

Section 1: Community or Constituencies Served

ACEDONE **primarily serves African immigrants in Greater Boston**, with a strong focus on the Somali, Ethiopian, Senegalese, Eritrean, and Sudanese communities, who make up the majority of its constituency. **Additionally, ACEDONE supports African American, Caribbean, Hispanic, Brazilian, and other underrepresented populations, including low-income individuals and those experiencing homelessness**, who face systemic barriers to economic mobility, housing stability, and financial inclusion. (See attachment 1)

Based on internal evaluations and community engagement, our constituency is composed of:

- **African Immigrant Communities (80%)**
 - Somali (55%), Ethiopian (10%), Senegalese (5%), Eritrean (5%), Sudanese (3%), Algerian (1%), Djiboutian (1%), Tanzanian (1%), Guinean (1%), Ugandan (1%), Other African nationalities (2%)
- **African American Community (5%)**
- **Caribbean Community (4%)**
 - Haitian (3%), Other Caribbean nationals (1%)
- **Hispanic & Brazilian Community (4%)**
 - Brazilian (1%), Other Hispanic/Latino (3%)
- **White (Non-Hispanic) (2%)**

This community is culturally and linguistically diverse, with many residents speaking Somali, Amharic, Arabic, French, Haitian Creole, Portuguese, Spanish, and English.

Key Characteristics of the Population Served:

- 85% are first-generation immigrants, navigating challenges related to legal status, workforce entry, and cultural adaptation.
- More than 65% are renters, with many facing housing insecurity, displacement, and affordability concerns.
- Over 50% live below the Massachusetts state median income, often employed in low-wage or informal jobs.
- Many small business owners lack access to traditional banking services, credit, and capital, limiting their ability to grow and transition to formal financial institutions.

ACEDONE serves neighborhoods with high concentrations of **African, Caribbean, Hispanic, Brazilian, and immigrant populations** in Greater Boston (See attachment 2), including:

1. **City of Boston (60%)**
 - Roxbury, Dorchester, Jamaica Plain, Mattapan, East Boston, South Boston

2. **Cambridge (15%)**
3. **Somerville (3%)**
4. **Chelsea (3%)**
5. **Everett (2%)**
6. **Malden (2%)**
7. **Medford (2%)**
8. **Greater Boston Area (13%)** (Quincy, Lynn, Worcester, Framingham, Brockton, Randolph)

Community Needs Assessment

The communities ACEDONE serves **face systemic barriers to economic mobility, housing stability, and financial inclusion** due to longstanding inequities in access to resources and opportunities.

- Over 65% of community members are renters, facing skyrocketing rental costs and a severe lack of affordable housing options.
- Homeownership rates remain disproportionately low due to mortgage inaccessibility, financial literacy barriers, and limited generational wealth.
- Haitian, Brazilian, and African families are particularly vulnerable to eviction and gentrification pressures in Boston.
- Many African and Caribbean immigrants hold foreign degrees but struggle to obtain employment in their professional fields due to credential recognition barriers.
- African American, Hispanic, and Brazilian entrepreneurs face difficulties accessing business capital, limiting their ability to grow.
- First-generation immigrants are often pushed into informal or gig economy work, which lacks long-term stability and benefits.
- Discrimination, cultural, and language barriers further hinder immigrant integration into the workforce and business development, affecting opportunities for advancement.
- Many community members remain unbanked or underbanked, relying on check-cashing services, payday loans, and informal savings systems that keep them in cycles of financial instability.
- Limited access to credit and small business loans further restricts wealth-building opportunities.
- African, African American, Caribbean, and Hispanic youth face academic and career readiness challenges due to language barriers, economic stress, and lack of mentorship opportunities.
- Limited access to workforce training and trade skills programs prevents economic mobility.

- Limited community resources and opportunities for minority and low-income youth engagement increase the risk of exposure to criminal activities and other negative influences.

Justification for ACEDONE's Focus

ACEDONE takes a community-driven, culturally responsive approach to addressing these challenges by providing economic, workforce, and housing stability programs tailored to the communities we serve.

1. **A Trusted Community Hub:** ACEDONE has over 22 years of engagement in supporting African, African American, Caribbean, Hispanic, Brazilian, and other immigrant communities in Greater Boston.
2. **Economic & Workforce Development Programs:** ACEDONE provides small business development support, financial literacy education, and workforce training to uplift historically marginalized groups.
3. **Housing Stability & Homeownership Advocacy:** ACEDONE works with the City of Boston, MassDevelopment, and community coalitions to increase access to affordable housing and financial assistance.
4. **Youth Development & Career Pathways:** Our programs provide mentorship, training, and career-readiness opportunities to support first-generation youth.

Section 2: Involvement of Community Residents & Stakeholders

We engage community members and stakeholders through **multiple channels**, including:

1. **Community Leadership & Resident Engagement:** ACEDONE actively engages community members through resident-led initiatives, ensuring their voices shape programs, funding priorities, and advocacy efforts.
2. **Community Advisory Board (CAB) (To be implemented by Q2 of 2025):** A 12-member resident-led advisory board that meets quarterly to provide direct input on ACEDONE's programs, priorities, and funding strategies.
3. **Resident Surveys & Focus Groups:** Annual community assessments that gather feedback from over 250 community members to shape our program design and policy advocacy.
4. **Public Forums & Listening Sessions:** Regularly hosted meetings with residents, small business owners, faith leaders, and youth groups to discuss pressing community issues.
5. **Stakeholder Roundtables:** ACEDONE facilitates discussions with local government agencies, financial institutions, nonprofit organizations, and housing developers to align efforts and maximize impact.

6. **Youth Leadership Program:** A cohort of 40 young community leaders who help drive engagement on issues affecting first-generation youth, including workforce development and educational opportunities.

ACEDONE prioritizes community-driven decision-making to ensure our programs are responsive to evolving needs. Examples of resident and stakeholder impact include:

- **Affordable Housing Advocacy:** Community members successfully advocated for ACEDONE's expansion into affordable housing development, homeownership education, and anti-displacement initiatives, leading to new partnerships with the City of Boston's Office of Housing. This advocacy led to the development of our first affordable housing project—9 units in Dorchester, Boston.
- **Small Business Support Expansion:** Feedback from immigrant entrepreneurs highlighted a need for alternative lending options, prompting ACEDONE to establish a microloans program for small businesses.
- **Workforce Development Tailoring:** Based on resident feedback, ACEDONE expanded its job training initiatives to include transportation, home healthcare, construction, and tech-related trades—fields with high employment demand.
- **Financial Literacy Programming:** Community forums revealed a lack of culturally relevant financial education, leading to the creation of multi-language financial workshops tailored to Somali, Haitian, and Hispanic residents.

Stakeholder Partnerships & Collaboration

ACEDONE collaborates with a **diverse network of partners**, ensuring our programs are well-supported and integrated into broader community efforts. (See Attachment 3)

Mechanisms for Ongoing Resident Involvement

To ensure **continuous engagement**, ACEDONE uses the following strategies:

- **Quarterly Town Halls:** Open forums where residents discuss priorities and program impact.
- **Community Surveys:** Distributed digitally and in-person, available in five languages to accommodate linguistic diversity.
- **Advisory Committees:** Regular stakeholder meetings to guide program design and implementation.
- **Resident Leadership Training:** Providing capacity-building workshops for residents to become advocates in policy discussions.

Section 3: Plan Goals

ACEDONE's Community Investment Plan (CIP) 2025-2029 is designed to build a strong and resilient community by fostering education, civic engagement, economic development, and homeownership opportunities. These goals directly address the systemic barriers faced by African, Caribbean, Hispanic, and other immigrant and low-income communities, ensuring equitable access to financial security, housing stability, and career development.

Core Objectives

1. Build a strong and resilient community through education, civic engagement, economic development, and homeownership opportunities.
2. Improve economic stability and wealth-building through sustainable revenue-generating activities.
3. Increase workforce opportunities for young people by equipping them with the necessary skills to succeed.
4. Address social determinants of health to improve family stability and reduce racial inequities.
5. Expand access to homeownership for African and immigrant families through the development of affordable housing units.
6. Strengthen ACEDONE's fundraising strategy to diversify funding sources and increase long-term financial sustainability.
7. Improve access to state and federal resources that enhance economic conditions for the African and immigrant communities.

SMART Goals

Affordable Housing, Homeownership, & Homelessness

- Develop 9 new affordable housing units in Dorchester, Boston by 2027 to provide stable housing for low-income families.
- Identify and secure opportunities to develop 15-20 additional affordable housing units by 2029, expanding ACEDONE's role in affordable housing solutions in MA.
- Provide homeownership education to at least 100 individuals annually, increasing mortgage readiness for first-time homebuyers.
- Support 50 renters annually with tenant rights education and eviction prevention assistance.
- Operate a 66-bed shelter providing three meals per day and comprehensive case management services to individuals experiencing homelessness.

Small Business Development & Financial Empowerment

- Distribute an additional \$500,000 in microloans to at least 50 small businesses owned by immigrants, minorities, or low-income individuals over the next four years.
- Provide individualized technical and financial counseling for 80 entrepreneurs annually, assisting with business planning, credit-building, and long-term financial growth.
- Enroll 100 community members annually in financial education workshops, covering credit-building, budgeting, and homeownership readiness.
- Increase access to capital by securing partnerships with at least 3 new financial institutions or CDFIs by 2026.
- Expand financial inclusion by increasing the percentage of ACEDONE constituents using traditional banking services from below 50% to over 75% by 2029 through targeted outreach and financial coaching.

Workforce Development & Youth Empowerment

- Train 150 youth and adults per year in workforce readiness, job placement, and professional development programs.
- Establish new career pathway partnerships with at least 5 local employers in high-demand fields by 2026.
- Support at least 40 youth annually in leadership development, mentorship, and college/career planning programs.

Health Equity

- Promote mental health and behavioral health support by providing annual services to 200 individuals, with a focus on community members facing housing instability.
- Increase access to mental health resources by partnering with at least 3 local organizations to provide counseling, therapy, and crisis intervention services for underserved populations by 2026.
- Implement health screenings and wellness programs at least quarterly in community centers, reaching a minimum of 100 community members annually.
- Launch a mental health awareness campaign in at least 5 immigrant communities by 2027, aiming to reduce stigma and promote mental wellness..

Community Engagement & Advocacy

- Host 8-12 community forums per year to engage residents on housing, economic development, and policy advocacy.
- Increase direct community engagement by 20% by 2026, strengthening ACEDONE's outreach through surveys, town halls, and advisory committees.
- Strengthen advocacy efforts by collaborating with at least 10 community organizations to address policies impacting African, Caribbean, Hispanic, and immigrant communities.

Section 4: Activities to be Undertaken

Affordable Housing Development & Homelessness Support

- Develop new affordable housing units by 2029 to address the rising housing crisis for low-income families.
 - Deliverable: Complete 9 units in Erie-Glenway Dorchester by 2027 and secure financing and land for an additional 15 units by 2029.
- Operate a 66-bed shelter providing three daily meals and comprehensive case management for individuals experiencing homelessness.
 - Deliverable: Maintain 90% occupancy and provide services to at least 100 individuals annually.
- Expand homeownership education to increase mortgage readiness for first-time homebuyers.
 - Deliverable: Educate 100 individuals annually and support at least 30 successful home purchases per year.
- Tenant Rights & Eviction Prevention Program to provide legal and financial assistance to renters at risk of displacement.
 - Deliverable: Assist 50 renters annually with eviction prevention and rental assistance resources.

Small Business Development & Financial Empowerment

- Expand the microloans program to provide capital and technical assistance to immigrant-owned small businesses.
 - Deliverable: Distribute an additional \$500,000 in microloans to 50 small businesses by 2029.
- Financial literacy & business development training to help entrepreneurs build sustainable enterprises.
 - Deliverable: Enroll 100 entrepreneurs annually in training on budgeting, credit-building, and business planning.
- Increase access to capital by securing partnerships with three new financial institutions or CDFIs by 2026.
 - Deliverable: Provide at least 100 small businesses with direct access to financing opportunities.
- Banking access & financial coaching program to integrate immigrant families into mainstream financial systems.
 - Deliverable: Increase banking participation from 60% to 75% by 2027 through targeted outreach and coaching.

Workforce Development & Youth Empowerment

- Career Readiness & Job Placement Program providing professional development for youth and adults.
 - Deliverable: Train 200 individuals annually and place at least 50 participants in jobs each year.
- Establish employer partnerships to connect immigrant workers with high-demand industries.
 - Deliverable: Develop five new career pathway agreements with local employers by 2026.
- Youth leadership & mentorship programs to build skills and career readiness.
 - Deliverable: Support 50 youth annually through leadership training and mentorship.

Health Equity:

- Provide annual mental health and behavioral health services, with a focus on community members facing housing instability.
 - Deliverable: Provide counseling, crisis intervention, and wellness support, ensuring access to services for 200 individuals at risk of displacement or homelessness annually.
- Partner with local organizations by 2026 to expand access to counseling, therapy, and crisis intervention services for underserved populations.
 - Deliverable: Secure 3 new partnerships to enhance service delivery, reaching at least 200 individuals through expanded mental health resources.
- Implement quarterly health screenings and wellness programs at community centers.
 - Deliverable: Conduct 4 screenings per year for at least 100 individuals, providing referrals and support for mental health and behavioral issues.
- Launch a mental health awareness campaign in at least 5 immigrant communities by 2027, focusing on reducing stigma and promoting mental wellness.
 - Deliverable: Organize 5 mental health awareness campaigns, with at least 10 workshops, events, or outreach initiatives per year, engaging a total of 1,000 community members.

Community Engagement & Advocacy

- Host six annual community forums to gather resident input on housing, economic development, and local policies.
 - Deliverable: Engage at least 200 residents annually in advocacy discussions.
- Increase community outreach efforts by 25% by 2026 through surveys, town halls, and advisory committees.
 - Deliverable: Reach 1,000+ community members annually through direct engagement strategies.

- Strengthen coalition-building efforts by collaborating with at least ten community organizations on advocacy and policy work.
 - Deliverable: Establish new policy initiatives to address housing, economic justice, and immigrant rights.

Implementation & Monitoring

ACEDONE will ensure the successful implementation of these initiatives through:

- Quarterly progress reports tracking deliverables and outcomes.
- Resident feedback mechanisms, including surveys and focus groups, to continuously refine programs.
- Data collection and impact measurement, using Salesforce and Google Suite, to track program success, participant engagement, and policy changes.
- Partnership accountability through regular coordination with government agencies, financial institutions, and nonprofit collaborators.

Section 5: How Success Will Be Measured & Evaluated

ACEDONE is committed to ensuring that its Community Investment Plan (CIP) 2025-2029 delivers measurable, sustainable impact. Success will be tracked using performance metrics, data-driven evaluation methods, and ongoing resident engagement to ensure continuous improvement.

Performance Metrics

Each of ACEDONE's key program areas has clear, measurable success indicators to evaluate impact:

Affordable Housing & Homelessness Support

- Staff Responsible: Director of Affordable Housing Development
- 9 new affordable housing units completed by 2027.
- 100+ individuals served annually at the 66-bed shelter, with 100% participating in case management services.
- 100 first-time homebuyers trained per year, with 30 successfully purchasing homes annually.
- 50 renters annually receiving eviction prevention support, with at least 80% avoiding eviction.

Small Business Development & Financial Empowerment

- Staff Responsible: Director of Small Business Development

- \$500,000 in microloans disbursed by 2029, benefiting at least 50 immigrant-owned small businesses.
- 100 individuals annually completing financial literacy workshops, with 70% improving credit scores or savings within one year.
- Three new financial institution or CDFI partnerships established by 2026 to expand loan access.
- Banking participation increased from 60% to 75% by 2027, reducing reliance on alternative financial services.

Workforce Development & Youth Empowerment

- Staff Responsible: Director of Workforce Development
- 200 individuals trained annually in workforce readiness, with at least 50 placed in jobs per year.
- Five new employer partnerships by 2026 to enhance job placement opportunities.
- 50 youth annually completing leadership and mentorship programs, with 80% reporting increased career readiness.

Health Equity

- Staff Responsible: Director of Affordable Housing Development
- 200 individuals provided annual mental health and behavioral health services, with 80% reporting improved mental wellness.
- 3 new partnerships established by 2026 to expand access to mental health resources, benefiting at least 200 community members.
- 100 individuals annually receiving health screenings and wellness support, with 75% reporting positive changes in mental and physical health after referrals.
- 1,000 community members engaged in mental health awareness campaigns across 5 immigrant communities, with 70% demonstrating increased knowledge of mental health resources.

Community Engagement & Advocacy

- Director of Community Outreach & Civic Engagement
- Six community forums hosted per year, engaging at least 200 residents in advocacy and policy discussions.
- Community outreach expanded by 25% by 2026, increasing participation in ACEDONE's programs.
- Ten new advocacy collaborations established with community organizations to influence policy changes.

Data Collection Methods & Evaluation Tools

ACEDONE will employ a multi-layered evaluation framework to track progress, ensure accountability, and refine program delivery.

1. Program Monitoring & Reporting

- Quarterly progress reports will document deliverables, milestones, and challenges.
- Key performance indicators (KPIs) will be reviewed internally and shared with stakeholders.

2. Resident Feedback & Community Insights

- Annual surveys and focus groups will assess program effectiveness from the resident perspective.
- Community town halls will provide a forum for real-time feedback and adjustments.

3. Technology & Data Management

- Salesforce and Google Suite will be used to track participant engagement, service delivery, and long-term outcomes.
- Financial and housing impact data will be analyzed to measure trends and identify areas for improvement.

4. Partnership Accountability & Coordination

- Regular meetings with government agencies, financial institutions, and nonprofit collaborators will ensure strategic alignment and progress tracking.
- Data-sharing agreements with key partners will provide insights into policy impacts and funding effectiveness.

ACEDONE is dedicated to an adaptive evaluation model, ensuring that community feedback, data insights, and program performance trends inform decision-making. By maintaining rigorous data collection, stakeholder accountability, and outcome-driven evaluation, ACEDONE will ensure the long-term success of its housing, financial empowerment, and workforce initiatives.

Section 6: Collaborative Efforts

ACEDONE recognizes that achieving sustainable community development requires strong collaboration with government agencies, financial institutions, nonprofit organizations, and community-based groups. Through strategic partnerships, ACEDONE expands its capacity to provide affordable housing, small business support, workforce training, and financial empowerment programs to the communities it serves.

Affordable Housing & Homelessness Support Partnerships

- City of Boston Office of Housing & MassDevelopment – Supports affordable housing development, homeownership education, and tenant support programs.
- Community Development Organizations (CDCs) – DSNI, JP CDC – Collaborate on affordable housing projects, tenant advocacy, and neighborhood revitalization initiatives.
- Boston Local Development Corporation (BLDC) – Provides low-interest financing and technical assistance for real estate development projects.
- Faith-Based & Cultural Organizations – Work with mosques, churches, and ethnic community centers to connect families with housing and homelessness resources.

Small Business Development & Financial Empowerment Partnerships

- Massachusetts Growth Capital Corporation (MGCC) – Provides funding, technical assistance, and capital access for immigrant small businesses.
- Community Development Financial Institutions (CDFIs) – LEAF, LISC, Nectar Community Investment (MCCI), Ascendus – Offer alternative financing, financial literacy training, and micro-loan funding to underserved entrepreneurs.
- Lawyers for Civil Rights (LCR) – Assists small business owners with legal services, contract negotiation, and financial protections.

Workforce Development & Youth Empowerment Partnerships

- Boston Public Schools & Local Colleges – Support career pathway development, workforce training, and educational advancement for youth and adults.
- Boston Afterschool & Beyond (BA&B) – Provides after-school enrichment, mentoring, and leadership development opportunities for students.
- Employer Partnerships – ACEDONE is working to establish direct collaborations with local businesses and industry leaders to provide job training and placement in high-demand sectors.

Health Equity Partnerships

- **Local Health Providers** – We collaborate with local healthcare organizations to integrate mental health services and support into ACEDONE’s housing and community programs.
- **Mental Health and Behavioral Health Organizations**– We partner with local mental health organizations by 2026 to expand access to counseling, therapy, and crisis intervention services for underserved populations, including Solutions at Work and HealthCare for All Massachusetts.
- **Public Health Agencies** – We partner with public health entities to enhance outreach and referral pathways for immigrant populations, ensuring access to mental health resources and behavioral health interventions, including MassHealth and the Boston Public Health Commission (BPHC).

Community Engagement & Advocacy Partnerships

- Community-Based Organizations – EN&B, CSIO, BWG, ACEDONE, HAU, IFSI, Agencia ALPHA – Work together to address economic equity, immigrant rights, and housing policy advocacy.
- Boston Policy & Advocacy Networks – Engage in legislative efforts, research initiatives, and coalition-building to advance community-led solutions.

Partnership Coordination & Accountability

ACEDONE ensures the effectiveness of its partnerships through:

- Regular strategic planning meetings to align goals and share data on community impact.
- Memorandums of Understanding (MOUs) with key partners to define roles, expectations, and resource commitments.
- Collaborative funding proposals to secure grants and investments for shared initiatives.
- Joint public events and workshops to enhance community awareness and accessibility of services.

Section 7: Integration of Activities with Community Strategy & Vision

ACEDONE's Community Investment Plan (CIP) 2025-2029 is strategically aligned with state and local development priorities and is designed to bridge gaps in existing services to create sustainable, community-driven solutions. By integrating affordable housing, economic development, workforce training, and financial empowerment, ACEDONE ensures that historically underserved communities have equitable access to essential resources and opportunities.

Alignment with State & Local Development Plans

ACEDONE's initiatives directly support key **state and municipal goals**, ensuring that its programs align with broader efforts to address housing affordability, economic inclusion, and workforce readiness.

Housing & Economic Development Plans

- City of Boston's Housing 2030 Plan – ACEDONE contributes to Boston's affordable housing expansion goals by developing 9 new units by 2027 and supporting renters and homebuyers.
- Massachusetts Executive Office of Housing & Livable Communities (EOHLC) Initiatives – Aligns with state strategies to expand affordable housing, prevent evictions, and promote homeownership education.

- Executive Office of Economic Development (EOED) – ACEDONE collaborates on criminal justice system involvement prevention by expanding economic opportunities, providing job training, and supporting reentry programs for individuals at risk or impacted by the justice system.
- Massachusetts Small Business Development & Capital Access Initiatives – ACEDONE’s Micro-Loans program, financial literacy training, and small business development programs support the state’s commitment to economic mobility for immigrant entrepreneurs.

Workforce & Education Strategies

- Boston’s Office of Workforce Development (OWD) – ACEDONE’s job training and employer partnerships align with city efforts to prepare residents for high-demand industries.
- Massachusetts Workforce Skills Cabinet (WSC) – ACEDONE’s training programs contribute to state efforts to increase workforce participation and career mobility for historically underrepresented communities.
- Boston Public Schools & Local College Partnerships – ACEDONE’s career pathway programs and youth development initiatives align with local educational strategies to support first-generation students.

Community Engagement & Advocacy Priorities

- City of Boston & Statewide Immigrant Rights Initiatives – ACEDONE works with community-based organizations to advocate for fair housing policies, financial inclusion, and immigrant workforce protections.
- Boston’s Equity and Inclusion Cabinet – ACEDONE’s programs support the city’s equity-focused strategies by expanding business ownership, homeownership, and financial literacy opportunities for Black, Caribbean, Hispanic, and immigrant populations.

Bridging Gaps in Existing Services

ACEDONE’s programs **fill critical gaps** in existing housing, economic, and workforce development services by providing **culturally responsive, community-driven solutions** tailored to immigrant and low-income families.

1. Expanding Affordable Housing & Homeownership Access

- Many affordable housing programs do not specifically address the needs of African, Caribbean, and Hispanic immigrant communities facing language barriers, credit challenges, and financial exclusion.

- ACEDONE's homeownership education program provides customized financial coaching in non-traditional lending options that help first-time buyers overcome systemic barriers.

2. Enhancing Economic Empowerment & Small Business Support

- Many existing small business development programs lack culturally tailored financial training and capital access for immigrant entrepreneurs.
- ACEDONE's partnerships with CDFIs and local banks expand affordable financing, credit-building, and mentorship opportunities for business owners who would otherwise struggle to access capital.
- ACEDONE's Micro-Loans program provides access to non-traditional lending options that help aspiring entrepreneurs and small business owners overcome systemic barriers.

3. Strengthening Workforce & Youth Development Programs

- Traditional workforce programs often do not offer industry-specific training for first-generation immigrants and minority youth.
- ACEDONE's career pathway initiatives provide direct employer connections, hands-on job training, and mentorship to prepare residents for long-term employment in high-growth industries.

4. Increasing Community Engagement & Policy Advocacy

- While city and state agencies have broad community development strategies, grassroots participation remains low in many immigrant communities.
- ACEDONE's resident-led engagement model ensures that diverse community voices are heard in housing, economic development, and workforce planning efforts.
- ACEDONE takes advantage of the natural networks that immigrant communities form, leveraging over 20 years of experience as a trusted hub.

Section 8: Financing Strategy

ACEDONE's Community Investment Plan (CIP) 2025-2029 is supported by a mix of government funding, private grants, corporate donations, and earned revenue streams, ensuring financial sustainability for its affordable housing, small business support, and workforce development programs. (See attachment 4)

ACEDONE's funding model is structured to maintain financial sustainability and program scalability through a balance of public funding, foundation grants, private contributions, and earned revenue. (See attachment 5)

FY25 \$5,372,251.49 Revenue Breakdown by Category

1. **Government Grants & Public Funding – \$4,136,441.24 (77% of Total Revenue)**
 - Major Sources: EOHLC, EOED, HHS, MGCC, City of Boston.
 - Key Focus Areas: Affordable housing development, shelter operations, small business support, and economic mobility programs.
2. **Foundation & Corporate Philanthropy – \$688,976.92 (13% of Total Revenue)**
 - Major Sources: Barr Foundation, Liberty Mutual, United Way, State Street Foundation, Imago Dei Fund, and Health Care for All.
 - Key Focus Areas: Youth development, financial literacy, and small business assistance.
3. **Earned Revenue & Loan Repayments – \$120,000.00 (2% of Total Revenue)**
 - Major Source: Small Business Loan Repayments.
 - Key Focus Areas: Reinvestment into micro-loan programs and entrepreneurial training.
4. **Individual & Private Contributions – \$426,833.33 (8% of Total Revenue)**
 - Major Sources: Charles Bank, MGH, individual donors, and private institutions.
 - Key Focus Areas: General operations, housing support, and financial stability programs.

Role of Community Investment Tax Credits (CITC) in Financial Sustainability

ACEDONE is requesting \$225,000 in CITC allocations, which will be used to support affordable housing, economic development, and financial empowerment initiatives in MA. ACEDONE leverages the Community Investment Tax Credit (CITC) Program to strengthen its long-term financial sustainability. CITC provides a dollar-for-dollar tax credit incentive for donations, enabling ACEDONE to:

- Expand its housing initiatives by leveraging CITC donations to secure additional investments for affordable housing development.
- Enhance economic mobility programs by directing funds toward small business support and micro-lending services.
- Increase donor engagement through tax credit benefits, strengthening long-term contributions from corporations and individual supporters.
- Create collaboration opportunities with banks and corporations to promote our program within the community. This will strengthen our partnerships and advance our mission.

To ensure financial resilience, ACEDONE will:

1. Increase earned revenue by growing its Micro-Loans program and introducing new financial education services.
2. Expand corporate and foundation partnerships to secure multi-year funding commitments.

3. Strengthen state and local policy advocacy to increase access to affordable housing and small business development grants.

Section 9: History, Track Record & Sustainable Development

ACEDONE's History & Mission

Founded in 2002, ACEDONE (African Community Economic Development of New England) has spent over 22 years empowering African, Caribbean, Hispanic, Brazilian, and immigrant communities in Greater Boston. ACEDONE was established to address economic disparities, housing instability, workforce barriers, and financial exclusion that impact historically underserved populations.

From its beginnings as a community-based advocacy group, ACEDONE has grown into a leading development organization providing affordable housing, small business support, workforce training, and community engagement programs. ACEDONE's commitment is to advance economic mobility and sustainable development through culturally responsive solutions tailored to the needs of immigrants and low-income families.

Track Record of Impact (2021-2024)

Affordable Housing & Homelessness Support

- Established a state contract to operate a 66-bed homeless shelter in Cambridge, MA, providing three daily meals, case management, and workforce support.
- Secured a site control agreement with the City of Boston for the development of 9 affordable housing units on vacant land at Erie and Glenway Streets in Dorchester, under the Welcome Home Boston program, to be completed by 2027.

Small Business Development & Financial Empowerment

- Successfully deployed 32 microloans totaling \$510,000 to small business owners, supporting immigrant entrepreneurs.
- Extended 3 revolving loans totaling \$120,000, increasing access to working capital for small businesses.
- Provided one-on-one technical assistance to over 450 small business owners, offering strategic guidance on financial planning and business growth.
- Secured \$1,205,000 in public and private contracts for African-owned small businesses, strengthening economic stability in immigrant communities.
- Delivered financial literacy and first-time homebuyer workshops to 400+ individuals, increasing homeownership readiness.

- Provided legal assistance for over 3 years to 6 African-owned businesses facing wrongful displacement, ensuring fair access to commercial spaces in Roxbury.

Workforce Development & Youth Empowerment

- Nurtured after-school and summer learning programs for 130 children (1st to 8th grade), ensuring educational continuity and enrichment.
- Empowered 60 young individuals through workforce and college readiness programs, providing pathways to career success.
- Conducted skills training and career counseling sessions for 120+ community members, preparing them for sustainable employment.
- Awarded two \$5,000 Youth Entrepreneurship Grants (YICX), supporting young entrepreneurs in launching and scaling their businesses.

Community Health & Advocacy

- Ensured access to mental and behavioral health services for 200+ community members, addressing critical wellness needs.
- Co-led 24 organizing events for African, Brazilian, Caribbean, and Latinx communities, advocating for housing rights, economic justice, and policy change.
- Vaccinated over 4,100 community members – those who health care providers could not reach
- Educated over 60,000 community members in their native languages on Covid and the vaccine via weekly Facebook Live, WhatsApp, radio & tv

Commitment to Sustainable Development

ACEDONE ensures that its programs are designed for long-term sustainability by:

- **Expand Housing Opportunities**
 - Ensuring that low-income families and immigrants can remain in their communities without displacement.
- **Advance Equity**
 - Reducing reliance on predatory lending and increasing financial stability for historically underserved communities.
- **Make Efficient Desitions**
 - Expanding access to alternative financing models to reduce economic exclusion.
- **Increase Job and Business Opportunities**
 - Partnering with employers to ensure long-term career opportunities.
- **Plan Regionally**
 - Working with coalitions to push for equitable housing, economic inclusion, and immigrant protections throughout Greater Boston & Massachusetts.