

**CITY OF CAMBRIDGE
COMMUNITY BENEFITS FUNDING
PLANNING GRANT PROPOSAL**

FAMILY STABILITY PROJECT

Lead Organization:

De Novo, Inc. (*formerly Community Legal Services and Counseling Center*)

Partner Organizations:

Cambridge Economic Opportunity Committee, Inc.
Transition House, Inc.

Lead Organization Contacts:

Authorized Signature

Mojdeh Rohani, Executive Director
(617) 405-5464
mrohani@denovo.org

Primary Contact Person

John Froio, Deputy Director
(617) 405-5456
jfroio@denovo.org

Project Title: Family Stability Project

Amount Requested: \$30,000

Abstract: Cambridge Economic Opportunity Committee, Inc. (CEOC), De Novo, Inc. and Transition House, Inc. are seeking a \$30,000 Planning Grant for the Family Stability Project, which will provide comprehensive, wraparound direct services and targeted training to improve housing stability, financial security, and overall well-being of families living in Cambridge. The Project builds upon a long, rich history of collaboration between the three organizations in providing a range of services to low-income residents.

This partnership draws on the existing core strengths of each partner to address the top tier needs – CEOC (financial security), De Novo (mental health counseling) and Transition House (housing stability) – with a broader goal to coordinate, expand and integrate direct services and outreach to meet desired outcomes. Each partner will also leverage our wide networks of community partners to reach new households and utilize existing resources to expand the depth and breadth of supports available to families. Ultimately, the Family Stability Project will empower people with low-incomes to take control of their lives and vastly increase the health and vitality of our community. Our Project will promote safety and stability by offering residents a pathway out of poverty and the opportunity to create a better future for themselves and their families.

This partnership will serve Cambridge families with children that are low-income or living in poverty, with priority given to those headed by a single woman.

Target Population

Needs: Low-income families face tremendous barriers to housing, financial stability and emotional wellbeing, including a host of social, economic, cultural and legal obstacles. Many are often unaware of the supports available to them or find existing systems confusing and difficult to navigate. Families may face psychological trauma due to poverty and violence, as well as complex legal issues that are financially and emotionally difficult. Immigrants and refugees often experience cultural barriers like shame and taboo, social isolation and lack of English proficiency. Domestic violence victims may face control and manipulation by their abusers that prevents them from getting outside help.

Demographics: This partnership will serve families with children that are low-income or living in poverty, with priority given to those headed by a single woman. Most families will be 2-4 person households (one parent with 1-3 children or two parents with 1-2 children). Approx. 50% will be Black/African American, 15% Hispanic and 5% Asian/Pacific Islander. Many will be limited English speakers, with about 25% born outside the United States. Clients will reside throughout the City, with many from the North Cambridge, East Cambridge and Cambridgeport where there are larger populations of single female heads of household.

Most clients will reside in public or subsidized housing, with others residing in transitional housing, shelters or overcrowded/underhoused spaces. Seventy-five percent will be employed part- or full-time with approximately 25% deriving income from SSI/SSDI, unemployment insurance, Temporary Assistance for Needy Families (TANF) or child/spousal support. Nearly all will be receiving supplemental benefits such as SNAP or Emergency Assistance to Elderly, Disabled and Children (EAEDC). Beyond specifics on gender, economic status and parental status, this population will include many layers of identity – domestic violence survivors, LGBTQ, disabled, drug/alcohol addiction or mental illness, and all ethnicities and faiths. Our model will be sensitive to the unique needs and identities of all families who walk through our doors.

Overall Partnership

Common Vision: We envision an inclusive and diverse Cambridge where every person can access safe and affordable housing, economic stability, and overall well-being to shape healthy, productive lives and better futures.

Values and Guiding Principles: Our partnership has identified the following shared values and principles to shape and guide our work:

- *Utilize a holistic approach that focuses on the whole person.*

We consider all aspects of the individual and meet clients where they are – functionally, emotionally and socially – and examine the total well-being of individuals, families and communities at all levels and in all aspects.

- *Build a model responsive to multiple and intersecting challenges.*

We recognize there are many different forms of systemic discrimination that block people from accessing equal opportunity in our community. Individuals encounter barriers due to gender, race, income, immigration status, limited English proficiency, and ability, among other aspects of one's identity, as well as barriers unique to the intersection of those identities. Our approach will go

beyond addressing the multiplicity of struggles and respond to the ways disadvantages may overlap to reinforce barriers to opportunity.

- *Foster an inclusive process that centers client voices.*

We believe there is no single way of experiencing an issue, and that many voices and perspectives are necessary to make tangible, lasting and equitable change. Our process will be inclusive, driven by community feedback and incorporate diverse perspectives.

- *Drive change through collaboration and community.*

Lasting, scalable social change happens when we work collectively and creatively across systems and organizations. We will share resources, information, activities and expertise to identify new and better ways of strengthening our community. While working in collaboration, we will emphasize the importance of coming together as a community to solve problems and achieve equal opportunity.

- *Support individuals who are building and supporting families.*

We recognize the importance of family, and will focus on the unique challenges individual community members may face in sustaining their families. In particular, our model will prioritize women who often play a primary role as care providers to children and other family members. Ultimately, our role is to lift up, promote and support those most affected by identified issues, and allow the families we serve to play a substantial role in creating their own story.

- *Create an authentic, productive partnership built on identified strengths and assets.*

We enter this partnership with genuine respect for the value and importance of the resources, experience, perspective and time each organization brings to our collaboration. With our agreed upon values, goals and measurable outcomes as our framework, we will identify and leverage each partner's strengths and assets to design mutually-reinforcing activities, share resources, and work to increase capacity of all partners toward our common agenda.

Measurable Impact on Top Tier Needs

Our partnership will work to achieve the following impact on the top tier needs. While many services will respond to immediate family needs – eviction defense or benefits enrollment, for instance – our intention is to provide a sustainable support system that facilitates long-term, systems-wide improvements in family stability.

Goal 1: Families will have increased housing stability as a result of accessing a wide range of wrap-around support services, including financial coaching, credit counseling, benefits enrollment and advocacy, legal assistance, mental health and domestic violence interventions;

Goal 2: Families will have increased economic stability and financial wellbeing by gaining financial knowledge, increasing awareness of their financial attitudes, accessing appropriate financial resources, building financial skills, and making positive behavior changes;

Goal 3: Mental and behavioral health supports and counseling will be integrated within all housing and financial capability services to increase families' stability and resiliency; and

Goal 4: Families will have the capacity to advocate for policies and practices that will positively impact them and become more civically engaged.

Nature of the Partnership

This partnership builds upon a long, rich history of collaboration between the three organizations

that spans decades. For years Transition House, De Novo and Cambridge Economic Opportunity (CEOC) have collaborated on community trainings and workshops, cross-referrals for direct services, and consults between agency staff. Notably, De Novo's housing and disability benefits attorney's office was located at CEOC headquarters up until 2017; and in 2016, T-House and De Novo successfully coordinated proposals to the Mass. Office of Victims Assistance to secure VOCA funding for a De Novo staff attorney to provide legal assistance to T-House clients.

These long-lasting, successful collaborations have cultivated mutual trust and open communication between the organizations that will strengthen this new partnership. Decisions will be made by consensus, emphasizing creativity and compromise in conflict resolution. Partners will practice clear, direct and accessible dialogue facilitated by regular in-person meetings and revolving site visits.

Population Currently Reached

Collectively, the partnership provided direct services to 5,043 families living in Cambridge who are low-income or in poverty, with 1,445 of those families headed by a single woman. In its most recent fiscal year, Transition House served 97 families, with 49 self-identified as headed by a single woman, and provided community-based services to 142 families; Cambridge Economic Opportunity Committee served 4,901 families, with 1,362 headed by a single woman; and De Novo served 43 families, with 34 headed by a single woman.

The partnership projects that annually, Transition House would serve 50-75 more families and De Novo would serve 150-200 more families with mental health counseling and legal services, while significantly enhancing support available to nearly all Cambridge clients. CEOC will provide enhanced financial capability services to an additional 200 families, as well as continue to provide its bundled service model to all Cambridge residents with low and moderate incomes. All families would benefit from wraparound services from the three organizations. According to the Cambridge Housing Authority, there are 2,700 hard public housing/RAD/CHA housing units and 4,793 households in leased/voucher programs that could benefit from targeted trainings and service referral.

Partner Organizations

Partner: Cambridge Economic Opportunity Committee, Inc. (CEOC)

11 Inman Street, Cambridge, MA 02139 | ceocambridge.org | Tax ID: [REDACTED] | 501(c)(3)

Tina M. Alu, Executive Director, will provide administrative oversight of the project and be deeply involved in the planning and implementation. Raymond Chicoye, Director of Programs and Advocacy, will provide day-to-day program coordination, manage data collection, and provide supervision and support to program staff involved in the project. Both Alu and Chicoye will participate on the project planning team.

CEOC works in partnership with a number of community-based organizations and City programs serving low-income residents to provide individual advocacy, services and workshops on-site. Among its many collaborations, CEOC works with:

- Cambridge Housing Authority (CHA) to provide individual advocacy and direct services in buildings for senior and disabled residents, as well as workshops at all CHA locations;
- Fresh Pond Apartments to hold office hours twice a week to remove barriers for people living in North Cambridge;

- Community Learning Center to deliver individual services and workshops on a variety of topics;
- Metro Housing Boston to provide hoarding intervention services to Cambridge residents; and
- Inversant on college access and FAFSA education for low-income families.

Additionally, CEOC provides workshops and individual advocacy for clients of Cambridge Multi-Service Center, Salvation Army, Center for Families, Baby U, Cambridge Community Engagement Team, Head Start and Homeowners Rehab. CEOC's Haitian Action Group addresses issues impacting Cambridge's Haitian community.

CEOC engages families in a variety of ways. Its overall approach is to provide services in locations that families already utilize and where they feel safe and comfortable. CEOC staff also attend community events and forums to provide information on its services and increase community awareness of its programs. CEOC reaches diverse communities through its multicultural and multilingual staff who speak Spanish, Haitian Kreyol, Amharic, Portuguese and French. Most staff have worked at CEOC or in Cambridge for many years and are trusted by community residents.

CEOC works on an ongoing basis to make meaningful steps toward creating and nurturing a culture of true equity and inclusion. This begins with its hiring practices: 67% of staff are people of color and 67% are female. Fifty percent of the leadership team are people of color and 75% identify as female. CEOC promotes from within whenever possible to create career ladders for employees. Nearly half of CEOC's Board of Directors are representatives of the low-income community. Sixty-five percent of board members and 75% of board officers are people of color. CEOC's commitment to equity and inclusion is outlined in its personnel and program policies and is included in its orientation for staff, volunteers and board members.

Partner: Transition House, Inc. (T-House)

7 Temple Street, Cambridge, MA 02139 | transitionhouse.org | Tax ID: [REDACTED] | 501(c)(3)

Sarah Gyorog, Executive Director, will provide administrative oversight of the project and participate in planning and implementation. Ronit Barkai, Assistant Director, will provide day-to-day program coordination, manage data collection, and provide supervision and support to program staff involved in the project. Both Gyorog and Barkai will participate on the project planning team.

Transition House engages over 30 community partners, policymakers and neighbors to leverage all available resources for domestic violence survivors and create upstream solutions that stop violence from escalating and prevent families from becoming homeless. Through its Community Support Partnership, for example, T-House delivers comprehensive trauma-informed resources, counseling, and housing and legal system navigation support to families affected by domestic violence. This collaborative, whole-community approach unites resources from police, schools, childcare providers, landlords, legal aid and healthcare providers to holistically serve family needs.

Among its other prevention efforts, T-House sends a resident support coordinator to the Cambridge Housing Authority for regular office hours to meet directly with survivors and help prevent DV-related eviction and homelessness. The organization consults and closely collaborates with ethnic-specific domestic violence agencies, such as Asian Task Force Against Domestic Violence and Mass. Alliance of Portuguese Speakers, and it partners on referrals and trainings with Cambridge

Community Engagement Team, which employs outreach workers from key underserved groups: American-born Black, Bangladeshi, Chinese, Haitian, Ethiopian, Somali, Spanish and Arabic.

Transition House prioritizes equitable and meaningful access to all services. Fifty-four percent of staff are people of color and 97% identify as female. Staff speak eleven different languages. The organization recruits and hires staff who demonstrate cultural awareness and an interest in working with people from many backgrounds. Seventy-seven percent of its board members identify as female and many identify as domestic violence survivors. T-House materials are gender neutral and callers are notified over the phone that the organization is all-inclusive and does not discriminate against people of LGBTQ identity. The organization's shelter has wheelchair accessible bath and bedrooms, kitchen appliances and outdoors areas.

Lead Organization – De Novo

De Novo Executive Director Mojdeh Rohani will provide administrative oversight of the project and participate in planning and implementation. John Froio, Deputy Director, will oversee finances/budget and reporting. Amanda Becker, Development Director, will serve as project manager, facilitating data collection, reporting and partner communication. De Novo's Board Finance Committee oversees finances and meets quarterly. De Novo's Accounting Policies and Procedures Manual, updated in Jan. 2019, establishes internal controls with strict policies on cash receipts, cash disbursement and expense allocations, bank reconciliation and financial reporting.

De Novo carefully tracks client data like time invested, demographics, legal outcomes and broader impact in LegalServer, a customizable case management designed for grants reporting. De Novo currently manages a portfolio of 30-35 grantors, including several government contracts that require monthly/quarterly invoicing and/or reporting: Mass. Office of Victims Assistance (Victims of Crime Act), Violence Against Women Act STOP, City of Cambridge CDBG, UN Victims of Torture Fund, Dept. of Public Health RISE, and Mass. Legal Assistance Corporation CLAVC.

For decades, De Novo has developed close working ties with dozens of community organizations, legal services agencies, ethnic-specific and anti-poverty groups to avoid service duplication and collectively serve clients through a coordinated, regional approach. De Novo now collaborates with over 40 partners on referral and expedited intake, community education and training, and collective advocacy. Notably, De Novo has partnered with the City's Commission on Immigrant Rights and Citizenship for a monthly Immigration Legal Screening Clinic since Dec. 2017. Staff conduct community training, outreach and advocacy, having conducted 56 community trainings last year.

De Novo is a female-led organization, headed by Board President Liza Lunt, an English immigrant, and Executive Director Mojdeh Rohani, who first came to the U.S. as an Iranian refugee. Staff and volunteers include many people of color and those who are foreign-born, reflecting the diverse population De Novo serves. Of 20 current staff members, 17 are women and 8 people of color and/or foreign born. Seventy-five percent of De Novo's direct service staff are bilingual. Forty percent of board members are people of color and/or foreign born, and 40% identify as female. Board members also identify as Black, LGBTQ and members of diverse faith communities. Two former clients are now board members, including an immigrant and domestic violence survivor. In 2018, De Novo established a staff-led Diversity and Inclusion Committee, to foster a diverse, representative and collaborative environment for staff, volunteers and clients of all backgrounds.

Initial Plan for Program Model

The Family Stability Project will provide comprehensive, wraparound services and targeted training to improve housing stability, financial security and overall well-being of families living in Cambridge. Our model draws on the existing core strengths of each partner to address the top tier needs – CEOC (financial security), De Novo (mental health counseling) and Transition House (housing stability) – with a broader goal to coordinate, expand and integrate direct services and outreach to meet desired outcomes. Each partner will also leverage our wide networks of community partners to reach new households and utilize existing resources to expand the depth and breadth of supports available to families.

Our partnership will remove barriers to access by implementing services and training in the most inclusive, accessible and least restrictive settings possible. Direct services will be delivered by a diverse and culturally competent staff and be provided in clients’ primary language. We will co-locate for service and training delivery, hold open office hours, and take a “no wrong door” approach for inter-partnership referrals. This unconditional, family-centered model will flexibly arrange services to meet the unique needs of the individual family members it serves.

Strategy #1: Provide comprehensive, wraparound direct services to enhance family access to safe and affordable housing, financial stability, and improve overall well-being.

Affordable Housing & Homelessness

Prevent homelessness and involuntary displacement by helping families obtain or retain safe and affordable housing.

- *Legal assistance* for cases involving eviction defense; access to public or subsidized housing, including emergency applications; denial or termination of housing subsidies (including Section 8 or other government-subsidized housing); substandard housing conditions; fair housing and discrimination; illegal lockouts; and conversion of rental units into condominiums.
- *Housing navigation services* such as pre-eviction negotiation and advocacy; assistance in completing applications for public/subsidized housing, emergency housing and transfer requests; financial coaching, credit counseling; benefits enrollment; and housing search support.
- *Safe Housing access* including emergency shelter, transitional housing, permanent supported housing, safety planning and Violence Against Women Act (VAWA) housing voucher applications.

Financial Security

Enhance economic stability by helping families achieve financial literacy and access benefits.

- *Legal assistance* to secure financial resources such as SSI/SSDI benefits, child and spousal support, legal status/work authorization, and other benefits such as utility discounts, transportation vouchers, and job training.
- *Financial capability services* such as budgeting and financial planning; free tax preparation; enrollment in SNAP/Food Stamps, Emergency Aid to the Elderly, Disabled and Children (EAEDC) and MassHealth; and FAFSA assistance and college access coaching.
- *Direct financial assistance* to obtain permanent housing, and to remove barriers to permanent housing.

Behavioral Health: Mental Health & Substance Abuse

Integrate mental and behavioral health services into all housing and financial services to increase family stability and resiliency.

- *Free or low-cost mental health services* including individual and couples psychotherapy, group counseling, assessments and referrals, hoarding intervention, and ancillary social work.
- *Support heads of household* with tools to improve daily function, overcome trauma, and provide the best care possible to their families.

Strategy #2: Develop a training series for housing providers, community partners and client families to increase service effectiveness, improve outcomes and drive systems-level change over time.

Affordable Housing & Homelessness

Create trauma-informed training series to increase cultural understanding, reduce conflict, improve day-to-day interactions and ultimately, keep families housed.

- *Housing provider trainings* focused on improving skills of housing authority and subsidized housing provider staff such as property managers, security officers, office personnel, and leasing staff, among others.
- *Client trainings* to improve knowledge of legal rights of families, including tenant rights and housing options for VAWA/domestic violence survivors.
- *Community partner trainings* to equip their staff with tools to feel confident and effective in serving this vulnerable population.
- *Examples:* Conflict resolution, housing domestic violence survivors, cultural sensitivity, housing hoarders, housing seniors, and communicating with people with mental illness.

Financial Security

Expand and create new series of financial education workshops for families to improve economic stability and help make positive long-term behavior changes.

- *Client trainings and workshops* to improve financial literacy and awareness of financial attitudes, budgeting, education access and college readiness, credit repair, and knowledge of financial resources and public benefits for families.
- *Community and provider trainings* to help understand client finances and develop proactive solutions to financial challenges.

Behavioral Health: Mental Health & Substance Abuse

Deliver trauma-informed mental health trainings to improve landlord/tenant relationships, enhance community supports and help families heal past trauma.

- *Client trainings* focused on healthy relationships (teens and adults), conflict resolution, mental health basics, and supporting family members with addiction.
- *Housing provider trainings* to improve communications skills and approach for tenants with mental illness and/or in crisis.
- *Community partners* supported with individual staff consults, as well as trainings and strategy to help them better serve families impacted by trauma.

Cambridge Family Stability Project
 CEOC/De Novo/Transition House Partnership
Planning Phase Budget

PLANNING PHASE BUDGET	
Personnel Costs	
Design of Project	
Cambridge Economic Opportunity Committee (CEOC)	\$ 7,500.00
Transition House	\$ 7,500.00
De Novo	\$ 7,000.00
Total Personnel	\$ 22,000.00
Administrative Costs (includes drafting of proposal, fiscal agent duties and project oversight)	
De Novo (Administrative)	\$ 3,000.00
De Novo (Drafting)	\$ 4,000.00
Total Administrative	\$ 7,000.00
Non-Personnel Costs (includes costs for meetings, travel, forums, surveys and other community outreach)	
Office Supplies	\$ 1,000.00
Total Non-Personnel	\$ 1,000.00
TOTAL BUDGET	\$ 30,000.00

2019 Board of Directors

Liza Lunt, De Novo Board President (2017) and Board Member (since 2012). She is an attorney and of counsel at Zalkind, Duncan, and Bernstein LLP and lives in Boston, MA. She is an English immigrant.

Walter Bardenwerper, Board Vice President (2018). He is an Adjunct Professor of Law at Georgetown University and recently retired after working for 25 years as Vice President, General Counsel and Secretary of Towers Watson & Co. He lives in Portsmouth, NH.

John Brown, De Novo Board Clerk and Board Member (since 2014). He is program director of Tufts Medical Center Mobile Forensic Team and a Forensic Psychologist, and lives in Canton, MA. He is African American.

Mark Smith, De Novo Board Treasurer (2017), President Emeritus and Board Member (since 1996). He is a partner in Goodwin Procter's Corporate Group and a member of its Leveraged Finance Practice, and lives in Cambridge, MA.

Mark Bernfeld, Board Member (2012). He is vice president of Towers Watson Reinsurance and president of Tamarack Technologies. He lives in Natick, MA.

Julia Byers, Board Member (2007). She is a professor emerita and former director of the expressive therapies graduate program at Lesley University, and lives in Newton, MA. She is a Canadian immigrant.

David Henderson, Board Member (2017). He is Chair of the Department of Psychiatry at Boston Medical Center, and Assistant Dean of Diversity and Multicultural Affairs at Boston University School of Medicine. He lives in Bedford, MA. He is African American.

Hugo Kanya, Board Member (1993). He is a clinical psychologist at Simmons College School of Social Work and in private practice, and lives in Arlington, MA. He is a Ugandan immigrant.

Marie Lee, Board Member and President Emerita (1986). She is an attorney and partner at McCue, Lee & Greene and lives in Jamaica Plain, MA.

John A. McBrine, Board Member (since 2012). He is a partner in the Trusts & Estates Department at Nutter, McClennen & Fish LLP and lives in Waltham, MA.

Tony Mirenda, Board Member and President Emeritus (1999). He is a partner at Foley Hoag LLP and a senior attorney in the firm's pro bono domestic violence prevention project. He lives in Lincoln, MA.

Craig Merrick Mortley, Board Member (2018). He is a supervisor of domestic violence services at YWCA in Central Mass. and lives in Worcester, MA. He is a Jamaican immigrant and client eligible.

Mary Murphy, Board Member (2018). She is a registered nurse and a lactation counselor, as well as a member of the Custody Awareness Collaborative and speaks publicly about issues related to domestic violence. She is a domestic violence survivor and is client eligible.

DE NOVO

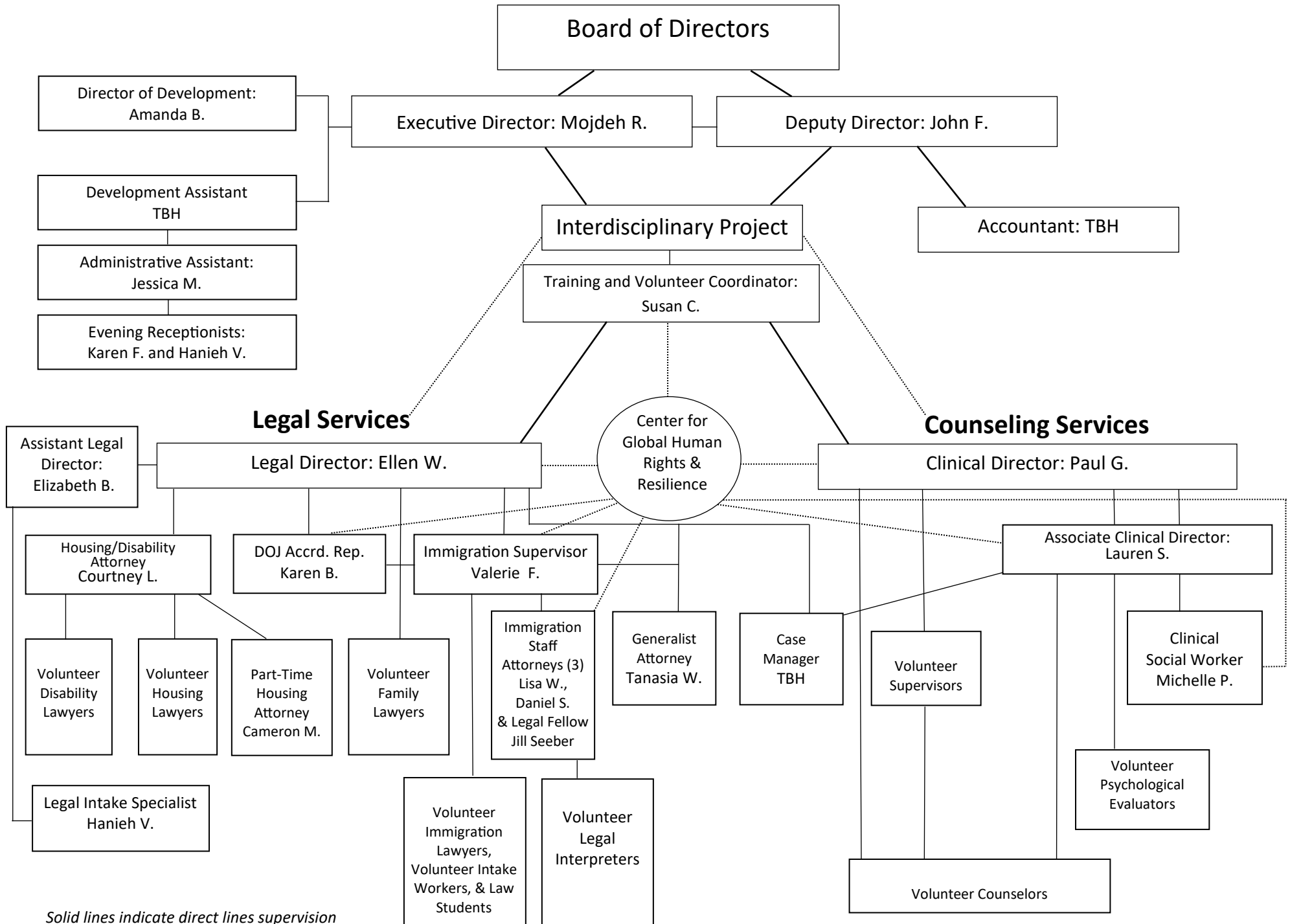
CENTER FOR JUSTICE AND HEALING

Christine Nelson, Board Member (2017). She is co-founder and retired managing director of Cornerstone Research and lives in Cambridge, MA.

Joshua Rubenstein, Board Member (2017). He is Associate Director for Major Gifts at Harvard Law School and lives in Brookline, MA. He served as an organizer and regional director for Amnesty International USA for 37 years.

Jennifer Webster, Board Member (2017). She is Director of Clinical Operations at Foundation Medicine Incorporated and lives in Hanover, MA.

De Novo



Solid lines indicate direct lines supervision
Revised: 2/15/2019

Internal Revenue Service
District Director

Department of the Treasury

Date: DEC 2 1981

P. O. BOX 9107
J.F.K. POST OFFICE
BOSTON, MA. 02203

Our Letter Dated:

Person to Contact:

D. Duncan

Contact Telephone Number:

223-6434

Cambridgeport Problem Center, Inc.
One West St.
Cambridge, MA 02139

BOS-81-2025

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization which is not a private foundation until the expiration of your advance ruling period.

Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Internal Revenue Code, because you are an organization of the type described in section * . Your exempt status under section 501(c)(3) of the code is still in effect. * 170(b)(1)(A)(vi) and 509(a)(1).

Grantors and contributors may rely on this determination until the Internal Revenue Service publishes notice to the contrary. However, a grantor or a contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section 509(a)(1) status, or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section 509(a)(1) organization.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



District Director

You qualify for status 170(b)(1)(A)(vi) because you are described in Section 509(a)(1) of the Internal Revenue Code.

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
G.P.O. BOX 1680
BROOKLYN, NY 11202

DEPARTMENT OF THE TREASURY

Date: NOV 27 1995

COMMUNITY LEGAL SERVICES AND
COUNSELING CENTER, INC
ONE WEST ST
CAMBRIDGE, MA 02139-1707

Employer Identification Number:

Case Number:
115325046

Contact Person:
MORRIS PITTSKY

Contact Telephone Number:
(718) 488-2349

Date of Exemption:
7006

Internal Revenue Code
Section 501(c)(03)

Dear Applicant:

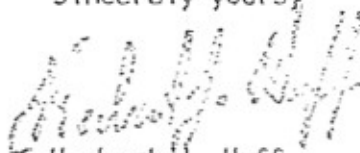
Thank you for submitting the information shown on the enclosure. We have made it a part of your file.

The changes indicated do not adversely affect your exempt status and the exemption letter issued to you continues in effect.

Please let us know about any future change in the character, purpose, method of operation, name or address of your organization. This is a requirement for retaining your exempt status.

Thank you for your cooperation.

Sincerely yours,



Herbert J. Huff
District Director

DE NOVO

CENTER FOR JUSTICE AND HEALING

De Novo Operating Budget Fiscal Years 2018 and 2019 (July 1 – June 30)

REVENUE & DONATED SERVICES	FY2019	FY2018
Government Grants & Support	\$889,947.00	\$863,565.00
Direct Contributions	\$475,000.00	\$462,453.00
Non-Gov't Grants	\$364,180.00	\$399,027.00
Events	\$50,000.00	\$52,250.00
Program Fees	\$30,000.00	\$28,247.00
Subtotal Revenue	\$1,809,127.00	\$1,805,542.00
Donated Goods & Services	\$600,000.00	\$600,000.00
Total Revenue	\$2,409,127.00	\$2,405,542.00
EXPENSES	FY2019	FY2018
Salary and Related Expenses	\$1,545,966.12	\$1,507,805.00
Facility and Equipment	\$158,819.00	\$143,308.00
Contract Services (<i>IT, Audit, Translators</i>)	\$37,400.00	\$32,800.00
Non-Personnel Expenses (<i>Office Supplies, Software, Internet, Postage, Publications</i>)	\$45,800.00	\$42,400.00
Other Expenses (<i>Insurance, Dues, Travel, Training, Litigation</i>)	\$42,250.00	\$52,750.00
Subtotal Expenses	\$1,830,235.12	\$1,779,063.00
Donated Goods & Services	\$600,000.00	\$600,000.00
Total Expenses	\$2,430,235.12	\$2,379,063.00
Net Ordinary Income	\$21,108.12	\$26,479.00

Letter of Affirmation

Participants:

Cambridge Economic Opportunity Committee, Inc.
De Novo, Inc. (formerly Community Legal Services and Counseling Center, Inc.)
Transition House, Inc.

Project:

Cambridge Economic Opportunity Committee, Inc. (CEOC), De Novo, Inc. and Transition House, Inc. are seeking a \$30,000 Planning Grant for the Family Stability Project, which will provide comprehensive, wraparound direct services and targeted training to improve housing stability, financial security, and overall well-being of families living in Cambridge.

Terms of Agreement:

De Novo, Transition House, and CEOC agree to collaborate on the provision of direct housing, financial, legal and mental health services. The Family Stability Project builds on a decades-long collaborative relationship between the three organizations in providing a range of services to low-income clients. Transition House, De Novo and CEOC have collaborated on community trainings and workshops, cross-referrals for direct services, and consults between agency staff.

The primary responsibility of each organization in the Family Stability Project is as follows:

- CEOC: Financial stability and training
- De Novo: Mental health counseling, legal services and training
- Transition House: Housing stability and training

Services include those stated above and any additional activities agreed upon by all parties.

Partner Roles:

De Novo will serve as Lead Organization for the Family Stability Project, with CEOC and Transition House as Partner Organizations.

Timeline:

The roles and responsibilities are contingent on the three organizations receiving funds requested for the Project described in our grant application. Responsibilities under this agreement would coincide with the grant period.

Authorized Signatures:

De Novo, Transition House, and CEOC were actively involved in the development of this proposal and fully support the application. We have read this Letter of Affirmation and agree to its terms:



Tina Alu
Executive Director
CEOC



Mojdeh Rohani
Executive Director
De Novo



Sarah Gyorog
Executive Director
Transition House

Date: February 15, 2019

Date: February 15, 2019

Date: February 15, 2019

DE NOVO

CENTER FOR JUSTICE AND HEALING

Lead Organization: De Novo, Inc.

List of References:

City of Cambridge Commission on Immigrant Rights and Citizenship

Contact: Nancy Schlacter, Executive Director

Phone: 617-349-4396

Email: nschlacter@cambridgema.gov

Partner on \$32,402 annual grant to deliver monthly Immigration Legal Screening Clinic.

Massachusetts Legal Assistance Corporation (MLAC)

Contact: Lynne Parker, Executive Director

Phone: 617-391-5640

Email: lparker@mlac.org

De Novo receives \$294,519 in annual funds for our Legal Program.

Massachusetts Office of Victim Assistance (MOVA)

Contact: Liam Lowney

Phone: 617-586-1346

Email: liam.lowney@state.ma.us

Receive \$323,000 in annual funds from the Victims of Crime Act to provide mental health and legal services to victims of crime.