



Community Action Agency of Somerville
66-70 Union Square, Ste. #104, Somerville, MA 02143
Working to End Poverty Where We Live

tel:617.623.7370
www.caasomerville.org
fax:617.628.2512

BY E-MAIL: hburbridge@somervillema.gov

July 15, 2019

Heidi Burbidge
City of Somerville
93 Highland Avenue
Somerville, MA 02143

Dear Ms. Burbidge,

I write to apply for a position on the Affordable Housing Trust as a representative of Community Action Agency of Somerville, Inc. (CAAS), a Somerville non-profit organization. I have also committed to serving on the Board of Directors of the Somerville Community Land Trust, a new entity which is presently in the process of being formed.

1. My interest in serving as a Trustee stems from my experience of the work of the Trust over the past five years. During this time CAAS has been the recipient of AHTF funds that have greatly advanced our ability to serve low-income city residents. I have also worked collaboratively with other Somerville agencies with similar experiences, and I have great respect for the important role played by the Trust.
2. I represent CAAS, whose mission is to reduce poverty among local families and individuals while working to counteract - and whenever possible, eliminate - the societal conditions that cause and perpetuate poverty. We serve low-income residents of the City, primarily through our Head Start, Homelessness Prevention, and Volunteer Income Tax Assistance programs. While I acknowledge there are no 'assigned positions' on the Trust for non-profit agencies, it should be noted that one of my predecessors, Jack Hamilton, served on the Trust for many years.
3. While I do not have direct experience with affordable housing development, I have participated in countless discussions around this topic. I served as a member of the Union Square LOCUS Leaders group, a primary purpose of which was discussion of the provision of affordable housing as a community benefit stemming from the Union Square redevelopment. Nearly all of CAAS' clients are residents of affordable housing, whether private or public, and I have a solid understanding of the challenges they face and the regulations under which they live, but also an understanding of the restrictions and challenges faced by affordable housing owners and managers.

The mission of CAAS is to reduce poverty among local families and individuals while working to counteract, and whenever possible eliminate, the societal conditions that cause and perpetuate poverty.

David Gibbs
Executive Director

Kristin Haas
President

Jessie Leonard
Director of Head Start



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4. I have extensive experience with budgeting and financial management. I have been a non-profit executive director for nearly fifteen years. Before that I was a corporate attorney. Both of those positions require an ability to read financial statements and to prepare and work within budgets.

5. I have served on many boards and committees that meet on an ongoing basis, including the LOCUS group mentioned above, the Community Land Trust Working Group, and the Board of Directors of Tutoring Plus of Cambridge. In all cases, a well-functioning board depends on the commitment of its members to prepare for and attend all meetings, and a general attitude of curiosity and openness to new ideas or attitudes that might not necessarily agree with one's own. I am reliable in attendance, willing to entertain unfamiliar thoughts and to learn new subject matter, and deeply committed to the underlying mission of the Trust to preserve and create affordable housing in our City.

My resume accompanies this letter. Please do not hesitate to contact me if you require any additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Gibbs", written in a cursive style.

David Gibbs
Executive Director

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EXECUTIVE SUMMARY

- A versatile and flexible professional committed to social justice
- Practical expertise in fundraising, Federal, state, and foundation grants management, administration, strategic planning, technology implementation, and board and faculty development
- In-depth knowledge of non-profit law and business practice
- Natural ability to foster collaboration among professionals of diverse backgrounds to set and achieve mutual goals

PROFESSIONAL EXPERIENCE

- 2014-present **Community Action Agency of Somerville, Inc.**, Somerville, Massachusetts
Executive Director responsible for all aspects of administration and development for this 38-year-old federally-funded Community Action Program serving low-income Somerville residents. Accomplishments to date include:
- Management of ~\$6,000,000 in Federal, state, and city funds from five distinct grant programs
 - Oversight of Head Start program licensed to serve 267 3-4 year old children and their families in Cambridge and Somerville
 - Oversight of Homelessness Prevention Program, providing eviction prevention services to over 300 low-income Somerville residents each year
 - Establishment of CAAS as a Volunteer Income Tax Assistance (VITA) site, managing federal funds to provide free tax preparation services to low and moderate income taxpayers
 - Increased donated revenue from \$4,000 to over \$100,000 per year during first four years in the position; established and continue to oversee development program
 - Participation on a variety of city working and study groups, addressing issues such as community benefits in connection with the redevelopment of a transit-oriented Union Square neighborhood, the formation of a Community Land Trust to foster the creation of permanently affordable housing, and the Food System Assessment Group study of the city's food and nutrition resources
- 2008-2014 **Cambridge Community Center, Inc.**, Cambridge, Massachusetts
Executive Director responsible for all aspects of administration and development for this 85-year-old full service community center serving low-income Cambridge residents. Accomplishments to date include:
- Significantly increased the quality of the Center's flagship out-of-school programming which includes After School and Summer Camp programs for ages 4.9 to 14 by professionalizing staff, increasing the rigor of academic supports, adding new activities such as expressive arts therapy, implementing a new middle school program model, and strengthening family engagement.
 - Increased average enrollment in the Center's out-of-school programs from 55 to 95. In response to increased demand for its 2012 Summer Camp the Center increased its license capacity from 91 to 117 children.
 - Established four new programs:



- Cambridge Winter Farmers Market is the first and only indoor Winter Farmers Market in Cambridge, attracting upwards of 35 vendors and 850 shoppers weekly.
- Riverside Gallery at Cambridge Community Center mounts a new show of professional, primarily local, art every six to eight weeks with sales divided 70/30 between the artists and the Center. Over a three dozen shows have been mounted to date.
- Taking Care of You is a peer support and education group for adults with Type II diabetes, launched in collaboration with the Margaret Fuller Neighborhood Center and the Cambridge Department of Public Health
- Morning Pre-School Play opened the Center to toddlers with their parents and caregivers providing toddler activity 5 mornings per week, including structured play groups and a Parents' Cooperative Day Care for 18 families.
- Created a fundraising department to increase support from public and private grants, individual donors, and the Center's annual appeal. Raised \$458,000 in 2012-14 toward capital renovations.
- Increased the Center's total budget (including fundraising and earned revenue) from approximately \$470K in FY 2007-08 to approximately \$925K in FY 2014-15, an increase of 97% in seven years.
- Oversaw repair and renovation projects totaling over \$200,000 in three years, including construction of a new playground and fully renovated roofs and fire escapes.
- Instituted door-to-door publicity in Cambridge neighborhoods for Center programs using volunteers which has contributed to growing use of the Center by residents from across Cambridge. A special outreach effort using bi-lingual materials successfully attracted immigrant residents to Center programs and activities.

2003-2008

Family Institute of Cambridge, Inc., Watertown, Massachusetts

Executive Director responsible for all aspects of administration, development, and program planning and execution. Duties and accomplishments include:

- Increasing revenue from ~\$200,000 to ~\$500,000 per year
- Initiating and implementing a first-ever development plan for this 34-year old organization, resulting in significant donated income from alumni and other individual donors
- Coordinating comprehensive training curriculum in systemic family and couple therapy and collaborative organizational development models taught by faculty of 29 mental health professionals
- Developing training partnerships with public and private mental health agencies including the Massachusetts Department of Social Services, The Home for Little Wanderers, and numerous others
- Planning and organizing approximately 50 courses per year ranging from local half-day seminars, to week-long conferences for several hundred attendees with international presenters, to multi-session, 9-month intensives



- Designing and implementing ground-up marketing campaign, including print, bulk mail, and interactive internet components, resulting in 300% increase in attendance

2002-2008 **The American Institute for Roman Culture**, Somerville, Massachusetts and Rome, Italy

Clerk and General Counsel providing legal and compliance advice to charity formed to preserve and increase awareness of the cultural heritage of Rome. Assist with the implementation of a curriculum of graduate-level courses in Architecture and Archeology offered in Rome to graduate students from universities in the United States, Great Britain, and elsewhere.

1999-2001 **Hemenway & Barnes**, Boston, Massachusetts

Associate, Corporate Department: Specialized in representation of closely-held corporations, technology licensors, and tax-exempt entities. Representative non-profit transactions included formation of outreach entity to the greater-Boston Chinese-American community on behalf of the Episcopal Diocese of Massachusetts; coordination of disposition of government and foundation grants upon the split of an established non-profit entity into two new entities; and negotiation of complex, multi-agency grants from the City of Boston on behalf of Morgan Memorial Goodwill Industries.

1995-1999 **Foley, Hoag & Eliot LLP**, Boston, Massachusetts

Associate, Business Department: Specialized in mergers and acquisitions, private stock placements, and representation of tax-exempt entities with respect to corporate and tax issues; representative transactions included merger of two social service agencies, revision of major museum's licensing and accessions program, and restructuring of non-profit parent and supporting organization into a single research institute.

1994-1995 **Judge Levin H. Campbell, United States Court of Appeals for the First Circuit**, Boston, Massachusetts

Law Clerk: Researched relevant law and wrote initial drafts of appellate opinions, including 110-page opinion in complex reinsurance litigation.

Interests Artist (printmaking and painting); rock and ice climber, orienteer, guitarist.

BOARD MEMBERSHIPS AND COMMUNITY ACTIVITIES

2010-Present **Various Citizens Committees, Somerville and Cambridge, Massachusetts**
Western Avenue Advisory Committee; Food and Fitness Policy Council; LOCUS Leaders Working Group; Somerville Community Land Trust Working Group

2010-2016 **Rotary Club of Cambridge, Massachusetts**
Secretary, 2011-12; Program Chair, 2012-13; President Elect, 2013-14; President, 2014-15



- 2006-2008 **University of Massachusetts Boston**, Boston, Massachusetts
Member, Advisory Board for the Family Therapy Program of the Department of Counseling and School Psychology, the only graduate marriage and family therapy program in the Massachusetts public higher education system.
- 1998-2003 **Boston Cyberarts, Inc.**, Jamaica Plain, Massachusetts
Member, Board of Directors of an organization that plans and carries out the biennial Boston Cyberarts Festival, the only international festival devoted solely to computer-generated and –assisted artwork.
- 1995-2006 **Tutoring Plus of Cambridge, Inc.**, Cambridge, Massachusetts
Member, Board of Directors and (from 1998-2005) President of a 39-year old organization providing after-school academic help to children in central Cambridge. Actively involved in day-to-day activities of the organization through bi-weekly meetings with Executive Director; directly responsible for a variety of administrative issues, including risk management and criminal-record review of volunteers. Member of the Nominating and Fundraising Committees.

EDUCATION

- 2011-2012 **Boston University School of Management**, Boston, Massachusetts
Certificate of Achievement, Institute for Non-Profit Management and Leadership
- 1991-1994 **Boston University School of Law**, Boston, Massachusetts
Juris Doctor, Magna Cum Laude
Honors: Boston University, Law Review, Executive Editor; G. Joseph Tauro Distinguished Scholar; American Jurisprudence Prize, Torts

Activities: Battered Women’s Advocacy Project; Civil Liberties Union; Public Interest Project
- 1986-1988 **Rhode Island School of Design**, Providence, Rhode Island
BFA in Printmaking: Studies included drawing, textile design, lithography, intaglio, silk-screen, oil and watercolor painting, and monoprint. Graduated with honors.
- 1980-1983 **Princeton University**, Princeton, New Jersey
Concentration: Religious Philosophy. Studies included art history, religious philosophy, and contemporary political science. Attained honors during all semesters of attendance.

PROFESSIONAL AFFILIATIONS, PUBLICATIONS AND HONORS

- April 15, 2016 **Author**, “Housing the beloved community”, op-ed piece in The Somerville Times.



- February 2,
2016 **Co-Author**, “Community negotiation required with Union Square developer”, column in The Somerville Journal, with Ben Echevarria, Exec. Dir., The Welcome Project.
- February,
2001 and
2002 **Faculty Member**, “Tax-Exempt Organizations in Massachusetts”, presented by Lorman Education Services and Massachusetts Continuing Legal Education.
- November 8,
1999 **Co-Author**, “Good Works Need Better Laws”, op-ed piece in The Boston Globe, with Frederic J. Marx, Esq. of Hemenway & Barnes.
- 1994-2004 **Boston Bar Association**, Tax Section, Tax-Exempt Organizations Committee.