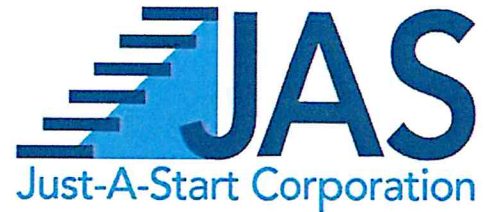


January 9, 2020



Tom Evans  
Executive Director  
Cambridge Redevelopment Authority  
255 Main Street, 8<sup>th</sup> Floor  
Cambridge, MA 02142

Dear Tom,

Thank you for supporting Just-A-Start's 55 Norfolk Street project with the Cambridge Redevelopment Authority's first installment of \$50,000 of the Forward Fund grant, received November 19, 2019! With your support, Just-A-Start provides so many resources for our students, residents, neighbors, and friends by creating and maintaining affordable housing, providing housing resources and services, and offering education and workforce training for youth and adults. The CRA's support for this project is critical to JAS's ability to transform the property into a valuable, accessible community resource.

For over fifty years, Just-A-Start has been a leader in Cambridge. Alongside community members and partners, we work to ensure that everyone has access to a safe home, a sustaining career, and engagement in their community. Whether someone needs a stable place to rent, a chance to purchase an affordable home, or free job training to develop career skills, Just-A-Start is ready to be their bridge to opportunity. With the support of funders like you, we are committed to continuing to lead with Just-A-Start's vision. Together, we work to ensure that residents and community members have equitable access to opportunity in Cambridge and beyond.

I am so proud of the opportunities Just-A-Start provides to each and every individual and family in our community; thank you again for your wonderful contribution.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Carl'.

Carl Nagy-Koechlin  
Executive Director

many thanks, Tom. I look forward  
to more collaboration in the coming  
year.  
Carl

*Just-A-Start Corporation is a designated tax-exempt organization under section 501(c) (3) of the Internal Revenue Code. Contributions are tax deductible to the fullest extent of the law.*