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University Archives and Special Collections Department

**Documentation Plan
for
Inquilinos Boricuas en Acción**

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INTRODUCTION

This plan is intended to help *Inquilinos Boricuas en Acción (IBA)* effectively manage and transfer selected organizational records to the *Northeastern University Archives*. It identifies groups of documents to be preserved based on activities deemed significant as evidence of RMSC functions.

The plan consists of three sections:

- ANALYSIS OF THE ORGANIZATION
- LIST OF DOCUMENTATION GOALS AND SELECTED RECORDS
- METHODS FOR RECORDS TRANSFER

Although this documentation plan identifies specific records and outlines methods for their management and transfer, it should not be considered static or unchangeable. When needed, the plan should be updated to reflect changes in IBA's function, programs, and mission and the records they generate.

SECTION ONE: ANALYSIS of *Inquilinos Boricuas en Acción*

To provide context for records selection, this analysis consists of brief descriptions of IBA's:

- History and culture
- Mission and functions
- Current organizational units
- Control of the institution
- Interaction with other institutions
- Comparison with other institutions of the same type

History and Culture

IBA's formal origins date to 1968, when community activists in a predominantly Puerto Rican neighborhood in Boston's South End incorporated as the Emergency Tenants Council (ETC). This organization advocated for quality low income housing in what the Boston Redevelopment Authority (BRA) had designated as Parcel 19. Prior to the mid 1960s, urban renewal often meant resident displacement, demolition, and reconstruction instead of renovation. When Parcel 19 was targeted, an activist foundation previously centered on eliminating an area dumping yard connected with the community goal of preventing displacement. This community cohesion was furthered by the relative isolation (in terms of language, ethnic group, social customs, and economic status) historically experienced by the residents of Parcel 19.

ETC operated informally from 1966 to 1968, motivated by the leadership of Israel Feliciano, Rev. William Dwyer, Helen Morton, and Phil Bradley, among others. In 1968, ETC enlisted the help of architect John Sharrat and the Greater Boston Community Development, Inc. Together, Sharrat and Feliciano, who became the head of ETC soon after its incorporation, worked to present ETC as the best developer for Parcel 19, politically appealing to Mayor Kevin White's administration and strategically cooperating with and challenging the BRA. In 1968, ETC was allowed to develop small but significant pieces of Parcel 19, and by 1971 they were named as the developer of the entire area.

Feliciano and Sharrat's redevelopment plan relied heavily on community input. Named Villa Victoria in 1976, it was designed to integrate both housing and services focused on sustaining the Puerto Rican immigrant ethnic and social heritage of the area. In 1973, Luz Cuadrado took over as Executive Director and ETC formally became *Inquilinos Boricuas en Accion (IBA)*. IBA was to be a non-profit community development corporation, owning Villa Victoria but focusing on organizing services for a

sustainable community, including a comprehensive arts and culture program, Escuelita Agueybana day care center, the South End Federal Credit Union, the Villa Victoria Cultural Center (renamed the Jorge Hernandez Cultural Center in 1986), commercial and housing development programs, youth programs, and elder care and family services, and celebrations such as the Festival Betances. All residents were expected to be a part of IBA.

ETC was to be a for-profit housing management organization, whose board was selected by IBA. This arrangement sought to guarantee local control over Villa Victoria into the future. The relationship between IBA and ETC, however, has changed many times since 1973. In 1997, Housing and Urban Development (HUD) rescinded IBA and ETC's contracts, citing mismanagement. By 2000, IBA and ETC had regained control over Villa Victoria. Currently, IBA and ETC Developers are run independently as affiliated agencies, according to their initial functional division into cultural and social service provision and property management.

Today, IBA's services and programs continue to concentrate on Villa Victoria and the Boston Latino community. The Community Programs department focuses on cultural programming, civic education, and services for youth, families, and the elderly. Activities and spaces include a community arts complex, La Casa de la Cultura/Center for Latino Arts, used to promote Latino artists and provide arts education to residents of Villa Victoria, Escuelita Borikén, a bilingual daycare; the Cacique Youth Learning Center, which provides academic help, technology training, health education, and after-school programs; the "El Batey" Technology Center, a part of the Timothy Smith network providing residents with access to technology and training; and the IBA Employment Services, an intensive job preparation program.

IBA is primarily funded through a combination of grants, contracts, contributions, and fees, with additional significant rental income and relatively minor income from hosting events. Notable grant sources include United Way, the United States Department of Education, and CTC NET. Other major partners include Bunker Hill Community College, The Boston Foundation, the Timothy Smith Network, Cisco Systems, Jumpstart, and the New England Foundation for the Arts.

Villa Victoria now contains 435 units housing 1,100 residents. Eighty percent live at or below the national poverty level, and 72% are Latino. Seventy-seven percent of Villa Victoria households are headed by women, and 52% of residents are under age 21.

This information was taken from the following sources:

"La Comunidad: Design, Development, and Self-Determination in Hispanic Communities," *National Endowment for the Arts*, 1982 (excerpt). Northeastern University Archives and Special Collection, M111, Inquilinos Boricuas en Acción collection. Located in 60/1, Box 6, Folder 23.

Inquilinos Boricuas en Acción, 2004 Annual Report, "Building Community Power Through Education, Economic Development, Technology, and the Arts." Northeastern University Archives and Special Collection, M111, Inquilinos Boricuas en Acción collection. Located in 60/1, Box 1, Folder 6.

Inquilinos Boricuas en Acción, website, <http://www.iba-etc.org>. Accessed 1/25/2006.

Small, Mario. *Villa Victoria: the Transformation of Social Capital in a Boston Barrio*. Chicago: University of Chicago Press, c 2004. Northeastern University Archives and Special Collection, Located in Northeastern University Archives and Special Collection stacks, Call number HN80.B7 S63 2004.

Mission and Functions

"Inquilinos Boricuas en Acción (IBA) is a dynamic community building agency dedicated to increasing the social and economic power of individuals and families through education, economic development, technology and arts programming that builds safe, vibrant and culturally diverse affordable housing communities."

IBA performs three basic functions:

1. Administration and Finance

This includes governance, policy development and implementation, payroll and employee benefits programs, operations management, employee training, fiscal operations, contracting, grant management, fund-raising and budget coordination.

2. Community Development

These operations focus on programs and services to increase education, technology, and employment opportunities for Villa Victoria residents and others in the greater Boston area.

3. Preservation and promotion of Latino/a cultural heritage

The historical genesis and structural development of Villa Victoria, and subsequently IBA/ETC, is centered in a predominantly Puerto Rican immigrant community. In 2006, IBA actively promotes Latino/a artistic heritage through events programming, music and arts education, and by providing a community arts center and performance space. IBA also continues to foster Latino/a linguistic heritage by offering bilingual pre-school.

Current Organizational Units

The **Chief Executive Officer** oversees strategic planning and development and acts as liaison to the Board of Directors. The CEO is responsible for public relations and connecting with potential funding sources and partners. The CEO is assisted by an **Executive Assistant**.

The **Chief Financial Officer** is responsible for establishing budgets, coordinating and filing IBA financial transactions (including billing and employee payroll), and monitoring financial grant and contract obligations.

The **Chief Operations Officer** is responsible for the daily administration, maintenance, and coordination of IBA programs and human resources.

Various department **Directors** supervise the operations of IBA programs and centers. They include Director of Information Technology, Escuelita Borikén Director, Associate Director of Development, Community Programs Director, Art and Culture Director, and El Batey Technology Center Manager.

The **Board of Directors**, composed primarily of elected Villa Victoria residents, is legally and financially responsible for IBA. The Board maintains legal documents related to the institution as a whole, and directs organizational development.

Control of Institution

Inquilinos Boricuas en Acción is a private, non-profit 501 (c) (3) organization with an annual budget of over \$2.5 million. It is overseen by a board of directors and is funded through various government and private contracts and grants (including United Way), rental income, contributions and fees, and through hosting events. Through organizational partnerships, contributions, grants, and contracts, IBA provides programs and services to Villa Victoria residents, local immigrant, communities and Latino/a organizations in South Boston, Chelsea, and greater Boston area.

Interaction with Other Institutions

IBA has cooperative and contractual relationships with multiple cultural, educational, corporate, and government. The specific institutions will vary as funding sources and projects change. This is an abbreviated list highlighting some currently significant partners.

ETC Development Corporation is historically linked to IBA and remains an important affiliate. Though ETC will soon finish the rehabilitation of Villa Victoria with the completion of Casas Borinquen,

ETC has expanded its affordable housing development operations to other South Boston properties, Lower Roxbury, and Mattapan.

Other partnerships emphasize education and skills development. Since February 2004, Bunker Hill Community College has operated a Villa Victoria satellite campus in partnership with IBA and funded through a grant from the United States Department of Education, which offers both on site and online classes to Villa Victoria residents. Strive Inc. partners with IBA Employment Services to provide work force development training. Villa Tech, a nonprofit organized by IBA, is working with Cisco Systems, State Street, and Hispanics in Philanthropy to help another Boston Latino/a cultural organization, La Alianza Hispana, upgrade its technology infrastructure.

Area cultural organizations, including Emerson College, Boston Center for the Arts, Massachusetts College of Art, and the Boston Children's Chorus develop programs for IBA's La Casa de la Cultura/Center for Latino Arts to provide visual arts and music education.

Collaborations focusing on youth development include the 4-H/UMass Extension Program with IBA's Cacique Youth Learning Center, and Child Care Choices of Boston, the South End Health Center, and JUMPSTART with IBA's Escuelita Borikén.

Comparison with Institutions of the Same Type

IBA is one of many non-profit community-building organizations in greater Boston. It is also one of a number of organizations, such as La Alianza Hispana and the Citywide Boston Hispanic Center, particularly concerned with the needs of the Boston Latino/a community and Latino/a immigrants. IBA shares an emphasis on education, technology training, day-care and youth services, and workforce development within a multicultural setting with these institutions. However, IBA seems to be unique in terms of both its desire and ability to promote and preserve Latino/a heritage by hosting musical and artistic events and exhibitions, annual festivals, and providing community performance space.

IBA's historic relationships with ETC Development Corporation, a for-profit property development and management, and its close ties to the specific, compact physical space of Parcel 19 that became Villa Victoria also distinguishes IBA from these other Latino/a service organizations. IBA's relationship with ETC Development Corp. led to relatively unique funding opportunities for a non-profit multi-cultural community organization, but also to structural and management issues that helped lead to the present organizational division between IBA and ETC Development Corp.

ETC Development Corp. has come to resemble other community development corporations in that it has expanded its development activities beyond Villa Victoria to include the creation and maintenance of low and moderate income properties in Lower Roxbury and Mattapan.

Other Boston area community development corporations, including Nuestra Community Development Corporation and Asian Community Development Corporation, follow the New Urbanism/Smart Planning development model of which Villa Victoria is an early example. Notably, Asian Community Development Corporation, like IBA, seems to emphasize a mixture of affordable housing, community development, and cultural preservation and promotion, though not on the scale offered by IBA at Villa Victoria.

SECTION TWO: DOCUMENTATION GOALS AND SELECTED RECORDS

IBA functions will be documented as they relate to its continued role as a social justice organization serving the needs of Boston's under-represented communities. Records selection was based on their historical significance and research value. Emphasis has been placed on records documenting IBA administration, program planning and operations, fiscal development, and Puerto Rican cultural heritage. Access to certain materials is restricted; researchers may apply to the Northeastern University Archivist for access to this material.

Documentation Goals

The selected IBA records will document:

1. A Boston Puerto Rican community response to a strategy of urban renewal that threatened to dismantle the community.
2. The evolution and administration of a community development service organization.
3. The impact of a community development service organization on Villa Victoria residents, program participants, and the greater Boston area.
4. The interconnections of a non-profit organization with affiliated agencies, particularly ETC Development Corporation, and other contractual partners.
5. The efforts of IBA to preserve and promote Latino/a cultural heritage in New England.

Selected Records Series

The following IBA records have been selected for permanent retention. Records are listed under the office presumed to have control of them. The list is suggestive rather than prescriptive, and may be altered as needed. Electronic records will be preserved where no paper copy exists.

Board of Directors

Annual reports
 Annual meeting minutes
 Committee minutes
 Committee reports
 Sub-committee minutes
 Sub-committee reports
 Correspondence (internal and external)
 Retreat minutes
 Organizational Charts
 Member directories
 By-laws

Chief Executive Officer

Cooperative agreements
 Affiliated agency files (including ETC Development Corporation files)
 Community activity files
 Budgets, annual
 Grants and contracts
 Fund-raising files
 Policy development files and handbooks
 Program proposals
 Program reports (annual)
 Correspondence (internal and external)
 Press releases

Executive Assistant

Staff newsletters
 Staff meeting minutes
 Staff retreat minutes
 Publications (brochures, newsletters, etc)
 Website
 Media of or about IBA (newspaper clippings, taped interviews, etc)

Chief Operations Officer

Job descriptions
 Correspondence (internal and external)

Chief Financial Officer

Financial reports, annual
Grant and contract files

Department Directors

Correspondence (internal and external)
Events files
Memorabilia
Photographs
Program descriptions
Program reports and statistics
Program development and evaluation files

SECTION THREE: RECORDS TRANSFER

This documentation plan is devoted to the identification, retention, and transfer of **permanent historical records**. It applies to records in both paper and electronic format. It is a **general retention schedule** and does not prescribe a specific time to transfer records. Rather, during a periodic review IBA determines which files are inactive and thus ready for donation.

*Note: For a concise, practical overview of records management, please see:

An Introduction to Records Management for Non-profit Organizations by the Minnesota Historical Society, adapted by Northeastern University Libraries, Archives and Special Collections Department; Northeastern University Archives and Special Collection, "Guide to Records Management," Available at <http://www.lib.neu.edu/archives/records/index.htm>.

Step One: Distinguish Current from Non-Current Records

- Current (or "active") records are used in day-to-day operations. Nonessential documents, such as routine memos or listserv e-mail, may be destroyed immediately after use. All others are filed. Once these files are no longer relevant to basic office functions, however, records become non-current (or "inactive"). Non-current records of permanent historical value should be donated to the Northeastern University Archives.
- One of the most basic records management practices is "breaking a file." To break a file, start a new folder regularly, preferably every year, and apply consistent, meaningful labels. Breaking files helps in locating information while the records are active, and in discarding or storing records after they are no longer needed. It applies to both paper and electronic documents.

Step Two: Identify At-Risk Records

- At-risk records are materials threatened by identifiable vulnerabilities. They may require different handling from records which are not at risk.
- Electronic records are always at-risk. The first step in dealing with electronic records is to encourage personnel to care for them responsibly.
- E-mail, now a dominant form of correspondence, is especially vulnerable. Listserv, routine inter-office, and personal correspondence are not of long-term value and should be deleted. Official correspondence, however, should be sorted routinely (i.e. monthly) into appropriately labeled (including dates) electronic folders.
- The best course of action is to transfer a copy to the Northeastern University Archives immediately after creation. It is strongly recommended that electronic records be sent before the hardware or software on which they were created and stored becomes obsolete or degraded. This may occur as quickly as three years after the document creation date.
- To ensure permanent preservation, the Northeastern University Archives prefers open, well-documented formats such as Text (.TXT, .ASC, .RTF), Portable Document Format (.PDF), Graphics Interchange Format (.GIF), TIFF (.TIF), Joint Photographic Experts Group (.JPG), Hypertext Markup

Language (.HTML, .HTM), Standard Generalized Markup Language (.SGML), and Extensible Markup Language (.XML).

- The Northeastern University Archives will also give priority to updating certain popular proprietary file formats. These include standard Microsoft applications, such as Microsoft Word (.DOC), Microsoft Excel (.XLS), Microsoft PowerPoint (.PPT); Text and LaTeX (.TEX), Visio (.VSD), and RealMedia (.RA, .RM, RAM).
- If the same record exists in both electronic and paper form, save the paper copy rather than the electronic copy.
- Photographs and audio-visual materials are of great historical value. It is best to label them in pencil soon after their creation, so identifying information is not lost.

Step Three: Identify Records for Transfer

- This step is made possible by an efficient file labeling system. File names, particularly electronic files, should be unambiguous and reflect document content or function. As with paper records, electronic file directories should be organized logically. It is easier to separate current from not current records if files are broken into regular intervals, such as year or month.
- Choose an annual date to review and transfer records.
- Review the documentation plan and the selected records series. Do personnel or program changes require altering the plan?
- At the specified time, each responsible party should sort through appropriate documents as indicated by the Selected Records Series in Section II. Segregate inactive files from current records. Once this is routine, the process will simply involve locating the oldest files still under RMSC control and determining which records, if any, should be exceptions to the yearly transfer.

Step Four: Create a List of Box or Disk Contents

Box and disk inventories are brief lists of the files found in a storage box or an electronic storage disk. It is easiest to create these inventories when the box or disk is filled.

Box inventories should include:

- Unique number*
- Name of the person, office, or group whose files are in the box
- Date the files were put in the box
- General description of the files, such as "Correspondence" or "Committee Minutes"
- Year-dates covered by the files
- List of folder titles (or item titles for audio-visual materials)

Disk inventories should include:

- Unique number*
- Name of the person, office, or group whose files are stored on the disk
- Dates the files were copied onto the disk
- General description of the files, such as "E-mail Correspondence" or "2004 Budget Spreadsheet"
- List of file folder or directory titles
- Name or type of computer system on which the disk was created. To aid the preservation of electronic records, it is extremely important to know what hardware and software were used to create files.
- Application software names and version numbers used to create the files

*Note: Unique numbers are needed to connect boxes and disks with their contents lists. These simple codes, such as BD-C-2004 for Board of Directors-Correspondence-2004, should be written directly on box and disk labels.

Step Five: Notify the Northeastern Archives that records are available for transfer

Once materials are ready for transfer or if you have questions, please contact the Northeastern University Archives at 617-373-2351, or email Joan Krizack, University Archivist, at j.krizack@neu.edu to schedule a pick-up time.