

# The Hyams Foundation, Inc.

## **GRANTMAKING GUIDELINES**

Revised January 2011

### **Introduction**

As the result of a deliberate strategic planning and assessment process in 2007, trustees of the Hyams Foundation reaffirmed the Foundation's mission and articulated a new vision for the Foundation's work.

### **Our Mission**

Our mission is to increase economic and social justice and power within low-income communities in Boston and Chelsea, Massachusetts.

### **Our Vision**

Our vision is that Boston and Chelsea be cities where success is not determined by race, and where low-income communities of diverse racial and ethnic backgrounds:

- Can afford to live;
- Have opportunities to advance; and
- Contribute to civic life and community well being.

### **Our Grantmaking Goals**

To further its mission, and to achieve its vision, over the next five years the Hyams Foundation will devote its expertise and resources to three major goals of critical importance to Boston and Chelsea.

These goals are:

- To increase **civic engagement** in communities of color and other low-income communities (see page 3);
- To increase access to **affordable housing** for families of color, extremely low-income (ELI) families and other low-income families (see page 6); and
- To increase **teen development** by supporting long-term success among teens of color and other low-income teens who are at high risk (see page 9).

### ***The Special Opportunities Fund***

The trustees also have created a Special Opportunities Fund setting aside up to 10% of the Foundation's annual grantmaking budget to support significant public policy efforts focused on

racial disparities and asset development and to provide timely responses to unanticipated and compelling community issues (see page 12).

### ***Program-Related Investments and Mission-Related Investments***

Finally, the Foundation plans to expand the use of Program-Related Investments (PRIs) and will look for opportunities to make PRIs that will further the impact of its funding strategies under all three of its major program goals. For the first time, the Foundation also will explore the use of market rate Mission-Related Investments (MRIs) in support of the Foundation's funding strategies and goals. Please refer to the "How to Apply" section of the grantmaking guidelines for additional information about how to apply for a PRI.

#### **What is a PRI?**

A Program-Related Investment (PRI) is an *investment*, rather than a grant, to achieve a charitable purpose. It often takes the form of a loan, with a specified maturity or repayment date. PRIs are another way for foundations to support the nonprofit community. PRIs are common in the housing arena, but the Hyams Foundation plans to explore ways to use them in all of our funding areas. (See "How to Apply" for more information.)

#### **What is an MRI?**

As the Foundation uses the term, a Mission-Related Investment (MRI) is not a form of direct support of grantees but an investment designed to advance the Foundation's goals while producing a market rate of return.

### **Our Commitment to Racial Equity and Diversity**

In choosing its major areas of focus, one key criterion used by the trustees was whether the Foundation's grantmaking would have the potential to reduce racial and ethnic disparities. As you will see in the grantmaking guidelines, significant and troubling racial and ethnic disparities are present in Boston and Chelsea today in the civic engagement and housing areas and for low-income teens. The Foundation will seek specific grantmaking opportunities that directly address these disparities and will be aware of and sensitive to them in all of its program areas.

The Foundation also will continue to consider organizational diversity in all of its funding decisions. The Foundation believes that well-functioning organizations that also have racially and ethnically diverse boards and staff are more effective in serving and empowering Boston and Chelsea's communities. It will continue to use board and staff diversity as an important funding criterion while also exploring with applicants the connection between diversity and organizational effectiveness.

## Civic Engagement

### *What we believe*

Boston and Chelsea are currently “minority-majority” cities where people of color and with immigrant backgrounds are under-represented in decision-making positions in the public and private sectors. In addition, significant economic, social and racial disparities persist between white communities and those of color. The development of grassroots leaders and activists of color, including immigrants and teens, who are actively engaged in civic and electoral processes and in elected and appointed public office, ensures that low-income communities play a vital role in identifying issues, working toward solutions and reducing disparities. Community-based organizations that involve and support their constituents in decision-making roles are crucial to promoting civic engagement and leadership development of community members. Organizations that are run by and serve people of color and immigrants play a particularly critical role in supporting and developing leaders and activists.

### *What we will fund*

#### **I. Grassroots Leadership Development**

Community-based organizations that have a commitment to working *with*, not just on behalf of, community members offer valuable opportunities to develop broader civic engagement, activism and leadership. The Foundation will make grants to increase the capacity and effectiveness of individual organizations and collaborations of organizations, especially those led by people of color, immigrants and/or teens, to incorporate civic engagement, leadership development and community organizing of community members as an integral part of their approach to identifying and solving community issues. (Applicants in this area should thoroughly review the Grassroots Leadership Development (GLD) logic model, GLD Indicators of Organizational Capacity and GLD Program Outcome Chart that are available in the download section of the Foundation’s website.)

- **Direct Grants:** Operating, program and technical assistance grants will be made to community-based organizations that work to:
  - Engage and expand the number of community leaders and activists identifying issues and working together to plan and implement organizing actions and campaigns (see definitions at page 5);
  - Train community members in organizing and other leadership skills;
  - Collaborate with other organizations and groups, when appropriate, to coordinate efforts and resources in achieving common goals; and
  - Provide, for organizations working with teens and in addition to the above objectives, programming that is based on sound youth development practices, including meaningful opportunities for youth decision-making, engaging youth over a sustained period of time and offering connections with caring adults.

- ***Immigrant Leadership Fund (ILF):*** The most recent phase of the ILF during which it provided operating and technical assistance funding to several “emerging” immigrant-run organizations and special technical assistance grants to specific “established” immigrant-run groups, has concluded. The Foundation assessed the “lessons learned” from this initiative and has decided to broaden this work to include other communities of color. It continues to support immigrant-run organizations and other community organizations led by people of color with program or operating and/or technical assistance grants as described at Direct Grants above. The Foundation is gathering ideas from grantees and from others and plans to make an announcement relative to this area in late 2011.

## **II. Voter Engagement**

Voting is the fundamental way for people to exercise their individual and collective power and ensure that public policies are reflective of and responsive to diverse communities. However, in both Boston and Chelsea, low-income neighborhoods of color have lower rates of electoral participation and people of color are under-represented in elected and appointed positions in municipal offices and state government. To address these disparities, the Foundation will continue to support a funders collaborative called the Civic Engagement Initiative (CEI). The CEI funds an intermediary organization, MassVote, to re-grant and provide technical assistance to community-based organizations that:

- Incorporate effective voter registration and Get Out The Vote (GOTV) efforts to increase voter engagement in targeted low-income communities of color;
- Work collaboratively to hold candidate forums in the communities to encourage candidates to address issues of concern to community residents; and
- Work with MassVote to train staff on effective GOTV strategies and track the actual work and effectiveness in turning out the vote

The Foundation also will make a very limited number of direct grants to support voter engagement work among community-based organizations with a demonstrated ability to organize and engage community members.

## **III. Public Policy/Community Organizing**

Public policies can promote or inhibit the civic engagement of teens and adults from low-income communities of color. A number of public policy issues are of particular concern. These include “racial profiling” by public agencies, efforts to increase identification requirements and other barriers for voting and registration, the escalation of anti-immigrant sentiment, and the increasing number of federal Immigration and Customs Enforcement raids in immigrant communities.

These and other actions contribute to an escalation of fear, civic disengagement and disenfranchisement within communities of color. To help counter this, the Foundation will support advocacy and organizing that have the potential to change public policy and increase resources to maintain civil rights and promote greater civic engagement. Some examples of possible public policy goals include but are not limited to: same day registration and voting; lowering the voting age to 16 for local elections to expand the civic engagement of teens; allowing immigrants to vote in municipal elections and referendums; increasing funding for citizenship education funding; and incorporating civic engagement curricula in public education.

Civic engagement public policy/community organizing grants will be made to organizations that have:

- A demonstrated commitment to broad-based constituent engagement, mobilization and coalition building;
- An understanding of the legislative process; and
- Relationships with key allies in elected office that will help to pursue public policy changes.

***How we define some key terms related to Civic Engagement, community organizing and public policy in general.***

**Civic engagement** is to be involved in social and/or political action, in concert with others, to address issues that impact one's community, city and/or broader society.

**Grassroots activist** is a community member who works closely with others to create positive change but not necessarily in a leadership role. An activist could provide input into strategy development, contact a decision maker, attend a hearing or rally and/or respond to mobilization efforts around a key vote or action.

**Grassroots leader** is a community member who works to engage others in creating positive change. A leader could undertake outreach and education, develop organizing strategies, organize events, run meetings and/or speak at public forums or hearings. Leaders may include elected or appointed office holders, paid staff of community-based organizations and volunteer activists. The Foundation recognizes that different cultures define a "leader" and "leadership" in different ways.

## Affordable Housing

### *What we believe*

Access to decent and affordable housing is essential to the health and well being of every family. The Foundation's goal is to increase access to affordable housing for families of color, extremely low-income (ELI) families—with annual incomes below 30% of the Area Median Income—and other low-income families. The Greater Boston area continues to experience an affordable housing crisis, especially for very low-income families. Access to housing is a particularly significant need for ELI families, who are over represented by families of color. Therefore, the Foundation will increase its efforts to support community-driven advocacy efforts that are designed to increase public sector resources for affordable housing creation and preservation—and that increase access to affordable housing for low-income people, particularly for families of color.

The next several years are critical for community-based nonprofit housing developers and other community stakeholders to control development through geographically targeted housing efforts that can create affordable housing at scale and combat future gentrification. The time is ripe to assist housing developers to strengthen the future of neighborhoods as places where diverse, low-income families can afford to live over the long term. Owing to the scale and complexity of these efforts, the Foundation is focusing its funding, recognizing that long-term involvement will be necessary in order to have a measurable impact. As a result, it has selected the geographic areas and grantees described below.

### *What we will fund*

#### **I. Affordable Housing Production and Preservation**

The Foundation has made a major commitment to increasing and preserving the supply of affordable rental housing and homeownership units, especially for very low-income families, in two ways:

- ***Geographically-Targeted Affordable Housing Production Initiative:*** To increase the scale of our work and impact in the area of direct production, the Foundation is focusing on three geographic areas in Boston and Chelsea. These have included Jackson Square in Jamaica Plain/Roxbury; the Fairmount Line MBTA commuter rail corridor as it traverses Dorchester/Mattapan; and the City of Chelsea. These geographic areas were chosen to help reduce the pressures of gentrification and encourage the development of a significant number of new affordable housing units. The Fairmount Line and Jackson Square represent transit-oriented development adjoining rapid transit points, which encourages people to live, work and shop near public transit, reduces their reliance on cars, and helps them save money. Households living near rapid transit can save up to \$5,000 per year on transportation costs. Only specific community development corporations (CDCs), with the expertise to produce housing on a large scale in these specific geographic areas, are receiving funding under this strategy. Funding also may be provided for complementary planning, coordination and technical assistance in these geographic areas. This strategy was reassessed in 2009 and will continue until 2012.

- **Special affordable housing RFP:** In 2010, the Foundation made additional resources available for affordable housing production through a special Letter of Interest/Request for Proposals (LOI/RFP) process. Through this process, the Foundation awarded a small number of grants to non-profit affordable housing developers with two objectives: 1) to support proven affordable housing producers during these challenging economic times in order to position them for future affordable housing development as the economy improves; and 2) to address the destabilizing effects of the housing foreclosure crisis while also repositioning foreclosed properties for active and productive use. Under the announcement posted on its website, the Foundation asked interested nonprofits to submit a Letter of Interest (LOI) and selected grantees in 2010. The Foundation is not able to make any other grants in this area at this time.
- **Increasing production and preservation of Extremely Low-Income housing through Home Funders:** Through a \$3 million Program-Related Investment (PRI) to *Home Funders*, the Foundation is supporting a collaborative funding initiative designed to create additional housing units for homeless and extremely low-income families—with annual incomes of 30% of the Area Median Income or less. *Home Funders* loans are available to affordable housing producers through the Community Economic Development Assistance Corporation (CEDAC) and Massachusetts Housing Partnership (MHP).

## II. Affordable Housing Public Policy/Community Organizing

Barriers to affordable housing access require changes in public policies, systems, resources and/or practices, particularly ones that have a disparate impact on communities of color. Robust public policy advocacy and organizing are critical in order to change policies to better address the housing needs of diverse, low-income families. Many communities and organizations want to become more effective policy advocates and have a commitment to engaging grassroots activists and leaders. Therefore, the Foundation will support organizations, coalitions and networks that have a demonstrated commitment to affecting public policies and that have identified one or more issue areas relating to housing that impact low-income and racially diverse households as a focus for their advocacy efforts.

The Foundation supports organizations, coalitions and networks that have conducted analyses of the political landscape, including opportunities for change, who has power and who would oppose change, and that have made a clear determination of which policy lever of change—legislative, executive, judicial, nonpartisan electoral work, cross-cutting advocacy—will best lead to a problem’s resolution. The Foundation believes that public policy campaigns that are driven by constituents’ interests and “voice” are more responsive to community needs and more likely to be sustained over time. Additionally, building relationships with key decision-makers is vital for sustaining a campaign as well as for implementing and monitoring any resulting public policy changes.

Examples of potential policy targets in this area include: increasing public funding for the creation and preservation of affordable housing, including housing affordable to ELI families; increasing the enforcement of fair housing laws; addressing the issues of sub-prime and predatory lending; strengthening inclusionary zoning regulations; and preserving long-term access for tenants to stable and affordable housing.

Priority will be given to applicants that:

- Directly engage diverse low-income leaders and activists in the public policy advocacy work and provide them with meaningful roles as leaders and activists, including identifying advocacy priorities and creating policy/advocacy agendas; or
- Actively work in coalition with other organizations with similar priorities and goals or are open to developing this type of collaboration to carry out the advocacy campaign, in which at least one coalition member directly engages diverse low-income leaders and activists in the public policy advocacy work; and
- Have identified and defined a problem or issue with affected community members and other constituents, including an assessment of racial/ethnic disparities and considering available research and data to develop their policy agenda(s).

Operating, project/program and/or capacity-building grants will be made to individual organizations, coalitions or networks that meet the public policy criteria stated above. Requests also will be considered from organizations that develop this capacity.

## Teen Development

### ***What we believe***

In Boston and Chelsea today, too many low-income teens, especially teens of color, are simply not succeeding in school or in the workplace. High school dropout rates are at crisis levels, and youth employment at all-time lows. Positive development of teens not only leads to their personal success but to stronger communities, because they represent such promising resources for positive change. With access to the resources, opportunities and support systems they need, every young person—particularly low-income teens of color—can develop the knowledge and skills necessary to succeed in life and to contribute to their communities.

The Foundation believes that the following seven principles provide a strong basis to prepare teens for long-term success:

- Appropriate Educational Pathways: Teens learn in different ways and education cannot come in a one-size-fits-all package.
- Opportunities for Career Exploration and Employment: Learning about various careers either in school or through community-based organizations, coupled with paid opportunities to build and practice the accompanying skills, can widen the field of choices and possibilities available to teens.
- Meaningful Civic Engagement: Opportunities for youth led service-learning projects permit young people to engage with and contribute to their community in ways that allow for their voices to be heard.
- Networks of support: Multiple adults in relationships with teens over periods of time can connect them to vital resources and support them during periods of transition.
- Sensitivity to Gender, Culture and Race: Systems and programs working with teens must see individual teens holistically and must adapt practices that are informed by gender, culture and race.
- Healthy Peer Relationships: Opportunities for building supportive and positive relationships with peers allow teens to build resilience and resist negative peer influence.
- Self-Development: Opportunities for reflection in the context of their community allow teens to: explore the question of what their purpose is, connect to their sense of worth, define who they are, and in turn, understand the world of possibilities available to them.

### ***What we will fund***

Within the teen development area, the Foundation is committed to the following goal: increase long-term success among teens of color and other low-income teens. Under this goal, the following strategies will be supported: (1) Teen Futures, a three-year effort to re-engage teens who are not in school and not working (2009-2012); (2) Chelsea REACH (Reach Explore Achieve), an after-school program for 7<sup>th</sup> through 10<sup>th</sup> graders in Chelsea focused on academic success and career awareness (2007-2012); (3) the *Girls'* Initiative, a six-year initiative aimed at improving the coordination of services for court-involved girls and increasing the organizational

capacity of agencies serving girls (grants for direct services through this initiative concluded in December 2008); and (4) public policy and community organizing grants in support of this goal.

### ***I. Teen Futures***

The Foundation currently supports seven organizations that are working to improve the success of young people, ages 16-22, who have dropped out of school and are not employed by increasing the number who gain their high school diploma (or its equivalent) and commence a path towards higher education or a career focused training program. This strategy is being accomplished through increasing the quality and the quantity of programs that combine education, skill development and employment. *Teen Futures'* impact is being deepened through special convenings and communications, evaluation and organizational capacity building and accompanying public policy advocacy. Grants were awarded in April, 2009, and will continue through 2012. The Foundation is not able to make any other grants in this area at this time.

### **II. Chelsea REACH**

The Foundation continues to support an out-of-school-time dropout prevention resource for 7<sup>th</sup> – 10<sup>th</sup> graders in Chelsea that was developed in partnership with community-based organizations, the Chelsea Public Schools and community members. Chelsea REACH is designed to increase school and career success for teens—with a special focus on the critical transition from middle school to high school. In 2008, the Foundation made a five-year funding commitment (2008-2012) to this effort through the Chelsea Public Schools, which in turn coordinates grants to partnering community-based organizations and is advised by a special community oversight committee.

### **III. Girls' Initiative**

From 2003-2009, the Foundation provided multi-year support to several community-based organizations providing services targeted to high-risk girls who have been or are under the jurisdiction of the Juvenile Court, the Department of Children and Families, or the Department of Youth Services as a result of CHINS (Children in Need of Services) or delinquency. Building upon this prior work, the Foundation will continue to help sponsor forums focused on the specific needs of high-risk girls and to share what it has learned through this initiative with those serving this population and fellow funders. The Foundation has supported the public policy and advocacy efforts of grantees designed to produce positive public policy change for high-risk girls, including the creation of a statewide commission on gender-responsive programming for system-involved girls. The Foundation continues supporting this public policy work through support to the Black Ministerial Alliance's Boston Capacity Tank, which also offers public trainings in these areas. The Foundation will continue to consider the special needs of girls in its other teen grantmaking strategies.

### **IV. Public Policy/Community Organizing**

Public policy advocacy focused on the needs of low-income teens must be stronger and more effective in order to create the policies and resources needed to support and sustain effective teen development programs. Many youth-serving organizations, including those that serve high-risk teens, want to become more effective policy advocates and are open to building their capacity and collaborative skills in order to achieve that goal. The Foundation will support organizations, coalitions and networks that have a demonstrated commitment to affecting public

policies and directly engaging teens and their families in these advocacy efforts.

The Foundation will support public policy and community organizing that focuses on increasing long-term success among teens of color and other low-income teens who are at high risk. Examples of potential policy targets include but are not limited to: increasing public funding for summer and year-round jobs for low-income teens; increasing resources to address the high school drop-out crisis; and reforming the criminal record information system. Priority will be given to applicants that:

- Have identified one or more issue areas that impact low-income teens as a focus for their public policy advocacy work;
- Utilize fact-finding and research to develop their policy agenda(s);
- Work in coalition with other organizations with similar priorities and goals or be open to developing this type of collaboration; and
- Directly engage teens in public policy and organizing work and provide them with meaningful roles as leaders and activists, including identifying advocacy priorities and creating policy/advocacy agendas.

Operating, project/program and/or capacity-building grants will be made to individual teen-serving organizations, coalitions or networks of teen-serving organizations that meet the public policy criteria stated above and other nonprofits that contribute added capacity to these organizations.

## Special Opportunities Fund

### ***What we hope to accomplish***

While the Hyams Foundation is committed to focusing the majority of its resources on its three major program goals, we also want the flexibility to support a limited number of efforts that fall outside of those goals but relate to the Foundation's overall mission and especially to its commitment to promoting racial justice and to addressing racial disparities. It has created a Special Opportunities Fund for this purpose and will designate up to 10% of each annual grantmaking budget to it.

### ***What we will fund***

The Foundation will use the Special Opportunities Fund primarily for the following purposes:

1. The Foundation will consider special efforts to address racial and ethnic disparities in Greater Boston that may lie outside of its specific grantmaking strategies in the Civic Engagement, Affordable Housing and Teen Development areas but are related to them. Examples of previous grants include support to public policy advocacy and other efforts to address the barriers to increasing financial assets and wealth within communities of color and to ensure a fair and equitable 2010 U.S. Census process.

Grants in this area also may be provided for the public policy components of the English for New Bostonians (ENB) and *SkillWorks* funding collaboratives, in order to expand public resources for workforce development and ESOL programs. The Foundation has been an active participant in ENB and *SkillWorks* since 2000 and 2002 respectively.

2. A very limited amount of funding will be available to respond to unanticipated and compelling community issues each year. There will be no formal application process for these funds, and any organization interested in accessing them should send a letter to the Foundation's Executive Director. These funds may not be used to address cash flow or related financial emergencies of individual nonprofit organizations.

The Hyams Foundation, Inc.  
Funding Priorities- Revised December, 2010

The following chart provides an overview of the Foundation's current funding priorities organized by the outcome areas noted below:

<b>OUTCOME AREAS</b>	<b><u>Direct Hyams Grants</u></b> Eligible applicants can submit at one of the three grantmaking meetings.	<b><u>Special Hyams Initiatives</u></b> Please see below.	<b><u>Funder Collaboratives</u></b> The Foundation does not accept applications for these initiatives. To learn more about submission requirements/criteria, please refer to the Funder Collaboratives List on the following page.	<b><u>Program-Related Investments (PRIs)</u></b> Letter of interest process. (Please refer to "How to Apply".)
<b>CIVIC ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>Grassroots Leadership Development, including teen organizing</li> <li>Public Policy/Community Organizing</li> <li>Voter Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Immigrant Leadership Fund (ILF)               <ul style="list-style-type: none"> <li>Initiative concluded. Foundation continues to support immigrant-run organizations and other organizations led by people of color as described in the Grassroots Leadership Development area.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Civic Engagement Initiative</li> <li>Catalyst Fund – technical assistance for strategic alliances, shared services and mergers</li> <li>Diversity &amp; Inclusion Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Letters of interest being accepted</li> </ul>
<b>AFFORDABLE HOUSING</b>	<ul style="list-style-type: none"> <li>Public Policy/Community Organizing</li> </ul>	<ul style="list-style-type: none"> <li>Geographically-Targeted Affordable Housing Initiative (grantees already selected)</li> <li>Special LOI/RFP for affordable housing production/preservation – grantees were selected in 2010. No additional applications for housing production will be accepted at this time.</li> </ul>	<ul style="list-style-type: none"> <li>Home Funders (housing development for Extremely Low-Income families)</li> <li>Catalyst Fund – technical assistance for strategic alliances, shared services and mergers</li> <li>Diversity &amp; Inclusion Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Geographically-Targeted Affordable Housing and Other, to be determined</li> </ul>
<b>TEEN DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Public Policy/Community Organizing</li> </ul>	<ul style="list-style-type: none"> <li>Teen Futures (grantees already selected). No additional applications for Teen Futures will be accepted at this time.</li> <li>Chelsea REACH (grantee already selected; subcontracts to CBOs awarded through Chelsea Public Schools)</li> </ul>	<ul style="list-style-type: none"> <li>Catalyst Fund – technical assistance for strategic alliances, shared services and mergers</li> <li>Diversity &amp; Inclusion Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Letters of interest being accepted</li> </ul>
<b>SPECIAL OPPORTUNITY FUND</b>	<ul style="list-style-type: none"> <li>For racial justice efforts and for "urgent and compelling community needs." Rolling deadline. Please see grant guidelines as described in the Special Opportunity Fund section.</li> </ul>		<ul style="list-style-type: none"> <li>SkillWorks</li> <li>English Works-English for New Bostonians</li> <li>Drawing Democracy Project</li> </ul>	

## ***List of Contacts for Funder Collaboratives***

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### Diversity & Inclusion Initiative

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[www.tsne.org](http://www.tsne.org)

### Home Funders Collaborative

[www.homefunders.org](http://www.homefunders.org)

### SkillWorks: Partners for a Productive Workforce

Ms. Loh-Sze Leung  
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[www.skill-works.org](http://www.skill-works.org)

### English Works./English for New Bostonians (ENB)

c/o Massachusetts Immigrant and Refugee  
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### Chelsea REACH

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### “Drawing Democracy Project” c/o Access Strategies

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