

BUILDING SUSTAINABLE GROWTH FOR LAS CHARCAS, DOMINICAN REPUBLIC
THROUGH THE CONSTRUCTION OF A MULTI-PURPOSE BUILDING



Submitted to

The Olshin Foundation

Dr. George Olshin
President

501 Crescent Street
New Haven, Connecticut 06515

By

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Group 1

Build A Community Organization

P. O. Box 652

New Haven, Connecticut 06512

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LETTER OF INTENT

Build A Community Organization
P. O. Box 652
New Haven, Connecticut 06512

October 28, 2010

Dr. George M. Olshin
President
The Olshin Foundation
501 Crescent Street
New Haven, CT, 06515

Dear Dr. Olshin:

The Build A Community Organization is submitting this letter to The Olshin Foundation to determine your interest in providing funding for the construction and maintenance of a multi-purpose building in the community of Las Charcas, Dominican Republic in the amount of \$269,525.

This project will be the first of its kind in Las Charcas providing the community with its first multi-purpose facility in order to fulfill the need for a medical center during times of crisis and a meeting place for community events, training, storage, and accommodations of volunteers. We thought you might find our project of particular interest as it closely aligns and advances your dedication to foster the sustainable economic development in under-developed nations.

The mission of the Build A Community Organization is to foster sustainable economic development that leads to self-reliant communities in building projects that will enhance their overall means. Las Charcas lacks a central location where many necessary programs or events could take place. During a time of crisis this community has a strong need for a building to act as a treatment center for the sick and injured and a shelter for those that may have lost theirs. In less severe circumstances they need a location for the farmers in the community to meet to talk about

the year's harvest plans. They also have need for a location to throw social events to increase the emotional well being of the people. These are just three examples of Las Charcas' needs that we hope to accommodate by building a multi-purpose building in this location.

The Build A Community Organization was established as a 501(C)(3) organization in 2009 and since our inception, we have served more than 10 communities in the Dominican Republic who are currently sustaining their facility through their own efforts. Our proposal to The Olshin Foundation will help us build the multi-purpose building, hire trained workers, and facilitate this building project for the Community of Las Charcas. Our program objectives include: (1) facilitating the location and acquisition of appropriate land for construction, (2) increasing the community's ability to take over the sustainability of the projects, (3) providing one multi-purpose building to the community of Las Charcas, and (4) increasing the number of communities with a multi-purpose building by 100% (10 communities) in the Dominican Republic by 2015. One hundred percent of the funds received would directly benefit this community and would be used towards the project. If you request a proposal from us, we will be asking for \$269,525.

We look forward to hearing from you in order to further discussion about our project and this letter of intent. We will be anxiously awaiting your response. If you have any questions about the Build A Community Organization and our efforts in this community, please contact me at (203)-555-5555 or one of the directors at (203)-555-5556. Thank you for your time and consideration.

Sincerely,

Bryant Frierson
Board of Directors

Nicole Cignoli

Scott Coladarci

LETTER OF INTRODUCTION

Build A Community Organization
P. O. Box 652
New Haven, Connecticut 06512

November 4, 2010

Dr. George M. Olshin
President
The Olshin Foundation
501 Crescent Street
New Haven, CT, 06515

Dear Dr. Olshin:

The Build A Community Organization's Board of Directors and staff respectfully submit the enclosed proposal to The Olshin Foundation for your consideration of a grant of \$269,525. The grant would fund the construction of a multi-purpose building in Las Charcas, Dominican Republic, the first of its kind in Las Charcas. Your gift will enable us to procure the services of a Project Manager to oversee the project and train staff and volunteers and provide the community a much-needed central location from which public and private organizations can function. Our goal is to provide economically disadvantaged communities the opportunity to improve their means.

Since 2009, Build A Community Organization's mission has been to foster sustainable economic development that leads to self-reliant communities. With a staff of four in our headquarters, we have worked with over 200 volunteers and have taken an active part in facilitating solutions to bring badly needed services to communities in need. We have served more than 10 communities in the Dominican Republic who are currently sustaining their community center through their own efforts. In communities as poor as Las Charcas, a multi-purpose building is often the determining factor to deliver a service. Completion of these public

buildings has meant the difference between the communities having a place to educate their population, provide health services, hold civic events, and attract non-governmental organizations to help build a stronger community. The construction process builds community pride and a sense of hope as well as a sense of what can be accomplished when a community works together.

Because of your commitment to support programs designed to improve and expand access to services to economically disadvantaged populations, we hope The Olshin Foundation will join us as our partner dedicated to addressing the unmet needs of Las Charcas. Your gift of \$269,525 will have a tremendous impact on creating a long-term sustainable vision for improved social services, disaster preparedness, and sustained community development for Las Charcas.

If you have any questions, please feel free to contact about the Build A Community Organization and our efforts in these communities, please contact me at (203)-555-5555 or the board of directors at (203)-555-5556. Thank you for your consideration and we look forward to hearing from you soon.

Sincerely,

Bryant Frierson
Board of Directors

Nicole Cignoli

Scott Coladarci

EXECUTIVE SUMMARY

The Build A Community Organization (BACO) was established as a 501(C)(3) organization in 2009 by three partners who wanted to provide economically disadvantaged communities the opportunity to improve their means. Since its inception, BACO has helped more than 10 communities in the Dominican Republic build a multi-purpose center fulfilling BACO's mission of fostering sustainable economic development that leads to self-reliant communities.

The Central Intelligence Agency's 2010 World Fact Book reports the Dominican Republic as one of the most impoverished nations in the world with many economic, health, and education challenges (Central Intelligence Agency, 2010). Communities like Las Charcas, a rural community located in Azua province, have struggled to receive medical treatment, social services, or protection from disasters because there is not a multi-purpose center in their community; often the determining factor as to whether to deliver a service. BACO is committed to building Las Charcas its first, much-needed multi-purpose center from which public and private organizations can function. The Multi-purpose Building Project for Las Charcas will accomplish this by procuring the services of a Project Manager to oversee the project and train staff and volunteers. Program goals include: (1) facilitating the location and acquisition of appropriate land for construction by providing trained staff to collaborate with existing partnerships within the grant period; (2) increasing the community's ability to take over the sustainability of the project by training two in-country personnel within the grant period; (3) building a centrally located, multi-purposed facility within the period of the grant by utilizing internal resources, enlisting volunteers, working with community members, seeking grants, and entering partnerships, and (4) increasing the number of communities with a multi-purpose

building by as much as 100% (10 communities) in the Dominican Republic by 2015 and by seeking partners in the public and private sectors to identify communities in need and award a multi-purpose building project.

BACO's integrated approach is unique from other nonprofit organizations; positioning BACO in a vital role in the lives of the 10 communities served in the Dominican Republic. With a headquarters staff of four, BACO's effectiveness in training staff and volunteers is evidenced by each community's sustainability of their community center through their own efforts for the past year. Completion of these public buildings has drawn more governmental and non-governmental agencies and brought a sense of pride and well-being to each community. This success has led other not-for-profit agencies to request partnerships to deliver construction programs and services to communities identified in need of a multi-purpose building.

The one-year total cost of implementing the Multi-purpose Building Project for Las Charcas is \$351,200. Of this amount, \$81,675 has already been committed from BACO, Cambiando Vidas, and the Community of Las Charcas. The Olshin Foundation's investment of \$269,525 will complete the funding needed to fully implement the project and supports BACO's purposes of promoting confidence and independence, strengthening community relationships, and facilitating the distribution of social services.

STATEMENT OF NEED

According to the Central Intelligence Agency's 2010 World Fact Book, the Dominican Republic is one of the most impoverished nations in the world facing many challenges, the primary being economic, health, and education. It shares the island of Hispaniola with Haiti and is the home of approximately 9.65 million residents of whom 73% are mixed race or mulatto, 16% are white, and 11% black. The country suffers from marked income inequality; the poorest

half of the population receives less than one-fifth of GDP, while the richest 10% enjoys nearly 40% of GDP. High unemployment and underemployment remains an important long-term challenge along with the assimilation of Haitian earthquake refugees. Sixty-eight percent of the population lives in cities however only 47% of the roads are paved in a country of rugged, mountainous terrain leaving many citizens in the provinces isolated. Although primary education is officially free and compulsory for children up to 14 years old, in reality people do not have the money or the resources to attend. The Dominican Republic's inclusion on the Blacksmith Institute's 2006 list of the world's ten most polluted places, due to lead poisoning by a battery recycling smelter closed in 1999, has led to high rates of birth defects (CIA, 2010). The high infant mortality rate (United Nations, 2007), the prevalence of HIV/AIDS, and tropical diseases combined with the nation's other challenges has impaired its growth and development.

In cases where the Dominican Republic government has helped with marginal social services, the people received limited assistance. Communities like Las Charcas, a rural community located in Azua province, are having a difficult time obtaining medical treatment, social services, or protection from disasters. Many governmental and non-governmental organizations (NGOs) are willing to help however much of their resources are devoted to the logistics of getting to the area. Currently NGOs shuttle back and forth to accommodations outside of the village. By offering a place within the community, transportation and housing costs will be reduced while building stronger ties between the volunteers and the community. A multi-purpose building for the community of Las Charcas is necessary. This will be the first project in this region focused on building a centrally located facility to provide shelter for emergency situations as well as a meeting place for events, training, storage, and accommodations for volunteers during home-builds.

The Board of Directors of Build A Community Organization (See Appendix A) are fully committed to providing Las Charcas a multipurpose building as the Dominican government does not have the sufficient funds to build and sustain such a project (see Appendix B for advocacy letter). By providing staff, education, and training assistance, BACO is conscious of the opportunity to give this community the key to its own dreams and future.

GOALS AND OBJECTIVES

BACO's goal is to foster sustainable economic development that leads to self-reliant communities (See Appendix C. Organization Background). There are four main objectives that will help the project reach this goal.

The first objective is to facilitate the location and acquisition of appropriate land for construction. BACO will provide paid, trained staff to collaborate with existing partnerships and create a baseline of data in the community in order to determine and measure its precise needs. BACO proposes to supply staff and volunteers within four months and secure suitable land within six months after project implementation.

The second objective is to increase the community's ability to take over the sustainability of the project. BACO will identify, obtain commitment, and train one to two personnel in the community to this program within six to nine months after project implementation.

The third objective is to build a centrally located, multi-purposed facility that will provide a community center, shelter for emergency situations, and accommodations for NGOs to stay while delivering services. BACO will achieve this by utilizing internal resources, enlisting volunteers, working with community members, seeking grants, and entering partnerships. The intention is to provide one multi-purpose building to the community of Las Charcas, Dominican Republic and to complete construction within one year after project implementation. BACO

realizes this is a lofty objective, but is confident in the support from the community of Las Charcas.

The fourth and last main objective is to increase the number of communities with a multi-purpose building by 100% (10 communities) in the Dominican Republic by 2015. Since BACO intends to provide economically disadvantaged communities around the world the opportunity to receive services to improve their means, BACO will partner with Cambiando Vidas, Habitat for Humanity, and other NGOs to identify communities in need and award a multi-purpose building project to commence one year after project implementation.

METHODS

In order to achieve the Multi-purpose Building Project's objectives, BACO will employ the methods outlined below as they have been tested and proven successful during the agency's previous 10 multi-purpose building projects in the Dominican Republic. These methods are expanded in the detailed project plan.

Objective One

Facilitate the location and acquisition of appropriate land for construction within five months after project implementation.

Methods

- BACO will secure a full-time Project Manager for the project implementation team.
- Project Manager will design workflows, project plans, personnel requirements, and determine purchases to supplement existing supplies and equipment.
- Project Manager in collaboration with BACO's Executive Director to establish an Outreach Committee. The Outreach Committee will create strategies, policies and procedures to secure the

following: (1) NGOs delivering services in disadvantaged areas, (2) suitable land, (3) good working relationships with governments, (4) volunteers, and (5) communities in need.

- Documents will be finalized and approved by BACO's Executive Director and Board of Directors within one month after Project Manager hire and month three after project implementation.

Objective Two

Increase the community's ability to take over the sustainability of the projects by identifying, obtaining commitment, and training personnel, Facilities Manager and Building Custodian, for the community within five months after project implementation.

Methods

- Project Manager will develop paid and volunteer job descriptions with objectives.
- Project Manager identifies and hires or enlists volunteers within two months after Project Manager hire; within five months after project implementation as follows: one, full-time Assistant Project Manager, one full-time in-country architect, one full-time in-country contractor, two part-time in-country BACO staff resources.
- In-country contractor identifies and hires or enlists volunteers for skilled labor and building supplies within five months after project implementation.
- BACO in-country staff will identify and secure in-country office supplies and assist in locating volunteers.

Objective Three

Build one centrally located, multi-purpose facility for the community of Las Charcas, Dominican Republic and complete construction within one year after project implementation.

Methods

- Following acquisition of title to land, construction permits and governmental approval starting month five after project implementation, Project Manger will establish a bi-monthly review schedule with individuals to track progress using objectives to ensure the project hits key deadlines. In addition, the Project Manager will communicate with the teams to maintain motivation to keep project on target.

Objective Four

Increase the number of communities with a multi-purpose building by as much as 100% (10 communities) in the Dominican Republic by 2015 by identifying and partnering with other NGOs or governmental agencies to identify communities in need of a multi-purpose building to commence one year after project implementation.

Methods

- Begin to assess interest in developing a partnership to deliver additional multi-purpose buildings with Cambiando Vidas, Habitat for Humanity or governmental agencies month eight after project implementation.
- Document, evaluate, and compare our experiences in this project to previous projects to present lessons learned, tools developed to share with future partners and become a role model for governmental and non-governmental agencies and an advocate for sustainable economic development that leads to self-reliant communities month 12 after project implementation.

Project Management Team Personnel

For additional information on each project team position's responsibilities and duties, see Appendix D.

Project Manager shall have command of the English language and host country's language and culture, managerial experience, and extensive experience in implementing similar projects for other not-for-profit organizations in economically disadvantaged areas.

Assistant Project Manager shall have command of the English language and host country's language and culture, strong organizational skills, managerial experience, and extensive experience in implementing similar projects for other not-for-profit organizations in economically disadvantaged areas. The Assistant Manager will support the Project Manager implement the project plan as necessary.

One in-country Architect shall have command of the English language and host country's language and culture, strong organizational skills, knowledge of and experience in building earthquake-proof buildings, and possess current licenses required by the government for earthquake-proof construction, and experience in implementing similar projects for other not-for-profit organizations in economically disadvantaged areas. The Architect will design and oversee the construction of the multi-purpose building in collaboration with the Project Manager and in-country Contractor and will support the Project Manager implement the project plan as necessary.

One full-time in-country Contractor shall have command of the English language and host country's language and culture, strong organizational skills, managerial experience, knowledge of local skilled labor resources, and possess current licenses required by the government for earthquake-proof construction, and experience in implementing similar projects for other not-for-profit organizations in economically disadvantaged areas. The Contractor will secure and evaluate local building resources and skilled labor and manage construction of the

multi-purpose building in collaboration with the Project Manager and in-country Architect and will support the Project Manager implement the project plan as necessary.

One part-time in-country Facilities Manager shall have command of English and the host country's language and culture, knowledge of local resources, demonstrate initiative, and good organizational and project management skills. Initially, they will work under the direction of the Project Manager with the goal of sustaining the building for the community by obtaining future funding, resource to other BACO projects, etc.

One part-time in-country Building Custodian shall have command of English and the host country's language and culture, knowledge of local resources, initiative, and ability to work independently. Initially, they will work under the direction of the Project Manager with the goal of reporting to the Facilities Manager to maintain the building for the community.

EVALUATION

Throughout the project, BACO will be continuously assessing to make sure all aspects are being completed as efficiently as possible and the overall mission of the project is being met. Prior to the build, a qualitative survey (Appendix E. Survey) will be given to a sample of the population focusing on this project's goals. This will be followed up by an identical survey one month after the completion of the build and then once more six months after the build to assure sustainability of the project and continued benefits of BACO's mission. The board of directors will review these surveys. BACO will complete the National Institutes of Health's Web-based training course "Protecting Human Research Participants" for review and approval by the Institutional Review Board (IRB) at Southern Connecticut State University.

One of the objectives prior to building is to hire a project manager. The project manager will develop monthly, progress reports to the board of directors. Each report will follow specific

criteria and include an expense report as well as evidence of what was accomplished during that time frame. The Project Manager will identify and hire, or enlist volunteers, to fulfill the following positions: one, full-time Assistant Project Manager, one in-country architect, one full-time in-country contractor, and two part-time in-country BACO staff. The Project Manager will review these positions bi-monthly. The two, BACO in-country staff members will also assist the project manager collect results to compile the monthly progress reports. Upon receipt of these monthly reports, the board of directors will assess the results against the current budget and timelines as well as against the organization's prior builds. At that time of assessment appropriate adjustments should be made to maximize efficiency and the effectiveness of the project. In addition, BACO will be tracking the progress of this multi-purpose building project to report to The Olshin Foundation.

Meeting the objectives as outlined in the proposal will be BACO's initial definition of success. Beyond the first year, BACO will define success as receiving positive feedback from Las Charcas via the formal feedback mechanism; partnering with other NGOs or governmental agencies to identify communities in need of a multi-purpose building, and increasing the number of communities with a multi-purpose building.

BUDGET

BACO's Multi-purpose Building Project's estimated one-year budget is outlined below.

						The Olshin Foundation	Cost Sharing	Total
	SALARIES	# of Positions	Annual salary	Total salary	% on project			
1	Executive Director	1	35,000	35,000	0.05		1,750	1,750
2	Project Manager	1	35,000	35,000	1.00	35,000		35,000
3	Assistant Project Manager	1	30,000	30,000	1.00	30,000		30,000
4	Agency staff	1	25,000	25,000	0.20		5,000	5,000
5	Architect	1	35,000	35,000	0.20	7,000		7,000
6	Contractor	1	35,000	35,000	1.00	35,000		35,000
7	In Country BACO Staff	2	12,800	25,600	0.50	12,800		12,800
8	Skilled Laborers	5	12,800	64,000	1.00	64,000		64,000
9	Volunteer Laborers	10	6,400	64,000	1.00		64,000	64,000
								-
10	Fringe Rates Full Time			121,550	0.27	32,819		32,819
11	Fringe Rates Part Time			17,800	0.08	1,424		1,424
	Total Salary & Fringe					218,043	70,750	288,793
	EXPENSES							
	EQUIPMENT							
12	Cinder Blocks			1,800		1,800		1,800
13	Cement			600		600		600
14	Mason Tools			100		100		100
15	Plumbing Fixtures			1,000		1,000		1,000
16	Electrical			600		600		600
17	Paint and Paint Supplies			400		400		400
18	Foundation			550		550		550
19	Roofing			700		700		700
20	Windows and Doors			450		450		450
21	Furnishing			1,320		1,320		1,320
22	Permits and Fees			200		200		200
	Subtotal					7,720		7,720

						The Olshin Foundation	Cost Sharing	Total
	REAL ESTATE							
23	.25 Acres			3,000			3,000	3,000
24	Clearing and Cultivating			500			500	500
	Subtotal						3,500	3,500
	TRAVEL							
25	Flights			3,600				
26	Board/Food			2,400				
27	In-country Travel	60 miles	.50 /mile	360				
	Subtotal					6,360		6,360
	OPERATING EXPENSES							
28	Office Rental	500				4,000		4,000
29	Scanner / printer / copier	500				500		500
30	Satellite phones	1,300				3,900		3,900
31	Office Furniture	Part of rent				-		
32	Office Supplies - minor	100				800		800
33	Satellite Laptops	600				1,200		1,200
34	Liability Insurance					500		500
35	Attorney fees					2,000		2,000
	Subtotal					12,900		12,900
	Total of all categories					245,023	74,250	319,273
37	Indirect costs 10%					24,502	7,425	31,927
						The Olshin Foundation	Cost Sharing	TOTAL
	TOTAL PROGRAM BUDGET					269,525	81,675	351,200

Budget Justification

CATEGORY		DESCRIPTION
1	Executive Director	Based on full-time salary X 5% of time
2	Project Manager	Based on full-time salary X 100%
3	Assistant Project Manager	Based on full-time salary X 100%
4	Agency staff	Based on \$24.75 per hour X 19.5 hours/week X 32 weeks each part-time position X 20%
5	Architect	One full-time position 35,000 X 20%
6	Contractor	Based on full-time position X 100%.
7	In Country BACO Staff	Based on \$10 per hour X 18 hours X 32 weeks X 2 part-time position X 100%.
8	Skilled Laborers	Based on \$10/hour X 40 hours /week X 32 weeks X 100%
9	Volunteer Laborers	Based on \$5 per hour X 40 hours/week X 32 weeks X 100%.
10	Fringe Rates Full Time	The basis for estimating the costs of employee benefits is the current acceptable practice at BACO. Full-time, Management & Professional positions 27% taxes and withholding.
11	Fringe Rates Part Time	Part-time positions 8%
EQUIPMENT		The requested equipment is needed to help the project meet its goals and objectives. The basis for estimating the costs of materials and supplies is past practice and experience with similar projects.
12	Cinder Blocks	
13	Cement	
14	Mason Tools	
15	Plumbing Fixtures	
16	Electrical	
17	Paint and Paint Supplies	
18	Foundation	
19	Roofing	

CATEGORY	DESCRIPTION
20	Windows and Doors
21	Furnishing
22	Permits and Fees
REAL ESTATE	
23	.25 Acres BACO anticipates receiving 100% in-kind services for land and land clearing and cultivating services from the community of Las Charcas.
24	Clearing and Cultivating
TRAVEL	
25	Flights \$300 per trip, 12 R/T during grant period.
26	Board / Food \$35.00/ day with receipts based on the IRS Meals and Incidental Expenses (M&IE) Breakdown (U.S. General Services Administration, 2010).
27	In-country Travel \$0.50/mile, average 75 miles round-trip per meeting computed using the standard IRS rate of \$0.50 per mile (U.S. Department of the Treasury, 2009).
OPERATING EXPENSES	
28	Office Rental Monthly rental X 8 months
29	Scanner / printer / copier Average purchase price at Best Buy November 3, 2010
30	Satellite phones Average purchase price X 3 Sat phones at Best Buy November 3, 2010
31	Office Furniture Part of rent
32	Office Supplies - minor \$100/month Purchase price X 8 months
33	Satellite Laptops Average purchase price sat laptop X 2 at Best Buy November 3, 2010
34	Liability Insurance
35	Attorney fees Immigration issues and building, employment, contracts review, etc.
38	Indirect costs 10% The basis for estimating the indirect rate is past practice and experience with similar projects and grants. The indirect rate for BACO is currently estimated at 10%.

PROJECT PLAN

The specific goals of this project are included in the table below.

Activity	Person Responsible	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Project Manager, Assistant Project Manager position descriptions	Executive Director	X											
Hire Project Manager	Executive Director	X	X	X									
Design workflow, project plan, personnel requirements	Project Manager			X									
Purchase equipment:	Executive Director, Project Manager			X									
Establish Outreach Committee	Executive Director Project Manager			X									
Design outreach strategies, policies and procedures to: <ul style="list-style-type: none"> • Seek NGOs delivering services • Locate suitable land • Establish government ties • Attract volunteers • Locate communities in need 	Outreach Committee Project Manager Cambiando Vidas Community of Las Charcas			X									

Activity	Person Responsible	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Id and secure: <ul style="list-style-type: none"> • NGO or governmental partner • Suitable land • Community in need 	Project Manager Cambiando Vidas Community of Las Charcas			X									
Develop paid and volunteer position descriptions with objectives	Project Manager			X									
Identify and hire or enlist volunteers:	Project Manager					X							
One full-time Assistant Project Manager	Project Manager					X							
In-country Architect	Project Manager					X							
In-country contractor	Project Manager					X							
Two part-time, in-country BACO staff – Facilities Manager, Building Custodian	Project Manager					X							
Skilled Labor, building supplies	In-country contractor					X							
Identify and secure in-country resources, governmental building requirements	Project Manager In-country contractor BACO in-country staff					X							

Activity	Person Responsible	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Build multi-purpose building	<ul style="list-style-type: none"> • Project Manager • In-country contractor • Cambiando Vidas Las Charcas					X	X	X	X	X	X	X	X
Track building process on a bi-monthly basis using objectives to move the project	Project Manager In-country contractor Cambiando Vidas					X	X	X	X	X	X	X	X
Begin identifying partner and community in need for next multi-purpose building	Outreach Committee BACO								X	X	X	X	X
Document, evaluate, and compare our experiences in this project to previous projects to present lessons learned, tools developed with future partners	Board of Directors Executive Director Project Manager In-country contractor BACO in-country staff												X

PROJECT SUSTAINABILITY

The Build A Community Organization is in constant search for funding of future builds for a multi-purpose center for providing shelter, holding civic events, social assistance, and educational programs to further communities. The services referral program is expected to have the support of foundations interested in the program over the next several years. In addition to

these monies, the Board of Directors will increase the amount of unrestricted funds for BACO through direct mail, grants, business contributions, and other in-kind requests. Last year the response of individual donors helped with the net income of current builds. Efforts are being made to continue this kind of response from individuals in order to use unrestricted funds for future projects. Along with these efforts the results of this project will be compiled into a portfolio to present the success of the build to current and future partners.

APPENDICES

APPENDIX A. BACO'S BOARD OF DIRECTORS' RESUMES

Appendix 2. Nicole B. Cignoli Resume

171 Derby Avenue, Derby, CT 06418
(203) 732-2641 - nicolebc1110@sbcglobal.net

SUMMARY OF QUALIFICATIONS

- ~ Strong capacity to build and lead teams
- ~ Excellent communication and interpersonal skills
- ~ Outstanding proficiency in organizing and project management

PROFESSIONAL EXPERIENCE

THE TRUMBULL LIBRARY SYSTEM, Trumbull, CT 2007 – PRESENT
Program Coordinator

- ~ Promote community awareness of library services and programs with the Director and the programming team through planning and communication with media, area organizations, and local businesses.

PARAGON RELOCATION RESOURCES, Danbury, CT 2005 - 2007
Project Consultant

- ~ Provided pro-active consulting services by utilizing effective problem solving and analytical skills, develop reports, and program collateral while managing and training personnel to meet project deadlines within established cost containment guidelines and with limited direct supervision.

GIRL SCOUTS, CONNECTICUT TRAILS COUNCIL, INC., Waterbury, CT 2003 – 2005
Facilitator/Membership and Marketing Manager

- ~ Served as the primary support while increasing girl and adult membership through community development, program creation and volunteer recruitment and retention to 2,000 girls and 800 volunteers in a 7-town area.

WEIGHT WATCHERS INTERNATIONAL, INC, Woodbury, NY 2002 – 2004
Leader/Location Coordinator

- ~ Managed inventory and operations of a store; held responsibilities of customer service walk-in, and business marketing idea development.

THE DERBY HISTORICAL SOCIETY, Ansonia, CT 2002 – 2004
Historical Interpreter

- ~ Educated children from the Lower Naugatuck Valley in “*A Day in 1762*” program on how to weave, to spin wool or to cook on an open hearth in “hands-on” workshops.

PRUDENTIAL REAL ESTATE AND RELOCATION SERVICES, Shelton, CT 1984 – 2001
Senior International Assignment Manager

- ~ Demonstrated flexibility and creativity in the successful startup of a new operations facility. In addition to effectively managing a caseload, maintained and updated the project plan, trained and mentored a new team, and produced operation manuals. As a result, received team and individual awards.

- ~ Assisted management in motivating and developing the team in effective customer relations and policy and procedures enforcement to achieve peak performance.

Nicole B. Cignoli Resume continued

EDUCATION

Graduate Student, Master of Information and Library Science, anticipated graduation date December 2011
Southern Connecticut State University, New Haven, CT
B.A. International Studies with Specialization in Marketing
C.W. Post Center of Long Island University, Greenvale, NY

PROFESSIONAL DEVELOPMENT

Grant Writing and Funding Sources (copies available upon request), 2010
Keeping Kids Safe and Smart Connecticut After School Summit, 2004
Connecticut Conference on Volunteerism, 2004
Leadership Greater Valley Program Graduate, 2003

COMMUNITY SERVICE

Chairperson and Secretary, Sterling Opera House Incorporators, Derby, CT, 2006 - 2008
Campaign Manager, Staffieri for Mayor Campaign, 2005
Valley Health & Human Resources, Membership Committee Member, 2005
Leadership Greater Valley Program, Opening and Graduation Sessions Committee Chair, 2004
Vice President and Recording Secretary, Olde Birmingham Business Association, Derby, CT, 1998 – Present

Appendix 2. Scott M. Coldarci Resume

19 Dale Drive, (203) 713-6333
Milford CT 06461 SColadarci@hamden.org

Experience 2006 – Present Hamden High School, Hamden, CT
Mathematics Teacher
Lead curriculum planning for a Pre-calculus course
Lead technology workshops for professional development
2009-Present Galileo Project of SCSU, New Haven, CT
Coordinating Mathematics Teacher for Hamden High School
Making the transition from High School to college math a success
Developed and Implemented a Problem solving unit.
Collaborate between math teachers of local districts and SCSU professors

Education 2002–2006 Western Connecticut State University Danbury, CT
B.S., Secondary Math Education
Graduated with a 3.35 GPA

2009- Present Southern Connecticut State University, New Haven, CT
Masters in Special Education
Concentration in assistive technology

Tips Completed a Grant Writing course Fall of 2010
Successfully wrote two extensive proposals

Appendix 3. Bryant Frierson Resume

447 Broad Street, Meriden, Ct. 06450 Bryanttoby@yahoo.com 203-630-9588

Objective: To contribute to an organization that can use an accomplished professional who offer leadership, communication skills, energetic, assertive, and very motivated to inspire others.

Education: Southern Connecticut State University 2000-Present

Three B.A. and two minors in human services, teaching, and political services.
Psychology B.A. Political Science B.A. History B.A.
Minors: Political Science Asian Studies

Gateway Community College 1988-1992

Associate in Liberal Arts

Hyde High School of New Haven 2002-2004

Certificate in volunteer teaching

Experience: Mental Health Counselor

Marrakech 2002-present

- Work with clients of DMR, DHMAS, ABI, and Anger Management
- Work with clients on developmental issues.
- Work with counseling clients on behavior issues and assist with dealing with life crisis.
- Work with clients that are blind and help them deal with loosing vision or dealing with vision.
- Medication Certification, PMT, First Aid, and CPR.

Hyde High School 2002-2004

- Teach high school student history as a volunteer.
- Volunteer in after school programs.

Southern Connecticut State University 2000-Present

- Treasure for the Asian Academic Society Club.
- Internship in 2004 and 2005 working with DMR and judicial issues.
- Grant Writing.

Build A Community Organization 2009-Present

- President and Program Coordinator

APPENDIX B. ADVOCACY LETTER

Build A Community Organization
P. O. Box 652
New Haven, Connecticut 06512

November 18, 2010

Dr. George M. Olshin
President
The Olshin Foundation
501 Crescent Street
New Haven, Ct. 06515

Dear Dr. Olshin

As President of the Build A Community Organization, I will like to convey the board of directors' and my personal excitement of the prospect of receiving your grant to construct a multi-purpose building in Las Charcas, Dominican Republic. Our mission has been to foster sustainable economic development that leads to self-reliant communities. In the past year, we have served more than ten communities in the Dominican Republic. This new program will provide the community of Las Charcas, Dominican Republic with important services such as proper medical attention, educate their population, and hold civic events to make a healthier environment. The board of directors of the Build A Community Organization believes that obtaining this grant will greatly enhanced our efforts to achieve our goal to provide economically disadvantage communities the opportunity to improve their means.

This grant supports several of BACO's strategic goals including:

- Promote confidence and independence

- Strengthen community relationships
- Facilitate distribution of social services

I commend this worthy project and fully support the proposal.

Sincerely,

John A. Black

President

APPENDIX C. ORGANIZATION BACKGROUND

The Build A Community Organization (BACO) was established as a 501(C)(3) organization in 2009 by three partners who wanted to provide economically disadvantaged communities the opportunity to improve their means. Since its inception, BACO has helped more than 10 communities in the Dominican Republic build a multi-purpose center.

BACO's mission is to foster sustainable economic development that leads to self-reliant communities, and their three-pronged purpose is as follows:

1. Promote confidence and independence
2. Strengthen community relationships
3. Facilitate distribution of social services

BACO operates as a nonprofit organization governed by an active seven-member volunteer board of directors. In addition, four skilled staff are located in the headquarters office that provide training and educational services to in-country staff. In-country staff continues the management and financial sustainability of the multi-purpose for their community. The organization consists of over 200 volunteers, some of which have worked on multiple projects. The volunteer base grew 10% from 2009 to 2010 and is critical to BACO's ability to fulfill its mission. BACO provides the only means by which other agencies can deliver their services in a clean, safe, and up-to-date facility to one of the most impoverished nations in the world.

In 2009, 10 communities received a multi-purpose center and as a result are becoming more self-sufficient communities. BACO's integrated approach makes the service unique from other nonprofit organizations and allows BACO to play a vital role in building communities.

BACO's effectiveness in training staff and volunteers to manage the construction and sustainability of a multi-purpose building has led other not-for-profit agencies to request a

partnership of programs with their services to communities they have identified in need of a multi-purpose building - expanding BACO's current capabilities.

The agency's first audit is scheduled in January 2011. A significant percentage of the funding comes from other funders, donations, and the first yearly appeal in 2010 resulting in the agency's income increasing 30% in the last year.

APPENDIX D. POSITION DESCRIPTIONS

EXECUTIVE DIRECTOR

He is amongst the key members of the organization and therefore each and every decision made by the executive director has a large impact on the overall business of the organization. The following is a short write-up of the executive director job duties.

DUTIES

- Develop strategies and developmental plans for the welfare of the organization.
- Coordinate with the board of directors for the development and implementation of such plans.
- Provide organizational leadership.
- As a leader, perform all management functions at the organizational level.
- Ensure that the strategies and developmental plans are designed to meet the organizational goals and objectives.
- Look after the overall management of human resources, quality, and operations departments.
- Work on the management succession planning of the organization so as to ensure that a capable management is in place to handle work effectively.
- Maintain various official as well as higher management and top-secret documents and produce them to the board of directors wherever necessary.
- Execute contracts with vendors after attorney review.

PROJECT MANAGER

Shall have command of the English language and host country's language and culture, managerial experience, and extensive experience in implementing similar projects for other not-

for-profit organizations in economically disadvantaged areas. Reports to the executive director.

DUTIES

- Review components of major programs including oversight of the development and evaluation of specific programs.
- Ensure specialized services/programs are in compliance with federal, state, and department mandates.
- Identify and develop new programs and funding sources.
- Act as a liaison and consultant with other operating units, agencies, and outside officials regarding unit policy and procedures, available services and coordination of resources.
- Provide training and assistance to staff and outside providers.
- Evaluate staff.
- Determine priorities and office work.
- Establish and maintain office procedures.
- Develop or make recommendation on development of policies and standards.
- Collect and analyze program data.
- Prepare reports and correspondence.
- Oversee maintenance of records.
- Review contracts with outside vendors prior to presentation to the executive director.
- Perform related duties as required.

ASSISTANT MANAGER

Shall have command of the English language and host country's language and culture, strong organizational skills, managerial experience, and extensive experience in implementing similar projects for other not-for-profit organizations in economically disadvantaged areas. Supports the

Project Manager implement the project plan, as necessary, and reports directly to the Project Manager.

DUTIES

- Ensure specialized services/programs are in compliance with federal, state, and department mandates.
- Assist in the identification and development of new programs and funding sources.
- Assist the Project Manager as a liaison and consultant with other operating units, agencies, and outside officials regarding unit policy and procedures, available services and coordination of resources.
- Provide training and assistance to staff and outside providers, as directed by the Project Manager.
- Determine priorities and office work.
- Assist in the establishment of and adherence to office procedures.
- Develop or make recommendations on the development of policies and standards.
- Collect and analyze program data.
- Assist in the preparation of reports and correspondence.
- Oversee maintenance of records.
- Perform related duties as required.

ARCHITECT

Designs building and other structures with special consideration to their appearance, functionality, safe construction, economical viability, and that they meet the needs of the people who use them.

Shall have command of the English language and host country's language and culture, strong organizational skills, knowledge of and experience in building earthquake-proof buildings, and experience in implementing similar projects for other not-for-profit organizations in economically disadvantaged areas. Shall possess current licenses required by the government for earthquake-proof construction. The Architect will design and oversee the construction of the multi-purpose building in collaboration with the Project Manager and in-country Contractor and will support the Project Manager implement the project plan as necessary.

DUTIES

- Discuss the objectives, requirements, and budget of a project.
- Provide various pre-design services including, but not limited to: feasibility and environmental impact studies, selecting a site, or specifying the requirements the design must meet.
- Prepare drawings and present ideas for client review.
- Develop final construction plans that show the building's appearance as well as details for its construction;
- Adhere to building codes, zoning laws, fire regulations, and other ordinances.
- Make necessary changes throughout the planning process.

CONTRACTOR

Knowledgeable in the construction industry and provides the hiring entity with labor and materials that are needed in the construction of a project. Responsible to plan, develop and coordinate the construction process. Oversees the project and ensures that it is successfully completed within the estimated time. Works under the guidance of an agreement that is legally binding and has to complete the project as per the stipulated conditions. Must satisfy the board

with current licenses required by the government for earthquake-proof construction, experience in implementing as well as successful completion of previous projects similar projects for other not-for-profit organizations in economically disadvantaged areas. Bids upon by the entity on the basis of charges in terms of the total cost of completing the building with labor and material being inclusive. Shall have command of the English language and host country's language and culture. The Contractor will secure and evaluate local building resources and skilled labor and manage construction of the multi-purpose building in collaboration with the Project Manager and in-country Contractor and will support the Project Manager implement the project plan as necessary.

DUTIES

- Submit a tender to entities for a possible contract.
- Interpret the client's plan to understand the construction idea.
- Give recommendations to correct or improve the building plan.
- Seek approval for the construction from the local authorities.
- Draw a budget for all the required materials and sources them.
- Perform the construction work personally, as needed.
- Recruit and hire qualified subcontractors who will aid in the construction process.
- Supervise the work being done by the craftsmen.
- Monitor the quality of the construction work in progress.
- Advise the craftsmen accordingly and giving recommendations.
- Liaise between the entity and the craftsmen on issues of concern.
- Submit the construction materials for approval from by the consulting engineer.
- Ensure the project is completed within the stated time frame.

- Prepare account records for his subcontractors and ensure they receive their dues on time.

VOLUNTEER

This job is accountable for providing basic services with another staff member and reports to either the Contractor or Project Manager.

DUTIES

- Responsible to assist other staff with performing duties.
- Responsible for the tasks required and physically able to complete project.
- Learn how to use tools and technologies needed to do the job.
- Has knowledge of, or shows willingness to learn, tools and techniques or attend training as needed to perform related duties as required to complete the project.
- Possess communication skills.

AGENCY STAFF

This job is accountable for knowledge of office systems and procedures. Reports to the executive director.

DUTIES

- Responsible for a full range of secretarial and receptionist duties to include, but not limited to: typing, editing, and proofreading various documents and filing, designing, organizing and maintaining files.
- Compose correspondence and reports.
- Arrange and coordinates meetings.
- Take and transcribe minutes.
- Make travel arrangements.
- Maintain inventory of office supplies and equipment.

- Assist in the preparation and monitoring of office budget.
- Perform related duties as required.

SKILLED LABORER

Laborers specialize in certain kinds of work. Laborers who work with bricklayers or plasterers are known as hog carriers. These workers help bricklayers and plasterers by mixing materials and setting up scaffolding. Some work closely with cement masons.

DUTIES

- When concrete is mixed at a construction site, construction laborers unload materials and fill hand-loaded cement mixers, set up the forms into which the concrete is poured, spread the concrete to prevent air pockets, cover newly poured concrete with straw or burlap to prevent a too quick-set or crack development.
- All laborers must have a general knowledge of the building trades in which they work.
- Laborers who work for certain kinds of skilled workers must be trained and experienced. For example, some construction laborers work in rock blasting, rock drilling, and tunnel construction.
- They must know what effects explosives will have on different kinds of rock so they can prevent injury and damage to property.

IN-COUNTRY STAFF

Facilities Manager shall have command of English and the host country's language and culture, knowledge of local resources, demonstrate initiative, and good organizational and project management skills. Initially, they will work under the direction of the Project Manager with the goal of sustaining the building for the community by obtaining future funding, resource to other BACO projects, etc.

Building Custodian shall have command of English and the host country's language and culture, knowledge of local resources, initiative, and ability to work independently. Initially, they will work under the direction of the Project Manager with the goal of reporting to the Facilities Manager to maintain the building for the community.

DUTIES

Facilities manager

- Ensure specialized services/programs are in compliance with federal, state, and department mandates.
- Assist in the identification and development of new funding sources.
- Assist the Project Manager as a liaison and consultant with outside officials regarding unit policy and procedures, available services and coordination of resources.
- Provide training and assistance to staff and outside providers, as directed by the Project Manager.
- Determine priorities and office work.
- Assist in the establishment of and adherence to office procedures.
- Develop or makes recommendation on development of policies and standards.
- Collect and analyze program data.
- Assist in the preparation of reports and correspondence.
- Oversee maintenance of records.
- Perform related duties as required.

Custodian

- Responsible to assist facilities manager with performing duties such as site maintenance, security, or repairs.

- Learn how to use tools and technologies needed to do the job.
- Has knowledge of, or shows willingness to learn, tools and techniques or attend training as needed to perform related duties as required to complete the project.
- Possess communication skills.

APPENDIX E. SURVEY

PUBLIC OPINION SURVEY

Please answer the following questions as accurately and honestly as possible by circling the number that closely corresponds.

1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree

1. Your Community has an adequate facility to hold large functions.

1 2 3 4 5

2. Your Community has an adequate facility to provide medical attention to its members during a time of emergency.

1 2 3 4 5

3. Your Community has an adequate facility to provide shelter to its members during a time of emergency.

1 2 3 4 5

4. Your Community has an adequate facility to hold meetings of local agriculturalists and other groups in the community.

1 2 3 4 5

5. Your Community has an adequate facility to provide free housing for foreign volunteers.

1 2 3 4 5

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