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September 16, 2008

Mr. Ryan P. Hottenstein
Acting Managing Director
City of Reading Local Redevelopment Authority
City Hall, Room 2-27
Reading, PA 19601

Ms. Linda A. Kelleher
City Clerk
City of Reading
815 Washington Street
Reading, PA 19601

Dear Mr. Hottenstein and Ms. Kelleher:

Mary's Shelter and Berks Women in Crisis (BWIC) are submitting the attached joint Notice of Interest for the acquisition of the Navy-Marine Corps Reserve Center, Kenhorst Boulevard, Reading, Pennsylvania. This is an update to the original joint Notice of Interest that the organizations submitted on September 15, 2006, and will assist the City of Reading Local Redevelopment Authority, successor to Reading Berks Public Safety Local Redevelopment Authority, in its review.

Mary's Shelter and BWIC are each located in Reading, Pennsylvania, and serve the homeless population of Reading, Pennsylvania, and Berks County in different, but complementary, ways. BWIC has been providing services to the community for over 30 years, and Mary's Shelter has been providing services to the community for 13 years. Mary's Shelter and BWIC intend to work collaboratively and share the physical facility and property. Although each organization will continue to provide housing and social services to its unique homeless population, Mary's Shelter and BWIC can impact the local community more effectively by working together.

The existing facilities utilized by Mary's Shelter and BWIC are inadequate to serve the needs of the homeless women and children who seek their shelter services. Through the acquisition of the Navy-Marine Corps Reserve Center, Mary's Shelter and BWIC will be able to

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expand upon already successful programs and address an unmet need of homeless women and children in the community.

Christine Folk, Executive Director of Mary's Shelter, and Mary Kay Bernosky, Executive Director of BWIC, are available to answer any questions or provide additional information relating to their joint Notice of Interest. In addition, we kindly request that you keep them, and Scott Roades at Covington & Burling LLP, informed and involved during the next steps of this process, including providing timely information relating to any progress, meetings, deadlines and decisions.

We look forward to working with you and the City of Reading Local Redevelopment Authority during this process.

Sincerely,



Scott A. Roades

Enclosure

cc w/ enclosure:

Christine Folk, Mary's Shelter
Mary Kay Bernosky, Berks Women in Crisis
Linda R. Charest, U.S. Department of Housing and Urban Development
Garry Gontz, Department of Defense, Office of Economic Adjustment
William Massey, Covington & Burling LLP

**Navy-Marine Corps Reserve Center
Kenhorst Boulevard
Reading, Pennsylvania**

Notice of Interest

Submitted By:

Mary's Shelter

and

Berks Women In Crisis

September 16, 2008

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Introduction

Mary's Shelter and Berks Women in Crisis (BWIC) are submitting this joint Notice of Interest for the acquisition of the Navy-Marine Corps Reserve Center, Kenhorst Boulevard, Reading, Pennsylvania, as an update to the original joint Notice of Interest that the organizations submitted on September 15, 2006. Mary's Shelter and BWIC are each located in Reading, Pennsylvania, and serve the homeless population of Reading, Pennsylvania, and Berks County in different, but complementary, ways. BWIC has been providing services to the community for over 30 years, and Mary's Shelter for 13 years.

Mary's Shelter and BWIC intend to work collaboratively and share the physical facility and property. Although each organization will continue to provide housing and social services to its unique homeless population, Mary's Shelter and BWIC can impact the local community more effectively by working together.

BWIC's shelter has housed women and children made homeless by domestic violence for over 25 years. BWIC's existing facility, however, is functionally obsolete and inadequate to serve the needs of the women and children who seek shelter from the violence in their homes. Similarly, the existing facility utilized by Mary's Shelter is not able to meet the demand from the homeless pregnant women who seek their shelter services. Through the acquisition of the Navy-Marine Corps Reserve Center, Mary's Shelter and BWIC will be able to expand upon already successful programs and address an unmet need of homeless women and children in the community.

1. Description of Homeless Assistance Programs

Mary's Shelter

Mary's Shelter provides temporary/emergency housing, as well as counseling and educational programs, to homeless pregnant women and their newborns in the community. Mary's Shelter proposes to utilize the Navy-Marine Corps Reserve Center to provide housing and social services to 12 homeless pregnant women and their newborns at a time and to expand their existing services to include eight units for homeless pregnant women with other children. Women will reside in the shelter for up to three months after the baby is born, during which time the shelter's counselors will assist them with coordinating medical care, education or job training and, most importantly, securing permanent affordable housing.

Mary's Shelter is licensed by the State of Pennsylvania as a Maternity Home and as a Private Children and Youth Social Service Agency. The primary mission of Mary's Shelter is to provide residential and non-residential services for homeless pregnant women and women and their newborns that are in need of a supportive environment because of a lack of suitable housing or favorable family relationships. Mary's Shelter recognizes that unless the basic human needs of food, clothing and shelter are met, homeless pregnant women cannot progress to the next level of learning that will enable them to break the cycle of homelessness. While caring for women in need, Mary's Shelter prepares mothers with newborns for independent living and a vision of

hope for the future. To date, over 250 women have been housed at Mary's Shelter. In addition, Mary's Shelter provides pantry services (such as food, clothing, diaper, formula, and furniture) and community outreach services to 300 low-income women and children in the community each year.

What makes Mary's Shelter's program unique is its focus on comprehensive services. In addition to housing, Mary's Shelter provides the following programs and services to pregnant women and their children:

Pregnancy

- Pregnancy support through referrals to primary care physicians
- On-site pregnancy and parenting classes
- Support staff is available 24 hours a day, 7 days a week to provide individual assistance and guidance with personal issues and newborn care

Education

- On-site educational programs are conducted one or two evenings a week, on a six-week rotating basis
 - Nutrition in pregnancy is taught by a Penn State Berks instructor
 - Newborn care, growth and development is taught by staff members and volunteer pediatric care nurses
 - Budgeting classes and individual budgeting assistance are provided by Berks Community Action Plan (BCAP)
 - Domestic violence group classes, individual counseling and legal assistance are provided by BWIC
 - Tenant/landlord lease agreements are reviewed and discussed as part of a class with representatives from the Reading Housing Authority, Beacon House (transitional housing program) and a volunteer from a local property management company
 - Life skills training is taught by support staff that have completed the Penn State Cooperative Extension course entitled "Skills for Taking Control of Your Future" that includes an instructor manual for Life Skills Training for low-income families
- Community educational programs:
 - Residents who have not completed high school are required to enroll in high school or participate in an equivalency program. Mary's Shelter has established relationships with the following organizations to assist the residents with meeting that goal:
 - Reading High School
 - Reading Area Community College - GED classes
 - Arbor - GED and English as a Second Language (ESL) classes
 - Residents who have completed high school or an equivalency program have access to the following programs:
 - Reading Area Community College - college courses
 - CareerLink - provides career guidance for residents who have completed high school. Residents receive assistance with employment applications, resume

writing and interview techniques. Residents may seek specialized training or certificate programs through this center and are assisted with financial aid applications.

- Alvernia College - provides scholarships for residents who qualify for enrollment. Since this partnership began in 2001, four residents have received Bachelors Degrees and three residents are current students.

Counseling and Referrals

- Individual and group counseling is provided on-site by Masters-level social workers
- St. Joseph's Medical Center's Women's Wellness Program and Reading Hospital and Medical Center provide all of the prenatal care and follow-up medical care for the residents and their babies
- BWIC provides on-site group counseling, individual counseling and legal assistance for the residents. Clients can be referred from BWIC's emergency shelter to Mary's Shelter and /or residents from Mary's Shelter can be referred to BWIC's transitional housing program.
- Berks Counseling Center provides individual drug and alcohol counseling and residents can apply for their transitional housing program
- American House provides individual counseling for personal issues
- Service Access Management (SAM) provides individual mental health/mental retardation testing, counseling and housing options

Housing

- Mary's Shelter provides residents with referrals and assistance in obtaining low-income housing at locations such as OakBrook, Glenside, Jamestown, Park Terrace and Century Hall
- Mary's Shelter provides residents with referrals and assistance in obtaining transitional housing programs at locations such as Mary's Home, Beacon House, Yhaven, BWIC and the Salvation Army

Berks Women in Crisis

BWIC's mission is to provide supportive services to victims and to eliminate domestic and sexual violence in Berks County. One of the most important aspects of the services that BWIC provides is immediate shelter and safety to individuals who are homeless due to domestic and sexual violence. BWIC provides shelter and comprehensive services to adult and child victims of domestic and sexual violence. BWIC has grown from a grass-roots agency providing services in volunteers' homes to an agency offering a wide spectrum of services, which:

- Begins pre-crisis, with BWIC's PeaceWorks department that disseminates prevention education and information throughout the community, from day-care aged children, through the 18 county school districts (grades K -12), to area colleges, and to community groups;
- Moves to immediate crisis response (24-hour English-Spanish hotline, 24-hour "Rapid Response" which brings a counselor/advocate to support the victim at the time

- of crisis at either a medical facility or courthouse or both, and emergency shelter that is a safe haven for up to 30 days);
- Continues to post-immediate crisis (counseling, advocacy, information, referral, legal assistance and representation) during the shelter stay;
 - Continues to post-shelter transition (counseling, advocacy, legal assistance and representation, child care, short-term housing, referrals) for six months to one year; and
 - Finally to long-term transition (long-term housing, child care, counseling, information, referrals) for up to two years.

BWIC's facilities include its current 26-bed emergency shelter, six short-term transitional housing apartments (the Pat Hilbert House and Sojourner Truth Houses), 10 long-term transitional housing townhouses (The Emma Lazarus Place), a childcare/community center (Emma's Place), and offices that house the legal, counseling, educational and administrative functions. The current Navy-Marine Corps Reserve Center would be the optimal facility to house BWIC's emergency shelter, allowing BWIC to provide shelter (for up to 30 days) and social services to 50 women and children at a time and bridge housing (for 3 to 12 months) to six families.

2. Description of the Need for the Programs

Mary's Shelter

In the Real Alternative of Pennsylvania network, there are approximately 110 pregnancy support agencies that refer homeless and near-homeless clients to only 11 maternity homes and transitional housing programs. Mary's Shelter is one of only six maternity homes that are licensed by the State of Pennsylvania, Department of Public Welfare, to house young women under the age of 17.

Although there are many outpatient or clinic settings in the community that offer prenatal care, Mary's Shelter is the only residential facility specifically for homeless pregnant women. The Public Health Services Expert Panel Report entitled *Caring for Our Future: The Content of Prenatal Care*, recommended not only early prenatal care but also psychosocial risk assessments of pregnant women, including such factors as stress, social and financial support, alcohol or drug use, smoking, nutrition and domestic violence. The majority of the residents at Mary's Shelter are considered high risk because they fall into one or more of these categories. In a study published by The U.S. Department of Health and Human Services in *Public Health Reports*, July-August 1997, it was recognized that traditional prenatal care focused primarily on identifying a patient's medical risks. The Report then focused on the content of prenatal care advice and the outcome of pregnancy. The most important finding was the direct effect of behavioral advice (education, counseling, referrals and follow-up) on the outcome of pregnancy, stating that for physicians to provide these enhanced services they should provide nutritionists, social workers, and health care educators at every office. Mary's Shelter provides these exact services through a comprehensive program of on-site counseling, educational programs, appropriate referrals and follow-up care.

Mary's Shelter's current housing capacity is 12 women and babies at a time. Residents may enter the program at any time during the pregnancy and stay for up to three months after the birth of the baby. The average length of stay for a resident is four to six months. In 2007, Mary's Shelter housed 30 young women and their newborns.

In 2006, Mary's Shelter started tracking requests for housing from homeless pregnant women with other children. Approximately 24 calls a month are from homeless pregnant women with families. Mary's Shelter is currently unable to house these women due to a lack of space at its current facility. Referrals to suitable housing for the homeless family are particularly difficult because the process can take several months, leaving the pregnant woman and her children unsheltered. The number of calls increased throughout 2007.

In January 2008, Mary's Shelter began a pilot program for pregnant women with other children. Five rooms at Mary's Shelter were designated for homeless women with other children, which reduced the number of single units available. During the first six months of the program, seven families have been housed.

Mary's Shelter's existing facility is not able to meet the need in the community for its services. All of their units/rooms are full, and Mary's Shelter receives an average of 15 calls per month for individual housing and an average of 24 calls per month requesting family housing. Approximately 40 calls/clients per month are turned away and referred to other agencies.

Mary's Shelter proposes to utilize the Navy-Marine Corps Reserve Center to provide shelter and social services to 12 homeless pregnant women and their newborns at a time and to expand their existing services to include 8 units for homeless pregnant women with other children. In addition, the property provides sufficient room for future expansion in order to shelter additional women.

Berks Women in Crisis

BWIC's current shelter capacity has provided safety to women and children for over 25 years. Although BWIC's services are equally available to men, the common nature of its shelter is unable to accommodate adult males. Adult male victims are sheltered at other local facilities. BWIC's current shelter is functionally obsolete, unable to accommodate more than one physically challenged individual, and is inadequate to serve the needs of those who seek shelter from the violence in their homes. Routinely, BWIC's shelter has a waiting list of 4-10 families per week. Additionally, the 3-story building is attached on both sides to adjacent properties, has only one available bedroom for physically challenged residents and no room for expansion. There is no opportunity to rehabilitate the property to increase its disabled accessibility and there is no ability to increase the number of available beds for residents.

Emergency shelter for victims of domestic and sexual violence is a critical community need. Among cities surveyed, 44% identified domestic violence as a primary cause of homelessness. (U.S. Conference of Mayors, *A Status Report on Hunger and Homelessness in America's Cities: A 25 City Survey*, December 2003). 92% of homeless women have

experienced severe physical or sexual abuse at some point in their lives. (Browne, A. & Bassuk, S. "Intimate Violence in the Lives of Homeless and Poor Housed Women: Prevalence and Patterns in an Ethnically Diverse Sample", *American Journal of Orthopsychiatry*, 67(2)261-278, April 1997). Absent shelter, women are forced to choose between violence and abuse or homelessness.

In Berks County, BWIC provides more than 8,000 shelter nights per year to over 600 women and children. In 2006-2007, BWIC provided shelter to 990 women and children and had a waiting list of 558 women and children. Unfortunately, BWIC was compelled to turn away more than 500 women and children. When BWIC is unable to provide shelter for a family, BWIC discusses safety plans and locates other facilities to house the family. Although BWIC works very hard to find safe facilities, BWIC realizes that the additional obstacles to shelter very often result in the return to the abusive and violent home.

BWIC's current location also has three short-term, or bridge, housing units available to women and their families for up to one year. BWIC's current funding allows women to remain in its shelter only 30 days unless there are extenuating circumstances. This 30-day limit does not provide sufficient time to allow women and their children to connect with the community resources that they need to secure safe and affordable housing. BWIC's bridge housing allows that time by providing an additional 3 to 12 months of low cost housing so that women can secure the financial resources necessary to secure their own housing.

3. Description of Community Coordination

Mary's Shelter and BWIC are both members of the Berks Coalition to End Homelessness (the Coalition), which is a group of over 40 local agencies that came together in 1995 to serve the needs of people in Berks County who are experiencing difficulty in securing or maintaining housing. The Coalition also conducts the "point in time" survey (homeless count) of Berks County for the Continuum of Care Grant. In addition to Mary's Shelter and BWIC, some of the other agencies involved in the Coalition include Berks Community Action Program, Berks County Children and Youth, Berks County Community Development, Reading Housing Authority and the United Way of Berks County. The Coalition works to achieve its goal through advocacy, dissemination of information, and referral to appropriate county services. By cooperating and pooling collective resources, the Coalition has been able to help members target their efforts to the most urgent needs and assist member organizations in expanding programs and services.

Mary's Shelter

Mary's Shelter works collaboratively with the local agencies and organizations described in Section 1 (Description of Homeless Assistance Programs) to provide a network of resources for residents to utilize while working toward independent living. These local resources and support systems will continue to provide services for the residents as they transition to independent living. The continuity of health care, education and personal counseling provides the family unit with stability and ultimately saves financial resources.

- Health Care System – Continuity of medical care for the mother will ensure that she is healthy and capable of caring for the family. It will ensure that the child's immunizations are up to date and that the child is ready for entrance into the educational system. Continuing with a primary health care provider reduces the need for expensive repeat or first exam testing.
- Educational System – Permanent secure housing enables the family to concentrate on active participation in the educational process. In 2007, 60% of the residents of Mary's Shelter had not finished high school; they attributed this to a transient, homeless lifestyle.
- Personal Counseling – Continuity of personal counseling allows the resident to develop a trust relationship with the counselor that increases compliance with professional recommendations. In 2007, 57% of the residents were referred for personal counseling for Mental Health/Mental Retardation issues; 53% received counseling for Domestic Violence; 21% received counseling for Drug & Alcohol issues; and 42% had active Children & Youth cases. Most of the residents had multiple overlapping issues.

In addition, Mary's Shelter works closely with the following local organizations that provide their clients with direct referrals to Mary's Shelter:

- Lifeline of Berks County and Catholic Charities of Berks County are pregnancy support centers that refer homeless and near homeless clients to Mary's Shelter
- St. Joseph's Medical Center's Women's Wellness Program and Reading Hospital and Medical Center refer clients to Mary's Shelter. In addition, these institutions provide all of the prenatal care and follow-up medical care for the residents and their babies.
- Children and Youth Services refers clients to Mary's Shelter and accepts the courses taught at Mary's Shelter as fulfillment of mandated service plan

Berks Women in Crisis

BWIC continuously works in cooperation with other local agencies to leverage all available resources to benefit its clients. BWIC leverages community resources to access welfare programs through Berks Community Action Program, Drug and Alcohol treatment programs through the Council on Chemical Abuse and other social services programs available throughout the County as dictated by client needs. The following is a listing of just a couple of the housing agencies with which BWIC will continue to partner to provide all of the supportive services necessary to the safety and success of BWIC's shelter and housing residents:

- The Housing Authority of the County of Berks (County Housing Authority) has worked in partnership with BWIC for over nine years to provide housing and supportive services to the residents of The Emma Lazarus Place ("TELP") through the County's Next Step Program. Five of the TELP units are designated and approved for participation in the Next Step Program. The County Housing Authority has the responsibility for determining the eligibility of clients for Next Step Participation as well as ensuring that the property itself complies with applicable building and safety codes.

The Next Step Program has been established to allow individuals who are ready to take the "next step" from a shelter or transitional housing facility to a living arrangement that is almost entirely independent. During this time, in cooperation with community agencies, qualifying individuals must participate in program activities designed to foster self-sufficiency and independence. Qualifications for participation include an income not to exceed low to moderate levels as defined by Federal Housing Guidelines, sponsorship by a qualifying social service agency and participation in creating goal plans. Ongoing review of the progress of each client is performed by the County Housing Authority to ensure that progress toward independent living is maintained.

- The City of Reading Housing Authority (City Housing Authority) has also worked in partnership with BWIC since 1999. The City Housing Authority has agreed to dedicate five rental vouchers to victims of domestic violence residing at TELP. As a result, the City Housing Authority ensures that each of the residents of the five units meet the qualifications established by the Section 8 Housing Program. Additionally, the City performs annual inspections of TELP to ensure compliance with applicable building and safety codes relating to residential properties.

The Section 8 program provides subsidized rental to low income individuals. Without these rental vouchers, BWIC's families would not be able to afford safe housing and may be forced to return to physically and emotionally violent relationships. These vouchers give battered women the time they need to focus on finding employment or completing their education which will allow them to move on to safe permanent housing.

At the Navy-Marine Corps Reserve Center, both Mary's Shelter and BWIC will have additional opportunities to partner with neighboring agencies, such as Oak Brook and Olivets Boys and Girls Club, offer English as Second Language Classes, and offer Drug and Alcohol education as well as to coordinate social and recreational opportunities for their respective residents and their children. The Navy-Marine Corps Reserve Center facility and location provide a unique opportunity to collaborate with other neighboring agencies to offer all services in a convenient location for Mary's Shelter and BWIC clients as well as neighborhood residents.

4. Information Concerning the Building and Physical Location

Building

The Navy-Marine Corps Reserve Center has the space needed for Mary's Shelter and BWIC to expand their respective housing, educational and social services programs to meet the needs of residential and community clients. The facility is currently utilized by two organizations and provides a natural division for two separate but similar agencies to utilize the property. Separate entrances, bedrooms, bathroom facilities, and dining and recreational facilities are already available at the existing facility. In addition, given that the mission of Mary's Shelter and BWIC is similar, the two organizations can provide coordinated programming and services to the neighboring community residents and organizations.

Mary's Shelter intends to occupy the left side of the building, utilizing the main (front) entrance for a reception area and office space for intake and community clients. The remaining upper level would include two offices, single unit bedrooms, bathrooms and the common living room, kitchen and dining room. The lower level (left side) would contain the expanded family units. The lower level (front) has a separate ground level entrance directly adjacent to the computer lab (which is currently wired for 12 computer stations) and another meeting room, which could be utilized by both Mary's Shelter and BWIC to conduct classes for residential and community clients.

The hallway walls are cinderblock and non-moveable. However, the interior walls are drywall and easily movable for restructuring bedroom and offices spaces. Plumbing for kitchens and bathrooms already exists on both floors and on both sides of the building. A security system is already in place with the ability to provide individual and confidential access for residents and staff of each organization.

BWIC intends to occupy the right side of the building in a manner similar to Mary's Shelter. The front entrance would be utilized as a reception/intake area. The existing rooms are configured to allow door access from room to room, allowing BWIC to configure the rooms as needed either for single women or women with children. The flexibility allows larger families to have a "wing" providing privacy for older children and single women to have one private room. Additionally, all of the available rooms would be ADA accessible and meet the needs of physically challenged clients. Offices for shelter staff would be accommodated with existing office areas on the first floor.

Plumbing for kitchen, dining and bathroom facilities exist but would be expanded. A separate indoor play area would be utilized in the existing gym. The lower level would be renovated to allow for bridge housing. A common kitchen and living area would be created with up to six bedrooms located on the perimeter of the common areas. Existing garages would be utilized for storage of donated furniture and other goods for use by the shelter and housing programs.

Two improvements that would be necessary include the installation of a sprinkler system throughout the facility and a fire wall dividing the reception area in half. Mary's Shelter and BWIC were informed that the building passed all recent code inspections, although copies of code inspections were not available for review. If the facility is found to have code violations by the city or county inspectors, then renovations would be necessary to meet those requirements (which would ensure that the State Licensing criteria were also met). Over time, Mary's Shelter and BWIC would strive to make the building more aesthetically pleasing by creating a more home-like atmosphere for their residents.

Subsequent to the initial NOI deadline, Mary's Shelter and BWIC were permitted access to the facility with Dolan Construction. The engineer from Dolan Construction found no structural obstacles to utilizing the building for homeless housing services. Dolan's preliminary estimate for the renovations necessary to house the shelter portions of both programs is approximately \$1.1 million.

Physical Location

The physical location of the property is ideal for the clients that Mary's Shelter and BWIC serve. The property is located:

- On a public transportation route, which is important because most women served by the organizations do not own a car
- One block from Olivet's Boys and Girls Club, which is important because Olivet's provides supportive programs to the children of the women who will stay at the shelters
- Two blocks from Oakbrook public housing, which is where many of the women preparing to leave the shelters will require subsidized housing and several past clients of Mary's Shelter and BWIC have moved
- Three blocks from Thomas Ford Elementary School, which is important because the pregnant and parenting clients will benefit from having access to a local elementary school
 - In addition, the property's location will allow children moving from the shelter to Oakbrook public housing to remain in the same school, which will eliminate a major stress for the family
- Approximately one mile from Reading Hospital and Medical Center, which provides medical care for the resident families and educational and employment opportunities
- Approximately one-half mile from Lancaster Avenue, which offers multiple employment opportunities, as well as banking, grocery stores, and other necessary services
- Directly across from the State Police barracks, which provides an additional level of security and comfort for residents

The property also contains sufficient grounds and outbuildings that will provide necessary storage as well as room for future growth and future development of permanent housing on campus. The property also has perimeter fencing that provides a secure outdoor play area for children, and the building and property generally provide a sense of security for women and children.

5. Description of Financial Plan and Organizational Information

Financial Plan

The Navy-Marine Corps Reserve Center building is capable of being utilized for residential shelter and housing of homeless persons without much significant alteration. The current shelters run by BWIC will be sold, generating financial resources for renovations. By housing all facilities of BWIC on the property, BWIC would allocate the current resources it pays in rent and maintenance to the Navy-Marine Corps Reserve Center. A review of the utility information provided subsequent to the initial NOI submission indicates that utility costs are not greater than current costs for Mary's Shelter and BWIC's current shelters.

Mary's Shelter and BWIC are each 501(c) (3) private non-profit organizations organized under the laws of the State of Pennsylvania. Both organizations have financial plans that address annual needs and provide for future success and growth.

Mary's Shelter is affiliated with the State-funded Real Alternative of Pennsylvania, which provides partial funding for educational and counseling services (approximately 50% of Mary's Shelter's annual budget). Mary's Shelter conducts an annual appeal (20% of budget), special events (15%) and actively pursues grant opportunities for special projects (15%). Mary's Shelter's annual budget is \$550,000 for the shelter and transitional housing programs. The Board of Directors of Mary's Shelter has developed a financial plan that addresses the annual needs of the organization and has established an endowment fund and scholarship fund to ensure future success and growth. Financial reports are compiled and presented bi-monthly at Board meetings. A full audit is conducted annually by an independent accounting firm.

BWIC receives funding from a variety of sources. One of the largest sources is the Victim of Crime Act fund, a federal funding source derived from the payment of fines and penalties through the Federal government. Funding is also provided by the Department of Welfare and Health through the state-wide Domestic and Sexual Violence Coalitions, as well as the Pennsylvania Coalition of Crime and Delinquency, the United Way, the Department of Housing and Urban Development and private contributions. BWIC's annual budget is approximately \$2 million for all operations. BWIC's current operating budget is developed by its Financial Coordinator, Executive Director and Treasurer, and is approved by BWIC's Board of Directors at its annual meeting. The Financial Coordinator oversees BWIC's fiscal activities, with the involvement and approval of the Executive Director. All financial reports are approved by the Executive Director. BWIC complies with the fiscal standards required by its funding sources and regulatory agencies, including audit requirements and maintenance of insurance.

In addition to existing sources of funding available to Mary's Shelter and BWIC, the following joint opportunities are available to them in order to obtain additional funding to maintain and renovate the Navy-Marine Corps Reserve Center:

- Special Events
- Private Donations
- Foundations
 - J. Jill Foundation
 - Mattell Children's Foundation
 - Gerber Foundation
 - Wells Fargo Foundation
 - The Sunshine Lady Foundation

Mary's Shelter Organizational Structure

Mary's Shelter is governed by a Board of Directors that provides vision and direction to the organization, and its program and daily operations are overseen by its Executive Director in accordance with established Policy and Procedure Manuals.

Upon entering the program at Mary's Shelter, a resident works closely with a Case Manager and Counselor to establish long-term and short-term goals relating to prenatal care and parenting skills, education, personal counseling and future permanent housing. The resident, Case Manager and Counselor, with the aim of achieving independent living skills, develop a plan of action with attainable goals. These goals are reviewed and updated with the residents on a regular basis. Goals are written with associated measurable tasks. Residents are given a timetable for completion and evaluation.

The Case Manager meets with individual residents three times a week to assist the resident with tasks such as phone calls and paperwork associated with the pregnancy, education or housing. The Counselor meets with individual residents once a week to assess the need for and effectiveness of community referrals, such as Mental Health / Mental Retardation, Drug and Alcohol Addiction, Legal or Family Counseling, Children and Youth referrals. The support staff, community volunteers and community agencies provide life-skills training related to pregnancy, parenting, nutrition, housekeeping, budgeting and legal issues. Two classes are taught per week and generally class topics rotate every six to eight weeks depending on instructors and course outlines. The Executive Director meets monthly with the Case Manager, Counselor and Instructors to review individual resident progress and class participation. Suggestions for new or additional classes or referrals are discussed at these team meetings. Feedback from current and former residents is taken into consideration.

Mary's Shelter Key Personnel

- Christine M. Folk RN, Executive Director - Christine graduated from Alvernia College with a Degree in Nursing. From 1986 to 1988, she worked at Ephrata Community Hospital in Obstetrics, specializing in labor and delivery. From 1988 to 1994, she worked at St. Joseph Medical Center, Reading, in Obstetrics and Gynecology, specializing in labor and delivery. As part of the preceptor program, she trained new employees during their three-month labor and delivery orientation. She joined the Mary's Shelter team as a volunteer in 1995 and was a Board Member in 1997. She was then hired as the Development Director in 1998, and became the Executive Director in 2000.
- Danielle Monahan MSW, Assistant Executive Director and Counselor - Danielle received her Associate of Arts Degree in Education and an Associate of Arts Degree in Psychology from Reading Area Community College in 1996. She then received a Bachelor of Social Work Degree, with a minor in psychology, from Alvernia College in 1998. In 2000, Danielle completed her Master in Social Work Degree, with a minor in research, from Marywood University. Danielle's vast knowledge of psychology and mental health disorders has enabled Mary's Shelter to provide on-site and immediate intervention for the clients.
- Brenda L. Gehring MSW, Case Manager/Program Director - Brenda started at Mary's Shelter as an intern from Alvernia College. After completing her Bachelor's Degree in Social Work in 1999, she was employed full-time to work directly with the residents of Mary's Shelter. Since then Brenda has received her Master's Degree in Social Work from Marywood University. Brenda is very successful in developing a comfortable, yet professional, mentoring relationship with each young woman.

Berks Women in Crisis Organizational Structure

The 45-member staff of BWIC is diverse and multi-cultural, representing several different ethnicities: Latino, African-American, and Caucasian. The staff is itself a reflection of the local community. Together, the staff comprises a combined total of 500-plus years of education and experience directly working with women and children. Some of the educational disciplines represented are psychology, education, women's studies, law, human development and family studies, sociology, social work, drug and alcohol counseling, criminal justice, accounting, and business management.

Berks Women in Crisis Key Personnel

The primary key staff positions for BWIC's emergency shelter are:

- Executive Director – responsible for overall planning and administration of the program.
- Shelter Coordinator – responsible for supervising shelter counseling, advocacy and support staff. Also provides direct counseling to clients.
- Night/Weekend Manager – responsible for managing the shelter staff and activities between 5 pm and 8 am Monday through Friday, and on weekends.
- Counselor/Advocate – provides counseling, support, and referral services to victims of domestic and sexual violence. Also provides group counseling and education to shelter residents, as well as to non-resident clients.
- Bi-lingual Counselor/Advocate – provides access to safe shelter as well as counseling, support and referral services to Latino victims of domestic and sexual violence.
- Children's Advocate – provides counseling, advocacy, information, and referral and support services to children and their mothers.
- Financial Coordinator – processes and keeps accurate and complete records of all grant expenditures and income. Assures compliance with funding requirements of the Emergency Shelter Grant and all other grants.
- Legal Systems Attorney – coordinates the legal advocacy services for BWIC clients and supervises the legal counselor/advocates and attorneys.
- Rapid Response Coordinator – coordinates staff and volunteers to provide round-the-clock response and availability to battered women at the time of crisis.

Mary's Shelter Achievements

To date, over 250 women have been housed at Mary's Shelter. In addition, Mary's Shelter provides pantry services (such as food, clothing, diaper, formula, and furniture) and community outreach services to 300 low income women and children in the community each year. Mary's Shelter's housing and social service programs have been used as a model for establishing new maternity homes and its successful program has been replicated in Pennsylvania, New Jersey, Delaware, Texas, Alabama and Iowa. In addition, Mary's Shelter's

staff has been consulted on every aspect of establishing a Maternity Home from the grass roots beginning to program development to creating a development plan.

The success of Mary's Shelter's programs is evidenced by the following:

- 100% of clients keep scheduled prenatal appointments
- 95% of clients participate and complete classes related to pregnancy, parenting, and life-skills training
- 100% of clients complete the needs assessment upon admission with appropriate referrals and follow-up
- 100% of clients receive personal counseling
- 90% of clients offered assistance with pursuing formal educational opportunities will complete the process
- 96% of clients will obtain permanent and suitable housing; including an assessment of their ability to maintain housing
- 4% of clients will move to transitional housing

Berks Women in Crisis Achievements

The evolution of BWIC from a grass-roots program, with volunteers providing hotline and safe shelter services, to an agency employing nearly 50 people and providing professional and comprehensive services has been truly exceptional. BWIC provides more than 8,000 shelter nights per year to over 600 women and children,

Notable achievements include the construction of The Emma Lazarus Place, BWIC's long-term transitional housing facility in Reading, Pennsylvania, that includes 10 3-bedroom townhome units and is the largest transitional housing facility located in a domestic violence center in the state. The Emma Lazarus Place includes Emma's Place, a state-of-the-art child development center that achieved a Keystone Stars, Four Star Rating, which represents achievement of the highest level of performance standards by the Pennsylvania Early Learning Keys to Quality. Additionally, PeaceWorks, the Prevention Education Department of BWIC, is the largest domestic and sexual violence education department in the state. BWIC's counselors are Master's Level professionals with expertise in the understanding and treatment of trauma.

The success of BWIC's programs, as evidenced by the following outcome measurements, is due to the level of professionalism, dedication and commitment that BWIC enjoys:

- 100% of clients develop safety plans
- 90% access community resources
- 75% of transitional housing residents secure permanent housing
- 80% of housing residents complete an educational or training program
- 95% of clients report a greater understanding of domestic and sexual violence

6. Assessment of the Timeline for Implementing the Programs

Once the Navy-Marine Corps Reserve Center property is made available to Mary's Shelter and BWIC, each organization will immediately begin making any necessary or desired repairs, alterations and upgrades to the building and property. Due to the limited access to the property currently provided to Mary's Shelter and BWIC, it is difficult at this time to estimate the appropriate timing for completing any such repairs, alterations and upgrades. However, once such tasks are completed, Mary's Shelter anticipates that its shelter could be relocated to the property within a one-month time period. Prior to relocating, Mary's Shelter would begin expanding its program services, as well as hiring and training new staff, so that the new services could commence immediately upon relocation. BWIC will begin relocation of the shelter facility upon completion of any repairs, alterations and upgrades, and the bridge housing within six months of completion of improvements. Any new or expanded programs will commence upon training of additional staff.