The plan begins with a description of the Dudley Street Neighborhood Initiative and the process for selecting the consultants.

This is followed by a detailed description of the neighborhood and residents and their aspirations.

Two key concepts drive the revitalization plan. One is **critical mass** and the other **tandem strategy**:

- **Critical mass** is the process of putting together a project of sufficient size so that we can successfully control the character of our neighborhood.

- **Tandem strategy** discuses our process of developing new construction and rehabilitation of existing housing at the same time.

1. **REVITALIZATION PROGRAM**

   The Development strategy proposes to use an Urban Village as the key concept. This "village" would have a commons with retail and recreational space. Between 800 and 1000 units of new housing would be constructed and 1080 housing units would be rehabbed. The program would take place over 5 years and is estimated to cost $134,855,016. New housing would be available for families with an income of $10-15,000 or more which requires a subsidy program valued at $26,000,000. A limited amount of rental housing would be available to families earning less than $10,000.
Strategy One: DEVELOPMENT

- Community controlled management entity to:
  - Buy, rent and/or sell property
  - Borrow or lend money
  - Plan and manage development projects

Strategy Two: FINANCE

- Asset based financing and mortgage pool participation.
- Participation of City, State, Federal and private organizations.
- Identify subsidy pools.

Strategy Three: ANTI DISPLACEMENT MEASURES.

- Option fund to purchase units as they become available
- Rehabilitation/Transition fund for rental units.
- Turn key Projects for rental housing
- Housing Counseling
- Social Action/Legislation

2. HUMAN SERVICES

There are four purposes which the Human Services Component addresses.

The first is to design a community-wide strategy which will foster and support the reinvestment of human capital by neighborhood residents through increased participation and control of circumstances which affect their lives.

The second purpose is to identify the services and strategies which will help the residents of the Dudley Street Neighborhood to achieve their goal of community revitalization and maximum self-sufficiency.
The third purpose is to identify techniques and strategies which will increase the accountability of human service providers to the neighborhood(s) which they serve and to provide mechanisms which organized neighborhood residents can utilize to achieve a greater degree of control over the services being provided.

The fourth purpose is to foster greater coordination and provide opportunities for increased agency/resident cooperation.

**Strategy four: MARKETING RESEARCH APPROACH**

- Replace conventional needs assessment with focus groups / marketing research.

**Strategy five: COMMUNITY REVIEW**

- Public hearings through which residents can influence human service program priorities and funding.

**Strategy Six: THE FORCE**

- Major mobilization of community to eliminate crime and drug abuse.
- Self help project development.

**Strategy Seven: STRENGTHEN THE RACIAL, ETHNIC AND CULTURAL IDENTITY AND DIVERSITY**

- Provide assistance to Cape Verdean Community to develop human service programs.
- Encourage agency collaboration in determining best way to build on neighborhood diversity.

**Strategy Eight: CHILD CARE**

- Child care advocacy and central neighborhood registry for infants through teenagers.

**Strategy Nine: RECREATION AND ATHLETICS**

- Obtain staff person from Department of Parks to develop recreation master plan for neighborhood.
Strategy Ten: ORCHARD PARK PLANNING PROCESS

- Assist Orchard Park Tenants Association in obtaining funds for comprehensive plan including the Dearborn School.

Strategy Eleven: EMPLOYMENT AND TRAINING ADVOCACY

- Hire neighborhood based Employment and Training advocate to develop individual profiles and match with jobs and training.

Strategy Twelve: THE EARNING/LEARNING PROJECT

- Develop alternative Employment/Training approach to meet resident needs (Day Care, Stipends, bilingual instruction).

3. ECONOMIC DEVELOPMENT

The economic development strategy contained in this section is integral to the overall approach. Each economic development initiative should be designed to achieve greater accountability to the neighborhood residents.

Emphasis should be placed on employment and training opportunities for residents, improvement of the quality of services and goods to the consumer and equitable employee-employer relations. Improvement in these areas will lead to greater profitability for the business operators and a healthier business environment in the neighborhood.

Strategy Thirteen: A NEIGHBORHOOD BASED BUSINESS DEVELOPMENT AND TRAINING CENTER

- Entrepreneurship training for residents.
- Support and Technical Assistance for local new and existing business.
MEMO

TO: Betsy Tregar
FROM: Janet Dillon
DATE: October 7, 1987
RE: Financial Update

Our cash flow situation has remained stable since we borrowed $40,000 in August. This past month we were able to submit two quarterly performance-based requisitions, $52,778 for Department of Public Welfare Adult Education enrollments and $26,302 for JCS Youth Education enrollments. This is a marked improvement over last year for our Youth Education program. Given our contract and spending levels, our best bet for paying off the loan is to secure a foundation grant.

The preliminary draft of our EOHS audit was positive in general, with two minor citations for internal control and missing data. Given all we went through this summer, the results were better than expected. An exit conference should be scheduled this month.

The three major tasks I expect to work on before my leaving date (December 4th) are:

- Preparation of the FY 87 Rate Setting Cost Report
- July through September Financial Statements
- Passing basic information to Miguel Ringvald.

The Cost Report is a 40-50 page document due November 30th and will require the bulk of my time. July and August statements are virtually complete. Miguel and I have reviewed each program together and their contract budgets, with the exception of those budgets that are in transition.

Miguel and I are currently reviewing the FY 88 budget and revising it with actual contract budget figures. I am also showing Miguel how the budget is set up on a Lotus 1-2-3 spreadsheet so he will be able to make the revisions and generate a final budget, hopefully by December.

/rmc
Enclosure
### Balance Sheet

**La Alianza Hispana**

**OCTOBER 30, 1987**

#### Assets

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**Accounts Receivable**

- **JCS-ALI**
  - 14-Sep: 4408
  - 22-Sep: 3882
  - 08-Oct: 5700
  - 08-Nov: 4500
  - 10-Oct: 2749
  - 08-Jan: 3750
  - 15-Oct: 26302

- **Senior Center**
  - 08-Oct: 2749
  - 10-Nov: 2000
  - 29-Sep: 3750
  - 15-Oct: 26302

- **Gateway Cities**
  - 23-Sep: 1706

**Villers**

- 10-Nov: 2500
- 02-Nov: 2478

**DSS-Adoption**

- 08-Nov: 9600

**DSS-Counseling**

- 10-Nov: 8000

**DSS-Housing**

- 15-Oct: 5394

**DSS-Youth Counseling**

- 08-Nov: 4000
- 08-Nov: 5500

**DSS-MAASP**

- 08-Nov: 5500

**DPH-Substance Abuse**

- 25-Sep: 6187
- 15-Oct: 10775
- 15-Nov: 7000

**DPH-Intervention**

- 15-Oct: 3731
- 04-Nov: 5367

**DMH**

- 15-Oct: 5007
- 10-Nov: 6000

**Title III**

- 10-Nov: 2500

**RCC**

- 21-Sep: 5612
- 21-Sep: 5769
- 21-Sep: 4538
- 21-Oct: 2522

**DPW**

- 15-Oct: 52778

**MA Council**

- 15-Nov: 4000

**MFHPP**

- 14-Oct: 4300

**Total A/R**

- 230876
- 65896
- 121580
- 31852

**Total Assets**

- 115481

**Liabilities Available**

- 269150
- 9489
- 9489
- 9489
- 9489

**Liabilities**

- Unearned Revenue Capital: 34850
- Unearned Revenue Teen: 12000

**Shammut-LD Loan**

- 40000

**Accts Payable**

- 40000

**Total Liabilities**

- 168850
- 46000
- 67000
- 47000
- 47000
- 72000
- 67000

**Est Fund Balance**

- 100300
- 2909
- 1703
- 12624
- 17142
- 7898
- 8089
THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Eighty-seven

AN ACT LIMITING THE TORT LIABILITY OF INDIVIDUAL TRUSTEES, DIRECTORS, OFFICERS OR AGENTS OF CERTAIN CHARITABLE ORGANIZATIONS.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

Section 85K of chapter 231 of the General Laws is hereby amended by adding the following paragraph:

No person who serves as a director, officer or trustee of an educational institution which is, or at the time the cause of action arose was, a charitable organization, qualified as a tax-exempt organization under 26 USC 501(c)(3) and who is not compensated for such services, except for reimbursement of out of pocket expenses, shall be liable solely by reason of such services as a director, officer or trustee for any act or omission resulting in damage or injury to another, if such person was acting in good faith and within the scope of his official functions and duties, unless such damage or injury was caused by willful or wanton misconduct. The limitations on liability provided by this section shall not apply to any cause or action arising out of said person's operation of a motor vehicle.

Passed to be enacted, , Speaker.

In Senate, July , 1987.
Passed to be enacted, , President.

Approved,

Governor.

THE ABOVE WAS SIGNED INTO LAW, OCTOBER, 1987
Executive Director's Report

1. Capital Improvements: First phase of plan completed, 409 Dudley Building exterior walls were re-pointed, chimneys repaired, and cornices painted. We are ready for interior repairs.

   The Public Facilities Department will inform us Thursday if they will grant us $48,000 for repairs of 407 Dudley.

2. Agency Internal Systems: Cost Management Strategy: -- We are engaged in developing internal management systems on the following areas:

   a) Proposal Processing
   b) Budgets - Agency - Unit - Programs
   c) Flow of services to clients - Integration of services
   d) Recruitment - Employment - Career Development

   We are close to finishing of Proposal Processing system. We expect to start on Budgets early in 1988. We are proceeding with in-house training of staff on each of these items. In addition we got a free training in Lotus 1-2-3 for ten staff members at Lotus Corporation.

3. Licenses: We are completing requirements for permanent licenses - Adoption, Foster Care, Mental Health, Child Care. This is going smoothly and we have been congratulated for the quality of our adoption/foster care applications.

4. Union Negotiations: On October 26th the Board Union Committee met with our lawyer to discuss our proposal to the Union. Minor changes have been done. Negotiations are scheduled to start on November 10, at 5:30 at La Alianza.

5. Gerontology Institute Report: We received a Needs Assessment Report I requested UMass/Boston to do for us a year ago. It is very timely since new elderly initiatives are being developed by United Way and the City of Boston. We are searching for funding sources.

6. Dudley Street Neighborhood Initiative: Attached is information on DSNI Plan. It has been endorsed by the City of Boston and by Sen. Kennedy. La Alianza has to develop a strategy around it since it's implementation would affect our clients.

7. Foster Care: Attached is a model for foster care services in our catchment area. We are perceived as the leading agency in this model. I would like to follow through on this project since we participated in conceptualizing it.

8. Elsa Montano had a baby girl this month. Congratulations!