Mrs. Raymond, who will be paid by Sycamore Groves for her work on the daycare corporation.

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  - a. The legal ramifications of the cooperative and/or partnership idea in terms of Sycamore retaining operational control.
  - b. The drafts of the Articles of Incorporation and by-laws.
  - c. The formation of the daycare corporation.
6. Contacted Donna Coding in the Office of Housing and Community Development, City of Kansas City, Missouri regarding making application for CDBG funds in next funding cycle.
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11. Mrs. Groves listed the families within the development with children under the age of five.

12. Prepared a survey to be given to tenants to gauge possible usage, if any, of the center by residents. Requested similar list for nearby development, Freeway Homes, from Managing agent, Tucson Redd. Survey has not yet been given.

13. Obtained and studied state licensing rules for daycare centers.

#### WINTER 1990 - JANUARY TO APRIL

1. Formation of not-for-profit corporation, including paying of all related and applicable fees to the state and the filing of the necessary documents with the Secretary of State's office.

2. Continued contact with the Department of Housing and Community Development regarding city funding.

3. Researching sources within the State of Missouri and Jackson County for possible funding. Meeting with Sylvester Holmes of area CDC, the Black Economic Union, regarding possible aid if any they could provide us in this effort.

4. If decision made to do so, will be contacting area churches to become venture partners, and neighborhood organizations.

5. Research into cost of equipping, furnishing and supplying the center will be conducted to ascertain as closely as possible operational costs for first three years.

6. Approaching two area banks and one Savings and Loan Association to request seed money for planning under CRA.

7. Discovering from state all requisite duties to obtain license and, if possible, making application for such.

#### SPRING 1990 -MAY TO AUGUST

1. Care schedule and curriculum development will begin between Irma Groves and Terri Lyons with inputs from related experts in the Kansas City Area.

2. Whatever needs to be done regarding possibilities of obtaining public funding.

3. Study done to determine possible, probable, and most likely users of the center once in place to be a part of funding proposal and/or loan package.

4. Contracting with Architect to create building plans and specifications if in possession of necessary capital. Will check with local firms regarding drawing up of plans if can be paid out of construction financing once released.

5. Drawing up of business plan for center.

#### FALL 1990 - SEPTEMBER TO DECEMBER

1. Coordinating and bringing together of all related tasks and requirements prior to construction.

2. Developing marketing plan for center opening and acquisition of users prior to opening.

3. Soliciting contributions of furniture and supplies from area donors.

4. Advertising for staff.

5. Solidifying through contracts, relationships with other entities regarding center operation and or related programming. For instance, the Vocational High School including the center as a part of their daycare curriculum, and contracting with state and county for community service workers to save on maintenance and some other costs.

#### WINTER 1991 - JANUARY

PROJECT PRESENTATION - NEW HAMPSHIRE COLLEGE CED PROGRAM.

#### END OF PROJECT STATUS (OUTPUTS)

I will have successfully completed my project when the following has taken place:

1. The Board of Directors has located funding for plans for the center.

2. The daycare corporation has been formed and by-laws created.

3. The Board of Directors has a package prepared that can be submitted to banks for funding of center construction and operations.

4. Operational, business and program plans have been developed for the center.



# -Project Term Reports

12/18/89

David,

This is the best I could do with what I had.(smile)  
I want this particular feedback from you. First, I want to know if this is a correct format (I used GPOI). Secondly, I would like for you to comment in detail and extensively on the content, the priorities, the order of the schedule and I want clear recommendations of the order I should proceed to put this together in. Also, if it needs to be more detailed I want clear, precise instructions as to how and in what way. Third, I want to refine what I have jsut given you into a clear work schedule so give me feedback as to how to go about making this THAT!!!

GOT IT!?!?!???

We don't have a lot of time and I don't have the time I need to talk with you about this. So be clear!!!!!!

Happy Holidays.

My number at my mom's in L.A. is (213) 734-3346

I will be there 12/23 to 1/1.

or Aunt's (213) 291-4851

TERRI LYONS  
PROJECT REPORT  
TERM 2, APRIL 1990

### DAYCARE

Attached to this report are the minutes from the meetings the committee has had since I mailed in my journal entries.

So far, we have received sketches from the architect for the addition to our community building. For full renderings he was going to charge us \$800.00. The board voted to approve that amount in fees during the March meeting. However, after our attorney got in touch with Fannie Mae it was brought to our attention that the process to get the land released so that another mortgage could be put on it would be so long and convoluted that it was best to go ahead and use the approximately 30,000 square feet in the center of our development that Fannie Mae already agreed to release when we wanted to put the senior citizens' complex there. The board approved the use of that land for the center along with a kitchen in the building and space for 100 children so we would not have to do any more building for a number of years. The board also approved having the meals catered in by a USDA approved caterer.

The architect presented us with his fee schedule for the new idea and the board approved that at the April meeting. We sent him a letter and we should have the drawings sometime next month. In addition, the cost of the space will double as well.

Ms. Stevenson is putting us a budget together based on the figures we gave her for our costs and for 100 children. We have moved forward on getting letters from possible users to submit with our package to the bank. We intend to solicit donations for the equipment from area corporations and we put an introductory letter together for that.

During the next term it will be my responsibility to work on a business plan, a proposal to be sent asking for donations, and putting the package all together to submit to the bank.

## ATTACHMENTS

### 2/13/90 report

1. Guideline I was given by the department of Housing and Community Development for writing our business plan.
2. My paper on the project I wrote for Swack's financing CED class.
3. The draft cover/introduction letter to possible donors.

### 2/20/90 report

4. Data collected from Mid America research center on the children in our area by age and the areas with the most daycare service needs.
5. More data on the costs of childcare services in our area.

### 2/22/90 report

6. From the state licensing commission - center equippage requirements.

### 4/9/90 report

7. Article on movie I and three committee members attended on daycare.
8. Article on the proposed welfare overhaul legislation - this will effect us as there will be potential users from current recipients if the legislature decides to require they work or attend school to receive benefits.

TERRI LYONS  
MILLER PROJECT GROUP  
TERM REPORT  
AUGUST 1990

DAVID:

Here is my term report for the summer semester 1990. I got your note and I will respond to it at the end of this. The journal entries are self explanatory and you will be able to tell that things are going along pretty much as planned. I must tell you something though. The "Board Assistant" that is the wife of the Board President and I had a big falling out. We've never been the best of associates but at the last committee meeting she flatly refused to even consider suggestions I made about certain things and then she accused me of being in the way of progress because they have been trying to have a day care center for two years and have never made any progress. Well, because of my work, and mind you, I'm not getting paid for this, they are closer than they have ever been and I was quick to point this out. Perhaps I could have realized that she is an old crochety mean woman who is perpetually rude as is her husband, in addition to being stuck in her ways, and she and her husband see that development as their baby. No one can say anything or do anything that they do not approve of and except for three out of the twelve board members the others are yes persons.

So, I said all of that to say that in regards to your note you can

forget it. They will never in a million years consent to that. They want a daycare center, they believe it is needed and all they needed was a board member willing to take it on and I came in too stupid to know better and let you browbeat me into making this my project.

At this point the only thing they want is a business plan and loan proposal and they have made it clear no matter what I say that they will not support me doing anything but moving forward with their agenda. Got it? I did, loud and clear.

Lastly, I have taken to heart your suggestion about a learning needs profile and there is a committee in my group, The National Black United Front, that will do the learning profile. Presently they are trying to get the Afrocentric curriculum into the schools and they will incorporate that into their activities. For my purposes, I will do my development and the other one four blocks away and give you that report at the end of next term.

The plan I wanted you to look over and comment on are the initial portions of the business plan and project description I intend to use to send to foundations, prospective board members, etc. It will be used sort of as a prospectus. In addition, I do intend to use your suggestion about making sure prospective board members get in on the program design, etc. That way, I can get around Mrs. Groves. I won't be able to kick her off of my committee the way I want to but with more strength on my side I

can hopefully kick her in the butt a little and make her and her husband see that the 1950's have long been gone and this is a new day. If not, I'll be the one who will be gone - BUT!!!!!! You insisted I do this as my project and you knew I did not want to.(smile)

Take care and please be rather prolific with your comments. I absolutely hate it that you do not have more to say to me about what I am doing. I would value comments from you more than anything and I have tremendous respect for your knowledge and past work.

Note\*\*\*\*\*

This is not a butter up - the grade is p/f.(smile)

PROJECT WORK SCHEDULE - DAYCARE CENTER

FALL 1989 - SEPTEMBER TO DECEMBER

*progress to  
date  
9/90*

1. Develop project outline ( i.e. outputs and inputs) for CED program and submit to advisor.

2. Board committee formed consisting of Marvin L., Irma Groves, and Terri Lyons.

3. Letter sent to Principal of Vocational High School regarding possible participation of students in their daycare training program in our center for internships. At present, the school does not have a practical component within the curriculum. For the next two years the school's programs are dispersed due to remodeling but we wanted to make this contact now. The response was favorable.

4. Met with Dr. Zelema Harris (and selected staff) of Metropolitan Community Colleges regarding a possible center site on the Pioneer campus. Received a letter from her six weeks later saying they will use the site to develop a center of their own.

5. Contacted Mrs. Raymond (Sycamore attorney) to schedule a meeting for January for the following:

a. The legal ramifications of the cooperative and/or partnership idea in terms of Sycamore retaining operational control.

b. The drafts of the Articles of Incorporation and by-laws.

c. The formation of the daycare corporation.

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8. Located a site: an unused parking area, originally designed to accomodate spillover parking, east of the back of the Sycamore office. It is within the development and close to plumbing lines already in place. There is more than enough space for the center, the play areas, and for patron and staff parking. Discussed site with Board Chairman and received approval.

9. Met with Board Chairman regarding possibility of inviting partners and/or structuring the center as a cooperative. He agreed to consider the idea once we heard what Mrs. Raymond has to say.

*Said  
not good  
idea DC  
wants  
to maintain  
control*



10. Mrs. Groves talked with Ed Spence at Commerce Bank and received a commitment from him to aid us in preparing our loan package and in submitting same to Commerce for consideration.

11. Mrs. Groves listed the families within the development with children under the age of five.

12. Prepared a survey to be given to tenants to gauge possible usage, if any, of the center by residents. Requested similar list for nearby development, Freeway Homes, from Managing agent, Tucson Redd. Survey has not yet been given.

13. Obtained and studied state licensing rules for daycare centers.

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6. Approaching two area banks and one Savings and Loan Association to request seed money for planning under CRA.

7. Discovering from state all requisite duties to obtain license and, if possible, making application for such.

SPRING 1990 - MAY TO AUGUST

1. Care schedule and curriculum development will begin between Irma Groves and Terri Lyons with inputs from related experts in the Kansas City Area.

2. Whatever needs to be done regarding possibilities of obtaining public funding.

Spoke with  
Brooklyn  
re: Bateman's  
as well -  
he is open

1/90 with  
Mrs. Kayman

Not  
done -  
board  
said  
no

did not apply

Moved  
to 4/90

done  
2/90

3. Study done to determine possible, probable, and most likely users of the center once in place to be a part of funding proposal and/or loan package.

4. Contracting with Architect to create building plans and specifications if in possession of necessary capital. Will check with local firms regarding drawing up of plans if can be paid out of construction financing once released.

5. Drawing up of business plan for center.

FALL 1990 - SEPTEMBER TO DECEMBER

*Moved 9/90*  
1. Coordinating and bringing together of all related tasks and requirements prior to construction.

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3. Soliciting contributions of furniture and supplies from area donors.

4. Advertising for staff.

5. Solidifying through contracts, relationships with other entities regarding center operation and or related programming. For instance, the Vocational High School including the center as a part of their daycare curriculum, and contracting with state and county for community service workers to save on maintenance and some other costs.

WINTER 1991 - JANUARY

PROJECT PRESENTATION - NEW HAMPSHIRE COLLEGE CED PROGRAM.

END OF PROJECT STATUS  
(OUTPUTS)

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*projected  
end  
9/91*

# Committee and Meeting Reports

February 20, 1990

The Day Care Committee met on February 15, 1990 with the Architect, Mr. Tom Eatman, Atty, Ms. Mildred Raymond and a Representative from the "Parents as Teachers" program, Ms. Jackie Stevenson. Ms. Stevenson has consented to be an consultant to the committee..

The group toured the property behind the Community Room, Bathrooms, Resident Managers Office and the Social Directors Office.

In order to serve up to fifty (50) children, the attachment( which would also include Bathroom facilities, Drinking Fountains, a Closet and etc.) the Architect, Mr. Eatman, gave a approximately cost of \$100,000. He will only do a sketch and then present us his cost.

Ms. Stevenson gave a approximately cost of \$80,000 as a start-up figure(which would include Indoor and Outdoor Play Equipment, and other furnishings).Ms. Stevenson also provided us with a book on "How to Start a Day Care Program and information on salaries: Director with a AA Degree-\$6.00 to \$8.00 per hour and a Para-Professional-\$4.50 per hour and up. She will provide us with a Sample Equipment List and a Sample Budget.

We need to contact organizations such as -Women's Employment Network and the Urban League for information on contracting with their clients that have a need for Day Care.

The State's Day Care License Office will assist us in checking the background of persons we intend to hire.

We also will look at the cost of catering vs preparing meals on site.

The Day Care Committee will meet again on February 21, 1990.

Terri Lyons  
Chairman

Day Care Committee

February 22, 1990

The committee met and several assignments were accepted:

Atty. Raymond---Will read the Federal Reg. concerning a loan from Fannie Mae.

Mr. Redd and Atty. Raymond will have a conference call to Fannie Mae.

Mr. Redd will:

- A. Contact Charles Ingram--Liabilty Insurance
- B. HDCIC--Seed Money
- C. Ed. Spence--Commerce Bank--Loan
- E. Dwayne Crompton--Assistance in identifying Funding

Ms. Stevenson will Identify Sources for contracts.

She has given us a Workable Budget  
She has given us an Equipment List

Ms. Groves will:

- A. Contact Edith Coleman--483-3500--Women Network (Newstart) for possible usage. She is very interested.
- B. BEU--S. Holmes--Survey information. Will get back to us-474-1080
- C. Follow-up on contact with Alan Wheat. Office is checking on Federal Regs and if there is any funding available. Check back with his office staff on March 16, 1990-842-4545
- D. Contact Division of Family Services--472.2000 for two (2) copies of their Regs. Call back after reading Regs to see if there is any funding available.
- E. Sen. Phillip Curls--241-1200-- Check to see if there is any Construction Funds or any Operating Funds for non-profit Day Care Centers.
- F. Contact Beverly Watson--Chairman of the Day Care Association--333-1938-- She is out of town, call her back Monday-March 5, 1990 Any information on funding and sources for contracts.
- G. Earl Warren--Jobs Partnership Training Act Program (JPTAP) 471-5872-- Would any of his clients have need for Day Care. He will check and give me the name of a contact person.

Terri Lyons  
Chairman

## Day Care Committee Report

February 13, 1990

The Day Care Committee met on January 9, 1990. The Committee discussed the possibilities of:

- A.) Extending the Community Building.
- B.) Building on the land in front of the Community Building.
- C.) Purchase of an Off-Site House.

We will meet with Mr. Tom Eatman, Architect, of By Design Architect Inc. on February 15, 1990 at 9:00 a.m. to see what he would charge to do the plans for us. He has experience and he was the Architect for the new Day Care that was built for GSA at 95th and Bannister Road.

The Vo-Tec has not yet assigned a principal and will not re-open until September 1990. Ms. Jackie Stevenson (968-4916) of the program "Parents As Teachers" will also meet with the committee on February 15, 1990 at 9:00 a.m. to assist us in planning the Day Care from A to Z. She was highly recommended by Ms. Imogene Lewis (871-7529) and Ms. Lauris Hawthorne (871-7700) of Human Resources of the Board of Education. Attorney Raymond is reviewing the Articles of Incorporation and the By-Laws in order to develop a corporation for the Day Care Center.

The Board Assistant will have a survey form for the Committee to review on February 15, 1990.

We need to develop a letter to HUD for their review before we contract any work and they will also want to know about Financing.

Terri Lyons  
Chairperson

February 20, 1990

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Terri Lyons  
Chairman

April 9, 1990

The Day Care Committee met on March 28, 1990.

The report is as follows:

1. The Architectual cost of \$800.00 for Drawings was only for the addition to the Committee room.

The new addition would need much more extensive drawings and that Architectual cost will be \$ 1260 MAX.

2. Mr. Redd will contact Ms. Stevenson so that we may have a budget to review at the next meeting.

3. Mr. Groves will contact Commerce Bank (Ed Spence) for loan information on

Addition to Committee Room  
220,000.00

New Building  
440,000.00

A. Max years for Pay Back. \_\_\_\_\_

B. Amount of Intrest. \_\_\_\_\_

C. Min Monthly Payments. \_\_\_\_\_

Mr. Groves contacted the Summer Food Program Director Gwen Hawks, she stated if we contract with U.S.D.A, they (USDA) will pay.

Breakfast	\$1.00
Snack	\$ .47
Lunch	\$1.80

If we cater with Vendors that are USDA approved the vendors would serve the proper meals.

The next meeting will be on April 9, 1990 at 4:00 pm.

Terri Lyons  
Chairman



5/20/90

mtg  
notes

Eaton called Mrs. Groves and told her he had the plans ready.

- need to discover if any special provisions.
- form copy
- accept plans
- budget presented
- personnel policies
- info on
- contact letters

\* - fringe benefits include unemployment, 15% for payroll taxes 24,000.00

\* - general operating is

\* 5% replacement reserve

\* feed is not included in budget.

\* Should pay architect in <sup>next</sup> fiscal year will be paid until July 1st. That way it won't show up on the audit.

\* — probable to make arrangements with  
Head Start to house some kids and  
they get paid or can give up a  
portion of their waiting list

\* Lyons should contact Crompton  
re: business plan

## STARTING A SMALL BUSINESS

### I. Planning

- Know thyself
- What customer good/services are needed and what am I going to offer to meet those needs
- What managerial and product service related knowledge/skill can I bring to the business

### II. Feasibility Checklist for Starting a Small Business

General Personal Considerations  
Specific Personal considerations  
General Project Description  
Requirements for Success  
Major Flaws  
Desired Income  
Preliminary Income Statement  
Market Analysis

### III. A Business Plan

- Introduction
- Table of Contents
- \* Marketing Analysis *TR*
  - TR* a. Market to be served
  - TR* b. Product and/or product lines *Services rendered*
  - TR* c. Strategy
  - d. Distribution
- Financial Plan *→ Setup, construction loan, TR-SR*
- Personnel Plan *- staffing & shifts → Sandra / Tucson*
- \* Statement of business intent/reason for being in business
- Appendices to Business Plan
  - \* a. Sales Forecast
  - \* b. Projected Income Statement
  - \* c. Projected Balance sheet
  - d. Cash Flow Statement
  - e. Projected Staff & Site Selection *TR/SR*
  - f. Founders' Resumes *→ EPOCH & Omega blurb*
  - g. Founders' Personal Financial Statement *- each's 3 yrs*
  - h. Founders' Compensation
  - i. Equity Ownership

### IV. Get Professional Help

Accountant  
Banker  
Insurance Agent  
Lawyer  
Trade Associations  
Chamber of Commerces  
Visit Your library/read  
SBA  
Labor Department

*list of local employees*  
*- plan for getting the real property released*

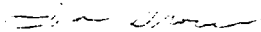
*- membership stuff*

*business plan with assignments*

## Day Care Committee Report

July 18, 1990

1. Received list of Businesses that are located in the area from BEU.
2. Sent 10 letters to the Businesses requesting information if they or their Employees have a need for a Day Care Center. There was no response.
3. Have identified 43 phone numbers from the list of Businesses. Also if we want to send out any more letters, Board Chairman suggested a change by asking the Businesses to answer two questions on a survey, and send to 41 more Businesses.
4. Saw a Commercial concerning information on the Food Program for Day Care Providers. Contacted "Day Care Connections--962-2020 and was referred to the Division of Family Services --472-2520 and the Nutrition Service Food Program, Lila Lipard, Director--436-2964.
5. Lila Lipard's Program only serves Day Care Providers that are in the home. She referred me to the State's Program "Information on Administring a Food Program in a Center". Talked to Kay--1-800-733-6251. She will send us an application and other information. All application must be submitted back by October 1990. Other providers will receive their applications in Aug and they must be back by Oct. also.
6. Contacted Lyn Patterson at CMF- Clearinghouse for Mid-Continent Foundations--276-1176 and purchased two Books that had the information that we needed on Foundations.
7. Attached is a list of possible Board Members.

  
Irma Groves  
Board Assistant

Businesses that received initial Letter

Black Chamber of Commerce 1601 E. 18th Suite 230 Buck Buchanan, President	474-9901	Left message on Answering Machine
Gregg Community Center 1600 E. 17th Street John Sams, Director	274-1698	No response
Opportunities Industrialization Center 1601 E. 18th Street Rev. Clarence Cooper, President		Moved to 12023 E. 47th Street Did not follow up with Phone Call out of the area
New Horizons Assistance 1601 E. 18th Suite 260 Cornell Ellis, President	221-1860	Call week of July 23, 1990
Niles Home for Children 1911 E. 23rd Street Vivian Jones, Excutive Director	241-3448	Cindy Leonard, Administrative Assistant Yes
Belfonte Ice Cream Company 1511 Brooklyn Sal Belfonte, Owner	483-9070	Jackie Shephard-Send her a letter
Electric Service Co 1720 Kansas Verlin Shinagargar, President	231-2663	Beth Tenoyer-Probably
Channel 20 Production 1601 Olive Bob Niles, President	No Phone	
The Sign Connection 1706 Troost Cal McAfee, President	No Phone	
K.C. Benton Library 2300 Chestnut Katherine Cooper	No Phone	

2/90 2

## Paper for Financing CED Class

I am currently facing a financing issue with my project. We have researched and sought funds to construct a day-care center for low and moderate income women in our community but have been unsuccessful. In spite of the tremendous attention being given to centers today we have been unable to locate seed money. That is, money for planning and a financial consultant to aid us in preparing business plan. We have received two confirmations from local lending institutions that once we are prepared to build they would be willing to work with us in financing construction - but that's all.

We did find out about one possibility. HUD will be releasing funds later on this year for specialized training and business development activities among public housing residents and section 8 recipients. In order to take advantage of these funds we decided we would further tailor our program to be a training program and attempt to tap into that. We had already decided to save on staff costs by partnering with the vocational high school's daycare worker program. They had no practical component in theirs and we have been talking with them regarding using our center. As a result, we may even be able to obtain some possible funds from the school district because they are currently remodeling the school and restructuring the offered programs to the tune of \$6,000,000.00.

Other than that we are at a loss because those funds will probably supplement operating costs in the early years and/or asset/equipment acquisition but they will not provide for us the funds we need in the early stages, nor will they supplement operating costs.

Another idea we had was to put the center in the ground floor of our proposed Section 203 senior/elderly housing development. We planned for seventy-six units built in the center of our development. Our application has been rejected by HUD two years in a row and the Board decided it was reluctant to continue to wait for that to emerge as a possibility. Also, it turned out there would have been multi-level complications with the HUD and State Licensing people to do that and we decided the headache was simply not worth it.

The last thing we considered was offering the program as a cooperative venture between several other developments, community groups, and churches. With Kansas City being so divided and people here being totally unwilling to work together on anything I think it will never work and am somewhat unwilling to make the attempt. My Board President agrees but we will go ahead with it anyway. We do foresee a problem with control because we will hold all of the liability and therefore must be able to oversee. I think the best way to do that type of venture would be for us to

just offer memberships to these people in the non-profit corporation building the center. The fees could provide the seed capital we need. In exchange for the membership we could reserve slots in the center for clients they refer.

Please comment on these proposed ideas and if you could give me any others I would appreciate it.

# Addendums



# List of Addendums

- ① Initial draft of fundraising letter (1pg)
- ② census data - children and day care centers in K.C., MO 1980 census (3pgs)
- ③ list of needed equipment for center from missouri licensing office (5pgs)
- ④ articles in paper relating to child care in state (2pgs)
- ⑤ List of businesses (6 block radius). (4pgs)
- ⑥ Foundations to apply to for money (1pg)
- ⑦ Possible Directors per Inma Groves (1pg)
- ⑧ Draft of Articles by Mrs. Raymond. (4pg)
- ⑨ Pieces to include in business plan / funding proposal (9pgs)
- ⑩ Initial letter to request letter of support from area business (1pg)
- ⑪ Survey to go with letter (1pg)
- ⑫ letter to Architect - 1pg
- ⑬ Draft of income statement yr1 (1pg)
- ⑭ Business Plan format used (1pg)
- ⑮ market and tenant survey (3pgs)
- ⑯ Draft asking businesses/supporters to sign (1pg)
- ⑰ Input from Social Director - wants to create a latchkey program as adjunct to center (3pgs)
- ⑱ First draft of prospectus for day care center (6pgs)
- ⑲ 2nd draft of prospectus (1pg)

3- Fundraising Intro letter

# EACH INC.

East Attucks Community Housing Inc.

First one

483-9660

2920 EAST 17TH STREET, KANSAS CITY, MISSOURI 64127

RE: Sycamore Groves

Dear

I'd like to take a few minutes of your time to write you a brief letter giving you the background on East Attucks Community Housing, Inc. to explain to you who we are and what we hope to accomplish.

East Attucks community Housing, Inc. is a Not-for Profit Missouri corporation whose sole purpose is the ownership of The Sycamore Groves Housing complex. Sycamore Groves is located at 2920 East 17th Street, in Kansas City, Missouri in the core of the inner city.

Sycamore Groves is a housing complex, built under the provisions of Section 236 of the National Housing Act. There are 179 units of housing in the complex, serving low and moderate income families. The unit mix is as follows: one and two bedroom apartments, three bedroom duplexes, and three and four bedroom townhouses.

Since 1975 EACH, Inc. has sponsored Sycamore Groves and provided decent, safe, and sanitary housing for its residents. I am sure that you have read and heard about the severe cutbacks that governmental bodies have made in the funding of housing developments. It is because of this fact that EACH, Inc. operates on a very strict budget. The increased costs of operation due to inflation and the aging of the development has the Board of Directors greatly concerned with Sycamore Groves ability to continue to be self sustaining in the future.

As a business person, a community member, or just an interested individual, we know that you are vitally interested in the community. Any assistance that you may be able to provide us in our endeavor monetarily or otherwise will be greatly appreciated. Someone from our office will be contacting you within ten days to arrange a meeting with you or one of your representatives. If additional information is needed please contact \_\_\_\_\_.

Sincerely,

Marvin L. Groves

4  
Census  
data  
1980

Table III

Number of Children by Age and Zip Code

Zip Code Area:	Number Children by Age		
	0-2	3-6	7-13
64101, 64103, 64105, 64106, 64108, 64109, 64111 (Downtown and Midtown KCMO)	2,568	2,551	4,396
64015 (Blue Springs)	1,732	2,400	4,348
64050 (North Independence)	1,087	1,304	2,456
64055 (South Independence)	1,170	1,523	3,637
64063 (Lee's Summit)	1,452	1,788	3,705
64052, 64053, 64054 (West Independence)	2,081	1,867	2,620
64056, 64057, 64058 (East Independence)	1,745	2,166	3,994
64068, 64155, 64156, 64157, 64158 (Central Clay, Incl. Liberty)	334	459	893
64012, 64078, 64080, 64083, 64701, 64725, 64734, 64742, 64743, 64746, 64747 (North Cass)	2,355	3,037	6,276
64110, 64112, 64113 (South Central KCMO)	1,912	1,854	3,700
64114, 64131 (Southern KCMO)	1,834	1,797	3,744
64116, 64117 (North KC)	1,155	1,506	2,619
64118, 64119 (Gladstone)	2,458	2,849	6,217
64048, 64060 (North Clay, Holt, Kearney)	369	529	1,130
64120, 64123, 64124, 64125, 64126, 64127, 64128 (Northeast KCMO)	3,895	4,801	7,870
64133, 64134, 64136, 64137, 64138 64139 (Southeast KCMO)	4,047	4,837	14,898
64129, 64130, 64132 (East Central KCMO)	3,369	4,292	12,688
64016, 64029, 64034, 64070, 64075, 64088 (East and SE Jackson)	975	1,335	2,651
64030, 64145, 64146 (SW KCMO, Grandview)	1,457	1,829	3,422
64079, 64150, 64151, 64152, 64153, 64154 64163 (Central and Southern Platte)	1,835	2,456	5,019
64024, 64035, 64036, 64062, 64077, 64084, 64085, 64401, 64429, 64439, 64444, 64465, 64477, (East Clay, Ray)	1,783	2,123	4,268
66013, 66053, 66061, 66063, 66064, 66071, 66083, 66085 (Western and Southern Johnson, Miami)	3,348	3,839	6,664
66101, 66102, 66103, 66104, 66105, 66106 (Kansas City, Kansas)	6,773	8,091	14,392
66206, 66207, 66209, 66210, 66211, 66212, 66213 (Eastern Johnson)	2,282	3,223	7,673
66007, 66012, 66020, 66043, 66048, 66086, 66109, 66111, 66112, 66113 (Western Wyandotte and Leavenworth)	1,971	2,720	5,338
66214, 66215, 66216, 66217, 66218, 66219, 66220 (North Johnson)	2,228	3,110	6,087
66202, 66203, 66205 (NE Johnson)	2,057	2,347	3,931
66204, 66208 (Eastern Johnson)	1,886	2,288	4,330
Metro Kansas City Total	60,158	72,921	148,966

Source: Metropolitan Child Care Project Neighborhood  
Profiles & 1980 Census

Table VIII

Geographic Areas With Greatest Service Shortages  
Emphasis on Infant/Toddler Care

<u>Description</u>	<u>Zip Code</u>	<u>Type of Care Needed</u>
Downtown Kansas City, Mo.	64108	Center
Midtown Kansas City, Mo.	64109	Both
Blue Springs	64015	Center
South Independence	64055	Center
Lee's Summit	64063	Both
West Independence	64052, 64053, 64054	Family
East Independence	64056, 64057, 64058	Center
Central Clay County	64155, 64156 64157, 64158	Both
North Cass	64767	Both
Liberty	64068	Both
So. Central Kansas City, Mo.	64110, 64112, 64113, 64114, 64131	Both
North Kansas City	64116, 64117	Family
Gladstone	64118, 64119	Family
Kearney	64060	Center
Raytown	64133	Family
East Central KCMO	64129	Center
SW KCMO and Grandview	64030, 64145, 64146	Center
Southern Platte	64152	Both
Excelsior Springs	64024	Both
Eastern Olathe	66062	Family
Kansas City, Ks.	66103	Both
Leawood	66206	Family
Overland Park	66210	Family
Western Wyandotte	66109, 66111 66112, 66113	Family
Bonner Springs	66012	Family
Lenexa	66219	Family
Prairie Village	66208	Family

- 5  
more  
data
- o The age of the children (infants require more caregivers per child)
  - o Profit or non-profit center
  - o Salary level in community
  - o Training of caregiver
  - o Are meals provided?
  - o Are children picked up, or taken on field trips?
  - o Climate
  - o Is space provided at no cost?

The source for the figures are Noralee Faulkner and a publication: Nursery School Day Care Center Management Guide, 2nd Edition, by Clare Cherry, Fearor Teacher Aids, A Division of David S. Lake Publishers, Belmont, CA 44002.

Space costs for for-profit centers are usually higher than not-for-profits which often have subsidized space, typically in a church. For-profits also tend to spend more money on equipment and advertising. Staff costs are comparable between them because the staff-to-child ratios are regulated, although not-for-profits tend to spend slightly larger percentages of their budgets on salaries since they do not need to make a profit.

#### V.B. Impact on Families

Child care costs are a heavy burden to many families, obviously more so for lower income homes. Such costs may be the fourth highest item in the family budget. Charts in Appendix E show the cost of child care of various types in five area counties. In Wyandotte county, where the median family income is the lowest, the percentage of income spent for child care is the highest. In contrast, in Johnson County, where the median income is the highest among the five area counties, child care costs are the lowest percentage of income.

Actual costs by types of service are shown in Table IX, with a further breakdown in Appendix H.

Table X

#### 1985 CHILD CARE COSTS

##### Average Weekly Cost

<u>Family Day Care Homes</u>	<u>Center Day Care</u>	<u>In Home Care By Outside Person</u>
\$45.51	\$54.28	\$78.58

Source: 1985 Metropolitan Child Care Project Neighborhood Profiles and 1980 Census

# b Equipping the Center

## STANDARD EQUIPMENT FOR PRE-SCHOOL DAY CARE CENTERS SUGGESTED PERMANENT INDOOR EQUIPMENT

### FOR GENERAL USE

- Tables - child sized
- Child Sized Chairs - One for each child
- Open shelves for blocks, cubes, small dolls, interlocking trains, etc.
- Open shelves for dolls, dishes, blankets, irons, etc.
- Open shelf for books
- Open shelves for crayons, paste, etc.
- Open shelves for puzzles, pegboards, games, etc.
- Closed cabinet for extra paints, clay, etc.
- Rack for hanging up shop tools (where supervision permits)
- Boxes for lumber and small shop accessories.
- Wooden boxes for cubes, crayons, beads, etc.
- Facilities for hanging children's paintings
- Screens - to separate quiet and active play areas; to separate cots at rest time, etc.
- Piano or autoharp
- Window shades - dark, so room can be darkened at rest time
- Wastebaskets - durably constructed
- Rugs, washable to sit on for stories, either 9' X 12' or several small sizes
- Room thermometers, preferably 3' from floor

### STORAGE SPACE

- Coat lockers (cubbies)
- Space for each child's belongings
- Closet for cots - Closet for housekeeping equipment and extra materials

### FOR SLEEPING

- Cots - One for each child
- Washable blankets or child size quilts - One for each child

Cotton Sheets - contour or ties on bottom sheets to fit cots

Waterproof Sheeting - size of cot - may be needed for some

### FIRST AID SUPPLIES

List of recommended supplies can be obtained from the consulting physician or local Department of Health

### FOR ISOLATION

- Cot and bedding
- Chair - adult size
- Chair - child size
- Small Table
- Wash Basin
- Waste Basket

### FOR HOUSEKEEPING AND CLEANING

Closet for brooms, mops, pails, etc., with shelf for cleaning agents, rags, brushes, etc.

### FOR OFFICE WORK AND STAFF ROOM

- Desk(s)
- Chairs
- Day bed or couch
- Filing cabinet for records
- Closed cabinet or closet for supplies
- Bookcase for reference books, professional Magazines
- Bulletin Board

MISSOURI DIVISION OF FAMILY SERVICES  
DAY CARE LICENSING UNIT

OUTDOOR AREA-equipment should be appropriate for this age group.

- \*\*Strollers
- \*\*Tricycles
- \*\*Small non-pedal tryke or crawlers

- Sand area
- Waterplay area
- Small slide
- Large blanket for crawling
- Boards and planks
- Crawl-through
- Large balls
- Umbrella and stand for shade

PLAY MATERIALS AND EQUIPMENT -- "Equipment shall provide for exploration, movement, pulling up, holding, touching, listening, texture, and grasping." Suggested equipment may include, but is not limited to:

- \*Storage space for play materials, some of which is accesssble to the children
- Child-size rockers
- Adult rocker
- Housekeeping area (see section VI of Regulations)
- Soft, cuddly toys
- \*\*Small climber
- \*\*Dress-up clothes
  - Cardboard boxes
  - Real pots and pans
  - Measuring spoons
  - Dishpans
  - Spoons
  - Cereal boxes
  - Pie plates
  - Clothespins
  - Large comfortable chairs, couches, ets. (especially useful for adults when holding and cuddling children)
  - Non-breakable, floor-length mirror
- \*\*Cardboard blocks
- \*Separate crawling area with resilient floor material
- "Feely" box
- Floor cushions
- Feltboard
- Hole puncher
- \*\*Large pegboards
- \*\*Foamboards
  - Dolls
  - Mobiles
  - Squeeze toys
- \*\*Push-pull toys
  - Magazines and catalogs for looking and tearing
  - Medium-size beach-balls to see and push
  - Other balls (texture, cloth, and rubber)
  - Rattles
  - Large picture-books
  - Containers of various sizes
  - Rubber toys
  - Transportation toys (trucks, cars, etc.)

### PLAY MATERIALS AND EQUIPMENT-(cont.)

- \*\*Art materials (Paper, crayons, fingerpaints, Pla-Doh, paint smocks, record player, records, musical instruments, plastic bottles and jars (for opening and closing)
  - Busy box
  - Large one, two, and three-piece puzzles
- \*\*Stacking toys
- \*\*Lockboxes (smooth board with door-knob, light switch, roller-skate wheel, door bolt, cabinet latch, screen hook-and-eye, etc.)
  - Cradle chimes
- \*\*Water tubs (funnels, cups, spoons, etc. for pouring)
  - Paper to crumble
  - Puppets
  - Rocking-horse
  - Foods of different colors and textures
  - Spools for sorting and stacking
  - Bean-bag chairs
  - Bean bags
  - Shaker bottles
  - Texture blocks and scraps (foil, silk, old towels, etc.)
  - Hanging toys

### MISCELLANEOUS EQUIPMENT

- Laundry detergent
- Bleach
- Laundry baskets
- Rags
- Mops
- Broom
- Dustpan
- Paper-towels
- Sponges
- Kleenex
- Name tags
- Paper-cups
- Clocks
- Safety gates
- \*First-aid equipment
- \*Appropriate Office Equipment
- Bulletin Boards

The center should be as cheerful as possible, and easy to keep clean. Walls should be easy to wash. Teachers might want to wear cheerful smocks or aprons because it is particularly important to maintain cleanliness. Disinfectants, soaps, and floor cleaners may be near at hand for the convenience of staff. It's important that these items are kept out of the reach of children, and preferable in a locked area.



PLANNING PLAY EQUIPMENT FOR AGE GROUPS

AGE GROUP	BLOCK DRAMATIC PLAY	BIG MUSCLE EQUIPMENT	HOUSEKEEPING	CREATIVE ART	SCIENCE	BOOKS RECORDS	MISCELLANEOUS
3 YEAR OLDS	Large hollow blocks Unit Blocks Cars, trains for Pushing Trucks for hauling, riding Wooden figures Doll house, small dolls Furniture Large wooden nesting boxes Sand & water play table	Walking board Rocking boat Doll wagon Doll carriage Simple climbing equipment Climbing steps	Unbreakable doll Simple doll clothes Doll blankets Doll-size bed Child-size furniture such as: sink, stove Refrigerator, cupboard Table, chairs, ironing board Iron, phone, rocking chair Broom, dustpan, aprons	Easles Paints Brushes Large Crayons	Plants	Books Bookcase Records Record Player	Softball Puzzles Storage cabinet Portable screen (room divider) Clothing locker Cots
4 YEAR OLD	In addition to above:  Riding train Puppets Puppet theater	In add'n to above: Planes Wheelborrow Scooter Swings Slides Shovel, pail Triangle set Bake	In addition to above:  Chest of drawers Wash basin Clothesline & pins Aprons, ties, etc. chairs & table	In add'n to above:  Blunt scissors Clay	In add'n to above:  Aquarium Pets	In add'n to above:  Round- library table & chairs	In add'n to above:  Storage carts
5 YEAR OLD	In addition to above:  Construction set			In add'n to above: Derrick Giant- Dominoes			

THINGS TO CONSIDER IN PURCHASE OF TOYS & EQUIPMENT:

- (1) Young children need large playthings easy to manipulate and simple enough to comprehend.
  - (2) Playthings should stimulate children to do things not make a child just a spectator.
  - (3) Playthings should be visible and easily grasped and free of too much detail and structure.
  - (4) Children love their playthings and need time to relate to them so toys need to be strong enough not to fall to pieces and thus make them feel "let-down" and disappointed
11. Playthings should encourage cooperativeness - playing and working together.

(List amount and description of each item)

CHILD CARE  
EQUIPMENT

Cots/Beds	Bedding	Tables (space at each)	Chairs	Individual Cubbies/Lockers	Shelving/Storage (Child Height)

INFANT  
EQUIPMENT

Infant Feeding Tables	Cribs	Diaper Tables	Toys	Other Infant Equipment (Playpens, Swings, Walkers, etc.)

ADDITIONAL  
EQUIPMENT

Office	Kitchen	Miscellaneous

# Free movie and workshops provide information to child-care providers

by Glenn E. Rice  
staff writer

## Last of program's three sessions has drawn 800 so far

**S**potlight: Child Care" will present the last of three showings at AMC theaters next month. The project, which began last fall, offers a free movie and refreshments to baby sitters and other child-care providers

while teaching participants new ways to care for children. "Spotlight: Child Care" will begin at 8:30 a.m. March 10 at the Bannister Square, Oak Park Plaza, Blue Springs and Metro North Plaza theaters. AMC has teamed up with the Greater

Kansas City Association for Education of the Young Child to sponsor the program three times. "This is the finale for the test program," said Jody Edgerton, project spokesman. Organizers hope to have other sessions la-

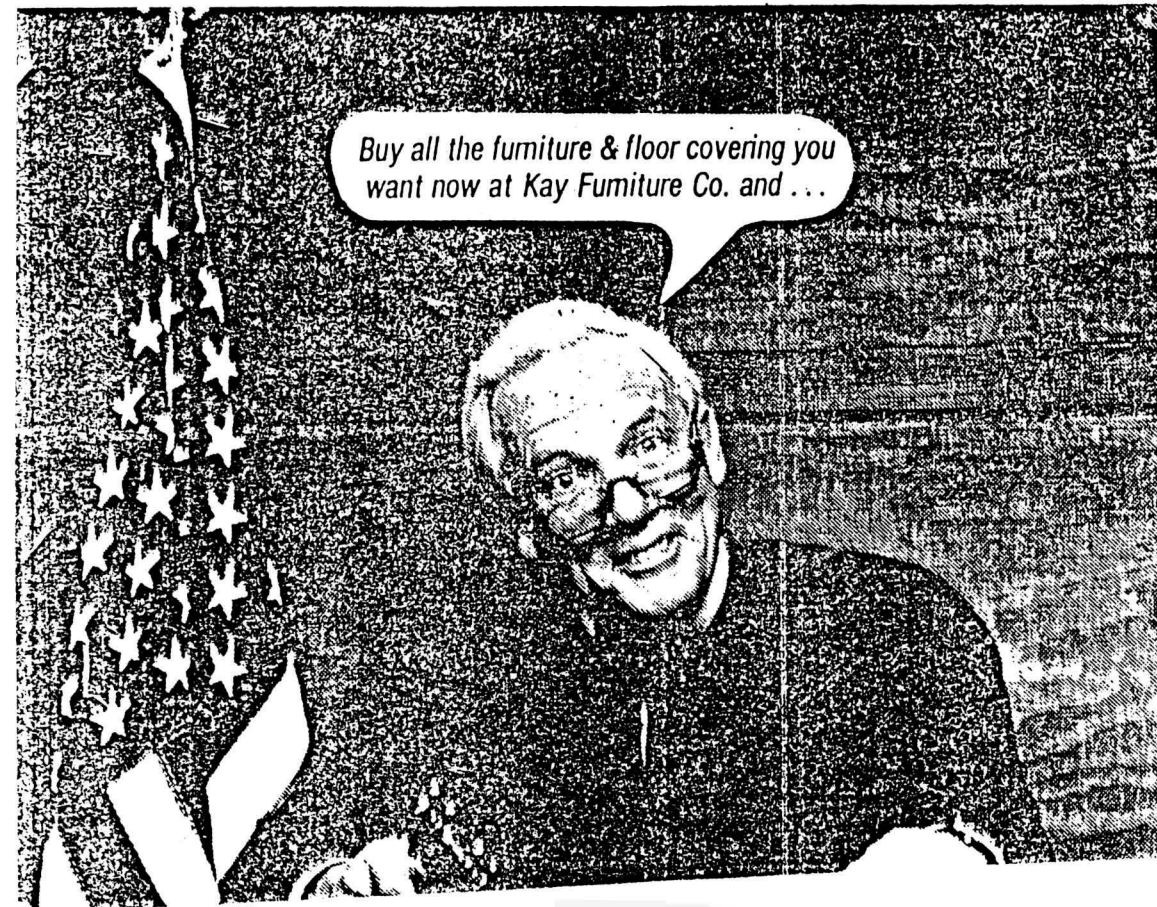
ter, she said. The event is held to raise public awareness of the importance of child care, Edgerton said. It also recognizes the hard work and dedication of child-care providers. About 800 people have attended the two previous sessions, she said.

The association will conduct mini-workshops on child-care topics at each theater. Topics include "Kids and Abuse," "Sto-

rytelling," "Creative Construction" and "Balancing Act," a session on balancing work, family, leisure and self-development.

Participants also will have a chance to win door prizes and register for a trip for four to Disney World in Orlando, Fla. The drawing will be held on March 30 at the Allis Plaza Hotel.

A movie and refreshments will be offered at 10:30 a.m. For more information call 338-4100.



## Health facility seeks volunteers

By The Star's staff

**R**esearch Mental Health Services in south Kansas City is looking for volunteers.

Volunteers are needed about six to 12 hours a week to do typing, copying and mail sorting, said Jane Birkhold, coordinator of public information services. Interested volunteers also

can do microfilming and data entry.

"As a non-profit group, we depend a lot on volunteer help," she said. "This is one of the ways for people to get involved."

Besides assisting with clerical work, volunteers can help with community service projects, she said. For more information call 765-9440.

**Smart**  
**50 Portraits**

7 articles

# Highlights, Welfare-Overhaul Legislation

Following are highlights of HR 1720, the welfare-overhaul bill, as approved Sept. 27 by a House-Senate conference committee:

## Child-Support Enforcement

**Immediate Wage Withholding.** Requires states, beginning Jan. 1, 1994, automatically to withhold from an absent parent's wages court-ordered child-support payments for all new or modified support orders.

**Use of State Guidelines.** In most cases, requires judges and other officials who determine child support to use state guidelines required under PL 98-378. Requires states to review guidelines every four years.

**Periodic Review of Support Orders.** Beginning five years after enactment, requires states to review and adjust child-support orders every three years for recipients of Aid to Families with Dependent Children (AFDC), the principal state-federal welfare program. If a parent requests it, states would have to review and adjust support orders for other cases being handled by the child-support enforcement agency.

**Paternity Establishment.** Requires states to meet federal standards for establishment of paternity. The federal government would pay 90 percent of the costs of lab tests to establish paternity.

## JOBS Program

**State Programs.** Requires each state to establish and operate a Job Opportunities and Basic Skills (JOBS) program to provide welfare families education, training and employment so they can leave the welfare rolls.

States would have to target families with parents who were teenagers when their children were born and others likely to become long-term welfare recipients.

Requires states to offer a range of education and training activities, including at least two of the following four work activities: job search, community work experience (CWEP) or other unpaid work, subsidized employment or on-the-job training.

**Participation Rates.** To the extent resources are available, states would be required to enroll most AFDC recipients in the JOBS program. Exempt from participation are parents with children under age 3 (or, at state option, age 1); those who are ill, incapacitated or "of advanced age"; those needed in the home because another member of the household is ill or disabled; those employed 30 hours or more per week; a child under age 16 attending school full time; women in the second trimester or later of pregnancy; and those residing in an area in which the program is not available.

In fiscal 1990 and 1991, requires states to enroll at least 7 percent of their non-exempt caseload; in fiscal 1992 and 1993, at least 11 percent; in fiscal 1994, at least 15 percent; and in fiscal 1995, at least 20 percent.

**Child Care, Transportation, Work Expenses.** Requires states to guarantee child care if such care is necessary for an individual's participation. Requires that a child's needs be taken into account in arranging child care, and that providers meet applicable state and local requirements. Also requires states to provide for

transportation and other work-related expenses needed for a recipient to participate in the JOBS program.

**Wage Rates.** Prohibits states from requiring welfare recipients to work off their benefits in CWEP activities at less than the federal or state minimum-wage rate, whichever is higher. After nine months in the same job, the wage rate may be no lower than for a regular employee doing the same work for the same employer at the same site. States must ensure that a welfare family does not suffer a net loss of cash income because of acceptance of a job.

**Financing.** Provides federal matching payments for JOBS services of 90 percent for amounts up to each state's fiscal 1987 allotment for the Work Incentive Program (WIN). Additional amounts would be matched at 60 percent to 80 percent. States would receive no less than their fiscal 1987 WIN allotment, and would receive federal matching payments depending on how much they spend, up to an overall cap of \$600 million in fiscal 1989, rising to \$1.3 billion in fiscal 1995.

## Transitional Medicaid, Child Care

**Child Care.** To the extent such care is required to allow a parent to work, requires states, beginning April 1, 1990, to provide 12 months of child care after a parent has left the welfare rolls for a job. States would be required to set sliding-scale fees based on ability to pay.

**Medicaid.** Beginning April 1, 1990, requires states to extend Medicaid coverage for one year for families who leave welfare for work. States could, at their option, impose an income-related premium for the second six months of that year.

Both the child care and medical transition benefits would end after Sept. 30, 1998.

## 'Workfare,' Other

**Minor Parent Households.** Permits states to require minor parents to live with their parents in order to qualify for AFDC.

**AFDC for Unemployed Parents (AFDC-UP)** Beginning Oct. 1, 1990, requires all states to offer welfare benefits to two-parent families in which the principal wage-earner is unemployed. (AFDC-UP is currently optional and 27 states offer it.) States with such a program as of Sept. 26, 1988, would be required to maintain their current programs, but other states could choose to limit cash benefits to six months out of every 12. States would, however, have to continue Medicaid coverage even in months in which cash benefits are not paid. The requirement would end Sept. 30, 1998.

**AFDC-UP Work Requirement, Participation Rates.** Beginning in fiscal 1994, requires that a parent in each UP family participate at least 16 hours per week in a work (as opposed to education or training) activity, although states could permit parents under age 25 who have not completed high school to use education to satisfy the requirement. States would have to require a parent in 40 percent of their UP caseloads to participate in the work activity in fiscal 1994, 50 percent in 1995, 60 percent in 1996, and 75 percent in fiscal 1997 and 1998.

## BUSINESS LIST

Supreme Life Insurance  
1601 E. 18th  
Claude Woods, Jr., President  
221-6732

Domino Planning and Development  
1903 Woodland  
Harold Moore, Owner  
474-6244

Ace Tube  
1925 E. Truman  
Arthur Snyder, Owner

Walkers, Inc.  
2400 E. Truman  
Jim Walker, Pres/owner  
231-4646

Citywide Floor Service  
1920 Paseo  
Glenn Barnett, Owner  
842-3151

American Cablevision  
1601 Olive  
Tonya Bushnell, Bus. Mgr.  
231-1444

Kathy's Travel  
2204 E. 18th  
Kay Tucker, Owner  
241-0000

KCATA  
1350 E. 17th  
Richard Davis, Mgr.  
221-0660

Wings & Things  
2208 E. 18th  
Vewiser Dixon, Owner  
241-2500

Kansas City Call  
1715 E. 18th  
Lucille Bluford, Owner  
842-3804

Richardson PRinting  
1600 E. Truman  
James Barker, Pres.  
421-2100

Weldwheels, Inc.  
1700 E. Truman  
Gregg Weld, Owner  
421-0880

Jetalum Corporation  
2021 E. 18th  
Larry Williams, Pres.  
231-7011

Guaranteed Products  
1414 E. 19th  
Rod Hartle, Mgr.

Reliance Printing Co.  
1933 Troost  
Charles Collins, Pres.

Holiday Furniture  
2420 E. Truman  
Dan Holiday, Owner  
241-6933

OK Furniture  
2522 E. Truman  
Charles Maybrier, Pres.  
231-6880

King Lumber Company  
1725 Troost  
Lon Lowenstein, Owner  
421-8027

L&M Industries  
1500 Paseo  
Leroy Pruitt, Owner

Vickers Petroleum Co.  
1800 Paseo  
Gloria Swift, Mgr.

B&G Maintenance Mgmnt  
1225 E. 18th  
Ronald Goldsmith and  
Ronald Baker, Owners

BEU  
1601 E. 18th  
L. Schumake, President

Uniform Guard Security  
1205 E. 18th  
Ronald Baker, Owner  
842-9881

Blue Valley Industries  
1608 Prospect  
Paul Reiff, Corp. Coord.  
483-1620

Black Pages  
1601 E. 18th  
Pam Hider, Mgr.  
421-0400

Hiland Dairy  
1700 Prospect  
Salvator Belfonte, Pres.  
231-2000

Blankinship Distributors  
1905 Vine  
Lawarence Blankinship Jr., President  
842-4466

Full Employment Council  
1740 Paseo, #A  
Clyde McQueen, Pres.  
471-2330

K.C. Mo Water PLTN  
Control Service Center  
1800 Olive/Prospect  
Ted Weis, Mgr.

Black Archives  
2033 Vine  
Horace Petersen, Director  
483-1300

Western Baptist Bible College  
2119 Tracy  
William Singleton, Pres.  
842-4195

Urban League of Greater K.C.  
1710 Paseo #C-D  
William Clark, Pres  
471-0550

Lincoln Garden Apts.  
1700 E. 22nd  
Stork Williams, Pres.  
241-3717

University of MO Extension Center  
1601 E. 18th  
Harold Smith, County Dir.  
472-0227

Black Adoption Services  
1601 E. 18th  
Janice Greene, Dir

Walker Towel and Uniform Supply  
2601 Truman  
Jerold Shapiro, Pres  
231-0300

L&M Ornamental Iron  
2701 Truman  
Floyd Leas, Partner  
Lyle Leas, Partner

Wabash Iron & Metal Co.  
1906 Troost  
Marvin Alport, Pres  
221-3454

Deco Silk Screen Inc.  
1605 Forest  
Carm Hakan, Pres.  
221-1812

Mackey Laundry Service  
1414 Benton  
Bill Pabst, Gen. Mgr.  
483-4300



Foundations that May assist us

Page 8	H & R Block Foundation	Neighborhood Development
Page 13	Brunn Family Foundations Inc.	Seed Money
Page 14	Butler Manufacturing Co. Found	Minority Development
Page 28	Dunn Family Foundation	Community Economic Development and Minority Development
Page 43	Greater Kansas City Community Foundation & Affiliated Trusts	Community Improvements
Page 69	Loose Foundation	Community Action
Page 72	Marion Foundation	Community Problem Solving
Page 88	Oppenstein Brothers Found	Neighborhood Development
Page 94	Powell Family Foundation	Community Support
Page 108	Sosland Foundation	Civic Concerns
Page 114	Sunderland Foundation	Emphasis on Capital Projects
Page 122	United Telecommunication Foundation	Economic Development
Page 123	Utilicorp United Charitable Foundation Inc.	Economic Neighborhood Development
Page 131	Yellow Freight System Found	Community Development

Possible Board Members

Mr. G. L. Blankinship Jr.	Vice President-- Blankinship Foundation Inc.
Ms. Mary Harris Francis	Vice President & Director -- Francis Families Found
Ms. Vivian Jones	Excutive Director -- Niles Home
Ms. Brenda Nolte	Spokesperson for Payless Cashways Inc.
Ms. Opal Blankinship	Secretary-- Blankinship Foundation Inc.
Ms. Jacklyn Williams	Vice President--Full Employment Council

Developed  
by Irma  
Grove - Board  
Assistant

ARTICLES OF INCORPORATION  
OF

First Draft

KNOW ALL MEN BY THESE PRESENTS, that the undersigned natural persons over the age of eighteen years, for the purpose of organizing a not-for-profit corporation under the provisions of Chapter 355 of the Revised Statutes of Missouri of 1978, as amended, have adopted the following Articles of Incorporation:

Article I

- (a) The name of the Corporation is \_\_\_\_\_, INC. referred to as "the corporation".
- (b) The existence of the Corporation will be perpetual.
- (c) The principal office of the Corporation will be located at \_\_\_\_\_, Missouri.
- (d) The address of the initial registered office shall be 911 Main, Jackson County, Kansas City, Missouri and the name of the initial registered agent at such address will be Mildred D. Raymond.

Article II

The purposes for which the Corporation is formed, and the business and objects to be carried on and promoted by it, are as follows:

- (a) To erect, operate, and maintain a day care center for children ages 2 to 5, and for that purpose to acquire real property, erect suitable facilities, and contract for and deal in and with supplies, equipment and other personal property used or useful in the business, to arrange for food service and hire such staff as may required to operate the facility
- (b) The Corporation is irrevocably dedicated to and operated exclusively for, nonprofit purposes; and no part of the income or assets of the Corporation shall be distributed to, nor inure to the benefit of, any individual except that the Corporation shall be authorized and empowered to pay reasoanble compensation for services rendered.

Article III

The Corporation is empowered:

- (a) To buy, own, sell, assign, mortgage or lease any interest in real estate and personal property and to construct, maintain and operate improvements thereon necessary or incident to the accomplishment of the purposes set forth in Article II hereof, but solely in connection with the project

- (b) To borrow money and issue evidence of indebtedness in furtherance of any or all of the objects of its business, and to secure the same by mortgage, pledge or other lien on the Corporation's property.
- (c) To do and perform all acts reasonably necessary to accomplish the purposes of the Corporation, including the execution of such other instruments and undertakings as may be necessary to enable the Corporation to secure the benefits of financing under Agreement and other instruments and undertakings shall remain binding upon the Corporation, its successors and assigns, so long as a mortgage on the Corporation's property is held by the
- (d) 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 or to any individual for less than the fair market value of such property, 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 nonprofit purposes similar to those of the Corporation, other than one created for religious purposes, PROVIDED, however, that the Corporation shall at all times have the power to convey any or all of its property to the Secretary of Housing and Urban Development..

#### Article IV

The number of directors of the Corporation shall be seven, who shall be elected by the members of the Corporation from the membership. The directors of the Corporation must, at all times, be members of the Corporation. No nonmember of the Corporation may sit as a director.

The names and addresses of the members of the first Board of Directors are as follows:

Name	Address	Term
------	---------	------

The directors shall serve without compensation.

#### Article V

Membership in the Corporation shall, at all times, be limited to individuals who are either (1) directors of East Attucks Community Housing, Incorporated, or (2) members of who have the approval of the Board of Directors of East Attucks Community Housing, Incorporated, to serve as a member of the Corporation.

In the event that a member of the Corporation ceases to be a director of East Attucks Community Housing, Incorporated or, if the aforesaid approval is withdrawn, then, in either case, such event shall constitute automatic resignation as a member and director of the Corporation.

#### Article VI

The Corporation is organized exclusively for charitable purposes within the meaning of section 501(c)(3) of the Internal Revenue Code.

No substantial part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation and the Corporation shall not participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office.

Notwithstanding any other provisions of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contribution to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

#### Article VII

The officers of the corporation, as provided by the By-Laws of the Corporation, shall be elected by the directors of the Corporation, in the manner thereinset out, and shall serve until their successors are elected and have qualified. The directors shall elect the regular officers of the Corporation at the annual meeting, for terms of one year. The secretary and treasurer may be one and the same person, and need not be a director of the Corporation.

The annual meeting shall be held on the fourth Tuesday in May in each year, beginning with the year

#### Article VIII

By-Laws of the Corporation may be adopted by the directors at any regular meeting or any special meeting called for that purpose, so long as they are not inconsistent with the provisions of these Articles

## Article IX

So long as a mortgage on the Corporation's property is held by the \_\_\_\_\_ these Articles may not be amended without the prior written approval of the said \_\_\_\_\_

## ARTICLE X

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provisions for the payment of all of the liabilities of the corporation, distribute all of the assets of the corporation, exclusively for the purposes of the corporation, to

but if such corporation should not be in existence or qualified as an exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law) then such assets shall be distributed to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine.

Any such assets not so distributed shall be distributed by the Circuit Court of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

IN WITNESS WHEREOF, we hereunto set our hands to these Articles of Incorporation in duplicate, this \_\_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## SYCAMORE GROVES II

### Part 2

### Exhibit 6

### Attachment 2

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

EACH, INC. employs an operating staff of 14 people, 10 full-time and four part-time. During the summer months we also employ youths through the Full Employment Councils Summer Youth Program.

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

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

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

*Other examples of  
stuff to go  
in funding  
proposal*

SYCAMORE GROVES II

Exhibit 6

Attachment 5

EAST ATTUCKS COMMUNITY HOUSING, INC.

BOARD MEMBERS

MARVIN L. GROVES CHAIRMAN	1215 WABASH KANSAS CITY, MISSOURI 64127
MAXEY J. DUPREE VICE CHAIRMAN	2445 WABASH KANSAS CITY, MISSOURI 64127
ESTHER GLOVER SECRETARY	2843 PARK KANSAS CITY, MISSOURI 64127
BEVERLY S. EASTERWOOD	950 WASHINGTON P.O. BOX 17-1732 KANSAS CITY, KANSAS 66117
BURLEY WHITED	5216 LAWN KANSAS CITY, MISSOURI 64130
THOMAS DWIGHT DAVIS	13201 E. 54TH STREET KANSAS CITY, MISSOURI 64133
ADOLPHUS MOONEY	3626 E. 46TH TERRACE KANSAS CITY, MISSOURI 64130
ERIC L. GROVES	1616 BELLEFONTAINE APT. 1 KANSAS CITY, MISSOURI 64127
JOHNNIE LEE, JR.	1903 E. 16TH STREET KANSAS CITY, MISSOURI 64127
TERRI LYONS	6311 COLLEGE KANSAS CITY, MISSOURI 64132



SYCAMORE GROVES II

Part 3

Exhibit 10

STATEMENT OF SPONSOR

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

# SYCAMORE GROVES II

## EXHIBIT 11

### Item a

East Attucks Community Housing, Inc. (EACH, Inc.) has a very active social program that is committed to the social needs of its residents and pledges a conscious effort to the needs of youth and senior citizens. Below is the budget for 1988-1989 and the dollar amount associated therewith.

### EAST ATTUCKS SOCIAL PROGRAM 1988-89 PROGRAM BUDGET

<u>ACTIVITY</u>	<u>BUDGETED COST</u>
Baseball Program	\$ 2,726.00
New Baseball Equipment	3,193.00
Summer Activities	2,117.00
Exercise Program	1,886.00
Bible Study	456.00
Valentine Day Activities	115.00
Easter Activities	225.00
Community Meetings	225.00
Block Watchers Program	450.00
Boy & Girl Scout Program	225.00
Citizenship-Community Development Program	150.00
Halloween Activities	126.00
Senior Citizens Program	500.00
Children's Christmas Program	290.00
Senior Citizens Christmas Program	510.00
Senior citizens/Handicapped Persons Gift Packs	625.00
Summer Field Trips	520.00
Tutoring Classes	250.00
Special Projects	14,910.00
Special Activities	3,399.00
<b>TOTAL BUDGET FOR PROGRAM ACTIVITIES</b>	<b>\$32,898.00</b>

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

## SYCAMORE GROVES II

## EXHIBIT 11

## Item b

East Attucks Community Housing, Inc. (EACH, Inc) has consistently promoted minority participation and has made a conscious effort to engage in contractual relationships with professional minority entities. Annually EACH, Inc. spends in excess of \$63,000 to promote minority participation.

Listed below are activities undertaken and services purchased or contracted for with Minority Business Enterprise firms, including names of firms and dollar amounts involved, ie. legal, architectural activities.

<u>Minority Entity</u>	<u>Business</u>	<u>Dollar Amount</u>	<u>Frequency</u>
Omega Realty Company	Property Mngment	\$43,000	Annually
Williams and Clark	Legal Services	18,000	Annually
William Threatt	Construction	45,000	Once
Allied Construction	Asphalt Service	12,000	Once
By-Design	Architectural	2,000	Once
Herman Ray, CPA	Accounting	2,500	Annually

### Exhibit 13

Description of the sponsor's capability to develop, own, manage, and provide special services. Plus copy of form HUD 92013E supplemental and processing form - Housing for the elderly.

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

EACH, Inc. employs an operating staff of 14 people, 10 full-time and four part-time. During the summer months we also employ youths through the Full Employment Councils Summer Youth Program.

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

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

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

SYCAMORE GROVES II

Part 4

Exhibit 14

FINANCIAL HISTORY OF SPONSOR

The Sponsor, EAST ATTUCKS COMMUNITY HOUSING, INC., financial history is more clearly expressed in the financial document included as Exhibit 16.

## SYCAMORE GROVES II

### Part 5

#### Exhibit 18

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

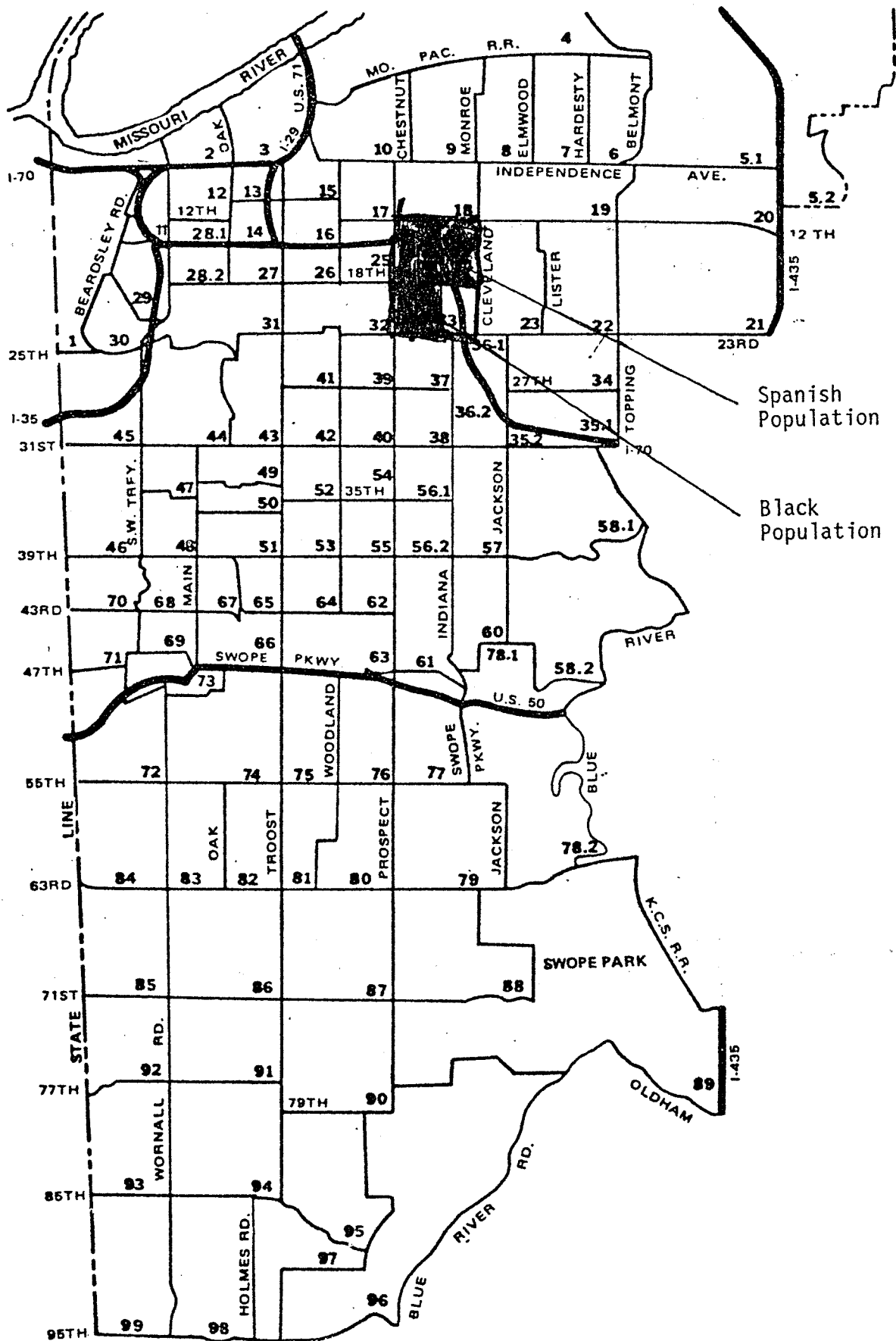
The racial composition of the area consist of: White - 994, Black - 1,914, Spanish or non-white - 1,990, and other - 69. The total population is 4,967 people.

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

# SYCAMORE GROVES II

Part 5  
Exhibit 18

CENTRAL PORTION  
KANSAS CITY, MISSOURI  
1980 CENSUS TRACTS



# EACH INC.

East Attucks Community Housing Inc.

483-9660

2920 EAST 17TH STREET, KANSAS CITY, MISSOURI 64127

First  
Letter

Dear Business Leader:

The East Attucks Community Housing Inc. Board of Directors, who are the owners of the Sycamore Groves Housing Development located at Benton Plaza on the North, 18th street on the South, Benton on the West and Bellefontaine on the East, are committed to building a new facility for a quality Day Care Learning Center on the grounds of Sycamore Groves.

We shall be fully licensed and state approved. We will staff the facility with knowledge, loving and compassionate people that are interested in providing affordable, safe and sanitary care, provide educational, social services and creative activities. The overall program will assist each child to develop to the maximum of his or her ability.

At this time we are seeking financial assistance from the Banking World and the Federal Government to build and furnish the Day Care Learning Center.


We are not asking you for any financial assistance at this time, but we are asking you for a letter, stating that there is a need for a quality Day Care Learning Center in this area and some of your employees may be interested in exploring the possibilities of using the Center.

Your letter will become a part of our proposal that we will present to the Banking World and Federal Government but rest assured, the letter from you does not obligate you in any way.

We are requesting that you respond by

Thank you for your assistance, and feel free to come over to Sycamore Groves or call us. We are always glad to see you and welcome you.

Sincerely:

  
Marvin L. Groves  
Chairman

MLG/ig



# EACH INC.

East Attucks Community Housing Inc.

483-9660

2920 EAST 17TH STREET, KANSAS CITY, MISSOURI 64127

Dear Business Leader:

The East Attucks Community Housing Inc. Board of Directors, who are the owners of the Sycamore Groves Housing Development located at the Benton Plaza on the North, 18th street on the South, Benton on the West and Bellefontaine on the East, are committed to building a new facility for a quality Day Care Learning Center on the grounds of Sycamore Groves.

We shall be fully licensed and State approved. We will staff the facility with knowledgeable, loving and compassionate people that are interested in providing affordable, safe and sanitary care, provide educational, social services and creative activities. The overall program will assist each child to develop to the maximum of his or her ability.

We are asking you to complete the following information so that we may see if there is a need for a quality Day Care Learning Center in the area to be used by the surrounding business community.

A. Do you have any employees that may have a need for Day Care services located in the area?

YES \_\_\_\_\_ NO \_\_\_\_\_

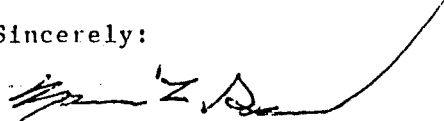
B. If yes, what percentage of your workers would have this need?

10% \_\_\_\_\_ 30% \_\_\_\_\_ 50% \_\_\_\_\_ More than 50% \_\_\_\_\_

After you have completed the above questions please return a copy of this letter to us in the enclosed envelope

Thank you for your assistance, and feel free to come over to Sycamore Groves or call us. We are always glad to see you and welcome you.

Sincerely:

  
Marvin L. Groves  
Chairman

MLG/ig

*Letter* **EACH INC.**  
East Attucks Community Housing Inc.

483-9660

2920 EAST 17TH STREET, KANSAS CITY, MISSOURI 64127

Mr. Thomas F. Eatman, AIA  
President  
By Design, Architects and Planners  
2420 E. Linwood Blvd.  
Suite 300  
Kansas City, Missouri 64109

APR 18 1990

April 12, 1990

Re: Daycare Learning Center--New Building

Dear Mr. Eatman:

The East Attucks Community Housing Inc. Board of Directors have accepted your proposal to provide architectural services to prepare preliminary site and floor plan diagrams, building elevation studies and a preliminary cost summary that is suitable to present to a lender, for a lump sum not to exceed twelve-hundred and 00/100 dollars (\$1,200.00) for a new Daycare Learning Center.

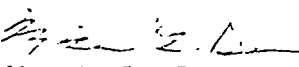
As you may recall, the land on which we proposed to build the 202 Senior Citizen and Handicapped building is the land we now wish to build the Daycare Learning Center that will serve a minimum of 100 children.

We are aware that you were the Architect for the new GSA Daycare Center and we know that your expertise will be very helpful to us.

In accepting the committee's report the Board wants to include the cost of a State approved kitchen and the cost of room only that a State approved kitchen could be furnished at a later date. The committee will continue to work closely with you so that the Boards concerns are expressed before your drawings are complete.

This signed letter is a formal agreement for your services and after you have accepted, please return a signed copy to us.

Sincerely,

  
Marvin L. Groves  
Chairman

4-13-90  
Date

Thomas F. Eatman, AIA  
President

\_\_\_\_\_  
Date

MLG/ig

DAY CARE CENTER - OPERATING BUDGET

~~April 6, 1990~~ June 1990

First draft

INCOME	50 CHILDREN	100 CHILDREN
\$65.00 Per Child	\$169,000.00	\$338,000.00

ADMINISTRATIVE EXPENSES

Director - B.S. Degree	\$18,000.00	\$18,000.00
Assist. Director - A.A. Degree	12,000.00	12,000.00
Certified Child Workers (Fulltime)	42,500.00	84,000.00
Certified Child Workers (Parttime)	12,000.00	25,500.00
Total Staffing W/O Fringes	84,500.00	139,500.00
Fringe Benefits	12,675.00	20,850.00
TOTAL ADMINISTRATIVE COSTS	\$97,175.00	\$160,350.00

OPERATING EXPENSES

Advertising	\$2,000.00	\$4,000.00
Janitorial Supplies	2,000.00	4,000.00
Office Supplies	1,000.00	2,000.00
Utilities	4,500.00	6,000.00
Management Fees	11,830.00	23,660.00
Total Operating Expenses	\$21,330.00	\$39,660.00

FINANCIAL EXPENSES

Insurance - Property/Liability	\$10,000.00	\$20,000.00
Mortgage Payable	30,840.00	56,736.00
General Operating - (5%)	8,450.00	16,900.00
Total Financial Expenses	49,290.00	\$93,636.00

NET PROFIT OR (LOSS)	\$1,205.00	\$44,354.00
----------------------	------------	-------------

0.00

20,301.50

## STARTING A SMALL BUSINESS

### I. Planning

- Know thyself
- What customer good/services are needed and what am I going to offer to meet those needs
- What managerial and product service related knowledge/skill can I bring to the business

### II. Feasibility Checklist for Starting a Small Business

General Personal Considerations  
Specific Personal considerations  
General Project Description  
Requirements for Success  
Major Flaws  
Desired Income  
Preliminary Income Statement  
Market Analysis

### III. A Business Plan

Introduction  
Table of Contents  
Marketing Analysis

- a. Market to be served
- b. Product and/or product lines
- c. Strategy
- d. Distribution

Financial Plan  
Personnel Plan  
Statement of business intent/reason for being in business

#### Appendices to Business Plan

- a. Sales Forecast
- b. Projected Income Statement
- c. Projected Balance sheet
- d. Cash Flow Statement
- e. Projected Staff & Site Selection
- f. Founders' Resumes
- g. Founders' Personal Financial Statement
- h. Founders' Compensation
- i. Equity Ownership

### IV. Get Professional Help

Accountant  
Banker  
Insurance Agent  
Lawyer  
Trade Associations  
Chamber of Commerces  
Visit Your library/read  
SBA  
Labor Department

*The business plan format.*

# EACH INC.

East Attucks Community Housing Inc.

483-9660

2920 EAST 17TH STREET, KANSAS CITY, MISSOURI 64127

The East Attucks Community Housing, Inc. Board of Directors would like for you to participate in our Day Care Survey. We are planning to open a Day Care Center within the area of our Housing Development, Sycamore Groves, 2920 E. 17th Street (17th Benton). Please circle the alphabet that pertains to your answer. Your name and address is optional. Please answer the following questions.

1. Your Sex?

- A. Female
- B. Male

2. Your age: \_\_\_\_\_

3. Your Ethnic Background?

- A. Black
- B. White
- C. Hispanic
- D. Asian
- E. American Indian
- F. Other \_\_\_\_\_

4. What are the hours you work?

- A. Full time
- B. Part time
- C. 40 hours per week
- D. 30 hours per week
- E. Other \_\_\_\_\_

5. Do you work?

- A. 6 days per week
- B. 5 days per week
- C. Other \_\_\_\_\_

6. What is the weekly amount you pay for child care while you work?

Infants (0-12 mos.)	Toddlers (13-23 mos.)	Two year olds	Preschool (3-5yrs.old)	School Age (Before&After)
A. under \$40	A. under \$40	A. under \$40	A.under \$40	A. under \$40
B. \$40-\$50	B. \$40-\$50	B. \$40-\$50	B.\$40-\$50	B. \$40-\$50
C. \$51-\$60	C. \$51-\$60	C. \$51-\$60	C.\$51-\$60	C. \$51-\$60
D. \$61-\$70	D. \$61-\$70	D. \$61-\$70	D.\$61-\$70	D. \$61-\$70
E. Other _____	E. Other _____	E. Other _____	E.Other _____	E.Other _____

7. Due to a child care problem, how many days have you:

- A. Missed Work \_\_\_\_\_
- B. Been Late to Work \_\_\_\_\_

8. How many miles per day do you travel back and forth to the Day Care Center your child is now attending?
- A. 5-10 miles  
B. 10-20 miles  
C. Other \_\_\_\_\_
9. Marital Status?
- A. Single  
B. Married  
C. Divorced  
D. Other \_\_\_\_\_
10. Approximately, What is the annual gross income for your family?
- A. Under \$10,000.00  
B. \$10,000.00 - \$15,000.00  
C. \$15,000.00 - \$25,000.00  
D. Other \_\_\_\_\_
11. How many children in your household are:
- A. Infant (0-12 months) \_\_\_\_\_  
B. Toddler (12-23 months) \_\_\_\_\_  
C. Two (2 years old) \_\_\_\_\_  
D. Preschool (3-5 years old) \_\_\_\_\_  
E. Elementary (6-12 years old) \_\_\_\_\_  
F. High School (13-18 years old) \_\_\_\_\_
12. Is the child care in:
- A. A Day Care Center  
B. Someone's Home
13. Do you have any child care problems with your:
- A. Day Care Sitter (What) \_\_\_\_\_  
B. Day Care Center (What) \_\_\_\_\_
14. Would you change to a child care center in or near Sycamore Groves if the cost was:
- A. Slightly Higher \_\_\_\_\_  
B. The Same \_\_\_\_\_
15. What time would you need the child care center:
- A. 7:30 a.m. to 5:00 p.m.  
B. 7:30 a.m. to 5:30 p.m.  
C. Other \_\_\_\_\_

con't.

If you have any ideas or suggestions please feel free to express them in the space provided below.

Please enclose the survey in the envelope provided within.

Again, Thank you for your time and cooperation. This survey has helped us and we hope to help you in the near future.

*Draft  
letter for  
supporters to  
sign for  
business plan*

Date

Name

Address

City, State, Zip

To whom it may concern:

I am familiar with the area presently known as "Downtown East" having operated in the area for some \_\_\_\_\_ years. It has recently come to my attention that the East Attucks Social Program sponsored by East Attucks Community Housing Inc., plans to build and operate a 100 child daycare facility in this neighborhood. I would like to express support for the idea. I see such a facility in our area as being of tremendous economic and social benefit. I will certainly do all I can to encourage my \_\_\_\_\_ (clients, employees, friends etc....) to support the creation of this center, and, if possible, utilize its services.

Sincerely,

Name

Title

Business or Organization





**sycamore groves**  
Benton Boulevard  
at Benton plaza  
SOCIAL PROGRAM

PROPOSAL::

LATCH KEY PROGRAM

Prepared for:

Sycamore Groves Board of Directors  
Social Program

Prepared by:

Beverly J. Moore  
Social Director

*worked on  
with  
Social  
Director*



**SYCAMORE GROVES**  
**Benton Boulevard**  
**at Benton plaza**  
**SOCIAL PROGRAM**

**PROGRAM RECOMMENDATIONS FOR YOUTH  
OF SYCAMORE GROVES**

Prepared By: Beverly J. Moore, Social Director

**BACKGROUND:**

The Social Program in hopes to focus on the need ot better serve the youth of Sycamore Groves.

**MISSION STATEMENT:**

The function of the program is to design a program that meets the needs of the youth we serve within our complex, and to design special program which will enhance each youth's Scouting experience.

**PROGRAM OBJECTIVES:**

Expose the youth to a ocnstructive program, in order to win his/her interest in the program.

During his exeperience, each youth should be exposed to a well balanced program, featuring traditional self-help, career educaiton, and extracurricular activities.

Establish quality leadership to work with the yout, and establish leadership for all youth.

Utilize mature youth to serve as junior leaders to train younger youth in the basic skills of learning, as well as serve as role models and a resource to new ideas.

To ensure continuity in the program. Provide practicums, and para-professionals to assist in providing programs.

Establish a working relationship with local community resources, and tap resources in planning programs.

Provide workshops and training opportunities for new leaders during their first year of experience.

Provide timely recognition for youth and adults for their time and efforts.

Stimulate parent aprticipation through activities that incorporate family involve-ment and participaiton.

Establish a committee of adults to oversee some of the activities of the program, as well as identify and ensure the success of this program.



*Sycamore groves*  
Benton Boulevard  
at Benton plaza  
SOCIAL PROGRAM

PROGRAM HIGHLIGHTS:

1. Parental Involvement and Commitment

- no cost to parents
- create a social environment, and schedule periodic family activities to motivate parents
- challenge parents to get involved

2. Program

Develop a program that will incorporate the following:

- a) reading skills development
- b) vocational and career education seminars
- c) cultural events
- d) High Adventure activities

SUMMARY STATEMENT:

The Social Director feels these are the pertinent issues that need to be addressed in developing a program that will attract youth of all ages, and hopes to identify support to implement this program.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Beverly J. Moore".

Beverly J. Moore  
Social Director

# First Draft

## EAST ATTUCKS LEARNING CENTER

### Introduction

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

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

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

### Service Provision

The Learning Center will:

- Directly provide comprehensive child care services.

- Provide or arrange for health and nutritional services.

- Provide a curriculum with an awareness of cultural diversity.

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

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

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

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

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

Emotional support, warmth, and caring.

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

Opportunities to achieve competence in some skill areas.

A balance of dependence on adults and independence of adults.

Encouragement to be imaginative, creative and resourceful.

An opportunity to make friends and participate in group activities.

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

Experience in learning how to handle both success and failure.

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

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

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

A well trained and supervised staff.

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

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

### Center Outfitting

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

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

We have cots for nap times with blankets provided by the parents and sent home regularly to be washed and returned. In addition, we have a washer and dryer on the property for emergencies should the need to immediately clean something arise.

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

### Nutrition

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

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

### Personnel Policies

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

### Center Governance

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

six years as its goal. The Board meets once every two months with various committees meeting during the in-between month. Board members serve two year terms and are appointed by the East Attucks Community Housing Inc., Board of Directors except for those seats elected by the parent/members. There are nine persons on the board and three are elected by the parent/members. The center Director reports to the Board of Directors. All other center staff reports to the Director.

#### Parent/Members

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

They pay a yearly membership fee of \$10.00 for one child, fifteen for two, three dollars for every child thereafter.

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#### Projected Market

Due to our proximity to downtown, Parade Park Homes, Freeway Homes, Lincoln Gardens, the Downtown East Industrial Park,

## Financial Plan

### About the Owner

East Attucks Community Housing, Inc, owns and operates a 170 unit apartment complex known as Sycamore Groves. Located at eighteenth and Benton streets, Sycamore is one of the success stories of the model cities program in Kansas City. The EALC is located in the center of Sycamore Groves on land owned by the development.

### Owner's Financial Data



Projected Operating Budget

Income	\$65.00 per child	\$338,000.00
Administrative Expenses		
Director - B.S. Degree		18,000.00
Asst. Director		12,000.00
Certified Child Workers	full-time	84,000.00
Certified Child Workers	part-time	25,500.00
Fringe Benefits		20,850.00
Payroll Taxes		
TOTAL		\$160,350.00
Operating Expenses		
Advertising		\$4,000.00
Janitorial Supplies		4,000.00
Office Supplies		2,000.00
Utilities		6,000.00
Management Fees		23,660.00
TOTAL		\$39,660.00
Financial Expenses		
Insurance - Property/Liability		\$20,000.00
Mortgage Payable		56,736.00
General Operating - (5%)		16,900.00
TOTAL		\$93,636.00
NET PROFIT OR LOSS		\$

## EAST ATTUCKS LEARNING CENTER

*Proposed  
2nd  
draft*

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

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

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

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

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

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