

## Cambridge Friends School Proposal

### For Friends Meeting at Cambridge Bequest Funding

#### I. Overview of Questions to be Answered in Bequest Proposal

- Why this project now, and will it engage with or benefit the FMC community? If so, how?

Friends Meeting at Cambridge was instrumental in starting Cambridge Friends School (CFS) in 1961 and over the subsequent years **numerous** FMC members have actively served on the Board of Trustees of the school. As the only Quaker School in Massachusetts, CFS provides an important alternative for families seeking an educational experience for their children that is steeped in Quaker values. Friends Meeting at Cambridge has a responsibility to ensure that CFS continues to provide a quality educational experience for children who will carry Quaker values as fundamental through their adult lives.

Over the past several years, Cambridge Friends School has deferred significant maintenance, staffing and programming needs. These needs must be addressed now if the school is to thrive in the future. Summarized below are some of the factors that have had an impact on the financial health of the school.

- CFS directed significant resources to strengthen their commitment to diversity and equity.
- Installation of enhanced lighting and HVAC system to promote the safety of students and faculty during the pandemic.
- Financial aid awarded to families in the CFS community has remained significantly higher than provided by other private independent schools.
- Enrollment and tuition are the two key components to CFS revenue.
  - While enrollment during the pandemic increased, CFS has seen a decline in the past two years. To some extent, this decline in enrollment may reflect changes in policies among local public schools now requiring students to enroll in kindergarten to allow parents to choose the school which their student attends as well as post-pandemic mobility for families seeking more space to conduct remote work at more affordable housing prices outside of Cambridge and its immediate cities and towns.
  - CFS has refrained from dramatic increases in tuition and remains among the most affordable in the area.

- How will this project deepen the spiritual life of FMC and reflect its testimonies?

Addressing the future financial stability of Cambridge Friends School affirms FMC's ongoing stewardship of the school and provides an opportunity to strengthen the impact Quakerism has on nurturing and shaping the lives of future generations. Supporting the school is a fundamental way of "letting our lives speak" and pro-actively nurturing a commitment to ensuring children who attend CFS see Quaker testimonies reflected in their day-to-day educational experience. FMC has witnessed the quality of CFS students who have shared their experiences of being at CFS during the many Annual Meetings hosted at FMC.

The CFS mission statement reflects the Quaker values that FMC seeks to reflect in our actions and witness to the world.

*It is the mission of Cambridge Friends School to provide an outstanding education. Guided by Quaker Principles, we engage students in meaningful academic learning within a caring community strongly committed to social justice. We expect all students to develop their intellectual, physical, creative, and spiritual potential and, through the example of their lives, to challenge oppression and to contribute to justice and understanding in the world.*

The availability of funds requested in this proposal will support CFS engaging in a much-needed effort to substantively implement a Capital Needs Campaign.

- How much is being requested, and what do you hope these funds will accomplish? Will you personally oversee execution or will it involve another organization or non-FMC persons? Over how many years will the funding be used?

This proposal seeks to address a significant financial need at CFS by providing funds to develop and implement strategies for a Capital Needs Campaign. The school facility is now six decades old and there are significant upgrades needed to the buildings and the infrastructure, as well as programming enhancements that are needed. CFS is seeking \$200,000 to help kick-start the implementation of a significant Capital Needs Campaign.

A successful Capital Needs Campaign requires significant expertise, time, and administrative coordination and oversight. CFS does not currently have the staffing or expertise needed to implement such an effort. We are seeking funds to support the availability of this expertise to work with CFS administrative staff and the Board of Trustees to identify strategies to engage in such a campaign as well as addressing the immediate deferred maintenance needs.

We will use proceeds from the Capital Needs Campaign to (i) engage professional advice to implement the Campaign and (ii) address the facility upgrades required due to years of neglected deferred maintenance and wear and tear, as well as enrollment and administration enhancements to create capital reserves for future needs.

We look forward to FMC's grant as a visible commitment to CFS and education founded on Quaker principles. It is our hope that with FMC's significant visible support to our Capital

**Needs Campaign, we will raise sufficient additional dollars allowing CFS to attend to all the deferred maintenance needs on the attached schedule. It is hoped that the investment from FMC will incentivize contributions from others so that the Capital Needs Campaign will result in significantly more resources than contained in this request. We have identified our first three priorities for the use of any funds donated to support this Campaign as follows.**

**Specifically, we will be using the \$200,000 for 3 primary purposes: a) \$25,000 for professional assistance in developing and implementing the campaign; b) \$12,500 to upgrade the lighting in the Lower School hallway; and c) \$162,500 to update and renovate Lower School bathrooms. Our priority is to improve the look and feel of the school to families as they tour our facilities. We believe the current appearance of the lower school bathrooms and hallway lighting is a detriment to increasing lower school enrollment. Critical improvements or replacement of roof sections may require faster attention if necessary to protect our buildings from damage.**

**As an example of areas to be addressed by such a Capital Needs Campaign, we have attached a spreadsheet showing the anticipated cost of facility maintenance requirements. The cost of addressing facility maintenance needs is anticipated to be approximately \$1 million dollars based on 2020 cost projections.**

- Who will carry out this project, both short-term and long-term if applicable? What are the roles, who will be doing them, and will there be adequate support?

**Oversight of the funds requested in this proposal will be done by the Cambridge Friends School Board of Trustees. Nine of the current Board of Trustees are members of Friends Meeting at Cambridge. Use of the funds and outcomes of this effort will be presented regularly to FMC at Meetings for Business in Worship.**

## **II. Use of Funds**

- Does this proposal advise keeping some or all of the bequest for FMC's capital or budget use?

**This proposal is for only a portion of the bequest to be directed to Cambridge Friends School. It does not address how the remaining funds in the bequest should be allocated.**

- Is this the only funding for this project or is it part of a larger effort?

**This request will be supplemented with significant time, energy, and experience of the CFS Board of Trustees and the larger CFS community to carry out the strategies that we hope to have developed through this initial effort. CFS has already received tentative pledges totaling more than \$50,000 to kick off this Capital Needs Campaign with FMC.**

- Is it ongoing after these funds are depleted?

**The funds requested through this proposal will be utilized to serve as a catalyst for an ongoing effort to raise the capital needed to ensure the future financial viability of Cambridge Friends School. The availability of recommended strategies and a plan for carrying out a Capital Needs Campaign serve as the foundation for significant future effort.**

- Is this funding for a start-up, a program already up and running, or is this for an expansion?

**These funds will serve as a “kick start” to a Capital Needs Campaign that we anticipate lasting for the next 3 – 5 years. While CFS has historically directed some time and effort to attract donors, there is not currently significant capital reserves and an endowment or substantial expertise in conducting a campaign that will provide a foundation for future efforts.**

- If being given to an existing program, what portion of that budget will this represent?

**CFS’ annual fund receives approximately \$300,000+ per year to support its approximate \$4 million operating budget. CFS does not now have an existing program to raise financial support for its current and future capital needs.**

- If an existing project, are members and/or attenders at FMC already engaged with this project, and if so, how? Are community members welcome to become involved and how?

**There are 9 FMC members currently on the CFS Board of Trustees. Over its more than half century of operations, there have been generations of FMC members who have served on the CFS Board, as well as numerous children of FMC families who have been students at the school.**

### **III. Budget – up to 3 years is recommended**

- Costs need to be quantified whether or not a grant is to be carried out by you or given to another organization to carry out.

**FMC’s contribution to the CFS Capital Needs Campaign will act as a foundational grant to support its needs. While the specific monetary goal of the Campaign is yet to be determined, the currently identified bricks and mortar needs currently exceed \$1,000,000 in 2020 estimated costs. Additional assistance from development professionals and the establishment of capital reserves will be added to the fundraising goal of the Campaign.**

- Personnel cost including taxes and benefits if applicable, and/or “in-kind” volunteers – **Not applicable**
- Capital costs – **See deferred maintenance schedule**
- Cost of supplies, equipment – **See deferred maintenance schedule**
- Travel needs – **None**
- Additional?- **Not applicable**

**Respectfully submitted by**

**Jan Nisenbaum, CFS Co-Presiding Clerk, Board of Trustees**

**Beno Chapman, CFS Co-Presiding Clerk, Board of Trustees**

**Rick Talkov, CFS Treasurer and Trustee**