



TENANT ASSISTANCE PROGRAM

50 MILK STREET  
BOSTON, MA 02109  
(617) 451-3480  
FAX (617) 451-0859

June 16, 1993

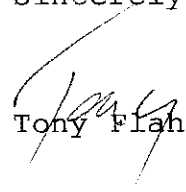
Ms. Leslie Korn  
P. O. Box 1526  
Cambridge, Ma. 02238

Dear Leslie:

I want to thank you for your gracious presence at the Beacon Management. Your professional posture and evident capacity is always strengthening for me. YOU should know that since the day we met, this old soldier has never felt the need to look over his shoulder as where you have been concerned. It is my impression you have always given 110%, and if truth were told it is persons like you who have made our effort possible.

Leslie, you were great for us, and always are both personally and professionally. I have received innumerable compliments about you. It will always be a pleasure to be of any service to you whatsoever. Happy Mexico times!

Sincerely,

  
Tony Flaherty



*Madison Park Village*

March 3, 1997

Ms. Leslie Korn  
1770 Massachusetts Avenue  
Cambridge, MA 02140

Dear Dr. Korn:

Please accept this letter as an acknowledgement of authorization for Youth RAP to utilize one of the program's series. Should you have any questions concerning this matter, please call me at 445-8338.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Vuth Pich', written in black ink.

Vuth Pich, M.S.W  
Haynes House Manager



# Leslie Korn & Associates

1770 Massachusetts Avenue #624  
Cambridge, MA 02140

tele: 617.643.1918  
e-mail: cwislka@wco.com

Dear Joe

1. Per our conversation, it has been my understanding in the past that portions of unused series could be applied to make new series. I strongly object to the idea that it is the vendors responsibility to bring people out. We do a great deal of marketing, my staff and I average 1-2 hours in marketing and development for each site. We have at our own expense gone out to sites and spent time meeting participants prior to the class, at the request of the site manager or RSC. this activity is not built into my contract as a cost. Sites get cancelled for many reasons besides turnout-- there have been 2 sites in the last month alone where managers forgot the instructor was coming, locked the doors or went on vacation. To expect that we bear the cost of this level of irresponsibility is unfeasible.

2. In the past classes that have not accrued to one contract can be used for another. In this case an oversubscribed WIN can be applied to Life Skills. In fact there is so much overlap between these two classes due to requests by the site managers and RSC's that from our point of view it is often a matter of what it is called. To not allow us to complete these contracts fully and apply the unused portions is contrary to our previous understanding. In the past I have asked you for a generic contract just to avoid this problem. Otherwise I am put in the position of trying to "sell" a series" to a site that in fact would prefer another one that we offer.

3. One of the reason for our tremendous success with our programs and customer satisfaction is that we tailor these classes. This year alone we spent an inordinate amount of time addressing programming problems at Bergen Circle because of staff turnover mid course of our program. Peabody properties asked for a specially designed first aid course which we ran under life skills. every time we diverge from our programs it costs us time and money and new training and materials-- activities that are not part of our contracts. if we failed to address specific needs we would probably not have the success we do. Our willingness to address their site-specific needs led to a photography program that was well received.

Also of note: While classes get cancelled when there are no enough we have never addressed the burden it places on us to address the needs of 20-40 participants. We do not like to tell managers or children that we can only have 10-15 participants. However TAP does not recognize the burden and cost it places on us to address these needs. In short all our time and exnergy and experience is paying off in terms of excellent programming to sites. I have worked cloely with John, toprocide programs to the demo-dispo sites, and with Jerome, Ben and Tina to bring much needed programs to sites that have previously not used our programs. We travel far and wise to areas of the state no one else will and my hope is that we will not be penalized for our extra efforts and expenditures to bring success to our company and to the TAP programs.

Sincerely,



# Leslie Korn & Associates

1770 Massachusetts Ave. #624 • Cambridge, MA • 02140 • Tel: 617/ 643-1918

21 October, 1996

MR. JOSEPH VALLELY  
MHFA/TAP CONNECTIONS  
Massachusetts Housing Finance Agency  
One Beacon Street  
Boston, Massachusetts 02106

Dear Joe:

I am in receipt of five proposed contracts and five Massachusetts Housing Finance Agency Purchase Orders intended to secure the services of Leslie Korn & Associates to deliver cross-cultural health, expressive arts and education classes at residential housing facilities in Massachusetts. As you know, we at LK&A have undertaken an extensive evaluation of programs and services delivered in FY 96. Though this activity is not included as a contracted service under the MHFA TAP CONNECTION contract I decided to share some of our preliminary findings related to TAP classes for your information in an effort to promote further discussion on ways to improve the delivery of services and quality of services delivered to housing residential neighborhoods.

As I reviewed the five proposed contracts your office sent for the 1996-1997 program year I noticed with interest the addition of "Terms of Contract #2" which substantially adds to the scope of activities proposed under contracts for the delivery of "Wellness is Now," "Life-Skills," "Teen Esteem," and "Art Smart." Increasing the scope of work as you propose without making significant adjustments in the program could render the effort undoable. As I am sure you recognize, these additions have a significant impact on the cost of program delivery and can significantly undermine program quality. I would not want to commit LK&A to new activities that demand increased work and contract compliance unless we could substantially increase our ability to comply to contract requirements and ensure the high quality of services that has characterized our efforts for the last seven years. Furthermore, as you will recall, I sent you a copy of our internal preliminary evaluation of TAP classes LK&A delivered in 1995-1996. This study raises serious questions about the potential deterioration of programming as a result MHFA and LK&A (under contract) not making changes in the delivery of the program that address revealed problems. I believe that changes are needed to ensure the continuing high quality of programming. I believe we can jointly agree to changes that will vastly improve the delivery of these important services while ensuring our ability to fully comply with the contracts.

We have agreed to meet at MHFA offices this week and I understand that Ann Woodward has agreed to join us. Dr. Rudolph Rýser will join me in the meeting. I would like to suggest for discussion and resolution the following items for our meeting scheduled for 2:00pm on Wednesday, 23 September:

- 3 Attendance and Performance Reports
- 2 Program Year Meetings
- Advanced program scheduling by June 30, 1997
- Resident Manager training and turnover
- Class Attendance More or Less 10
- Interrupted or Canceled Classes

I look forward to meeting with you and Ann.

Sincerely,

Leslie Korn

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[RCR1] Three attendance and Performance Reports require continuing monitoring and evaluation for which no specific funds are paid under contract. Each report is estimated to cost \$1,800 or \$5,400 more than presently contracted.

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[RCR2] Concern here is whether LK&A is compensated for Marketing and facilitating increased participation rates to meet the June 30 Deadline. LK&A assumes a cost to inform Resident Managers of the need to have their TERs in early. Problem also arises that May and June end up being overloaded with requests.

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[RCR3] When classes are too small to effectively conduct and require a shift to another LK&A class type there is a problem with shifting between classes with different session rates (this requires intervention by MFHA) and requires new tailor and adjusting by LK&A. Costs of operation increase for MFHA and LK&A to accommodate this unanticipated change. It would be more effective to give LK&A the option to make changes in programming, set all sessions at the same cost level (since the current distinctions are completely arbitrary [even though Art Smart costs more to deliver—larger classes and increased material costs—it is delivered at a rate lower than Wellness is Now]. The cost structure ought to be connected more directly with real costs....currently \$923.07 per session or \$102.56 per hour.

L.Korn  
11-6-96  
page 2

delivery that is efficient and stays within the budget. Please understand that we cannot override the Agency's purchase order system by issuing blanket approvals for expenditures that will exceed the contract amount. Cancellations cause problems for all of us and I hope they can be reduced or eliminated. We simply cannot continue to approve Resident Program requests beyond the total availability of the contract.

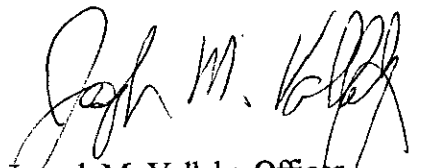
The issue remains of how to improve communications. I encourage you to communicate problems in the field to us immediately. Please continue to utilize Denise as the point of contact. It would also be helpful if you indicated the name of the assigned trainer on the Resident Program request form along with their phone number. Our ability to talk directly with the trainer could reduce time delays and improve the accuracy of information. I am well aware of the limitations of voice mail in attempting to work through complicated issues.

With respect to your desire to change the rates for your programs, we suggest that the rebid process is the place for doing this. Your concern about uncompensated planning time would also best be addressed through the rebid. As we said, all TAP contracts are being rebid in the spring.

To expedite your current contracts please draw a line through the added sections which refer to reporting attendance and performance, and face to face meetings and return them to Denise.

Thank you for your patience. Don't hesitate to call on me if you have any questions.

Sincerely,



Joseph M. Valley, Officer  
Community Services Dept / TAP

cc. Ann Woodward



**THE COMMONWEALTH OF MASSACHUSETTS**  
**MASSACHUSETTS HOUSING FINANCE AGENCY**  
ONE BEACON STREET  
BOSTON, MASSACHUSETTS 02108-3110 • (617) 854-1000  
FAX: (617) 854-1029 • TDD: (617) 854-1025

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Chairman

JANE WALLIS GUMBLE  
Vice-Chair

STEVEN D. PIERCE  
Executive Director

THOMAS R. GLEASON  
Deputy Director

November 6, 1996

Leslie Korn & Associates  
1770 Massachusetts Avenue, #624  
Cambridge, MA 02140

Dear Ms. Korn:

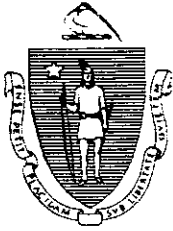
Thanks for taking time to discuss your contract with us. You raised significant issues related to the changes in this year's contract and highlighted several other issues with respect to class size, planning time, pricing of training and TAP's booking process. I hope we were able to convey our concerns regarding overbooking, the need for better communications and the lack of clarity as to who is teaching which of your programs. We hope we can begin to find a better way to work together in serving residents and management.

The changes we inserted into your contract were intended to improve program documentation and communication, two areas that are currently lacking. You proposed to charge an additional fee of \$5,500 to accommodate this change in reporting, because to do so within the current contract runs the risk of "undermining program quality". You also implied there would be an additional cost to having face to face meetings. Perhaps you could suggest another method for improving program reporting and communications.

I am reluctant but willing to drop the added contract language given that this is the final year of the current contract and with the new program year already underway I realize that there is no time to negotiate this further. Nor do I want to divert program funds away from resident programming to pay for this documentation.

With respect to the minimum attendance of 10, TAP's policy has always been that if management wants us to make an exception they call us. We feel that in general the cost of programing justifies the minimum of 10 policy. In situations where the large class size presents a problem we would agree with your suggestion to ask the site to provide additional adult volunteers to assist.

On the issue of overbooking, or utilizing unused contract hours, we both seem to acknowledge a need to eliminate the confusion and tension in the current system and develop a method of



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MARY L. PADULA  
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STEVEN D. PIERCE  
Executive Director

THOMAS R. GLEASON  
Deputy Director

September 17, 1996

Carol Walker  
Massachusetts Nonprofit Housing Association  
322 Main Street  
Springfield, MA 01105

*Ferris - email*

*Carol Walker  
large room*

Dear Carol,

Thanks for your letter of August 29 requesting TAP support for your October 3 staff training conference in Worcester. Similar to what we've done in the past, TAP will cover trainer costs for one four hour session of Stress Management (with Leslie Korn) and one two hour session of Displacing Anger (with Alan O'Hare). The trainers may bill TAP directly for these hours.

TAP Officer John MacPhee would like to attend the day's program and bring a schedule of TAP's 1996-1997 trainings, which I will appreciate your allowing us to place on your resource table. We have been able to reduce our regular course costs this year and hope your members will find them more affordable. We would welcome your group's greater participation in our regularly scheduled TAP programs.

Again, we're glad to be of service, and wish you a successful conference.

Sincerely,

Ann Woodward  
Senior Community  
Services Officer

cc: J. Valley  
J. MacPhee  
D. Green  
A. O'Hare  
L. Korn ✓





# Leslie Korn & Associates

1770 Massachusetts Avenue #624  
Cambridge, MA 02140

tele: 617.643.1918  
e-mail: cwislka@calon.com

**email: lekorn@wco.com**

December 6, 1995

Dear

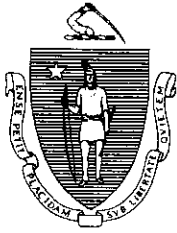
Enclosed please find our new calendar for the TAP and Youth RAP programs. I hope you will find it both enjoyable and informative. I have also sent calendars to all of our previous participants as a promotional and educational tool.

I have enclosed some extras in the hopes that you wish to share this with people that you would like to introduce to our TAP offerings.

I look forward to a mutually productive year.

Wishing you a happy holiday season,

Leslie E. Korn



# THE COMMONWEALTH OF MASSACHUSETTS

MASSACHUSETTS HOUSING FINANCE AGENCY

ONE BEACON STREET

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November 6, 1995

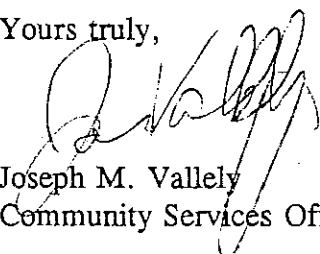
Dear TAP Connections vander:

This letter is to remind you that there is a meeting for all TAP vendors on Friday November 17, 1995 from 9:30am-11:30am in the Board Room on the 29th floor.

It is essential that all vendors be present to learn about what your responsibilities are under section 504 of the Rehabilitation Act, The Americans with Disabilities Act, and the Fair Housing Amendments of 1988. As MHFA vendors, you have certain obligations regarding servicing persons with disabilities. Under the law MHFA cannot do business with you unless you are meeting those obligations.

At the meeting, we will explain those obligations and give a lot of technical assistance material. Please call Denise Green at (617) 854-1080 to confirm your attendance.

Yours truly,

  
Joseph M. Valley  
Community Services Officer

JM/ss



# Leslie Korn & Associates

1770 Massachusetts Avenue #624  
Cambridge, MA 02140

tele: 617.643.1918  
e-mail: cwislka@calon.com

**email: lekorn@wco.com**

November 28, 1995

Dear

It is a pleasure to join you again for the 1995/96 TAP season.

As a measure of appreciation for our work together, we are sending you a calendar that serves as both a fun and educational tool for the coming year. Please feel free to use the information and illustrations to share with your tenants.

The calendar contains descriptions and flyer advertisements of classes available through TAP. As a member, you are entitled to these programs free of charge.

I look forward to serving you again this year and will be in touch in January to schedule future classes.

Happy Holidays,

Leslie E. Korn, MA, MPH



July 26, 1995

Leslie Korn  
1770 Mass Avenue  
Cambridge, MA 02140

Dear Leslie,

Per our discussion regarding ART SMART, we are going to regroup and get more participation for the program.

The program is so important to the children, and the having a bilingual teacher was a great advantage.

I'm not sure why more children didn't attend but I am sure we can increase and maintain an adequate enrollment. This program is especially important to our children. Their exposure to positive activities is limited and this is more than just an activity. It is an opportunity for them to express themselves.

Do you think a date in early October would be good to try and resume the program if we have good enrollment? Please let me know if this can be done. Thank you for your help.

Sincerely,

Sharon Starinovich  
Villa Nueva Vista  
Cumberland Village

MARSCH  
Massachusetts Association of  
Resident Service Coordinators in Housing

67 Silsbee Street / Office  
Lynn, Mass. 01901  
July 24, 1996

Ms. Leslie Korn  
Leslie Korn & Assoc.  
P. O. Box 1526  
Cambridge, MA 02238

Dear Leslie;

Thank you for your contributions to our professional training program for Resident Service Coordinators, held back in April & May. We are very grateful for your generous participation in our program, and appreciate all the good information and movement you provided to our members.

We are sending a small token of our esteem and gratitude, a certificate you can put up for all to see, if you like.

Thank you, again, for your assistance in providing training for our members.

Sincerely yours,



Shirley L. Geer  
President, MARSCH

Encl. - Certificate

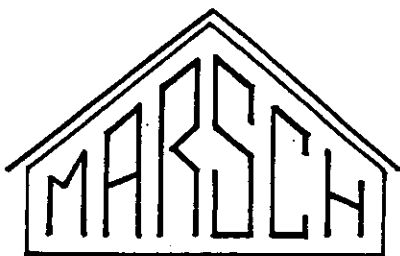
STATEMENT REGARDING THE QUALITY OF WORK AT LK & A

Peabody Properties has worked with LK & A for many years and we have found their staff to be professional and responsive to the needs of our resident population. Of great value to us, is that LK & A will work with our resident service coordinators to custom design programs that meet the needs of a particular site. LK & A has the ability to be flexible and can provide quality program development, within a short turnaround time, for grant proposals.

Doreen Boshashia  
Peabody Properties  
Quincy, MA

Hi Leshe, is what  
Hope this is what  
you are looking  
for. Let me  
know if you  
need more

Best Regards,  
Doreen Boshashia



Massachusetts Association of  
Resident Service Coordinators in Housing  
presents this

## CERTIFICATE OF APPRECIATION

to

*Leslie Korn*

and gratefully acknowledges your generous  
participation in the  
MARSCH Resident Service Coordinator Training,  
May 9, 1996.

*Shirley L Gen*  
\_\_\_\_\_  
President, MARSCH

*7-1-96*  
\_\_\_\_\_  
Date

**MASSACHUSETTS HOUSING FINANCE AGENCY  
CENTER FOR COMMUNITY RECOVERY INNOVATIONS**

ONE BEACON STREET  
BOSTON, MASSACHUSETTS 02108  
TELEPHONE: (617) 854-1079 FAX: (617) 854-1026

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PRESIDENT

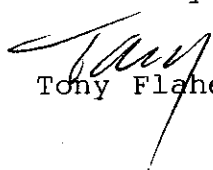
LESLIE KORN & ASSOCIATES  
1770 Massachusetts Avenue #624  
Cambridge, MA 02140

Dear Leslie:

As I swing through the State, I continue to get remarkable comments - 100% positive - about your work in the area of stress management. [The development of your programs with a particular focus on the difficulties encountered in the housing management industry has been extraordinary. I consider your followup endeavors to be the single foremost catalyst in successfully embedding in the minds of Property Managers the need to respect themselves, staff residents, and supportive servicers.]

For over 25 years I have been exposed to a variety of stress management endeavors - usually everybody left the workshop very happy and seemingly engaged - one week later, everything was unfortunately long forgotten. [You have effected behavioral change both on an individual and corporate level throughout our \$4 billion dollar portfolio - more importantly, you did it with a smile - one which I see now on the faces of others.] Needless to say, I also benefitted - I found a friend, and a helluva mentor.

Sincerely yours,

  
Tony Flaherty

P.S.

I am interested in your forthcoming venture in Mexico and will call you.