



# Vision125: Building the New Harriet Tubman House



# USES Board of Directors



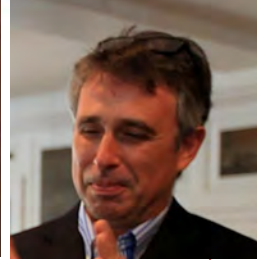
Gary Bailey, MSW\*



Gretchen  
Cook-Anderson



Jennifer Coplon\*



Jim DeMaggio\*



Jackie Fantuzzi\*



Peter Forkner\*



Hon. Arthur Gajarsa\*



Imari Paris Jeffries



Bandita Joarder



**Julia Johanssen,  
Board Chair**



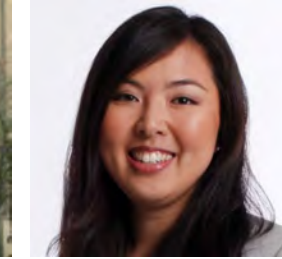
**Azra Kanji,  
Clerk**



Kevin Kolosky\*



Ken Kruckemeyer\*



Joyce Lee\*



**Louis Mercedes  
Vice Chair**



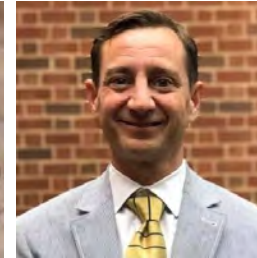
Aaron Miller\*



Patrick Planet\*



Camille Preston\*



**Richard Stern  
Treasurer\***



Joan Tiffany\*



Maicharia Z. Weir Lytle  
President & CEO

# USES Leadership Team



Marcie Bilodeau  
Database & Evaluation  
Manager



Julie Burkley  
Sr. Director of Data,  
Evaluation & Learning



Kaiti Coffin  
Director of ECE & OST



Jerrell Cox  
Director of Camp Hale



Clara Garcia  
Director of Operations



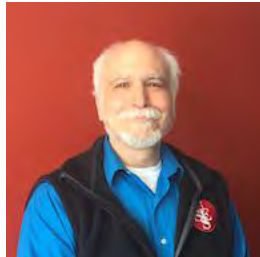
Chrissy Holt  
VP of Finance &  
Administration



Karen Liberatore  
Director of Program  
Administration



Emma MacDonald  
Director of Marketing &  
Communications



Joel Nitzberg, MSW  
Director of Workforce  
Readiness



Dolores Ortiz, MSW  
VP of Programs



Christina Paul  
Director of Talent & HR



Johnson Ramsaur  
Executive Manager



Tory Stephens  
Director of Individual Giving



Nikki Stewart  
VP of Development



Melody Valdes  
Coaching Manager



Richard Webb  
Assistant Director of  
Camp Hale



Maicharia Z. Weir Lytle  
President & CEO

# Objectives of our Meeting

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- ✓ Share updates on Vision**125** Strategic Planning Process
- ✓ Provide update on the timeline of the 566 Columbus Ave. listing
- ✓ Gather community ideas for infusing ways to honor and elevate the legacy of all the historic Harriet Tubman Houses and the CAC



# Agenda

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6:30 pm Welcome, Introductions, & Overview

*Gary Bailey, Facilitator, USES Board Member*

6:45 pm USES Update

*Maicharia Weir Lytle, President & CEO*

6:55 pm Why Rutland Street

*Tim Love, Utile*

7:05 pm Questions/Comments

7:20 pm Maintaining the Spirit & Honoring the Legacy

*Aisha Densmore-Bey, Utile Design Team*

8:00 pm Adjourn

**UNITED SOUTH END SETTLEMENTS**

# **COMMUNITY CONVERSATIONS**

*WITH PRESIDENT & CEO MAICHARIA WEIR LYTLE*



**Wednesday, February 27 at 8:30 a.m.**

**Wednesday, March 27 at 8:30 a.m. and 5:30 p.m.**

**Wednesday, April 24 at 8:30 a.m. and 5:30 p.m.**

**Thursday, May 23 at 8:30 a.m. and 5:30 p.m.**



# Meeting Expectations and Framework

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- One person / One Mic
- Respectful Engagement
- W.A.I.T.= Why Am I Talking?
- W.A.I.S.T.= Why Am I Still Talking?
- W.A.N.T.= Why Am I Not Talking?



UNITED SOUTH END  
SETTLEMENTS

# USES UPDATES

*MAICHARIA Z. WEIR LYTLE*  
*PRESIDENT & CEO*





# Uniting Community to Strengthen Families





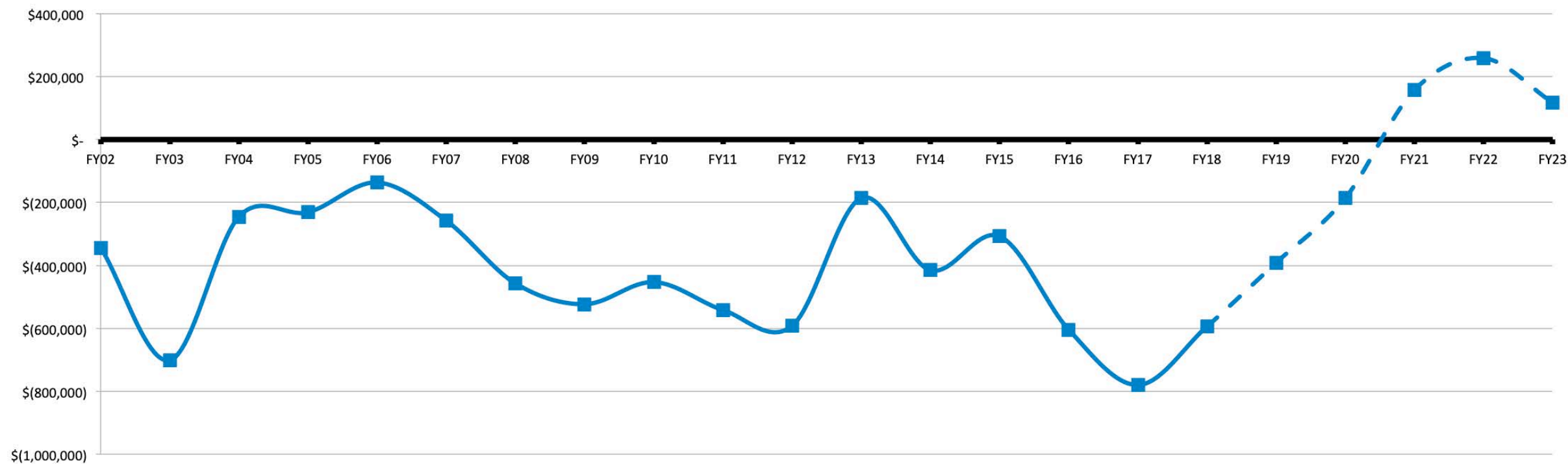
# A strong history of serving children





# Overcoming USES's Decades-long Deficit

USES Operating/Unrestricted Net Surplus/(Loss)

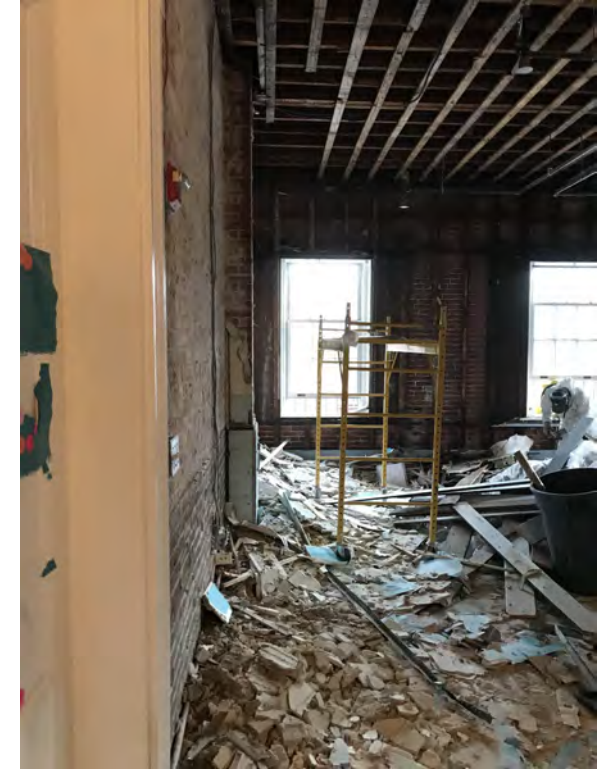
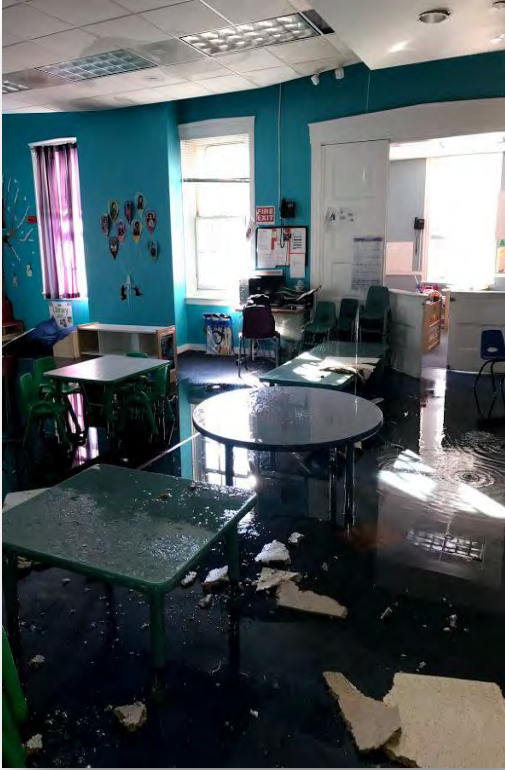


# Costly Building Repairs – 566 Columbus Ave (Roof)





# Costly Building Repairs – 48 Rutland Street Flood

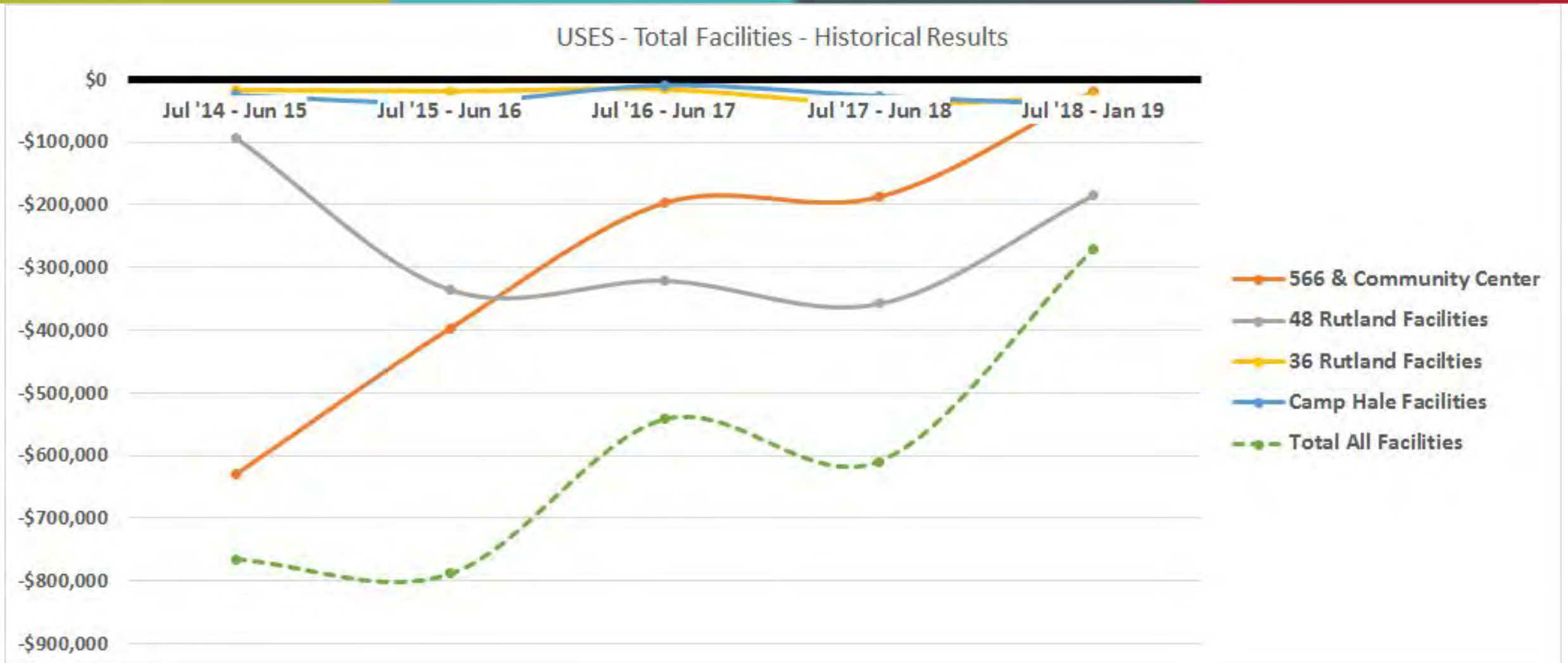


# Costly Building Repairs – Camp Hale

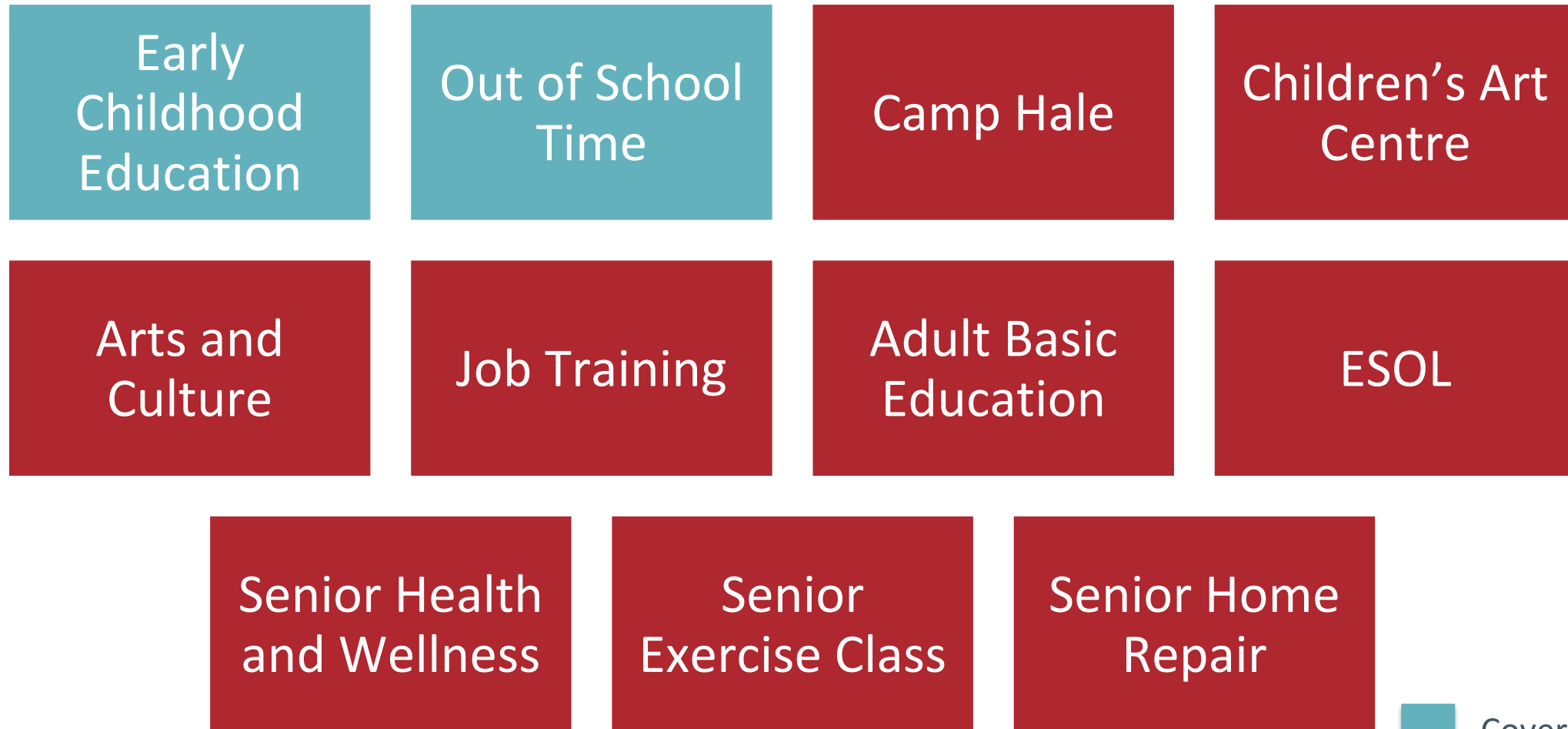




# Net Annual Loss of Facilities



# Under-funded, Siloed Program Model







# STRATEGIC PLANNING PROCESS

## AUGUST 2016

USES launches strategic planning process with consultants; shares email with community about the process

## DECEMBER 2016

USES's renewed direction and focus on children and their families is broadly shared

## APRIL 2017

USES announces decisions made to secure organization's financial future

## JUNE 2017

USES closes programs no longer aligned to our mission at the completion of funding cycles

## SEPTEMBER - OCTOBER 2016

Interviews with our Staff, Board, Participants, Community Leaders, Non-profit Leaders, Public Officials, Schools, Housing Developments, and Funders

## JANUARY 2017

Board votes to approve strategic plan

## MAY 2017

Vision125 unveils at 125th Anniversary Neighborhood Gala


# Vision125 – A Community-centered Process





# Community Concerns and Needs

- Early childhood education
- Free or low-cost after school programs
- Arts enrichment programs
- Summer camp programs
- Teen programs
- Empowerment groups specifically for boys of color
- More services that support family stability, like parent support, job training and financial literacy



We believe that as families stabilize through access to increased **resources**, become more **resilient**, and build a diverse network of **relationships**, they and their children are more likely to develop the skills they need to succeed and break the cycle of poverty.

### Programs

- Early Childhood Program
- club48 After School and Summer Program
- Camp Hale Leadership Development Program
- STEAM Curriculum
- Job Training & Placement

### Coaching

- Participant-driven goal setting
- Planning
- Overcoming barriers
- Providing support & accountability



### Social Capital

Formed through diverse enrollment, volunteering, mentoring & leadership opportunities

*USES's mission is to harness the power of our diverse community to disrupt the cycle of poverty for children and their families.*



# EVOLVE OUR PROGRAM MODEL

Poverty, at its core, is a multi-generational issue. Any parent will tell you that raising a child is not easy, even for a college-educated, two parent households of native English speakers. But for families without such advantages, who are struggling to make ends meet, the challenges are far greater. Furthermore, recent brain science research shows that the effects of childhood poverty and toxic stress hinder brain development during the most critical period of brain growth. To meet this complex problem with a holistic solution, USES is transforming its programming into a two-generation model that strategically serves children and parents to achieve whole family impact.

**WHAT'S  
NEW?**

***Before  
Vision125***



***Vision125***

8 entry points	Central outreach and intake
Occasional overlap between programs	Strategic outreach to enroll whole families, intentional “2 Gen” offerings
Disconnected ECE and after school programs	STEAM Curriculum across both programs makes USES youth programs unique
Camp Hale summer sessions	Year-round leadership program
Focus on adult education	Focus on services that support family stability — like parenting skills, job training, and financial literacy
Informal mentoring	Robust coaching program to help participants define and achieve goals
Each program targeting separate and unrelated outcomes	Agency driving toward collective impact
Diverse program enrollment in youth programs	Build social capital at the community-wide level



# Focus on Children





...from all ages and backgrounds





# ....and their Families







# REAL ESTATE PROCESS

## **JULY 2017**

Begin implementation of Vision125; launch Real Estate Planning and Feasibility Process

## **DECEMBER 2017**

2<sup>nd</sup> Community Meeting sharing options for real estate

## **FEBRUARY - JUNE 2018**

Continue testing real estate scenarios, renovations done to 48 Rutland Street

## **OCTOBER 2018**

3<sup>rd</sup> Community Meeting sharing real estate direction: relocating Harriet Tubman House to 48 Rutland Campus, listing 566 Columbus for sale

## **FEBRUARY 2019**

First round offers due; 4<sup>th</sup> Community Meeting is held

## **SEPTEMBER 2017**

1<sup>st</sup> Community Meeting sharing Vision125 and Real Estate Process

## **JANUARY 2018**

48 Rutland Street floods due to burst pipe, displaces over 100 children

## **JUNE 2018**

Programs move back to Rutland Street campus

## **DECEMBER 2018**

RFP for 566 Columbus released; expand and finalize design team

# Investing in USES's Future





# Design Team

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utile



D. W. ARTHUR ASSOCIATES ARCHITECTURE

G2 COLLABORATIVE

LANDSCAPE ARCHITECTURE



UNITED SOUTH END  
SETTLEMENTS

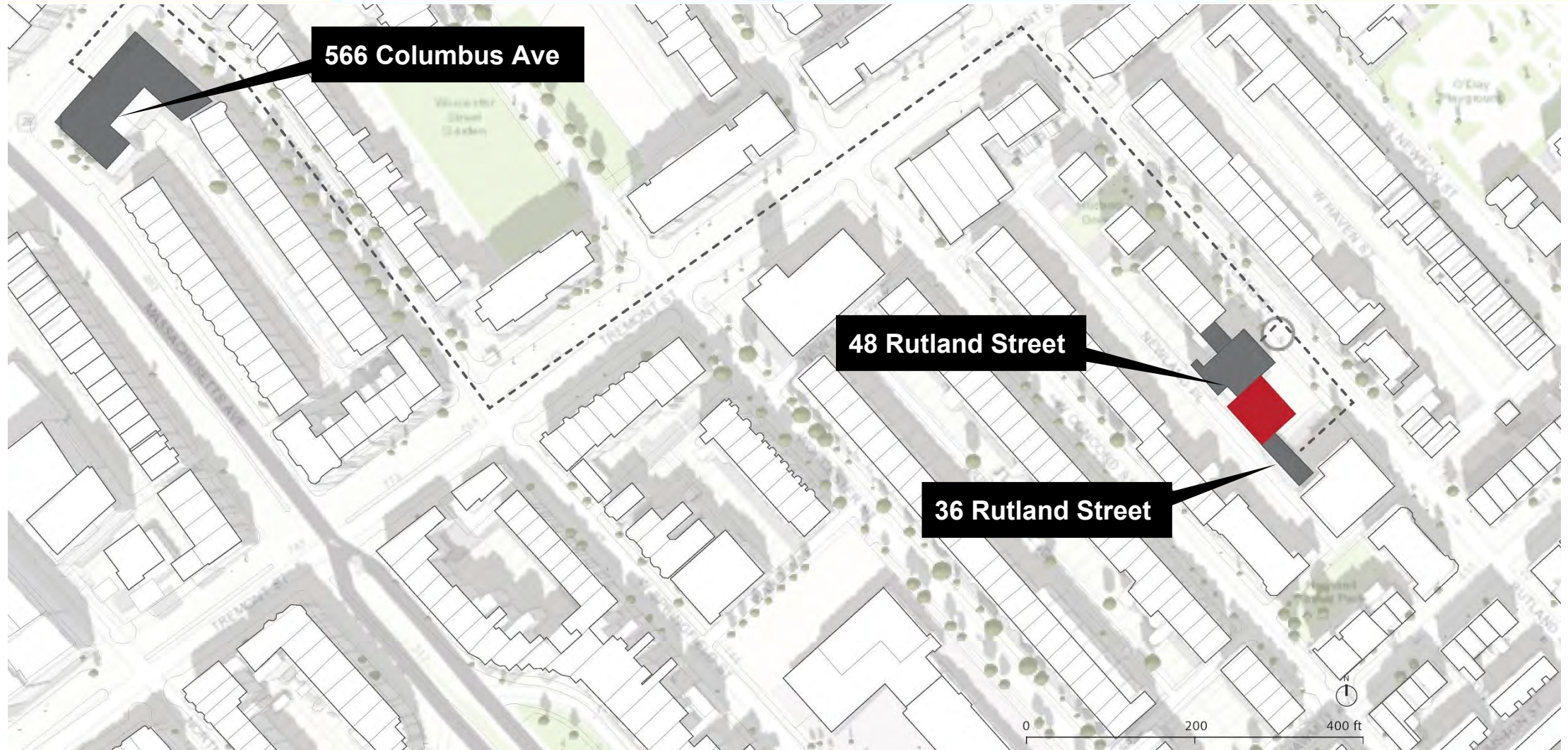
# HONORING & TRANSFERRING THE SPIRIT AND LEGACY

*AISHA DENSMORE-BEY*  
*UTILE DESIGN TEAM*





# Current USES Properties in Boston





# Historical Insight



**The Children's Art Centre**

36 Rutland Street

Boston, Mass.

**Built in 1915**

*Exhibition of Drawing and Painting from*

**THE CHILDREN'S ART CENTRE**

*At the Modern Art Gallery*

*From March 19 to April 27, 1940*



*The Only Fine Arts Museum in the World  
Built Especially for Children*



# Historical Insight

Did you know?

## MUSEUMS BOSTON : CAMBRIDGE

CAC was a landmark  
for Boston.

### THE CHILDREN'S MUSEUM

60 Burroughs St., Jamaica Plain 30. JAmacia 4-1550

Take Arborway car from Park Street or Centre-Eliot bus from Dudley Street to Burroughs Street.

HOURS: Weekdays except Monday, 9 to 5. Sundays, 2 to 5. Closed Fourth of July, Thanksgiving, and Christmas. Admission is Free.

The collections include natural history with semi-habitat groups and ethnology of the Orient, Europe, North and South America.

Talks for visiting school classes and organized groups weekdays by appointment.

Auditorium Program Saturdays at 2:30, September through May. Call for information about Saturday Morning Nature Walks.

Clubs and Museum Games every day. Special programs during school vacation periods.

Exhibits may be borrowed by schools, libraries and other educational institutions.

Adults as well as children are welcome.

### THE CHILDREN'S ART CENTRE, INC.

36 Rutland Street, Boston 18 KEnmore 6-9666

Take Egleston car from Park Street to Rutland Street.

HOURS: Weekdays, 9 to 5. Saturdays, 9 to 12. Frequently open Sunday and in the evening. Closed July and August.

Free instruction in Drawing, Painting, and Clay Modeling for boys and girls 4 to 20. Small registration fee.

Travel talks provide illustrative material for Saturday morning groups.

Three-week exhibitions of contemporary art.

\$1.50 a year

Twenty cents a copy

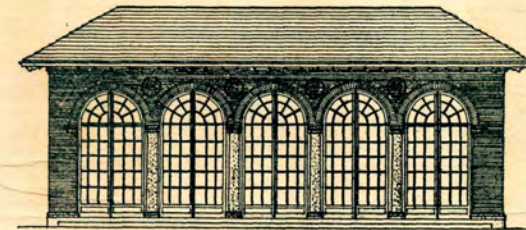
## MUSEUM WORK

INCLUDING THE PROCEEDINGS OF  
THE AMERICAN ASSOCIATION OF MUSEUMS

Volume I

November, 1918

Number 2



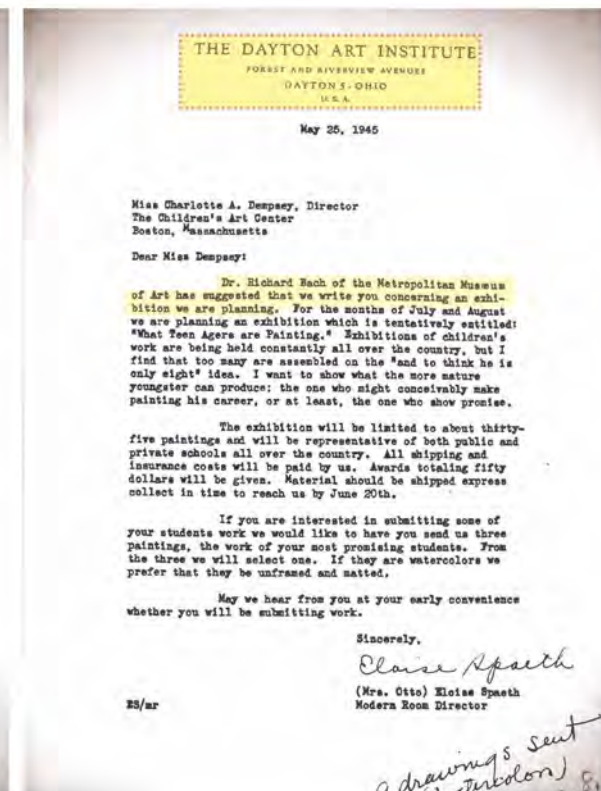
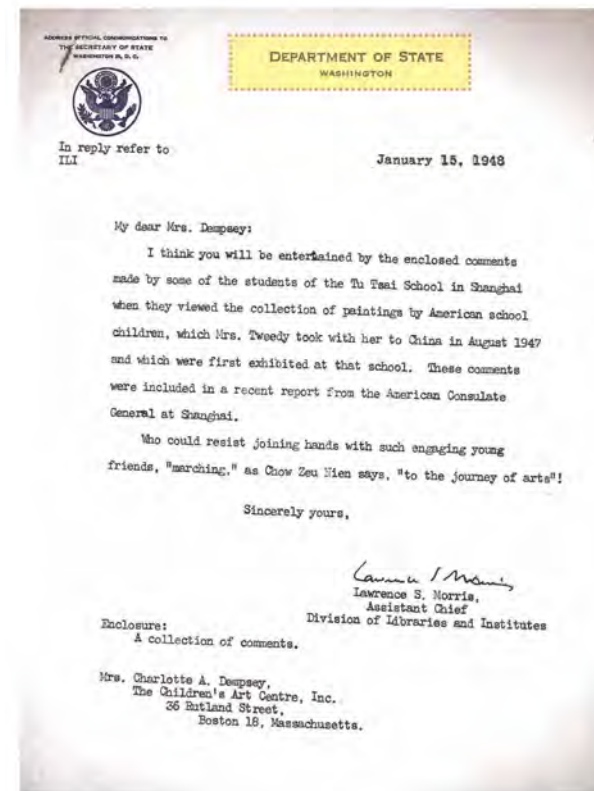
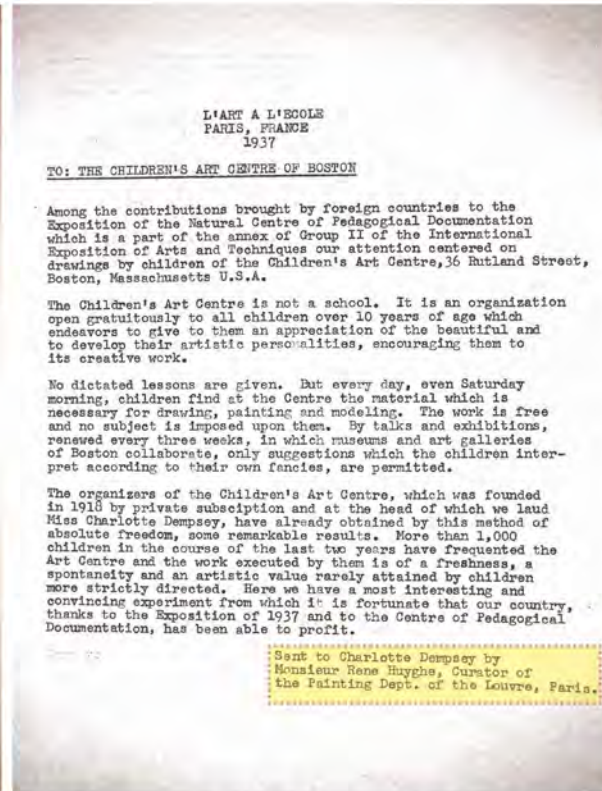
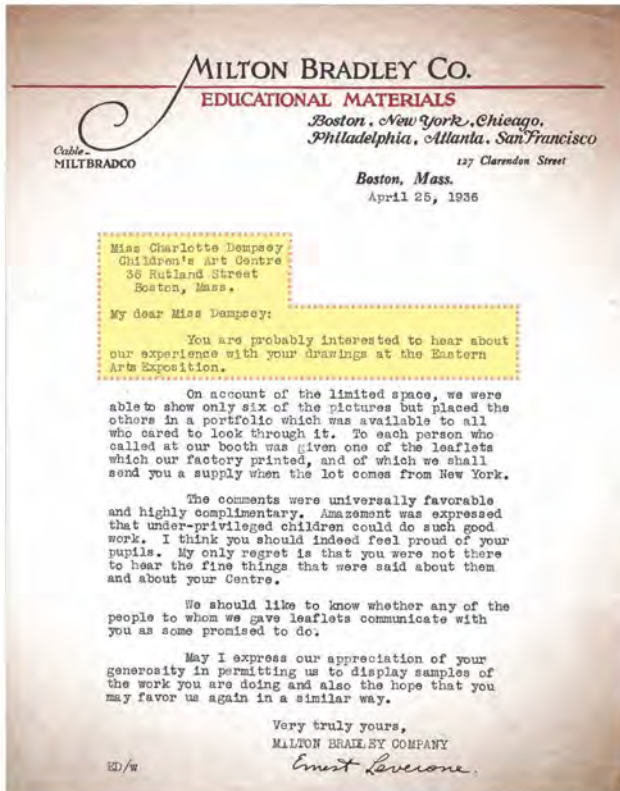
*The Children's Art Centre, 36 Rutland Street, Boston*

(See page 43)

Published by The American Association of Museums

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# Historical Insight



**Letters. Drawings from the CAC were internationally known and sought after.**

**Milton Bradley**

**The Louvre**

**State Department**

**Dayton Art Inst./  
The MET**



# Historical Insight

1922

BOARD: Director: Miss Pearson (until April 13, 1922)  
Miss Mildred Matlack

Mrs. Andrews  
Miss Bromhall  
Miss Bullard  
Mr. Coolidge  
Mrs. Farnsworth  
Mrs. Gardner  
Mrs. Holmes  
Mr. George Lewis  
Miss Matlack  
Mr. Oveson  
Mr. Peabody  
Miss Pearson  
Mrs. Perkins  
Mrs. Smith  
Mrs. Streeter  
Mrs. Weld

CHILDREN'S EXHIBITIONS:  
Winthrop Public Library

PROFESSIONAL EXHIBITIONS:  
Loaned by the Museum of Fine Arts:  
-5 Rembrandt drawings  
-16 Durer and Shongauer etchings  
-5 Medical prints

1952

CHILDREN'S EXHIBITIONS:  
Boston Settlement Council Headquarters  
The Junior League  
Franklin Square House  
Harriet Tubman House  
Cambridge Nursery School  
Wellesley College  
State Teachers College, Fitchburg  
Children's Art Center, Charlotte-  
town, PEI, Canada  
Delft and other cities in Holland

PROFESSIONAL EXHIBITIONS:  
Ceramics - David Hallman, Paul Kilinger  
Dolls from foreign countries - lent by Aimee Lamb  
Etchings and drypoints - Arthur Heintzelman  
Handwrought jewelry - Minna Allen  
Handwrought silver and copper - from the Courtyard Silversmiths  
Mobiles - Alexander Calder  
Opera night display - lent by Mrs. Keith Merrill  
Paintings - George Campbell, Gerald Dillon, Khalil Gibran,  
Neville Johnson, Aimee Lamb, Polly Thayer Starr  
Pen and ink sketches of animals - Alice Antek  
Sculpture - Peter P. Abate, Elizabeth Elser  
Silkscreen designs - Students of Massachusetts School of Art  
Watercolors - Eliot O'Hara, Frederic Whitaker  
Woodcarving - Karoly Fulop

1953

MAJOR GIFTS:  
Large Mahogany cabinet - Miss Annie Jackson  
German brass plate - Colonel Sherwood

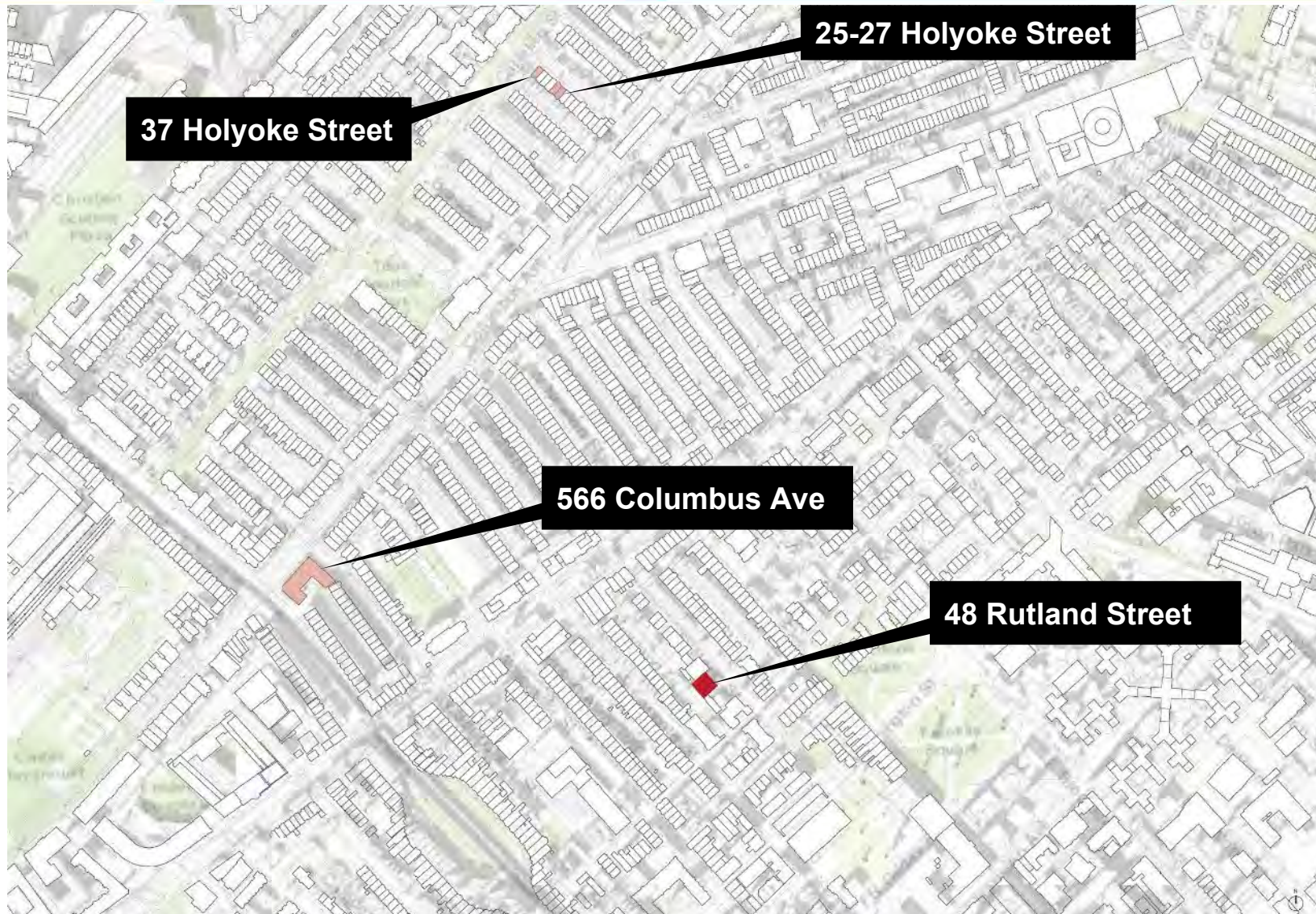
CHILDREN'S EXHIBITIONS:  
The Children's Medical Center  
The Garland School  
Castle Hill, Ipswich  
The Hague, other cities in Holland

PROFESSIONAL EXHIBITIONS:  
Enamelware - Doris Hall  
Encaustics and watercolors - Esther Geller  
Etchings, lithographs, drypoints - Arthur W. Heintzelman  
Handwoven textiles - Massachusetts School of Art  
Mosaics and ceramics - David Holleman  
Paintings - Ruth Cobb, Giglio Dante, Xavier Gonzalez, Steven  
Trefonides, Charles Wadsworth, John Whorf  
Paintings and drawings - Calvin Burnett  
Sculpture - Peter P. Abate  
Serigraphs, lithographs, etchings, woodcuts - Boston Print Makers  
Swedish glass and ceramics - Edgren Studio  
Swedish weaving and copperware - Havstuga  
Terra cotta sculpture - Willard Cummings  
Woodcarvings of birds - Charles Chase

## CAC Annual Reports

Annual reports shows the CAC also exhibited Rembrandt and Durer Drawings and mobiles from Alexander Calder on loan from the Museum of Fine Arts.

# Evolution of Historical Harriet Tubman Houses





# Harriet Tubman Houses Insight

## HARRIET TUBMAN HOUSE, Incorporated THIRTY-SIXTH ANNUAL REPORT



HARRIET TUBMAN HOUSE  
25-27 Holyoke Street, Boston, Mass.

IN THE ROSTER OF WOMEN IMMORTALS, no signature more sublimely commemorates Heroism than that of HARRIET E. TUBMAN. Characterized by the Dictionary of American Biography the "Moses" of her race, friend of Lincoln, and born a slave, this great and dauntless woman of Antebellum and Civil War days was the inspired genius of the hazardous "Underground Railroad." Bearing the torch of her name, the Harriet Tubman House pays homage to the grandeur of her living spirit in extolling courage, loyalty, high aspiration, and selfless devotion.



\* \*

### HOME SERVICE

During the year 1940, the Harriet Tubman House accommodated 538 boarders, regular and transient. Visitors from all parts of the country make this their home when in the city on business or for pleasure.

### PLACEMENT SERVICE

Through the Placement Bureau, 80 girls found permanent positions; and 47 prospective employers were put in touch with girls seeking employment.

### SOCIAL SERVICE

The Social Service Department gave out 10 well filled baskets during Thanksgiving, and 38 at Christmas. Warm clothing and other necessities were supplied to 120 needy families.



### COMMUNITY SERVICE

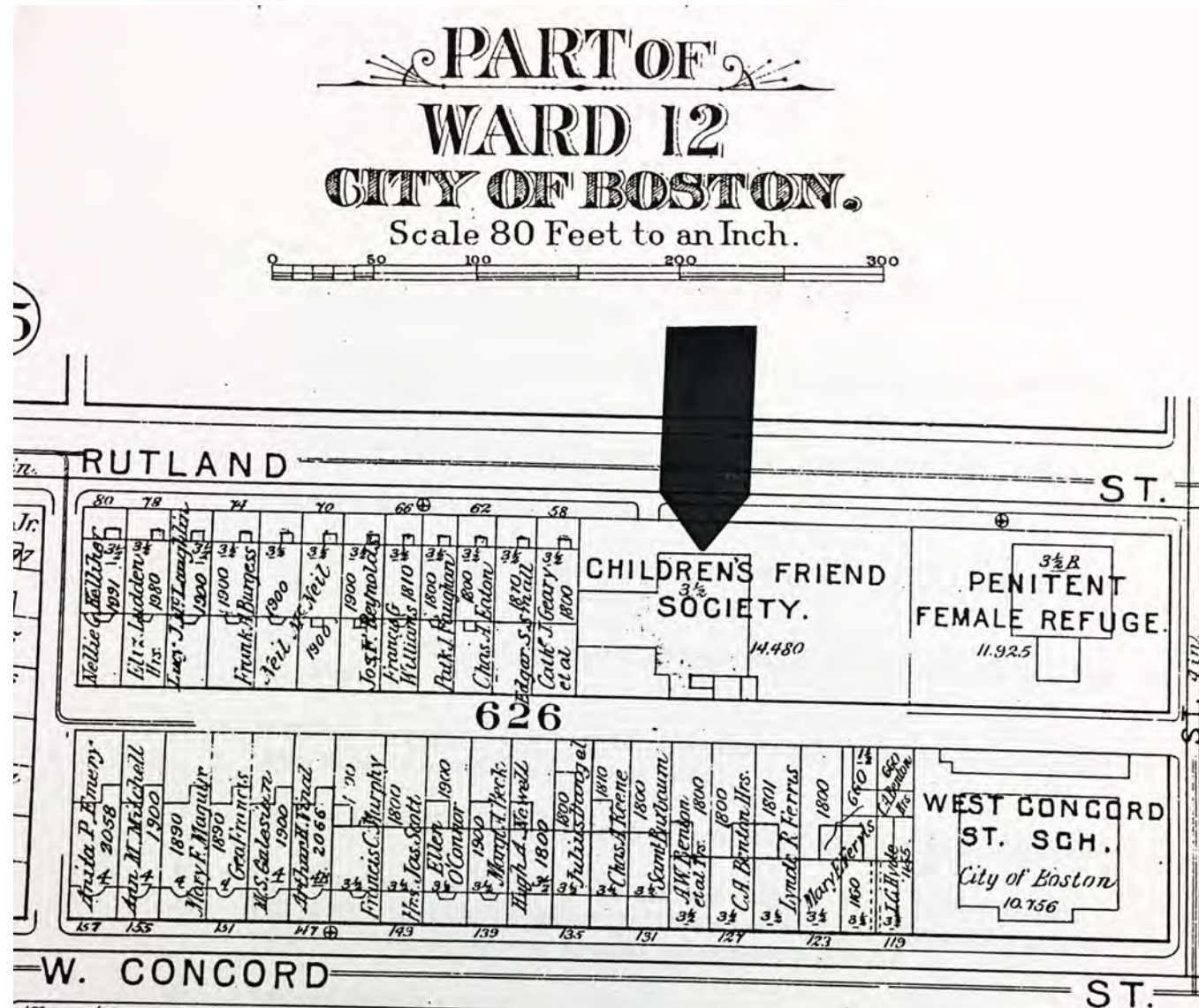
Through a volunteer staff of College students, and through WPA workers the following projects are maintained: Children's Play Yard, Vacation School, Pre-School and Nursery Departments, Boy Scout and Girl Scout Troops, Brownie Packs, Girls' Clubs (5); 3 Boys' Clubs, 1 Young Women's Club; Classes in Sewing, Hand-

**Early days of the (new)  
Harriet Tubman House.  
1940's: Harriet Tubman  
House opens a nursery  
school, so mothers can  
join the labor force.**

# Harriet Tubman Houses Insight

Did you know?

The Harriet Tubman House and 48 Rutland Street shared a vision: Supporting women, children, and families.





# Harriet Tubman Houses Insight



**The (new) new Harriet Tubman House: 1970's**



# Harriet Tubman Houses Insight

Did you know?



Kern Grimes, Walter Collymore and Kenneth Barbozo (from left) gather around SBA's Stanley Weinberg as he signs contracts. (Globe photo by Bill Curtis)

**When the Small Business Administration celebrated and awarded contracts to minority owned businesses, they did it at the Harriet Tubman House.**

The Boston Globe Wednesday, September 13, 1978 49

## Minority firms get US contracts

By Viola Osgood  
Globe Staff

Seven minority businesses from three New England states yesterday were awarded more than \$38 million in federal contracts under a program designed to help eligible small firms become independently competitive.

The contracts were made available through the Small Business Administration's (SBA) 10-year-old Section 8(a) program and is expected to have a significant impact on minority unemployment in the area over the next several years.

The awards, for which the SBA holds the primary contracts, include agreements with both military and civilian agencies and departments of the federal government. The contracts cover a range of services, including construction, fuel delivery, manufacturing and research and development.

The largest single award was from the Defense Fuel Supply Center for \$19,814,167 and went to Grimes Oil Company of Dorchester for fuel delivery.

The Department of Housing and Urban Development (HUD) awarded four construction contracts to three firms: the Docourda Corp. of Lowell for \$542,000; E. Coombs Contracting Co. of Boston for \$1,830,000; and two to Eastern Home Builders and Developers of Springfield, one for \$1,290,000 and a second for \$1,160,000.

Other awards included: \$6,973,650 to P.F. Industries of Bristol, R.I. from the

Defense Personnel Support Center of Philadelphia for military footwear; a contract for \$690,000 went to Ray Fuel Oil Co. of Dorchester for oil delivery; and O'Sullivan Fuel Oil, Inc. of New Haven received a fuel contract worth \$6,551,132.

In a contract signing ceremony at the Harriet Tubman House on Columbus avenue yesterday, Stanley C. Weinberg, regional director of the SBA said that these contracts are part of President Jimmy Carter's program to increase the amount of federal contracts to qualified minority small business firms.

Weinberg also said that the development of strong, "viable minority small businesses maximizes the utilization of all our resources for a strong and stable economy."

Weinberg said that in 1976 the government spent only \$16.7 million on minority contracts. During the entire five year period from 1971-1976, he said, minority contracts from government through SBA amounted to about \$60 million.

He estimated that for the current year, the amount of government business going to minorities will amount to between \$65 and \$70 million. By the end of 1979, he said the total should reach \$100 million a year.

"What we are doing," Weinberg said, "is moving from the place we were in two years ago when we did \$60 million in five years with minority businesses to one where we will do \$100 million."



# Harriet Tubman Houses Insight



AUG 19 1982

AUG 19 1982

**NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE**

73rd ANNUAL CONVENTION

Boston (Host City) June 27 - July 2, 1982

August 1982

**Branch President**  
Joseph D. Feaster, Jr.

**Co-Chairperson  
Steering Committee**  
Ruth M. Batson  
Carl Haith, III

**Steering Committee**  
John Bynoe  
Kenneth Guscott  
Rosalind Matthews  
Marjorie M. Perry

**Convention Coordinator**  
Olivia K. Hunter

Ms. Freida Garcia  
Executive Director  
United South End Settlements  
566 Columbus Avenue  
Boston, MA 02118

Dear Freida:

I have returned the key to the convention office to Samia under separate cover. Everything is finally out, and we tried to leave the office in decent shape.

Many, many thanks to you for allowing us to occupy the space. It is always a pleasure to work at the HTH, because of the supportive, cordial and competent spirit extended by you and your staff.

On behalf of the Boston Branch, please accept our thanks to you and the HTH staff for rising to the occasion once again.

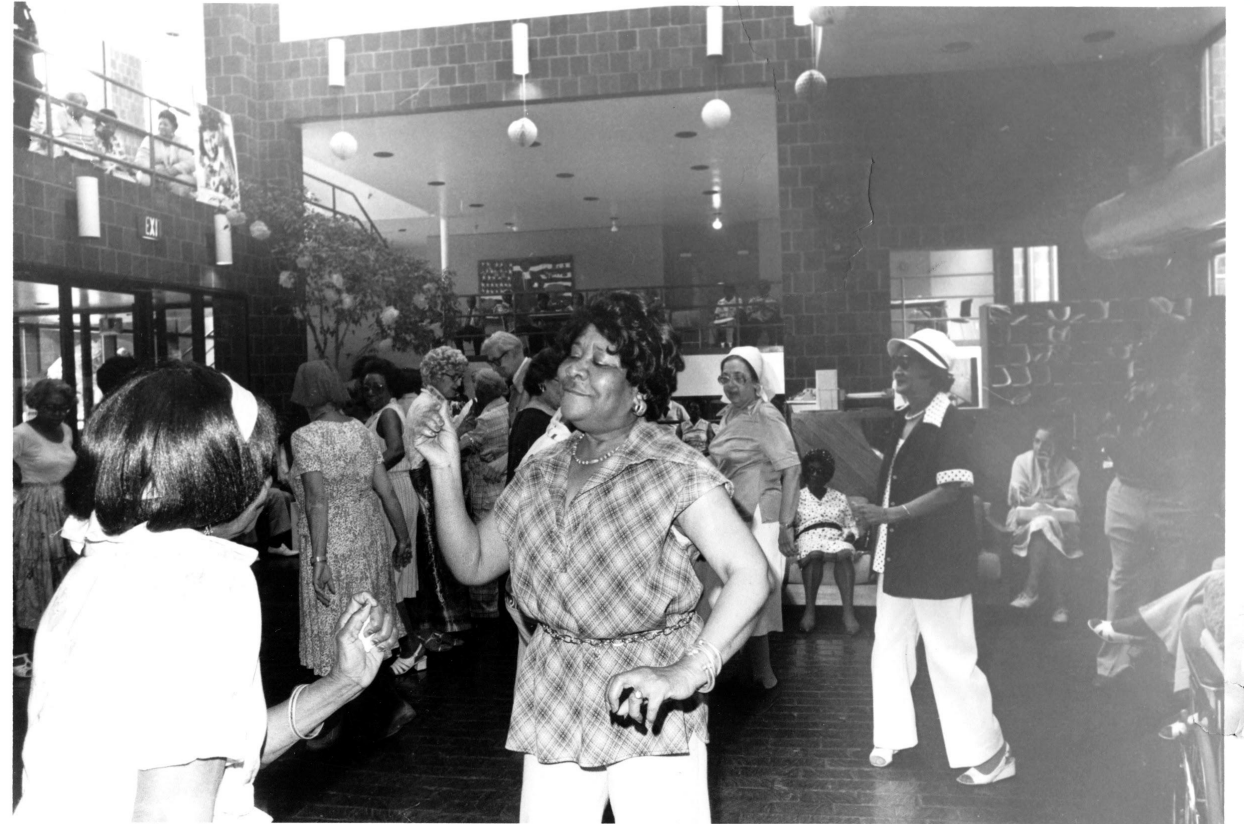
Sincerely,

*Olivia*

Olivia K. Hunter  
Convention Coordinator

**NAACP national convention  
offices at HTH.**

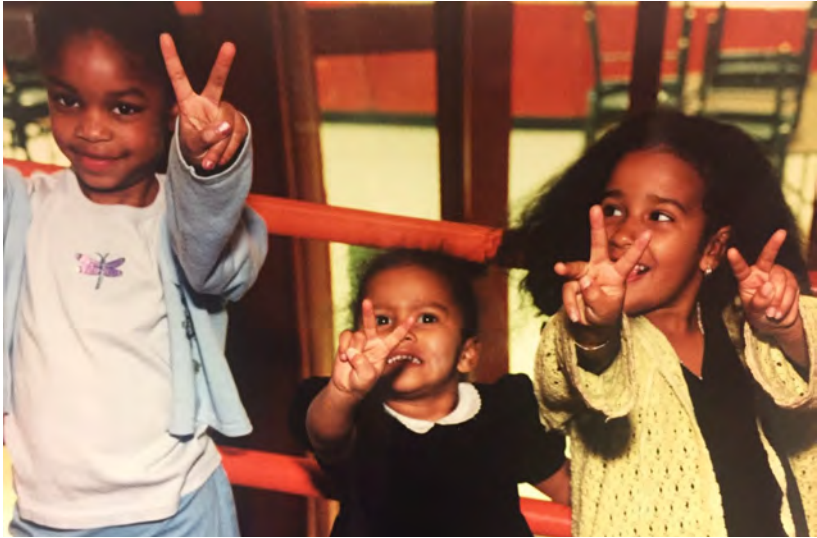
# Harriet Tubman Houses Insight



**Harriet Tubman House at 566 Columbus:  
An Art Gallery, a Community Space, a Sponsor**



# Harriet Tubman Houses Insight



**A collection  
of moments  
and  
memories.**







UNITED SOUTH END  
SETTLEMENTS

# HELP GUIDE OUR NEXT STEPS

*TIM LOVE*

*UTILE DESIGN TEAM*





# Rutland Street Historical Context





# Rutland Street Context



Primary School



Female Refuge



# Rutland Street Context





# Existing Rutland Street





# Existing Rutland Street





# Existing Rutland Street





# Existing Rutland Street - Children's Art Centre





# Existing Rutland Street - Newland Place





# Proposed Concept of New Harriet Tubman House





# Existing Plan

**Lot size:** 19,366 sf

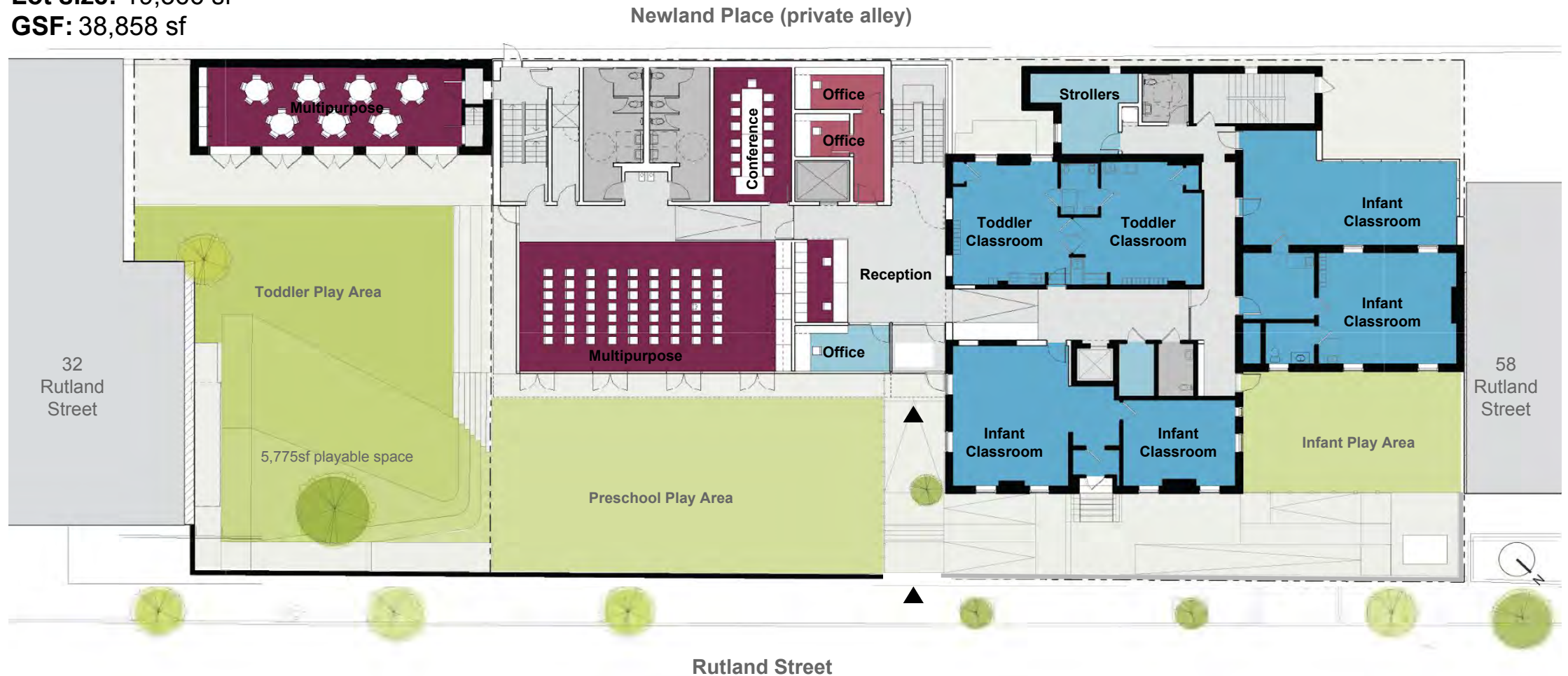
**GSF:** 20,082 sf





# Proposed Plan

**Lot size:** 19,366 sf  
**GSF:** 38,858 sf





# Proposed Concept of New Harriet Tubman House - Playground





# Proposed Concept of New Harriet Tubman House - Street View (trees not shown)





# Proposed Concept of New Harriet Tubman House - Entry





# Questions?

Email [vision125@uses.org](mailto:vision125@uses.org)  
Website: [uses.org/vision125](https://uses.org/vision125)

You may also directly contact:

**President & CEO**

Maicharia Weir Lytle

(617) 620-4136

[mweirlytle@uses.org](mailto:mweirlytle@uses.org)

**Philanthropic Investments**

Nikki Stewart

Vice President of Development

[nstewart@uses.org](mailto:nstewart@uses.org)