

PROJECT PLACE
ANNUAL REPORT 2007

MOVING IN, MOVING ON



DEAR FRIENDS,

We're on the move! In February 2007 we officially opened our new building with the help of over 150 supporters including Mayor Thomas M. Menino and Project Place founder Peter Callaway. Located on the corner of Washington and East Berkeley Streets in the South End, our goal in designing the building was to grow our programs upward and outward. We now have the physical and commercial space to expand our social enterprises and job training programs. The building also provides 14 units of permanent, affordable studio apartments for formerly homeless men and women, a first in Project Place's history, furthering our mission to provide supportive services to individuals transitioning out of homelessness and into self-sufficiency.

We have many to thank for the development of our new home. I would like to express my heartfelt gratitude to the Board of Directors, who believed this project was the right step for us to take, who worked tirelessly to help us realize this dream, and who personally pledged over \$125,000. And of course, thank you to the staff and clients for their support and understanding during this time of transition.

But that's just the beginning of the story. We are proud to announce that since the move we have expanded our job creation efforts by 49%, our classes have grown by 50% and our affordable

housing units are 100% occupied. Additionally, 73% of our social enterprise clients found permanent employment (compared with an 11% national average for similar programs) and one year later, 51% were still employed. Our housing placement rate of 62% and housing retention rate of 79% exceed the national averages of 61% and 71%, respectively. Retention and ongoing support are integral components of the work Project Place does. We are currently tracking 205 alumni, 68% of those who have graduated in the past two years, to assist these individuals in their efforts towards career advancement, continuing education and overall life changes.

Other established Project Place programs continue to break new ground as well. We were recognized by the prestigious Boston Foundation for our collaboration with the Suffolk County House of Correction and the South End Community Health Center for best practices in "systems change" through our Community Re-Entry for Women (CREW) program. CREW, an intensive discharge planning program, served as a catalyst for institutional change at the facility, resulting in the House of Correction

Through the dedication of our staff, the determination of our clients and the generosity of our supporters, we have created a space that can offer more hope and greater opportunities to individuals experiencing homelessness.

having a re-entry success rate for females that is four times the national average.

Design and construction have been a focus of Project Place this year as well, with laudable results. *Affordable Housing Finance Magazine* selected our building as a finalist in their People's Choice Awards. We also met all the requirements for silver status LEED (Leadership in Energy and Environmental Design) certification, making our new home good for the community in multiple ways.

But our expansion is about more than bricks and mortar. Through the dedication of our staff, the determination of our clients and the generosity of our supporters, we have created a space that can offer more hope and greater opportunities to individuals experiencing homelessness. On behalf of all of us – thank you!

Suzanne Kenney
Executive Director
Project Place





PROJECT PLACE

Annual Report 2007



MOVING IN, MOVING ON

“As long as I continue to believe in myself and have faith, there’s nothing that I can not do.”

Kimberly, Resident at Betty’s Place and Project Place Client of the Quarter



a one page summary of your education, skills, accomplishments, and experience

The purpose of a resume is to get your foot in the door of an employer



After two years of anticipation, development and construction, the ribbons were cut and Mayor Thomas M. Menino officially opened the doors to Project Place's new home on February 28, 2007. The occasion was noteworthy on



many levels. The building enables Project Place to expand programs and services, providing more men and women opportunities to achieve economic independence. There is so much to work with: new classrooms, a computer lab, a commercial training kitchen, storage and loading dock for social enterprises, community space and Project Place workspace. For the first time in 40 years, Project Place can now offer affordable housing in the 14 apartments on the top two floors. The new building continues Project Place's tradition of being an important community partner; helping to make a significant contribution to the revitalization of the Washington Gateway District. A new restaurant, Myers & Chang, is located on the first floor; our **Clean Corners...Bright Hopes** staff will help to maintain Peters Park and our meeting rooms are available to the community.

But the building is not the story we want to tell, merely the prologue. The true celebration is reserved for each new chapter that follows, the quiet achievements each of our clients make every day as they work to develop their independence with strength and dignity.

We turned 40 this year! We are fortunate to have witnessed over the past four decades the incredible changes that a job, a home and personal support can make to a person who has faced adversity for much of their life.

“Today we open a building that not only transforms a vacant parcel into a new gateway for the South End, but will serve as headquarters of an organization that will transform the lives of those who need a second chance.” – Mayor Thomas Menino,
February 28, 2007

Going Green

Our new home is not only beautiful and functional but it is also green! From the start, energy efficiency and environmental impact were part of the design process and the building is now a model of green design and construction.

Environmentally sustainable building products and materials were used to minimize the impact on the natural environment and to create a healthy internal environment for occupants. Carpets are made of recycled materials. We have maintenance-free rubber flooring in the public spaces and use a durable stained concrete finish for our residential units. Energy is conserved by maximizing the use of natural light to illuminate our offices and all the rooms have sensors so lights automatically turn off if a room is empty. Local and regionally manufactured materials and certified wood were used whenever possible, as well as low-emitting materials to ensure good indoor air quality. Our new geothermal heating system heats the building in the winter and cools it in the summer.

By designing systems and utilizing materials that reduce energy costs, the building will minimize the long-term operating and maintenance costs. This will be a real plus for the organization as we strive to expand our programming and maintain our fiscal strength.

Job Training and Employment

JOB TRAINING

Project 90/Mellon ACTS

This job training program gives participants the opportunity to become accustomed to working while gaining the skills they need to find and retain employment in today's market. A pre-employment curriculum, paid internships, and intensive customer service and office skills training are all part of the ten-week program.

Comprehensive Homelessness Intervention Program (CHIP) and Community Reentry for Women (CREW)

Project Place, in partnership with the South End Community Health Center and The Suffolk County House of Correction, offers a community reintegration program for female offenders with the goal of preventing homelessness and reducing recidivism. Clients receive intensive case management, mental health screening and discharge planning while still incarcerated. The program then provides job readiness and life skills training immediately upon discharge. This has been a historically difficult and complicated population to affect changes in, but through a comprehensive approach that utilizes the individual strengths of the different partners we have been able to see success.

Homelessness and joblessness are not two separate issues – one cannot be addressed without tackling the other. We must focus on the whole of the person if we want to see real long-term changes.

SOCIAL ENTERPRISES

Our social enterprises employ homeless individuals in small businesses operated by Project Place while they receive training and support to improve their employment marketability. The comprehensive program offers education, case management, career planning and individual support to help these men and women develop the skills necessary to not only find new jobs, but also retain them over the long term. Each employee works five days a week for six months and is paid for their work while they receive training and services.

Project Pepsi

In partnership with the Pepsi Bottling Group, Project Pepsi employs and trains homeless men and women to service 70 vending accounts in the greater Boston area. This six-month experience gives clients skills (e.g., customer service, inventory control) and the supports they need to take the next step.

Clean Corners...Bright Hopes

This outdoor maintenance service operates in 13 neighborhoods in the Boston area and employs homeless men and women to clean and beautify city streets and public spaces. Services have recently been expanded to include graffiti removal, seasonal planting and brick wall steam cleaning. Clients work for four to six months before moving into permanent employment.

HomePlate

This business venture employs men and women in food service, emphasizing customer service and kitchen preparation skills designed to enhance marketability. Clients prepare and sell food at the Project Place pushcart in Downtown Crossing. Initially designed to market food at our own cart, we have now expanded into small function catering for both private and corporate events. Employees obtain the skills, experience and certification (by ServSafe, recognized by the Department of Public Health) necessary to obtain employment in the food industry.

Client Services

All individuals in Project Place's programs, including alumni, are eligible for support services that have been designed to augment and encourage peoples' efforts to obtain housing and employment and take steps necessary to make life changes. On-going case management services are part of every employment, job training or housing program. Basic services are offered to every individual who walks through our door looking for assistance.

Case Management

Project Place relies on Case Management to provide the essential support and coherence to all of our programming. A comprehensive in-take and needs assessment are conducted when a client first enters the agency. From that point on, case management services focus on referrals to outside resources, work readiness, life skills, childcare, housing, and other topics that aid in maintaining an independent life. We continue to support clients with these services up to two years post job placement to ensure long-term success.



Adopt A Room

Moving Day! The apartments were ready for residents of GateHouse due to the extraordinary generosity of the 14 designers who participated in our Adopt-A-Room campaign. Each apartment had been "adopted" by a designer who furnished and decorated the unit from top to bottom providing everything from carpet, to furniture, linens, toiletries, dishes and books. They graciously donated their time and talent to create these beautiful, warm and comfortable homes for previously homeless individuals.

Housing

Betty's Place

Women who enter Betty's Place are seeking temporary housing while they work to stabilize their lives. Often they have left situations of violence, abuse and addiction and are now committed to making serious life changes. This transitional living program provides them with a safe, supportive environment where they can plan for the future: receive personal counseling, work on their sobriety, obtain employment and/or education training and skills. They begin the processes of reunification with their families. Betty's helps women transition into permanent housing and the start of economic self-sufficiency.

GateHouse

Project Place's newest program opened its doors this year providing 14 studio apartments to homeless individuals who are in the process of making transitions in their lives. Tenants can avail themselves of all of Project Place's services and supports as they live in a sober, supportive community that provides stability and encouragement. Residents have either graduated from a program or are currently enrolled in one, are sober and pay only one-third of their income for rent.

Computer Training

Our Computer Learning Center, equipped with personal computers, gives homeless adults an opportunity to become skilled in a technology to which they would not otherwise have access. Students learn basics in current Microsoft programs (Word, Excel, Publisher), open email accounts, learn to navigate the Internet and have access to educational software for reading, writing, grammar, math, resume writing, typing and financial management. The Computer Lab is an integral part of all programming, with classes integrated into each curriculum. The staffed center is also available on a drop-in basis.

Career Services

Project Place's Career Services focuses solely on career development, employer relations and best practices for retention. We provide career services starting at intake and extending two years beyond graduation. Through the work of Career Coaches, individuals in all programs receive intensive preparation and support for job placement and advancement. Career coaches also develop and maintain relationships with existing and prospective employers to provide a critical connection in the job search process.

Education Services

Project Place's Education Program was developed to impact long-term change for the homeless men and women we serve, giving them basic skills to acquire and learn new jobs and build new skills while working to sustain employment. The Educational Specialist provides educational assessments, classes and coaching to help Project Place clients develop personal learning plans that utilize their strengths and interests as a means of ensuring educational and professional success. Through an interactive and multi-level classroom students are engaged in a meaningful curriculum that includes reading, writing, math, oral communication, and critical thinking skills. Volunteers provide one-on-one tutoring to reinforce skills learned.

Basic Services

Basic Services provide clients with some of the first supports homeless men and women need to overcome poverty and return to self-sufficient, productive lives. These supports include a hot lunch program, referral services on a drop-in or phone call basis and individual assessments. Specialized case management and mental health services are provided directly and through referrals.

Alumni Services

A critical goal of Project Place is the ability of clients to retain their success in housing and employment over the long-term. Coaches provide retention and advancement services to clients in the workforce, developing problem-solving strategies to address work issues and educational or personal gaps. Alumni receive follow-up support for a minimum of two years post-job placement that includes job advancement support helping to map out strategies for career growth, enhanced career workshops, vocational assessments, counseling, resume updating, resources and referrals and updating of computer skills. Alumni meetings and events, and ongoing resource referrals are available to all graduates. A new Micro Loan program is now available to alumni, offering small financial loans to assist in overcoming temporary obstacles to successful housing and/or employment.

The Numbers

In 2007, Project Place served over 800 homeless men and women who walked through our doors looking to make positive changes in their lives. Some participate directly in our employment and training programs. Others availed themselves of our basic services, receiving referrals and/or information on other resources most appropriate to their immediate needs. Many were our own Project Place alumni who continue to work with staff on their career development, improving their education, or seeking basic support with their employment and housing searches.

JOB TRAINING AND EMPLOYMENT

Job Training

Enrolled **108**
Eligible¹ **77**

OUTCOME

Completed **36**
(12 continued into next year)
Success Rate **47%**

Social Enterprises

Enrolled **67**
Eligible¹ **44**

OUTCOME

Completed **32**
(21 continued into next year)
Success Rate **73%**

HOUSING

Housing- Transitional

Enrolled **43**
Eligible² **28**

OUTCOME

Complete **25**
(15 continued into next year)
Success Rate **89%**

Housing- Permanent

Enrolled **14**
Eligible² **14**

OUTCOME

Completed **14**
Success Rate **100%**

¹ eligible for job placement

² eligible for housing placement

CLIENT SERVICES

Career Services

Served **175**

OUTCOME

Remained in Their Jobs **61%**
(at 3 months)



Education

Served **78**

OUTCOME

Completed Assessments **100%**
Received Advanced
Training Certificates **22**
Achieved Their EDP Goals **71%**
(Educational Development Plan)

Computer Learning Center

Served **136**

OUTCOME

Program Graduates **89%**
(Completed the core computer skills rubric
designed for the curriculum)

Alumni Services

Served **301**

OUTCOME

Tracking w/ Continued Support **68%**

Basic Services

Served **464**

(Through daily intakes and assessments)

OUTCOME

Referrals **1,182**
(Made to outside services and programs)

Hot Meals Served **7,560**

Program Highlights

The numbers tell only part of Project Place's story. It is the highlights from the year that truly tell of our programs' growth and success.

- **HomePlate** initiated the expansion of its catering services and catered 16 events in a four month period. The largest event included 200 people.
- After moving to the new facility with a commercial kitchen and additional loading space, the program increased its job capacity by 49%.
- The expansion of **Clean Corners... Bright Hopes** resulted in an immediate creation of new jobs. We had set an initial goal of

serving 25 individuals, but exceeded our expectations and served a total of 36 people this year.

- **Project Pepsi** expanded to employ 15 individuals this year compared to an initial projection of 10.
- The first **Project 90/Mellon ACTS** class held in the new building enrolled 50% more students than in previous classes. Approximately 15 individuals were served per quarter compared to 10 per quarter in past years.
- **GateHouse** created 14 units of affordable housing for homeless individuals and has been 100% occupied since opening.

- Over 200 alumni benefited from Project Place's emphasis on retention, maintaining contact with case managers and participating in alumni programs such as the Micro Loan program and Alumni Club activities.
- The Boston Foundation hailed our efforts for "systems change" through our partnership with Suffolk County House of Correction (SCHC) and the South End Health Center in our **CREW** program. It was cited as a catalyst in bringing about changes in women's programming at SCHC that has led to 4 times the national average success rate for females re-entry into the community and obtaining employment and housing.

The following financial information is excerpted from our financial statements which were audited by Miller Wachman LLP for the years ended June 30, 2007 and 2006.

PROJECT PLACE - STATEMENT OF FINANCIAL POSITION

Comparative as of June 30,

ASSETS	2007	2006
Current assets		
Cash	\$ 422,423	\$ 1,148,908
Investments	123,283	111,452
Accounts receivable-program, net	78,958	139,192
Accounts receivable-commercial services, net	104,833	65,903
Accounts receivable-tenant net	19,563	-
Pledges receivable	215,834	207,500
Prepaid expenses and other	108,923	150,247
Inventory	8,755	10,647
Total current assets	1,082,572	1,833,849
Property and equipment		
Property and equipment	10,888,392	4,771,684
(Less) accumulated depreciation	(190,964)	(459,512)
Total property and equipment, net	10,697,428	4,312,172
Other assets		
Pledges receivable, net of discount	23,600	74,334
Notes receivable	5,575,325	2,743,919
Total other assets	5,598,925	2,818,253
TOTAL ASSETS	\$ 17,378,925	\$ 8,964,274
LIABILITIES, NET ASSETS AND MEMBERS CAPITAL		
Current liabilities		
Current maturities of long term debt	\$ 1,139,383	\$ -
Accounts payable	291,152	779,559
Accrued expenses	128,653	254,817
Deferred revenue	-	27,820
Security and rent deposits	2,158	519
Total current liabilities	1,561,346	1,062,715
Deferred revenue	67,870	18,000
Notes payable	10,624,938	5,919,038
Total liabilities	12,254,154	6,999,753
Net assets and Members capital		
Unrestricted	4,852,837	849,900
Temporarily restricted	271,934	1,114,604
Members capital (unrestricted)	-	17
Total net assets	5,124,771	1,964,521
TOTAL LIABILITIES, NET ASSETS AND MEMBERS CAPITAL	\$ 17,378,925	\$ 8,964,274



PROJECT PLACE - CONSOLIDATED STATEMENTS OF ACTIVITIES

Fiscal Years ended June 30,

	Unrestricted	Temporarily Restricted	2007 Total	2006 Total
REVENUE AND SUPPORT				
Gifts and contributions	\$ 1,518,100	\$ 271,934	\$ 1,790,034	\$ 1,182,639
Special events	113,685	-	113,685	115,486
Contributed services and materials	-	-	-	120,000
Government grants and contracts	811,552	-	811,552	1,090,061
Commercial products and services	278,273	-	278,273	292,629
Investment revenue	158,932	-	158,932	7,751
Rental revenue	35,345	-	35,345	17,011
Other revenue	2,016,537	-	2,016,537	86,311
Net assets released from restriction	1,114,604	(1,114,604)	-	-
TOTAL REVENUE AND SUPPORT	6,047,028	(842,670)	5,204,358	2,911,888
EXPENSES				
Program services	1,475,151	-	1,475,151	1,248,467
Management and general	410,762	-	410,763	280,609
Fundraising	158,194	-	158,194	274,335
TOTAL EXPENSES	2,044,107	-	2,044,108	1,803,411
CHANGE IN NET ASSETS	4,002,921	(842,670)	3,160,250	1,108,477
NET ASSETS - BEGINNING	849,917	1,114,604	1,964,521	856,044
NET ASSETS - ENDING	\$ 4,852,838	\$ 271,934	\$ 5,124,771	\$ 1,964,521

**CORPORATE AND
FOUNDATION SUPPORTERS
FY 2007**

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GateHouse Development

**Designers Contributing to
Adopt-A-Room:**

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Mission Statement: Project Place is a supportive community that promotes hope and opportunity for homeless and low-income individuals by providing the skills, education and resources needed to obtain stable employment and housing.

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