

a home is built of love and dreams



## LETTER FROM EXECUTIVE DIRECTOR AND PRESIDENT

As we read through the uplifting stories in this year's Annual Report a few recurring themes emerge. First, behind each of the stories is a person with the will to succeed and to create a better future for their families. They've overcome homelessness, disabling injuries, bad marriages, poor decisions and bad luck to pursue their dreams and build a better life.

Second, all of these success stories started with stable housing provided or enabled by South Shore Housing's programs, most of which we administer through contracts with the Commonwealth. That's why our strategy and that of the Commonwealth is summarized as "housing first". Without an address and a roof over one's head there's no real prospect for economic mobility, educational advancement for children, or civic engagement.

Third, partnerships with other agencies were essential ingredients to the progress these families made. In the stories in this Annual Report it's SER-Jobs, Fr. Bill's & MainSpring, Massasoit Community College, SCORE, Habitat for Humanity, the State's Dept. of Housing and Community Development and others. The lesson is that if you want something done right, don't do it yourself. Find someone who can help you make it happen.

Finally, the special people on our staff, our board and those who work for our partner agencies played critical, even heroic roles in these

happy outcomes. Cynthia Dolan called the people who helped her keep and renovate her home “angels.”

Not every case we work on ends so happily, and those that do are usually painstaking. However, knowing that such outcomes are possible motivates us, and understanding what elements need to be in place helps us develop strategies to replicate them.



Carl Nagy-Koechlin  
Executive Director



Mike McGowan  
President



It takes a community!

## FSS NURTURES ENTREPRENEURIAL SPIRIT

Entrepreneurial drive is about determination, ambition and risk-taking. Tracy Heath had these innate qualities but, like most aspiring entrepreneurs, she needed some help and a break or two. She found those when she first learned about and enrolled in South Shore Housing's Family Self Sufficiency program.

At the time she was a part-time hairdresser at a salon in Plymouth. She liked her job and enjoyed working with people but felt there was no future in it. She knew that creating a better life for her family — she has a teenage daughter and two adult sons — depended on education. Joanne Wilmot, SSH's FSS coordinator who shares Tracy's passion for education, explained

that if she applied for Federal Student Aid (FAFSA) and took at least two classes, she might be able to go to school for free.

Tracy put her course work to good use by marketing for the hair salon where she worked. As these efforts succeeded, she picked up more hours and because of her initiative the owner eventually made her the salon manager. She spent a lot of unpaid time at work learning the business and completed Paul Mitchell classes offered by her employer that focused on growing the business.

The more Tracy did, the more her confidence grew. She started focusing on owning her own business just as the salon owner suggested that he might soon retire.

Joanne referred Tracy to local retired business leaders in the area affiliated with SCORE. Tracy attended a series of classes developed by SCORE in partnership with Massasoit Community College aimed at helping entrepreneurs get started building successful businesses. Armed with this new-found expertise and with the assistance of a business accountant, Tracy prepared an offer and then successfully negotiated to buy the salon in 2011.

For Tracy, business ownership is scary and she's never worked so hard in her life. But she's not looking back. She's excited about her own future and that of her business. Such is the exhilarating life of an entrepreneur!



“If I felt like I’d hit a wall, Joanne would help me break through it,” says Tracy about SSH’s FSS coordinator. “And when something great happens, I can’t wait to share it with her.”

## KEEPING THE FAITH

Cynthia Dolan is a woman of faith whose faith was severely tested in recent years. Her economic stability and that of her three young children was shaken when she suffered debilitating head and neck injuries in a car accident, leaving her unable to work.

She came to South Shore Housing in fear of losing her home to foreclosure. She had run into one obstacle after another in her efforts to modify her mortgage. None of this discouraged Veronica Truell, the Coordinator of SSH's Housing Consumer Education Center, and she made sure that Cynthia didn't lose her faith either.

Cynthia and Veronica's relentlessness with the lender — multiple applications, documentation, phone calls and faxes — finally paid off in February 2012 when Cynthia received her modification.

But that was only half the battle, Cynthia's house in Plymouth had suffered badly from deferred maintenance brought about by the same financial hardships that led her to the brink of foreclosure. There were major electrical issues — she and her kids would get shocked when touching certain light switches. Roof damage and other exterior envelope deficiencies made the house — and more importantly Cynthia's family — susceptible to the elements. Veronica connected Cynthia with Greater Plymouth Habitat for Humanity. Habitat put a plan together to not only address the house's immediate needs but to make it a comfortable and beautiful home for the family. Plymouth Redevelopment Authority provided funds for the project and a crew of Habitat volunteers completed the transformation of the home.

Included in the renovation is a hydrotherapy spa, which her doctors recommended to alleviate Cynthia's chronic pain and reduce the frequency of pain shots and nerve blocks. Insurance wouldn't cover the expense, but thanks to Habitat, Cynthia noted, "my prescription has been filled!"

On a cloudy Sunday in October, 50 members of her extended family, of which Veronica and SSH are now happily a part, assembled at the home that Veronica helped save from foreclosure and Habitat saved from the elements. Cynthia, with her children by her side, thanked Veronica and SSH and Habitat for enabling her family to live in her beautiful home on a disability income.





Cynthia Dolan is presented with a Bible by a member of Habitat for Humanity during a celebration at her renovated home this past October.

“You have all reminded me that there is still good in this world. Your work, love and support have brought me to tears at points to think strangers would want to help me. I now call you friends — my group of volunteer angels.”

## SOUTH SHORE HOUSING INCOME STATEMENT

12 Months Ended June 30, 2013

### Revenues

Administrative Fees	6,394,287
Real Estate Income	123,500
Donations	136,576
Interest & Dividend Income	86,174
Investment Gain/(Loss)	(190,158)
Miscellaneous Income	5,206
<b>Total Revenues</b>	<b>6,555,585</b>
Subcontractor Expenses	1,786,762
<b>Net Revenue</b>	<b>4,768,823</b>

### Operational Expenses

Client Services	202,738
Wages & Benefits	2,873,158
Telephones	32,108
Office Supplies	117,086
Professional Services	104,567
Travel	94,370
Miscellaneous	133,664
Office Equipment	140,329
Liability Insurance	17,633
Operational Interest	2,710
<b>Total Operational Expenses</b>	<b>3,718,363</b>

### Facility Expenses

Utilities	32,778
Janitorial & Maintenance	42,343
Property Taxes	11,856
Rent & Condo Fees	39,826
Property Insurance	9,010
Mortgage Interest	50,860
Depreciation	117,390
<b>Total Facility Expenses</b>	<b>304,063</b>

**Bad Debt & Asset Impairment Loss** 42,813

**Net Profit (Loss)** 703,584

## FULL CIRCLE: FROM CLIENT TO EMPLOYEE

Everything can change in the blink of an eye. Just ask Jamila Wade. When her 13-year marriage ended in divorce, she and her four children were given three days to vacate the New Bedford house that she called home for all her children's lives.

With nowhere to turn, she found herself at the DTA office where she was referred to a room in a nearby motel. The bed bug problem was so severe there that she and her 11 year old daughter slept together stretched out in a chair.

She and her children languished there for weeks until she was finally connected with the HomeBASE program that SSH and a local partner administered in the region. The program provided her a short term subsidy that enabled her to secure an apartment in Middleboro.

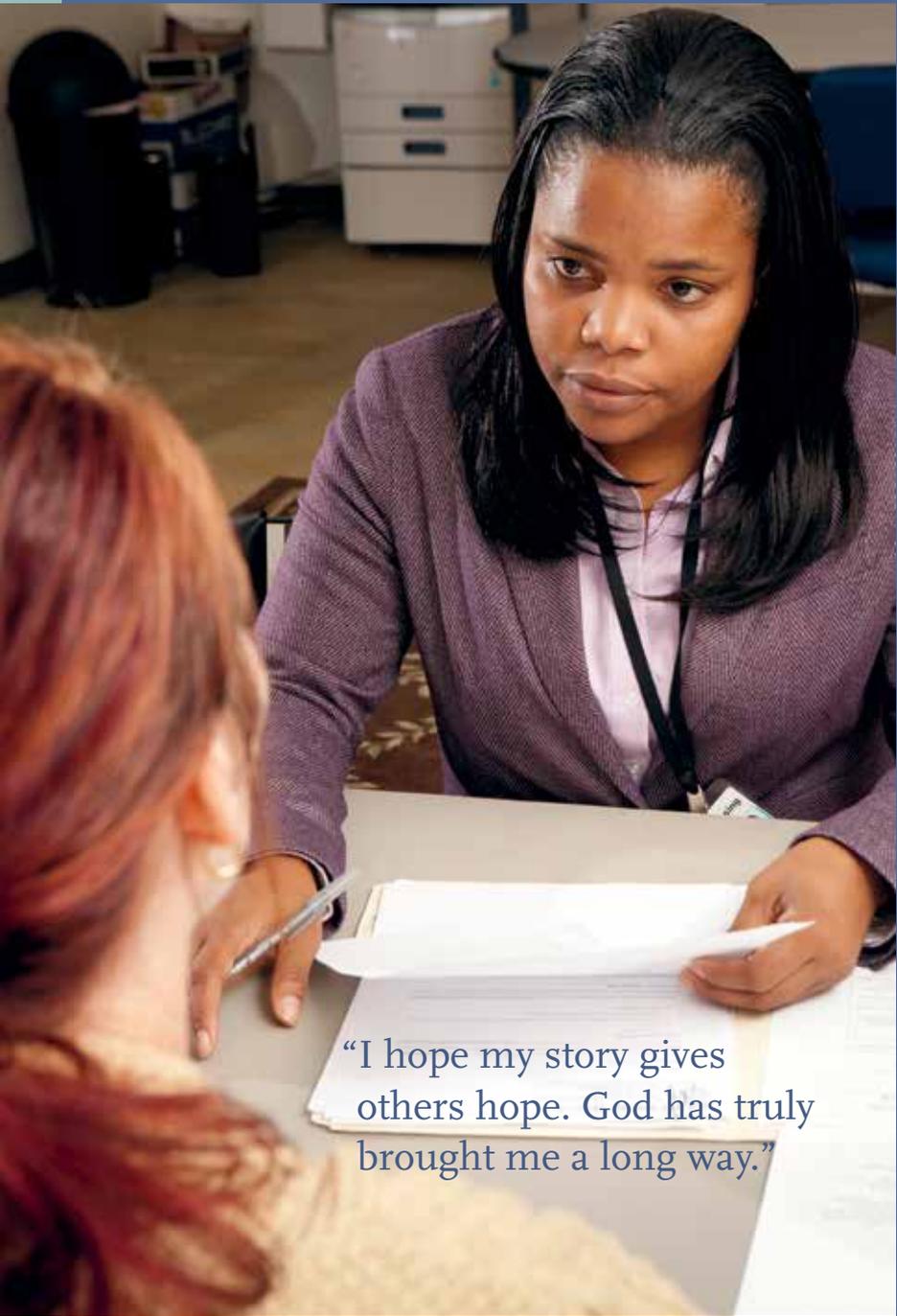
The next task was to find a job. Jamila had been a stay-at-home mom and quickly found that her lack of employment history in addition to the lack of child care options made securing a job very difficult.

In April, Jamila was referred to SER-Jobs to participate in the *Secure Jobs Initiative*. From the outset she felt that she had true advocates at SER-Jobs and she began to see a way out of her circumstances. She excelled in a Job Readiness training and in an 8-week Microsoft Office/Clerical course at SER-Jobs.

With her job skills honed and her self-confidence restored, Jamila began her job search. In July she was hired into a per diem residential care position with Community Care Services/JRI. Unfortunately the position with its limited hours didn't pay a family sustaining wage and with the looming expiration of her 2-year HomeBASE subsidy she faced a return to shelter.

One morning as she grappled with this grim prospect, her phone rang. It was South Shore Housing calling, not with instructions regarding her return to shelter but with something much better — a job offer! In October Jamila began work as one of SSH's Housing Counselors in the RAFT program. With this steady and sustaining income she was able to move into an apartment she can afford.

And in Jamila, SSH found a remarkably resilient woman who has learned the hard way how to support the struggling families who she now assists through the RAFT program.



“I hope my story gives others hope. God has truly brought me a long way.”

## PUTTING OUR MONEY WHERE OUR MISSION IS

Last year, after some deliberation, South Shore Housing's board revised our mission statement to read:

*South Shore Housing helps low–and moderate-income families and individuals secure affordable housing and use that housing as a foundation to improve their economic stability and wellbeing.*

Like any good mission statement, this one is aspirational. In particular its new emphasis on economic mobility is something of a stretch for an organization whose primary focus has been housing services and development.

But we were committed to not only “talk the talk” through our new mission statement but also “walk the walk” through initiatives that helped our clients break out of poverty. We focused particularly on families we had assisted through HomeBASE, the State’s housing assistance program for homeless families. We had served nearly 1500 families through the program and wanted to support as many of those families as possible to increase their income so they could remain stably housed beyond the short-term duration of the HomeBASE assistance.

SSH's board committed \$450,000 in organizational surplus funds — hard-earned through strong financial management and the strategic refinancing of some of our housing developments — to two workforce initiatives. In Plymouth County we joined forces with our HomeBASE partner, Fr. Bill's & MainSpring. In Bristol County we found a new partner, SER-Jobs for Progress, a Fall River based adult education and workforce development agency. SER-Jobs not only brought a strong job training and placement track record but also deep roots and a network of strong relationships in and around Fall River.

Through these partnerships we were able to leverage another \$400,000 from the Paul and Phyllis Fireman Foundation as part of their statewide Secure Jobs initiative. More importantly with our investment and by finding the right partners we've been able to place 91 HomeBASE participants into jobs — including Jamila Wade, whose story is included — towards a goal of helping 245 participants secure employment through the end of next year.

“We're putting our money where our mouth is with our financial investment and our partnership in these initiatives,” says SSH Board President Mike McGowan. “What better way than this to use our financial resources to advance our mission?”

## SOUTH SHORE HOUSING'S DONORS 2013

### **Public Grants and Contracts**

Department of Housing and  
Community Development  
Housing Partnership Network  
Massachusetts Department of  
Children and Families  
Massachusetts Office of Health and  
Human Services  
Plymouth County Housing Alliance  
Town of Carver

### **Corporate and Foundation Support**

Adelard A. Roy and Valeda Lea Roy  
Foundation  
Boston Private Bank  
Citibank  
Citizens Bank  
Eastern Bank  
Entergy Foundation  
George A. Ramlose Foundation  
Harold Brooks Foundation  
Rockland Trust  
Sawyer Design Associates, LLC

Joan Bentinck-Smith Charitable  
Foundation  
Sovereign Santander Bank  
Superior Coin-Op  
United Way of Plymouth County  
Webster Bank

### **All of South Shore Housing Board of Directors**

Michael McGowan, President  
Jean Riley, Vice President  
Alden Wells, Treasurer  
Darryl Mayers, Clerk  
Roger Berg  
Nancy Durfee  
Kristina DaFonseca  
Colleen Dawicki  
James Duff  
Alma Morrison  
Lashaunda Watson  
James Watson

“It’s not that poor and homeless people don’t  
want to succeed, it’s that they don’t know  
where to start. Our program provides that  
starting point and a road map to their goals.”

—Maria Ferreira-Bedard, SER-Jobs' Young Parents Program Director.

**SOUTH SHORE HOUSING PROGRAM SUMMARY — WHO WE SERVE**

<b>Program</b>	<b>Number Served</b>
SSTAP — Transitional Housing Program for families escaping domestic violence	23 Families
Plymouth Supportive Housing for formerly homeless families with disabled family member	12 Families
First Time Homebuyer Training	167 Households
Foreclosure Counseling	247 Households
Housing Consumer Education Center Information and Referral	11,221 Households
Rental Assistance — Administration of federal and state housing vouchers	2,877 Households
Family Self Sufficiency — Case management to support Sect. 8 tenants to increase earnings	97 Households
HomeBASE — temporary housing assistance for homeless families	1,049 Families
RAFT — Homelessness prevention program	379 Households
Monitoring affordability and overseeing lotteries for privately owned affordable housing developments	133 Homes
Housing Development and Management — number of individuals residing in SSH-developed housing	900 Individuals

