

Community Benefits Fund Planning Grant Proposal

Partner Organizations:
Community Art Center (Lead),
Margaret Fuller Neighborhood House
Tutoring Plus

NARRATIVE

i. Title Page

Project Title

Port Arise Institute

Project Abstract

Port Arise Institute is a multi-year training and community building program that honors the cultural, neighborhood and individual assets of families living in and around Cambridge's Port neighborhood. The Institute uses an innovative combination of place making/keeping and 2-Generation strategies to provide opportunities, leverage neighborhood assets and address ongoing needs. Port Arise streamlines and connects current resources and gives community members mechanisms to drive the development of future neighborhood services. Port Arise employs three strategy areas that ensure responsiveness to individual, family and community needs: Case Management and Counseling allows us to respond to the unique needs of families and provides an ongoing source of feedback and data. Individual and Family Education gives Port Arise families the knowledge and skills they need to advance individually and to support community advancement. And Community Leadership creates concrete opportunities to implement ideas and make change. Port Arise is supported by a dedicated group of partners and service providers who function as advisors, deliver programs and participate in case management. The Port Arise Institute was conceived of by three historic Port-focused nonprofits: Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus of Cambridge to promote the legacy and vision of the Port, increase the economic empowerment and self-sufficiency of residents and ensure that families have their most urgent needs met.

Grant Amount Requested

\$30,000

Partnership's Lead Organization

Community Art Center, Inc.

Lead Organization Primary Contact and Community Benefits Project Primary Contact

Eryn Johnson, Executive Director

Community Art Center, Inc.

119 Windsor Street, Cambridge, MA 02139

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ii. Approach to Target Population, Partnership, Partnering Organizations, & Lead Organization

Target Population Needs, Challenges, Strengths, Gaps and Opportunities

Port Arise Institute is a place-based initiative that works primarily with low-income families living in and around Cambridge's Port neighborhood. The Port is a culturally rich neighborhood whose residents **need** to be celebrated as an integral part of the innovative development of Cambridge. They need to be allowed to identify their own struggles and to be engaged as thought partners in solving problems. They need the resources to address their challenges and to have their families, culture and community institutions acknowledged as both holders of history and vessels for future growth. The Port's legacy is being **challenged** by rapid gentrification. A densely populated community which is home to two of the largest public housing developments and one of the largest youth populations in Cambridge, the neighborhood is sandwiched between Kendall and Central Square, two of the most quickly developing centers of technology and life science in the world. Frustration and anger rises as residents look out their front door to see unfamiliar neighbors and amenities they cannot afford. The poverty rate and real-estate boom has led to displacement, despair and community crime/violence. Port residents manage the individualized trauma that often accompanies poverty along with the collective trauma of being under-represented in civic dialogue. Despite its challenges, the Port retains many **strengths**: the Port is one of the most diverse and eclectic areas in Cambridge and has a positive reputation as an immigrant friendly and culturally rich community. The Port is home to several nonprofits and City programs offering Citywide services, with a handful, including the three partners on Port Arise, who are grounded in the Port community. The Port has a deep and vital history: four historic African American churches started in the Port and the Newtowne Court and Washington Elms Housing Developments are two of the oldest federal housing developments in the country. Despite being surrounded by resources, there are several **gaps**: As low-income populations in Cambridge become more geographically concentrated new programs have popped up to "save" Port residents. New and existing programs are not coordinated, and programs do not combine skills building, resource connections and ongoing supports. One of the great **opportunities** in the Port lies in its proximity to the wealth and knowledge of Kendall Square and the Cultural and tourism opportunities growing in Central Square. The history, community and culture of the Port can protect families and help them build the strength they need to thrive.

Target Population Demographics

The Port Arise Institute will serve 30+ low-income families with children, particularly those headed by single women. Families will primarily identify as Black, Latinx, Mixed Race or Asian and will include many who were born outside of the United States. Port Arise will receive referrals from the MFNH Street Worker, who works with previously incarcerated young adults, and from managers of low income housing developments. Recruitment for Port Arise will focus on families living in and around the Port. Port families are hardworking but still struggle due to the high cost of living in Cambridge. The 2016 Estimated Tract Median Family Income for the Port is \$32,637, well below the \$101,700 Median Family Income calculated for the City of Cambridge. The Port has the highest individual poverty rate in the City, the highest number of clients who use the Supplemental Nutrition Assistance Program and the highest number of Hispanic and Black residents living in poverty. 30% of total households in the Port are headed by single women with children, the highest in Cambridge by over 10%.

Partnership Vision, Shared Values, and Guiding Principles

The Port Arise Institute will create a neighborhood collective that preserves the racial, economic and social diversity of the Port; seeks equity for historically underrepresented groups; and amplifies resident voices. Our values and principles reflect our two-pronged Place Making/Keeping and 2-Generation approach and are inspired by research done by The Aspen Institute, The Project for Public Spaces and the National Endowment for the Arts Our Town Program.

Our partnership is grounded in our shared **values**:

- **Agency:** We believe in the capacity of individuals to take action on their own behalf, to organize and to lead personal, family and neighborhood change.
- **Community:** We believe in the power of place and in the power of people coming together around their shared stories and cultures, creating a deep knowledge of where we have been in order to shape the future.
- **Connection:** We believe that trusted conveners and connectors play a key role in inspiring meaningful innovation and systems-level change that leverages the powerful potential of cross-sector partnerships.
- **Continuity:** We believe that neighborhoods, cultural districts and innovation districts should strive to create and maintain an urban fabric that honors the community's rightful role as stewards in order to build social capital and identity.

Our programs and activities are guided by the following **principles**:

- Measure and account for outcomes for children, their parents and their community
- Engage and listen to the voices of families
- Foster innovation and evidence together
- Align and link systems and funding streams
- Prioritize intentional implementation
- Respectfully and authentically engage culture and history
- Ensure equity

Impacting and Influencing Top Tier Needs and Adding Community Value

By coming together around a resident-driven, data-based project and ongoing leadership and planning structure, the Port Arise Institute will create a framework that promotes more effective services and support for all residents. We recognize the interconnected nature of housing stability, financial security and mental and behavioral health, and we believe that this initiative will have a measurable impact on all three by supporting families and their unique needs. Specifically, we will increase housing stability by working closely with housing providers and housing advocacy organizations. In regard to financial security, we will provide entrepreneurship training and other opportunities to increase economic assets. Several program components will also address mental health and well-being with a focus on supporting parents, providing individualized support and building social capital. Overall, the three strategies of the institute will provide holistic support for families and increase social resiliency within the community. This resiliency will be bolstered by the collaborative and resident-led delivery system that is at the heart of Port Arise. By aligning historic community agencies and providing a mechanism for families to create and evaluate their own needs, we will leverage assets and increase impact.

Nature of Partnership and Decision Making Among Partnering Organizations

Margaret Fuller Neighborhood House, Community Art Center and Tutoring Plus of Cambridge have been meeting regularly to build this collaborative initiative since Spring 2017. Together the three agencies have provided over 248 years of programming and services to the Port neighborhood. Inspired by their collective work as part of the 40+ year old Kendall Community Group and by the swift pace of change in the neighborhood, the leaders of these organizations recognized a need to apply collective impact principles to the Port neighborhood and to partner more formally. The partnering organizations have worked together informally for many years, providing holistic support to many families in the neighborhood and working together on some activities. Through this more formal partnership, the organizations will streamline services, build on resources and create a safety net and launch pad for families. Organizational leaders will meet about Port Arise on a regular basis to guide the initiative. Decisions will be made through a consensus model, and all decisions will be deeply informed by community members and by secondary partners or “Service Provider” organizations. Each partner’s voice will have equal weight over decisions that impact the initiative as a whole. At the programmatic level, leaders will engage community and staff in decision making and communicate clearly about the decision making process and outcomes to the partners. Throughout the initiative planning and implementation process, we will center community voice/choice and will offer multiple entry points for input and leadership including community surveys, focus groups, community liaison roles, an annual planning forum and resident led evaluation.

Partner Organization Information: Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus

Current and Anticipated Reach

Currently, the Community Art Center reaches over 100 families, Margaret Fuller Neighborhood House reaches 1,500 families, and Tutoring Plus reaches 90 families. If funded, the partnership anticipates that it will increase and deepen supports to current families, engage up to 30 new families per year through the cohort, and engage a broader section of the community through the community-level work.

Organization Descriptions

Community Art Center (119 Windsor Street, tax ID [REDACTED] www.communityartcenter.org, 501c3 organization) was founded by neighborhood parents in 1937 and their mission is to *cultivate an engaged community of youth whose powerful artistic voices transform their lives, their neighborhoods and their worlds*. The Art Center has a successful history of engaging community, and providing creative, challenging learning opportunities to opportunity youth within a family-like environment. Their unique circle of social and emotional supports includes family programming, academic help, mental health and transportation services and up to three full meals a day. With a combined total of over 40 years working to support youth and families in the Port neighborhood, the Art Center’s leadership team is well qualified. The Art Center’s Executive Director will provide guidance and oversight for the project and will engage Program Directors and Coordinators in project planning, outreach and data collection efforts. The Development Director and Administrative Coordinator will coordinate fundraising and financial management. In addition, Adult Apprentices, Teen Youth Council and Pre-Teen Youth Advisory Board will provide key insight to program

development. The Community Art Center has a long history of partnering with local nonprofits, corporations, government entities and institutions. The Art Center involves families at all levels of their organization, as board members, volunteers, staff and as program participants. The Art Center will use outreach tools such as our Port Art Truck, youth led community workshops, neighborhood based public art and events to recruit and engage new families for the Port Arise Institute. They will also leverage their network of alumni and neighborhood based partners to spread the word about Port Arise. The Art Center staff and youth participate in ongoing training, dialogue and activism around diversity, equity and inclusion. The Board and Staff of the Art Center reflect the community they serve and they generate art work that encourages dialogue around equity at the local and national level including our annual *Do It Your Damn Self!!* National Youth Film Festival, the oldest youth curated film festival in the country.

Margaret Fuller Neighborhood House, Inc. (71 Cherry Street, Cambridge, MA 02139, EIN [REDACTED], [REDACTED], www.margaretfullerhouse.org, 501(c)3 Organization) was founded in 1902 as a Settlement House providing support and services to help immigrants assimilate into American culture. *The mission of the Margaret Fuller House (MFNH) is to strengthen and empower youth, families and community residents. We work to address the economic, social and political inequities that shape the lives and futures of Cambridge area residents.* What began as a settlement house at the height of the industrial revolution today is a neighborhood house that provides critical support and a broad range of services to thousands of vulnerable individuals and families of Cambridge. Margaret Fuller House has a strong and active Board of Directors. Along with the Executive Director and leadership team, MFNH staff will meet regularly to establish tasks and assignments to achieve the goals of the partnership. A representative will act as the primary contact with partners at the Art Center and Tutoring Plus to synchronize activities and work effectively as a team. This is a model MFNH has used successfully in the past to partner with the Cambridge Historical Society, Kendall Community Group, Cambridge Redevelopment Authority, and other recent partnerships. MFNH sees families, in-person, each week through their programs to address equity issues in the neighborhood they serve. They will leverage current contacts and provider partners to cast a wide net and engage families not already connected to Margaret Fuller House or the other partner organizations. MFNH connects socially responsible corporate partners to the important work they do in the community. Margaret Fuller House has a diverse staff and board that truly reflects the people they serve. They make a concerted effort to recruit and hire employees who can employ empathy for the challenges faced by their patrons. MFNH programs emphasize social justice and social action, particularly in their youth services. They participate in training to ensure that they are sensitive to challenges and experiences that families have in Cambridge. MFNH knows that they are a more impactful resource to the community by being more attuned to the people in the community.

Tutoring Plus of Cambridge, Inc. (225 Windsor Street, Cambridge, MA 02139, EIN: [REDACTED], www.tutoringplus.org, 501(c)3 organization) was founded in 1964, and their mission is *to advance educational equity by supporting youth in their academic, personal and social growth.* Tutoring Plus serves nearly 200 Cambridge students in grades 4-12 each year with free 1:1 tutoring and mentoring, subject-specific enrichment programs and gender-specific enrichment programs. The Executive Director of Tutoring will be actively involved in the project planning and implementation and will also engage Tutoring Plus staff where appropriate for input and involvement. Collaboration is one of

Tutoring Plus' core values because it enables them to strengthen and deepen programs to better meet the needs of students and families. Currently, their main cross-sector partners include Cambridge Public Schools (Fletcher Maynard Academy and Cambridge Street Upper School), Cambridge Housing Authority, and Fresh Pond Apartments. Tutoring Plus also partners with other nonprofits in the Port neighborhood, which allows them to connect students and families with needed services and provide more holistic support. Through experience with various partners, Tutoring Plus learned the importance of timely and open communication, collaborative expectation setting, and cultivating sustainability. Currently, Tutoring Plus engages families with an initial family orientation in the fall, regular communication touch points throughout the year, and two annual potluck parties. All program staff engage in regular communication with families, whether in-person during drop off/pick up, via phone or email. To engage new families for this project, Tutoring Plus will leverage the expertise and connections of current families to help bring others into the program. Tutoring Plus has found that word-of-mouth within specific communities (Bangladeshi and Ethiopian) are highly effective for sharing information. They will also utilize partnerships with Cambridge Public Schools and others to help conduct targeted outreach. As a nonprofit committed to educational equity, Tutoring Plus is committed to equity and inclusion within their organization. Over the past four years, they have made a conscious effort to ensure that staff and volunteers are more reflective of the student population that we serve. Additionally, all staff engage in regular training on identity, examining own implicit biases, and reflecting on their own roles in perpetuating or dismantling structural racism.

Lead Organization Information: Community Art Center

Experience in Managing and Participating in Partnerships

The Community Art Center has a demonstrated history of successfully managing partnerships. Since their inception they have partnered with the families living in the Newtowne Court and Washington Elms Public Housing Development and the Port neighborhood. A recent example of the Art Center managing an effective partnership was a project created in response to a neighborhood shooting in 2016. After several community discussions that included families, city departments, and teens, the Home Port Public Art Initiative was created. Home Port was a multi-year arts-based place making project focused on building the social-emotional strength of the Port neighborhood by using story sharing, healing circles and community events. The Community Art Center was the lead and partners included the Cambridge Public Health Department, the Cambridge Police Department, MFNH and Tutoring Plus. The Community Art Center has ongoing partnerships with a wide range of City Departments; area real estate companies; local, state and national youth development and arts nonprofit organizations; local corporations and universities. They also have ongoing relationships as a partner and fiscal agent for the Port Café and the Goree House and founded both the Port Providers group and the Port Public Art Leadership Group. Through their public art initiatives, they have established ongoing partnerships with several coporations including Novartis, Alexandria Real Estate, BioMed Realty, Google and Boston Properties. The Art Center launched their arts workforce development program, Creative Current, in 2017 in collaboration with MIT and regularly hosts interns from Lesley University, Emmanuel College and Massachusetts College of Art.

Capacity to Manage Grants & Partnership Requirements

The Community Art Center's administrative team is made up of an Executive Director, Development Director, Administrative Coordinator and an Administrative Assistant. Accounting oversight and management is provided by the Finance Committee of the Board, an external financial services company and an accountant. Under their current leadership, the Art Center has demonstrated a track record of successfully managing government, private, and corporate grants and contracts ranging from \$25,000 to \$750,000 – including managing contracts with complex reporting requirements with the Massachusetts Department of Early Education and Care, the Massachusetts Department of Education and the National Endowment for the Arts. The Art Center has been a recipient of United Way funding for over 20 years, consistently meeting fiscal and reporting requirements. Additionally, 65% of the Art Center's private foundation donors have supported the organization for five years or more – a true testament to the Art Center's capacity to steward funds responsibly. The most recent example of the Community Art Center's capacity to manage a complex partnership was their 2018 building renovation project that included replacing the HVAC system that serves the community center side of 119 Windsor Street. The renovation included the installation of a commercial kitchen, and a full renovation of office and classroom spaces. In order to fund this project, the Art Center raised \$1.4 million through foundation and corporate donations and through being awarded a large, complex and competitive contract with the Department of Early Education and Care Early Education and Out of School Time Facility Fund. The Art Center was lead partner on the facility renovation project and coordinated building partners from the City of Cambridge, Cambridge Health Alliance and Cambridge Housing Authority.

Fiscal Discipline and Internal Financial Controls

Fiscal discipline and internal financial controls at the Community Art Center are provided by a combination of staff, board and external financial consultants. Day to day financial management is provided by the staff Administrative team with consultation from an external bookkeeping and financial services company. Each month, the Finance Committee of the board reviews financial reports that include cash flow, budget projections and year to year comparisons. Auditing services and ongoing accounting advice is provided by a certified accountant. The Art Center's team of financial professionals has stewarded the organization with proven success. In the past decade, the Art Center experienced gradual and significant growth. In 2007 their operational budget was \$540,000 and grew to \$1,242,209 in operational income by 2018. Their diverse, cross-sector funders include the Massachusetts Cultural Council, Department of Early Education and Care (EEC), C.F. Adams Trust and Sanofi Genzyme. Through public art commissions their corporate funding has more than doubled in the past 3 years. In the coming year, through participation in the Barr-Klarman Massachusetts Arts Initiative, Art Center staff will receive trainings around capitalization that will include a 7 year retrospective financial analysis and the creation of new mission based financial goals.

Data Collection Experience and Capacity

The Art Center's internal data collection includes bi-annual progress reports for youth ages 5-12, and pre/post semester self-evaluations for teens and young adults based on indicators established by the Boston Youth Arts Evaluation Project. The Community Art Center is required by many funders to document the participant demographic information and program participation statistics. This data is used in combination with progress reports and participant self-evaluations to reflect on practice,

assess program effectiveness and assess youth growth against participant outcomes and program goals. All performance indicators are established using a logic model derived from the Art Center's strategic plan. Program Directors conduct student, staff and parent focus groups at the end of each fiscal year to create an annual report to the board on their progress on goals set in the previous year. New program goals are created each year through meetings with staff and youth leadership.

Addressing Equity and Inclusion

The Community Art Center approaches diversity, equity and inclusion through an anti-oppressive lens using an arts-based approach to address the difficulties our families face. The Art Center strives to operationalize our values in our daily practice. Our staff, board and youth leadership reflect and celebrate the community we serve and celebrate – 74% are people of color, 26% were either raised in the Port or are program alumni, 53% grew up working class and/or in public housing and 74% are artists. The Art Center's creative projects are artistic achievements and they also serve as pedagogical tools - introducing complex social issues and the practice of critical analysis to children as young as five years old. Diversity, equity and inclusion themes are woven throughout Art Center programs and are addressed explicitly through trainings at staff meetings, quarterly Unity Zone classes for 5-12 year olds, Youth Council and Launch Pad meetings for teens, and restorative justice circles held in the community. During a time of rapid change and economic inequality, the Community Art Center generates creative dialogue that redistributes agency, promotes a right to co-create culture and allows communities to build a collective future.

Representing and Engaging the Community

The Community Art Center is both an arts organization and a historic social service organization that has represented and engaged the same neighborhood and community for over 80 years. The Art Center's commitment to community voice and agency was elevated through the establishment of their public art program in 2012. Since that time, the Art Center has involved hundreds of community members in creating five 125+ foot graphic design murals, five hand-painted murals and one mosaic mural. They started an art and music series, debuted the Port Art Truck, and created the annual Port Arts Festival. The Art Center's public art programs now include an apprenticeship program that connects young adults to resources in Kendall Square and a year-round training program where students train and create with a Master Artist. The Art Center also addresses community isolation by creating and maintaining networks of sustained support at the neighborhood, municipal, state and national level. The Art Center helped to organize the Cambridge City Council Forum for the Arts, helped to organize the selection committee for the Cambridge Arts Council's recent public art initiative in the Port, sits on the Central Square BID Steering Committee and the Mayor's Arts Task Force. The Community Art Center has made strides in recent years to contribute to the vitality of the Port by expanding programs, improving artistry and increasing visibility. They expanded their Community Programs in 2014 to include programming for families and increased their large scale public art works. In 2015, after two local programs were priced out of the neighborhood, the Art Center doubled the size of their facility, adding 26 new students, a gymnasium for community events and 3 new classrooms. In spring 2017, the Community Art Center was one of 89 programs in the country to receive a National Endowment for the Arts Our Town grant. In 2018 the Art Center was awarded the Champions in Action award by Citizen's Bank and was selected as one of 30 organizations across the State to be part of the Barr-Klarman Massachusetts Arts Initiative.

iii. Initial Plan for Program Model

Project Overview

Port Arise Institute is a multi-year training and community building program that honors the cultural, neighborhood and individual assets of families living in and around Cambridge's Port neighborhood. The Institute uses an innovative combination of place making/keeping and 2-Generation strategies to provide opportunities, leverage neighborhood assets and address ongoing needs. Port Arise streamlines and connects current resources and gives community members mechanisms to drive the development of future neighborhood services. Port Arise is supported by a dedicated group of partners and service providers who function as advisors, deliver programs and participate in case management.

Engaging Families & Community

Port Arise Institute will engage a cohort of 30+ families each year who live in and around the Port. Recruitment priority will be given to low-income families and female led households. Port Arise addresses all five components of the 2-Gen approach as established by the Ascend Initiative at The Aspen Institute, which include social capital, early childhood development, postsecondary/employment pathways, economic assets and health & well-being of families and community. Our three strategy areas have been built specifically to ensure that Port Arise is responsive to individual, family and community needs. Case Management and Counseling allows us to respond to the unique needs of families and provides an ongoing source of feedback and data. Individual and Family Education gives Port Arise families the knowledge and skills they need to advance individually and to support community advancement. And Community Leadership creates concrete opportunities to implement ideas and make change. Port Arise will weave trainings around racial, economic and cultural equity in all three strategy areas, and will also make these values visible through our Cultural Production Community Leadership activities.

Leveraging Partnerships & Resources

The Port Arise Institute was conceived of by three key neighborhood nonprofits: Margaret Fuller Neighborhood House, Community Art Center and Tutoring Plus of Cambridge. Through their collective work and each organization's own projects, this group of leaders has worked closely with governmental, institutional and corporate stakeholders for many years. They have also led the charge to provide access to superior programming and services in the Port for a combined 248 years. Because of the high incidence of need, the Port neighborhood is one of the first places service providers and outsiders look to initiate new programs. This approach has often led to disempowerment of residents and current community leaders, ineffective duplication of services, services that do not meet the needs of residents or are not accessible to residents, and diffusion of existing resources. Port Arise Institute engages three key Community Partners and a group of eight Service Providers who have engaged in pre-planning meetings, offered input on the initial program model and who have committed to participating actively in the planning process. By coming together around a program that seeks collective solutions, builds resident power and provides concrete training and resources, the Port Arise Institute promotes more effective services and support for all residents.

Activities

Port Arise Institute participating families, also called Port Arise Scholars, will engage in activities in all three of our strategy areas, Case Management and Counseling, Individual and Family Education, and Community Leadership Opportunities. Families will also have access to early education programming offered by the partner agencies. Implemented in combination, these strategy areas will address the top tier needs identified in the City of Cambridge Needs Assessment in the following ways:

Strategy 1: Case Management and Counseling (*Top Tier Need Addressed: Behavioral Health, Mental Health & Substance Abuse*)

Case Management activities will include monthly cross-sector partner meetings focused on referral and resource sharing, along with access to a Port Social Worker who will provide social-emotional wellness counseling to individuals and families as needed. *Service Provider Organizations* referral agencies include: Cambridge Housing Authority, Fletcher Maynard Academy, Homeowners Rehab Inc.

Strategy 2: Individual and Family Education (*Top Tier Need Addressed: Housing/Homelessness, Financial Stability*)

Individual and Family Education trainings will benefit both adults and young people and will focus on the four key program components: social capital, economic assets (to include financial management and housing stability/advocacy) postsecondary/employment pathways and health & well-being. *Service Provider Organizations* to offer trainings include: Parenting Journey, Cambridge Public Health Department, City Life/Vida Urbana, MIT & Monserrat College of Art

Strategy 3: Community Leadership (*Top Tier Need Addressed: Financial Stability, Behavioral Health, Mental Health & Substance Abuse & Housing/Homelessness*)

Community Leadership Opportunities will be led by each partner organization. Families will nominate at least one youth or adult member to participate in one of the Community Leadership Focus Areas.

Community Design & Development – Margaret Fuller Neighborhood House, Lead: Each year, Port Arise Institute Scholars will invite Port residents to participate in a community-engaged design process that will provide a guide for programs and services offered in the Port neighborhood, including Port Arise. A focus area for a community advocacy campaign will be chosen every two years and the campaign will be carried out by the Scholars.

Cultural Production – Community Art Center, Lead: Community members and Port Arise Scholars will build entrepreneurship skills through creating and selling products that leverage the assets of the neighborhood, its cultures and its existing resources. Products/services will be sold locally and online and could include artistic products, food based products and services and more. Community Members will also be connected to the many job opportunities in the Kendall and Central Square area.

Peer Navigators Program – Tutoring Plus, Lead: Port Arise scholars will help to launch a new Peer Navigators Program that offers one to one guidance and support to residents as they navigate complex systems such as health care, education and immigration law. Trained Navigators will use relationships with Port Arise Service Provider Organizations to connect mentees with information and resources as needed.

Community Benefits Fund Planning Grant Request

Partner Organizations:
Community Art Center (Lead),
Margaret Fuller Neighborhood House
Tutoring Plus

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- **Letter of Affirmation**

Port Arise Institute Community Benefits Fund Planning Grant Budget

May, 2019 - November, 2019

PLANNED EXPENSES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	YEAR
STAFFING COSTS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
Wages - Community Arts Center					\$750	\$750	\$750	\$750	\$750	\$750	\$750		\$5,250
Wages - Tutoring Plus					\$700	\$700	\$700	\$700	\$700	\$700	\$700		\$4,900
Wages - Margaret Fuller House					\$700	\$700	\$700	\$700	\$700	\$700	\$700		\$4,900
Consultant					\$750	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$750		\$9,000
Subtotal	\$0	\$0	\$0	\$0	\$2,900	\$3,650	\$3,650	\$3,650	\$3,650	\$3,650	\$2,900	\$0	\$24,050

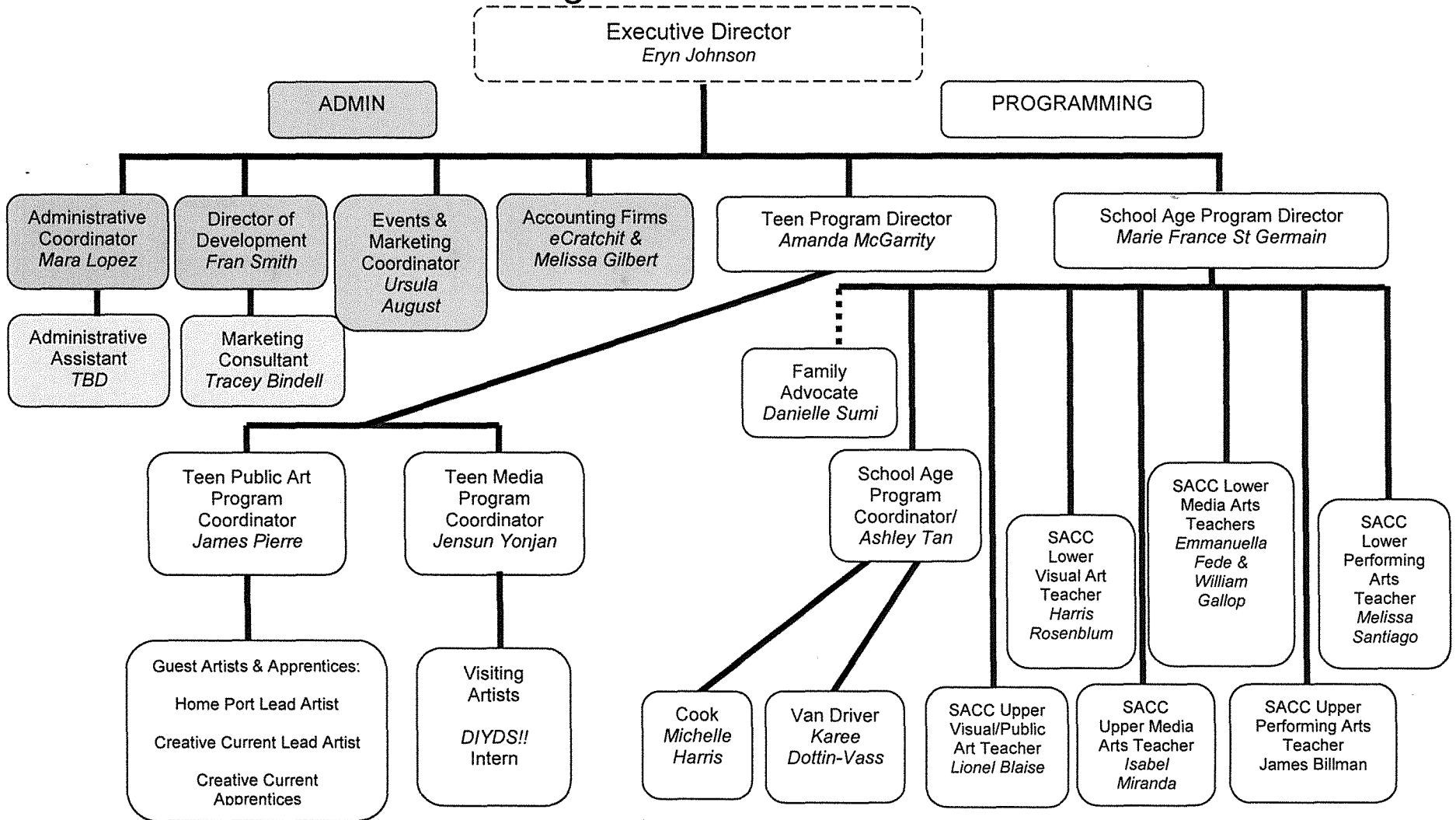
COMMUNITY OUTREACH COSTS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
Community Feedback Sessions - Food					\$150	\$150	\$150	\$150	\$150	\$150	\$150		\$1,050
Community Feedback Sessions - Supplies					\$50	\$50	\$50	\$50	\$50	\$50	\$50		\$350
Community Member Outreach - Stipend					\$450	\$450	\$450	\$450	\$450	\$450	\$450		\$3,150
Community Outreach - Incentives					\$200	\$200	\$200	\$200	\$200	\$200	\$200		\$1,400
Subtotal	\$0	\$0	\$0	\$0	\$850	\$850	\$850	\$850	\$850	\$850	\$850	\$0	\$5,950

TOTAL PLANNED EXPENSES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Monthly Planned Expenses	\$0	\$0	\$0	\$0	\$3,750	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$3,750	\$0	\$30,000
TOTAL Planned Expenses	\$0	\$0	\$0	\$0	\$3,750	\$8,250	\$12,750	\$17,250	\$21,750	\$26,250	\$30,000	\$30,000	\$30,000

Community Art Center - Lead Organization
Board List, Roles and Demographics

<i>Name</i>	<i>Committee/Role</i>	<i>Affiliation Type</i>	<i>Person of Color</i>	<i>Raised or lives in the Port</i>	<i>Cambridge Resident</i>	<i>Program/Staff Alumni</i>	<i>Multi-lingual</i>	<i>Female</i>	<i>Male</i>	<i>Parent</i>	<i>Raised Working Class and/or in Public Housing</i>	<i>Past or Present Working Artist</i>	<i>Current Board Member</i>
Susan Richards	Executive (President), Finance	Community Leader & Municipal		1	1	1		1		1	1	1	1
Selvin Chambers	Executive (Vice President), Development	Community Leader	1	1					1		1		1
Alan Schwartz	Executive (Treasurer), Finance (Chair)	Corporate							1	1			1
Sejal Patel	Executive (Clerk), Development	Secondary Education	1			1	1	1				1	1
Nancy Angoff	Development (Chair)	Higher Education						1					1
Dennis Benzan	Development	Community Leader	1	1	1		1		1	1	1		1
Ernise Destin	Development	Parent	1	1	1		1	1		1	1		1
Juvi Furtado	Finance	Community Leader & Corporate	1				1		1		1		1
Cherry Ann Goodridge	Development	Alumni & Corporate	1	1		1		1			1	1	1
Telma Salvador	Finance	Corporate					1	1					1
Priscilla Sanville	Personnel (Chair)	Higher Education						1				1	1
Stephen Sillari	Finance	Corporate							1				1
Nicola Williams	Development	Community Leader	1		1			1			1		1
TOTAL			7	5	4	3	5	8	5	4	7	4	13
% of TOTAL BOARD			54	38	31	23	38	62	38	31	54	31	100

Community Art Center, Inc. Organizational Chart



Community Art Center - Lead Organization
Staff Roles and Demographics

Name	Role	Role Type	Person of Color	Raised	Program Alumni	Multilingual	Female	Male	Gender Nonbinary	Parent	Raised	Past or Present Working Artist	Current
				in the Port							Working Class and/or in Public Housing		Staff working 10+ hrs/wk
Eryn Johnson	Executive Director	Leadership - Administrative				1	1			1			1
Mara Lopez	Administrative Coordinator	Leadership - Administrative	1				1			1	1	1	1
Fran Smith	Director of Development	Leadership - Administrative								1	1		1
Amanda McGarrity	Teen Program Director	Leadership - Programmatic	1				1			1		1	1
Marie France St. Germain	School Age Program Director	Leadership - Programmatic	1	1	1	1	1			1	1	1	1
James Pierre	Teen Public Art Program Coordinator	Leadership - Programmatic	1	1		1		1			1	1	1
Jensun Yonjan	Teen Media Program Coordinator	Leadership - Programmatic	1			1		1				1	1
Ashley Tan	School Age Program Coordinator	Leadership - Programmatic	1				1			1		1	1
Ursula August	Events and Marketing Coordinator	Administrative					1			1		1	1
Danielle Sumi	Family Advocate	Support	1				1					1	1
Harris Rosenblum	SACC Lower Visual Art Teacher	Programmatic							1			1	1
Emmanuella Fede	SACC Lower Media Arts Teacher	Programmatic	1	1	1		1				1	1	1
William Gallop	SACC Lower Media Arts Teacher	Programmatic	1		1			1			1	1	1
Melissa Santiago	SACC Lower Performing Arts Teacher	Programmatic	1				1			1	1		1
Lionel Blaise	SACC Upper Visual Art/Public Art Teacher	Programmatic	1					1			1	1	1
Isabel Miranda	SACC Upper Media Arts Teacher	Programmatic	1			1	1					1	1
James Billman	SACC Upper Performing Arts Teacher	Programmatic							1				1
Michele Harris	Cook	Support	1				1			1	1		1
Karee Dottin-Voss	Van Driver/Teaching Assistant	Support	1	1				1			1	1	1
TOTAL			14	4	3	5	11	5	2	9	10	14	19
% of TOTAL STAFF			74	21	16	26	58	26	11	47	53	74	100

District
Director

Date: JUL 24 1994

R. G. W. COOPER CEO
BROOKLYN, N. Y. 11201

Libra Wilson
31 Newtowne Court
Cambridge, MA 02139

Person to Contact:
Mrs. E. Case
Contact Telephone Number:
(212) 330-7411

Re: [REDACTED]

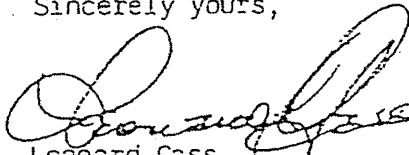
Dear Sir or Madam:

Reference is made to your request for verification of the tax exempt status of Community Art Center, Inc..

A determination or ruling letter issued to an organization granting exemption under the Internal Revenue Code of 1954 or under a prior or subsequent Revenue Act remains in effect until exempt status has been terminated, revoked or modified.

Our records indicate that exemption was granted as shown below.

Sincerely yours,



Leonard Gass
District Disclosure Officer

Name of Organization: Community Art Center, Inc.

Date of Exemption Letter: August, 1972

Exemption granted pursuant to 1954 Code section 501(c)(3) or its predecessor Code Section.

Foundation Classification (If Applicable): Not a private foundation as you are an organization described in section 509(a)(1) of the Internal Revenue Code.



**Community Art Center, Inc.
Financial Statement
For the Year Ended June 30, 2018**

Community Art Center, Inc.

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June 30, 2018

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Independent Auditors' Report

To the Board of Directors of
Community Art Center, Inc.

Report on the Financial

I have audited the accompanying financial statements of Community Art Center, Inc. (a nonprofit organization, the "Organization"), which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of June 30, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

The prior year summarized comparative information included in the supplemental information is not intended to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. In my opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2017, is consistent, in all material respects, with the audited financial statements from which is has been derived.

Other Matters – Supplemental and Other Information

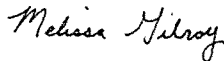
The Supplemental Information required by the Operational Services Division including the Uniform Financial Report (UFR) cover page, Schedule A, Schedule B and the Schedule C - Addendum which is the responsibility of management, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the financial statements, and accordingly, I do not express an opinion or provide assurance on it.

Prior Period Financial Statements

The financial statements of Community Art Center, Inc. as of June 30, 2017 were audited by other auditors whose report dated March 5, 2017, expressed an unmodified opinion on those statements.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, I have also issued my report dated December 27, 2018 on my consideration of the Organization's internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.



Melissa Gilroy, Certified Public Accountant
Westwood, Massachusetts
December 27, 2018



Melissa Gilroy, CPA

mg@mgilroycpa.com
(p) 781.696.4019

Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

To the Board of Directors of
Community Art Center, Inc.

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Community Art Center, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, statement of functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued my report thereon dated December 27, 2018.

Internal Control over Financial Reporting

In planning and performing my audit of the financial statements, I considered Community Art Center, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, I do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

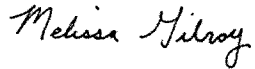
My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during my audit I did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Organization's financial statements are free from material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Melissa Gilroy, Certified Public Accountant
Westwood, Massachusetts
December 27, 2018

Community Art Center, Inc.
 Statements of Financial Position
 As of June 30, 2018 and 2017

Assets

Current Assets	<u>2018</u>	<u>2017</u>
Cash and cash equivalents	\$ 186,438	\$ 17,492
Accounts and contribution receivables, net	406,635	110,067
Prepaid expenses	<u>5,040</u>	<u>7,192</u>
Total current assets	<u>598,113</u>	<u>134,751</u>
 Fixed Assets		
Land, Building and Equipment	1,138,550	601,590
Less: accumulated depreciation	<u>(265,095)</u>	<u>(243,784)</u>
Total net fixed assets	<u>873,455</u>	<u>357,806</u>
 Total Assets	 <u>\$ 1,471,568</u>	 <u>\$ 492,557</u>

Liabilities and Net Assets

Current Liabilities		
Accounts payable	\$ 454,205	\$ 39,857
Accrued expenses	106,369	31,926
Line of credit	<u>109,991</u>	<u>110,155</u>
Total current liabilities	<u>670,565</u>	<u>181,938</u>
 Total liabilities	 <u>670,565</u>	 <u>181,938</u>
 Net Assets		
Unrestricted	736,603	190,586
Temporarily restricted	<u>64,400</u>	<u>120,033</u>
Total net assets	<u>801,003</u>	<u>310,619</u>
 Total Liabilities and Net Assets	 <u>\$ 1,471,568</u>	 <u>\$ 492,557</u>

Community Art Center, Inc.
Statements of Activities
For the years ended June 30, 2018 and 2017

	Unrestricted	Temporarily Restricted	2018 Total	2017 Total
Revenue and Support				
Contributions	\$ 405,350	245,156	650,506	\$ 422,680
Program service fees - contract revenue	361,361	-	361,361	487,824
Program service fees - parent fees	102,718	-	102,718	74,021
In-Kind contributions	101,485	-	101,485	101,800
United way contributions	30,471	-	30,471	31,794
Other	12,153	-	12,153	14,495
Net assets released from restriction	228,671	(228,671)	-	-
Total revenue and support	<u>1,242,209</u>	<u>16,485</u>	<u>1,258,694</u>	<u>1,132,614</u>
Expenses				
Program services	963,158	-	963,158	856,878
Management, general and administrative	157,669	-	157,669	143,589
Fundraising	101,704	-	101,704	142,298
Total expenses	<u>1,222,531</u>	<u>-</u>	<u>1,222,531</u>	<u>1,142,765</u>
Change in Operating Net Assets	19,678	16,485	36,163	(10,151)
Other income (expenses)				
Capital campaign contributions	-	1,249,836	1,249,836	82,559
Other expense	(795,615)	-	(795,615)	-
Net assets released from restriction	1,321,954	(1,321,954)	-	-
Total other income	<u>526,339</u>	<u>(72,118)</u>	<u>454,221</u>	<u>82,559</u>
Change in Net Assets	546,017	(55,633)	490,384	72,408
Net Assets at Beginning of Year	<u>190,586</u>	<u>120,033</u>	<u>310,619</u>	<u>238,211</u>
Net Assets at End of Year	<u>\$ 736,603</u>	<u>64,400</u>	<u>801,003</u>	<u>\$ 310,619</u>

Community Art Center, Inc.
Statement of Functional Expenses
For the years ended June 30, 2018 and 2017

Functional Expenses	Program Services	Management General & Administrative	Fundraising	2018 Total	2017 Total
Salaries	\$ 486,039	\$ 71,222	\$ 70,787	\$ 628,048	\$ 609,488
Benefits	30,178	4,769	4,439	39,386	28,915
Payroll taxes	44,746	7,071	6,582	58,399	57,165
Occupancy	71,706	18,062	8,751	98,519	93,290
Program expenses	194,065	5,225	-	199,290	167,686
Administrative expenses	119,587	48,975	9,014	177,576	122,952
Other expenses	-	-	-	-	36,884
Depreciation	16,837	2,345	2,131	21,313	26,385
Total Functional Expenses	\$ 963,158	\$ 157,669	\$ 101,704	\$ 1,222,531	\$ 1,142,765

Community Art Center, Inc.
Statement of Cash Flows
For the years ended June 30, 2018 and 2017

Cash Flows from Operating Activities	2018	2017
Change in Operating Net Assets	\$ 490,384	\$ 72,408
Adjustments to reconcile change in net assets to cash (used in) provided by operations		
Depreciation	21,313	26,385
Donated fixed assets	(50,000)	(55,600)
Decrease (increase) in assets		
Accounts and contribution receivables	(296,568)	23,861
Prepaid expenses	2,152	6,428
Other assets	-	7,500
Increase (decrease) in liabilities		
Accounts payable	414,348	(14,351)
Accrued expenses	74,443	10,570
Net Cash Provided by Operating Activities	656,072	77,201
Cash Flows from Investing Activities		
Purchase of fixed assets	(486,962)	(94,400)
Net Cash (Used in) Investing Activities	(486,962)	(94,400)
Cash Flows from Financing Activities		
Repayment of line of credit	(164)	-
Line of credit receipts	-	19
Net Cash (Used in) Provided by Financing Activities	(164)	19
Net (Decrease) Increase in Cash and Cash Equivalents	168,946	(17,180)
Cash and Cash Equivalents - Beginning	17,492	34,672
Cash and Cash Equivalents - Ending	\$ 186,438	\$ 17,492
Supplement Disclosure of Cash Flow Information		
Cash paid during the year for interest	\$ 6,858	\$ 6,942
Supplement Data for Noncash Investing and Financing Activities		
In-kind fixed assets	\$ 50,000	\$ 55,600

Community Art Center, Inc.

Notes to the Financial Statements

1. Nature of the Business

Community Art Center, Inc. (the "Organization") was founded in 1932 and was organized under the provision of the General Laws of Massachusetts, Chapter 180 and qualifies as a tax exempt, not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code. The Organization gained its federal tax-exempt status in 1972. The purpose of the Organization is to cultivate an engaged community of youth whose powerful artistic voices transform their lives, their neighborhoods, and their worlds. The majority of the Organization's services are provided to Cambridge, Massachusetts area residents.

2. Summary of Significant Accounting Policies

Use of Estimates

The preparation of financial statements is in conformity with generally accepted accounting principles in the United States of America ("GAAP") which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Basis of Presentation

The accompanying financial statements have been prepared on the accrual basis with net assets, revenues, expenses, gains, and losses classified in three categories based on the existence or absence of externally imposed restrictions. Operating revenues consist of those monies received and contributions attributable to the Organization's ongoing efforts. The net assets of the Organization are classified and defined as follows:

Unrestricted

Net assets that are not subject to donor-imposed stipulations are considered unrestricted.

Temporarily Restricted

Temporarily restricted net assets are those whose use by the Organization has been limited by donors to a specific time period or purpose. Temporarily restricted net assets include gifts which can be expended but for which restrictions have not yet been met. When the restriction expires, either by the passage of time or by the purpose of the gift being met, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restriction.

Permanently Restricted

Permanently restricted net assets are those subject to donor-imposed restrictions which require the corpus to be invested in perpetuity to produce income for general or specific purposes. During 2018, no permanently restricted net assets were received or held.

Community Art Center, Inc.

Notes to the Financial Statements

2. Summary of Significant Accounting Policies (continued)

Program description

The School Age Child Care (SACC) and Supportive Programs - Youth ages 5-12 participate in the SACC program where they become creative problem solvers through a hands-on arts curriculum. Classes cover disciplines including the visual arts, dance, theater and media arts. Junior Leadership Groups and intermediate level arts classes prepare pre-teens for success in high school and beyond. All students participate in sequential, semester-long focus classes and present their work four times each year including at our outdoor summer event, Arts Interactive, and our final spring show. Also, included in this program is the 10-week summer program, ArtRocks.

Teen Programs - Youth ages 13-19 enter the Teen Media Programs (TMP) and become creative technology users by participating in media arts and literacy activities. TMP offers a sequenced, multi-year curriculum that uses artistic expression to develop new technology and creative skill. Media Foundations classes introduce youth to the digital arts and media literacy. They hone their creative voice in Video, Photo, Digital Art, Music Production or Dance Studios; and finally, build concrete professional skills in advanced Leadership Groups including Youth Council and the *Do It Your Damn Self!!* Crew, which curates, coordinates and leads our national film festival.

Community Programs - Over 1700 community members of all ages participate in the Community Art Center's year-round Community Programs. The events and projects use arts-based activities to connect our community, increase civic engagement of Cambridge residents and provide a platform for the stories and artwork of our youth, are organized by our youth, and/or work to strengthen the communities and families of which our youth are a part. Programming that includes community members of all ages who participate in the Art Center's year-round community programs that include: public art, family programs, and *Do it Your Damn Self*, National Youth Film Festival.

The *Do It Your Damn Self!!* National Youth Film Festival (*DIYDS!!*) is the longest running youth-produced festival in the country, drawing over 1000 youth and adults to public screenings every year. Through *DIYDS!!*, 15-20 youth film makers come to Cambridge from all over the country and the world to show their short films at venues such as the Boston Institute of Contemporary Art, MIT Media Lab and the Cambridge Public Library. *DIYDS!!* was created by five Teen Media Program participants in 1996 who understood that, "if you want something done, you gotta do it your damn self." This audacious motto became the mission of the festival, where youth producers are given a venue to be heard and appreciated by a wide audience.

Cultural Collage Music Program - This program is a collaboration between CAC and the New School of Music, and aims to strengthen our city by bridging the gap between the diverse cultures of Cambridge through the universal language of music. This program is a great opportunity for children ages 6-12 to make music with new friends, explore the music of the world, learn from great music teachers, and build musical skills on new or current instruments. Students with instruments through their school are welcome to enhance their instruction, or students can learn and have access to a brand new instrument.

Cash and Cash Equivalents

The Organization considers all highly liquid investments with an original maturity of three months or less, when acquired, to be cash equivalents. From time to time the Organization's cash balances in one institution exceed the amount insured by FDIC. The Organization has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on cash and cash equivalents.

Community Art Center, Inc.
Notes to the Financial Statements

2. Summary of Significant Accounting Policies (continued)

Account and Contribution Receivables

The Organization carries its receivables at an amount equal to uncollected but earned revenue less an allowance for doubtful accounts. On a periodic basis, the Organization evaluates its receivables and establishes an allowance for doubtful accounts, based on a history of past write-offs and collections and current credit conditions. Receivables are written off as bad debt expense when deemed uncollectible. Recoveries of receivables previously written off are recorded as a reduction of bad debt expense when received. As of June 30, 2018, management has estimated the allowance to be \$28,000.

As of June 30, 2018, 54% of the Organization's accounts receivables, net, were due from one funder.

Contribution Revenue

Contributions, including unconditional promises to give, are recognized as revenue in the period received. Conditional promises to give are not recognized until donor stipulations are met. Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give, with payments due to the Organization beyond one year, are recorded as net assets with donor restrictions at the estimated present value of the expected future cash flows, using credit risk adjusted rates applicable to the years in which the promises are expected to be received. Amortization of the discounts is recorded as contribution revenue in the appropriate net asset class.

Contributions from two donors / grantors represents 46% of total contribution revenue at June 30, 2018. Additionally, 100% of the capital campaign contributions were from two funding sources during the year ended June 30, 2018.

Property and Equipment

Property and equipment is stated at cost at the time of acquisition or fair market value at the time of donation. Expenditures for maintenance and repairs are charged to expense as incurred; major betterments are capitalized. When assets are sold or retired, the related costs and accumulated depreciation are removed from the respective accounts and any resulting gain and loss is credited or charged to operations. Depreciation is recorded on a straight-line basis based on the related assets estimated useful life or life of the lease for leasehold improvements.

Impairment of Long-Lived Assets

The Organization reviews its long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Management assesses the recoverability of long-lived assets by comparing the estimated undiscounted cash flows associated with the related asset or group of assets against their respective carrying amounts. An impairment is identified based on the excess of the carrying amount over the fair value of those assets.

Functional Allocation of Expenses

The Organization allocates its expenses on a functional basis amongst its various programs and other activities. All the Organization's allocated expenditures have been summarized on a functional basis in the statement of activities and in the statement of functional expenses. Directly identifiable expenses are charged to programs and supporting services. Certain costs have been allocated among program and supporting services benefited.

Community Art Center, Inc.
Notes to the Financial Statements

2. Summary of Significant Accounting Policies (continued)

Contributed Services and Gifts In-kind

Donated goods and services are recorded at the estimated fair value of goods provided to the Organization on the date of receipt. During fiscal 2018, donated services, consisting primarily of professional legal services and youth stipends, amounted to \$101,485 and is included in the accompanying financial statements. Included in this amount is \$50,000 of in-kind legal services related to the leasehold improvement project which was capitalized as of June 30, 2018.

Income Taxes

The Corporation is a tax-exempt entity under Code Section 501(c)(3) of the Internal Revenue Code (the "Code"), and is exempt from federal income taxes on related income pursuant to Section 501(a) of the Code. The Organization is subject to federal and state income taxes on unrelated business income. During 2018, the Organization did not earn unrelated business income. Accordingly, no provision for income taxes is included in the financial statements.

Contract Revenue

The Organization records revenue when services are provided and expenses as incurred. Community Art Center, Inc. is subject to the regulations and rate formulas of the Massachusetts Executive Office for Administration and Finance Operational Services Division ("OSD"). Revenue related to these services are subject to final approval by the governmental agency.

Excess of revenue over expenses from Commonwealth of Massachusetts supported programs, up to certain defined limits, can be utilized by the Organization for expenditures in accordance with its exempt purposes, provided such expenditures are reimbursable under OSD regulations. Amounts in excess of these limits are subject to negotiated use or potential recoupment, and are reported as liabilities. There were no amounts in excess of these limits as of June 30, 2018.

During the year ended June 30, 2018, the Organization derived 35% of its total program service revenue from contracts from the Department of Early Education and Care, a governmental agency.

Reclassifications

Certain prior year amounts were reclassified to conform to the current year presentation.

Summarized Financial Information for 2017

The financial statements includes certain prior year summarized comparative information in total but not by net asset class. Also, there is no presentation of statement of functional expenses for the year ended June 30, 2017. In addition, the financial statements do not include full financial statement disclosures for the prior year. Such information does not include sufficient detail to constitute a presentation in conformity with GAAP. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended June 30, 2017, from which the summarized information is derived.

Community Art Center, Inc.
Notes to the Financial Statements

3. Property and Equipment

Property and equipment included the following as of June 30, 2018:

Leashold improvements	\$ 1,024,260
Furniture and equipment	70,566
Vehicle	43,724
Total assets	<u>1,138,550</u>
Less accumulated depreciation	<u>(265,095)</u>
Fixed assets, net	<u>\$ 873,455</u>

Depreciation expenses for the year ended June 30, 2018 amounted to \$21,313.

4. Debt

The Organization has available line of credit with Cambridge Trust Company Bank (a Massachusetts bank) of \$25,000 to be drawn upon as needed, with interest at 8.5%. The line is secured by the Organization's general business assets. As of June 30, 2018 there was an outstanding balance of \$24,991.

The Organization has available line of credit with Cambridge Trust Company Bank (a Massachusetts bank) of \$100,000 to finance leasehold improvements. Interest is at prime plus 2%, but not less than 5%. The line is secured by the Organization's general business assets. The interest rate as of June 30, 2018 was 7%. As of June 30, 2018 there was an outstanding balance of \$35,000

The Organization has available line of credit with Cambridge Trust Company Bank (a Massachusetts bank) of \$50,000 to finance working capital. Interest is fixed at 5.25%. The line is secured by the Organization's general business assets. The agreement terms require that the Organization repays the amount in full and maintain a balance of zero for 30 consecutive days during each year. This requirement was not met during the year ended June 30, 2018, however, the financial institution granted the Organization a waiver of this requirement. As of June 30, 2018 there was an outstanding balance of \$50,000.

5. Temporarily Restricted Net Assets

Temporarily restricted net assets as of June 30, 2018 consisted of the following:

Purpose - Kiosk project	\$ 25,000
Purpose - Teen program	10,000
Purpose - Port Art tour project	7,000
Purpose - Project imagination	6,550
Purpose - Campership for school age child care pro	5,000
Purpose - Mural project	5,000
Purpose - Various program projects	<u>5,850</u>
	<u>\$ 64,400</u>

Community Art Center, Inc.

Notes to the Financial Statements

6. Benefit Plan

The Organization sponsors a cafeteria plan, which qualifies under section 125 of the IRC. Under the terms of the plan, qualified employees may establish flexible spending accounts by contributing a portion of their salary on a pre-tax basis. Amount contributed to the plan may be used to cover medical insurance expenses not covered by the employer.

7. Other Expense

During the year, the Organization completed a renovation project on their leased facility for a total cost of approximately \$1.4 million. The Organization raised funds for the renovation project through a capital campaign. The renovation project included certain improvements related to the buildings HVAC system amounting to \$795,614. The Organization is not the primary beneficiary of this improvement and does not hold title to the building. The HVAC improvements will be shared by the entire building and its tenants of which the Organization maintains a portion of this space. As such, the improvements related to the HVAC have been expensed at June 30, 2018.

8. Operating Lease

The Organization leases office and program space under a non-cancelable operating lease which expires in June 2043.

Minimum lease payments are as follows:

2019	\$ 39,396
2020	\$ 39,396
2021	\$ 39,396
2022	\$ 39,396
2023	\$ 39,396

9. Commitments and Contingencies

The Organization receives a portion of its funding from governmental agencies. The ultimate determination of amounts received under these programs generally is based upon allowable costs reported to and audited by the governmental agencies. Until such audits have been completed, if any, and final settlement reached, there exists a contingency to refund any amount received in excess of allowable costs. Management is of the opinion that no material liability will result from such audits.

The Organization's operations are concentrated in the social service provider field. As such, the Organization operates in a heavily regulated environment. The operations of the Organization are subject to administrative directives, rules and regulations of federal, state and local regulatory agencies.

Such administrative directives, rules and regulations are subject to change by an act of Congress, act of the state and local legislature or an administrative change mandated by, federal, state and city governmental agencies. Such changes may occur with little notice or inadequate funding to pay for the related cost, including the additional administrative burden, to comply with a change. Additionally, contractual funding may decrease or be withdrawn with little notice.

Community Art Center, Inc.
Notes to the Financial Statements

10. Concentration

As of June 30, 2018, 70% of the outstanding balance in accounts payable is due to one vendor. The outstanding balance relates to the construction project that occurred during the fiscal year that renovated the Organization's facility.

11. Subsequent Events

Subsequent to year-end the Organization obtained a term loan through the Children's Investment Fund for \$180,000, payment in monthly principal and interest installments of \$1,998.37. The note bears interest at 6% per annum and matures in August of 2028. The note is secured by the assets of the Organization.

Management has determined that no subsequent events, other than the event described above, requiring disclosure have occurred as of December 27, 2018, which is the date financial statements were available to be issued.

Community Art Center, Inc.
Notes to the Financial Statements

Additional Disclosures Required for Uniform Financial Statements

12. Current Operations Fund and Plant Fund

To ensure observance of limitations and restrictions placed on use of resources available to the Organization, the accounts of the Organization are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purposes. Separate accounts are maintained for each fund. Accordingly, all financial transactions have been recorded and reported by fund group.

The assets, liabilities and fund balances of the Organization are reported in two self-balancing fund groups as follows:

Current Operations Fund - Includes unrestricted and restricted resources. The unrestricted fund represents resources currently available for use, while the restricted fund represents funds available for use under certain conditions.

Plant Fund - Represents resources both unrestricted and restricted for acquiring or replacing land, buildings or equipment and the accumulated net investment in property and equipment.

13. Not-for-profit Provider Surplus Revenue Retention

Effective July 1, 2015, the Operational Services Division (OSD) policy for surplus revenue retention (SRR) states that, if through cost savings initiatives implemented consistent with programmatic and contractual obligations, a non-profit provider accrues an annual net surplus from revenues and expenses associated with services provided to Commonwealth of Massachusetts purchasing agencies, the provider may retain, for future use, a portion of that surplus not to exceed 20% of said revenues.

Surpluses may be used by the provider for any of its established charitable purposes, provided that no portion of the surplus may be used for any non-reimbursable costs as defined in the Code of Massachusetts Regulations (CMR) 808 1.05.

Community Art Center, Inc.
Schedule of Findings and Responses

As of June 30, 2018:

1. Financial Statement Findings

No significant deficiencies or material weaknesses reported.

2. Status of Prior year Findings

No significant deficiencies or material weaknesses reported.

Community Art Center - Lead Organization
FY19 Organizational Operating Budget Overview

July 1, 2018 - June 30, 2019

INCOME

Government Funds	495,745
Parent Fees	108,000
Corporation/Foundations	475,622
Fee For Service	30,200
Individuals	44,000

Total Income	1,153,567
Gross Profit	1,153,567

EXPENSES

General & Administrative	125,155
Salaries and Wages	662,504
Fringe Benefits	101,329
Professional Fees & Stipends	83,291
Program Expense	152,219
Interest Expense	19,735

Total Expenses	1,144,232
Net Ordinary Income	9,335

15 February 2019

Community Benefits Advisory Committee
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Community Benefits Advisory Committee,

We submit this Letter of Affirmation in support of the collaborative proposal from the Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus of Cambridge to the Community Benefits Fund for the Port Arise Institute.

We affirm that all three organizations and their leadership have been actively engaged in the creation of the Port Arise Institute initiative and the writing of the proposal. All three organizations fully support the application and are committed to participating in the planning and implementation phases of the initiative in close collaboration with each other, with our service provider partners and, most importantly, with the community.


With kind regards,



Eryn Johnson
Executive Director
Community Art Center



Selvin Chambers
Executive Director
Margaret Fuller Neighborhood House



Kathryn Fenneman
Executive Director
Tutoring Plus of Cambridge

Community Benefits Fund Planning Grant Request

Partner Organizations:

**Community Art Center (Lead),
Margaret Fuller Neighborhood House
Tutoring Plus**

LETTERS OF REFERENCE AND SUPPORT Table of Contents

- **Lead Organization Letters of Reference**
 - Alexandria Real Estate Equities, Corporate Partner
 - Central Square Business Association, Business Partner
 - Kessen Green, Community Member and Parent

- **Lead Organization Letters of Reference
& Project Letters of Support**
 - Cambridge Public Health Department, Municipal Partner
 - Massachusetts Institute of Technology, Institutional Partner

- **Project Letters of Support**
 - Homeowners Rehabilitation Inc., Nonprofit Partner
 - Parenting Journey, Nonprofit Partner



ALEXANDRIA.

February 13, 2019

Dear Community Benefits Advisory Committee,

I am writing this letter of reference in support of the Community Art Center as the lead organization for the Port Arise Institute proposal to the Community Benefits Fund. The Community Art Center is a valued community resource with a history of partnering effectively to implement impactful programs for the Port neighborhood.

Alexandria Real Estate Equities (ARE) has worked with the Community Art Center for almost a decade. The Art Center has created four large scale mural commissions for ARE, which included the management of multiple stakeholders including our construction team, our tenants, Art Center youth, visiting artists and community workshop hosts. For each project our expectations were met and often exceeded. The senior leadership at the Community Art Center is very effective at creating cross sector partnerships for the benefit of all involved. They effectively managed the deliverables and budgets for all of the projects. Our properties, our tenants and the Cambridge community have greatly benefited from our partnership with the Community Art Center. We will continue to partner with the Community Art Center into the future.

As Steering Committee members of the Kendall Community Group, the staff at ARE has also witnessed firsthand the longstanding partnership between Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus. The Kendall Community Group includes representatives of corporations and institutions in Kendall Square and leaders of the three nonprofits and has been meeting monthly for the last forty years to promote connections and partnerships that support a strong and healthy Port neighborhood. The strength of connection between the three organizations combined with the support of the Kendall Community Group members will help make this neighborhood wide project a success.

It is with the utmost confidence that I support the Community Art Center as the lead organization for this initiative. The Port Arise Institute deserves to be funded through the Community Benefits Fund because Port residents deserve a collaborative and quality program administered by a highly qualified and effective nonprofit organization like the Community Art Center.

Should you require additional information please contact me directly at 617-551-8544 or mlower@are.com

Sincerely,

Michelle Lower
AVP – Real Estate Development & Community Relations
Alexandria Real Estate Equities, Inc.

CENTRAL

S Q U A R E B U S I N E S S A S S O C I A T I O N

February 5, 2019

Dear Community Benefit Fund Committee,

It is with great enthusiasm that I submit this letter of reference in support of the Community Art Center's application to be Lead Partner on a joint proposal to the Community Benefits Fund from them, Margaret Fuller Neighborhood House and Tutoring Plus. In my role as Executive Director of the Central Square Business Association, I have had the opportunity to interact with the Community Art Center as both partners and colleagues. Their leadership team is passionate and accomplished and their programs are vital to the equitable development of Central Square, the Port and the City of Cambridge as a whole.

Central Square Business Association has had a long relationship with the Community Art Center. In 2012, we awarded the Community Art Center a Central In Motion Award for their partnership with Novartis Pharmaceuticals on the This is Where We Live, Work and Create public art installation on Main Street. More recently, the Art Center was a partner on our recent Central Square Murals initiative. Art Center staff contributed to the Central Murals project planning meetings. Their youth-led Port Art Truck provided activities for the Central Murals kick off. And their youth and adult artists are in the process of completing artwork on 12 electrical boxes in Central Square! The Community Art Center has a proven track record of building cross sector relationships both in Kendall and Central Squares. Their programs reflect the community they serve and they often act as conveners of other organizations. They manage projects skillfully and manage budgets and evaluation needs effectively.

The Community Art Center staff also demonstrates a commitment to equitable and inclusive community development and partnership. I have seen this commitment first hand through serving on the Mayor's Arts Task Force with Art Center Executive Director, Eryn Johnson and Art Center Public Art Coordinator, James Pierre. As part of this group both Eryn and James have made key contributions to discussions around equitable distribution of cultural resources in Cambridge. I have also witnessed the efficacy and advocacy of the Art Center leadership team in their role on the Central Square BID Steering Committee and their participation in planning around the Central Square Cultural District. I look forward to continuing to work with the Community Art Center on both projects and planning committees and to finding new ways to support this historic organization and the vital work they do around promoting voice and opportunity for marginalized Cambridge residents.

The Community Art Center is perfectly positioned to carry out a project in the Port neighborhood that celebrates and supports the families of the Port. This collaborative proposal with the Margaret Fuller Neighbor House and Tutoring Plus brings together three history community organizations who are integral to the growth of both the Port and Central Square. I am looking forward to seeing how this project develops and to offering the support of the Central Square Business Association. Please feel free to contact me with any questions.

Sincerely,



Michael Monestime
Executive Director
Central Square Business Association

February 14, 2019

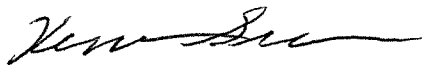
Dear Community Benefits Fund Committee,

It is with much enthusiasm that I write this letter of reference in support of the Community Art Center. As a longtime resident of the Port, parent of a student in the Art Center's School Age Child Care program, and the City of Cambridge Police Director of Outreach and Community Programs. I have witnessed firsthand how effective the Art Center is at creating and sustaining effective partnerships to the benefit of the youth and families of the Port.

Last year, I was involved with the Home Port Initiative, a yearlong public art project lead by the Community Art Center. There were several partners and multiple products including the Port Arts Festival, an original play entitled *The Book of Shadows* and the creation and installation of the Port Love Ground Mural. It was an amazing community project, resulting in positive intergenerational relationship building. This is just one example of how youth and staff successfully implemented an effective community engagement project with multiple stakeholders.

It is with the utmost confidence that I support the Community Art Center as the lead organization, as they will ensure the effective implementation of a high-quality program. I strongly encourage your financial support of this initiative. Thank you and please feel free to contact me (green.kessen44@gmail.com) if you have any questions or require further information.

Sincerely,



Kessen Green

Port Resident
Community Art Center Parent



Cambridge
Public Health
Department

February 13, 2019

Dear Community Benefits Review Committee Members:

On behalf of the Cambridge Public Health Department, I write this letter of support for the Community Art Center serving as the lead organization for the **Port Arise Institute** proposal being submitted to the Cambridge Community Benefits Fund. In addition to sharing office space in the heart of the Port neighborhood with the Community Art Center, we have partnered with the organization for many years now. Most recently, we collaborated on the 119 Windsor Mosaic Mural, the Home Port Public Art Initiative and the physical renovation of their site to name a few.

Over the course of the last decade, we have witnessed the Community Art Center successfully implement national grants, increase programming and manage a very complex building renovation project. In each of these efforts, the Community Art Center was the lead partner. The 119 Windsor Mosaic Mural connected the health department's programs to resources at the Community Art Center and resulted in a beautiful mural on the side of our shared building. The Home Port Public Art Program used art to build community health outcomes and partnered with our staff working in violence prevention and community resilience along with Port churches, community groups and the Cambridge Police Department. The 119 Windsor building renovation project demonstrated that the leadership of the Community Art Center has the capacity to manage many complex parts of a project effectively. This project itself included fiscal oversight, managing contractors, and juggling multiple stakeholders with a variety of needs. As a result, the Art Center completed the project successfully and within budget.

I *enthusiastically* support the Community Art Center as the lead organization for this initiative and support the **Port Arise Institute** initiative. This project will leverage the expertise of the Art Center and build on their longstanding relationship with area partner organizations like the Margaret Fuller Neighborhood House and Tutoring Plus. In addition, the Cambridge Public Health Department is honored to be listed as a Service Provider for this project proposal.

We look forward to playing an active role in the planning phase for the project and further exploring ways to improve the quality of life for the families in the Port neighborhood and beyond.

We thank you for the consideration of this innovative proposal.

Sincerely,

Claude A. Jacob
Chief Public Health Officer

119 Windsor Street
Cambridge, MA 02139
Phone: 617.665.3800 | Fax: 617.665.3888
www.cambridgepublichealth.org

 **CHA**
Cambridge
Health Alliance



February 13, 2019

Office 617-253-1988
Email ogcr@mit.edu
<http://ogcr.mit.edu>

Dear Community Benefit Fund Committee,

I am writing this letter of reference in support of the Community Art Center to be the Lead Partner for the proposed Port Arise Institute.

MIT has had a long and meaningful partnership with the Community Art Center for several decades. I have witnessed firsthand how effective the Art Center is at creating and sustaining powerful collaborations that benefit the youth and families of the Port and beyond. Over the last two years, we have worked with the Art Center on a project called Creative Current — a partnership that builds artistic and professional skills in youth and creates connections between Port residents, Kendall Square employees, and MIT students and staff. This project includes an apprenticeship for young adults, community workshops, a Creative Careers Day presented in partnership with corporations and neighborhood organizations, and the installation of three 400-foot murals on MIT's campus in the heart of Kendall Square. The Creative Current project demonstrates how Art Center youth and staff implement a highly effective community engagement project with multiple components and diverse stakeholders.

Creative Current is the most recent in a long history of projects and initiatives that MIT and the Community Art Center have accomplished together. In 2013, we collaborated on the Portraits of the Port initiative consisting of photography workshops, classes with True Story Theater and a mural installation and celebration at 610 Main Street. For over 15 years, MIT has hosted the Community Art Center's *Do It Your Damn Self!!* National Youth Film Festival on our campus where the Art Center partners with Greater Boston organizations to host youth filmmakers from across the country. And for over 40 years, MIT staff has witnessed the deep connection between the Art Center, Margaret Fuller Neighborhood House and Tutoring Plus in our role as co-founders and ongoing steering committee members of the Kendall Community Group.

In addition to supporting the Community Art Center as Lead Partner in the Port Arise Institute proposal, MIT is also excited to participate in the project as a Service Provider and thought partner in the planning process with the intention of identifying synergies between the Port Arise project and the Institute's new Job Connector, which will be located at 798 Main Street.

We are fully confident that the Community Art Center will ensure the effective implementation of a high-quality program — and we strongly encourage your financial support of this initiative.

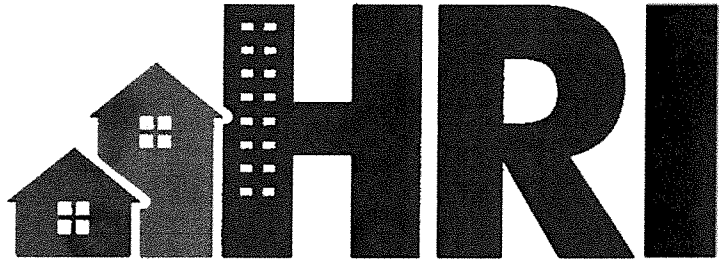
Thank you and please feel free to contact me if you have any questions or require further information.

Sincerely,



Sarah Eusden Gallop
Co-Director

February 8th, 2019



Dear Community Benefits Advisory Committee,

I write to you in support of the collaborative proposal from the Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus of Cambridge to the Community Benefits Fund for the Port Arise Institute.

As a nonprofit that works with families in Cambridge, we recognize the complexity of supporting families and their interrelated needs, as outlined in the Community Needs Assessment. We believe that the place-based and 2-generation strategies that the Port Arise Institute embraces is an innovative and holistic approach that can successfully leverage the assets of our community.

We know that the Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus are well-established organizations with deep roots in the community. We look forward to working with them toward greater housing stability, financial security, and behavioral and mental health supports for Cambridge residents.

Best,

A handwritten signature in black ink, appearing to read 'JD', with a long horizontal flourish extending to the right.

Joe Deignan
Director of Community Engagement
Homeowner's Rehab Inc | CNAHS
280 Franklin Street
Cambridge, MA

PARENTING JOURNEY

Building stronger communities one family at a time

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Jay Youmans
Smith, Costello & Crawford

Rosamund S. Zander
Family Therapist & Author

February 7, 2019

Community Benefits Advisory Committee
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Community Benefits Advisory Committee,

I write to you in support of the collaborative proposal from the Community Art Center, Margaret Fuller Neighborhood House and Tutoring Plus of Cambridge to the Community Benefits Fund for the Port Arise Institute.

As a nonprofit that works with families, we recognize the complexity of supporting families and their interrelated needs, as outlined in the Community Needs Assessment. We believe that the place-based and 2-generation strategies that the Port Arise Institute embraces is an innovative and holistic approach that can successfully leverage the assets of our community.

We know that the Community Art Center, Margaret Fuller Neighborhood House, and Tutoring Plus are well-established organizations with deep roots in the community. We look forward to working with them toward greater housing stability, financial security, and behavioral and mental health supports for Cambridge residents.

Sincerely,



Imari Paris Jeffries
Executive Director, Parenting Journey