East Somerville Initiative

Somerville Community Corporation

Spring, 2008
ESI: Overview and Summary

How can we proactively improve conditions in East Somerville while taking strong steps to minimize the displacement of this diverse population of people who live here?

This is the question we presented to the East Somerville community in the summer of 2006 when SCC launched the East Somerville Initiative. Through a community participatory planning process that engaged over 350 people from the community—residents, business owners, workers, church members, organizations, teachers, librarians—you name it—the East Somerville community has created an Action Plan that attempts to answer this question. After 75 small group meetings and 3 large community summits, the East Somerville community adopted the East Somerville Action Plan on October 10th, 2007. This plan interweaves the discussions, prioritized issues, proposals, and evaluations put forward by the community.

The Process
The Action Plan is organized by 8 priority topics identified by participants at the first ESI Summit: Jobs, Education and Schools, Immigrant Issues, Youth Issues, Affordable Housing, Access to Programs and Services, Health and Environmental Justice, and Streetscape and Physical Space. For each of the topics, a working group met over the winter and spring to identify key issues, and create a proposal to take back to the community that would include 2-5 action objectives. In the end, 27 objectives were proposed to and evaluated by the broader community at the 2nd Community Summit on June 19th, 2007. A Steering Committee of 12 community representatives carefully evaluated the proposals and the community input in order to create the East Somerville Action Plan that was adopted in the fall of 2007.

A Summary of Results

- Objectives addressing affordable housing, jobs, and immigrant issues consistently ranked highest as both most important to the community, and most effective means of preventing displacement. This presents itself as a mandate from the community that we must use to hold ourselves and public officials accountable.

- Community benefits campaigns for jobs at Assembly Square received the highest rank of all of the 27 objectives in terms of its importance.

- All objectives presented by the Working Groups were considered to be important, with 2/3 of the objectives considered to be very important or critical.

- Eighteen of the 27 objectives proposed had designated leaders at the time of adoption, and by the 6 month check-in, an additional 6 objectives have made at least some progress. This leaves only 3 that have had no momentum.

- Community participants strongly value the role of networking and community planning. 22 of the proposed objectives would require a strategy of community planning to implement.
Somerville Community Corporation (SCC) and the East Somerville Initiative (ESI):

What's the connection?

Somerville Community Corporation (SCC) is the city's only community development organization. It was founded in 1969 as a multi-service center, and has its current office at 337 Somerville Ave, in Union Square. SCC aims to increase and preserve affordable housing; promote dynamic and accountable community leadership; and support Somerville residents who want access to more opportunities. SCC has completed over 20 affordable housing projects, resulting in over 200 ownership and rental units. We have helped hundreds of adults and young people gain security through counseling, referral and mediation programs.

As a nonprofit organization, SCC invests in building the leadership of people in Somerville who currently have little access to influencing public policy or economic trends. We view resident leadership as the glue that holds our community together, and provides both the experience and necessary insight to best inform housing, economic and service strategies that will ultimately build a stronger and united Somerville. It is this belief that compelled us to engage in a participatory planning process in the rapidly changing East Somerville community.

SCC initiated its work in East Somerville with the East Somerville Conversations Project in 2003, followed shortly by the creation of East Somerville Neighbors for Change (ESNC) in the spring of 2004. The East Somerville Initiative is SCC’s effort to build a strong, grassroots network of community members to create and implement a plan shared by the people who live and work in the neighborhood. SCC is committed to its grassroots approach of doing community development, and to making sure the people who stand to benefit from neighborhood improvement do not ultimately get displaced.

SCC has a staff of 18 people, including experienced staff in housing development, housing search, community organizing, mediation, and administration and finance. Our diverse and active 21 member board is comprised of community leaders with experience in community development, finance, and activism.

SCC has built a growing constituency and membership dedicated to making change in Somerville. SCC defines its primary constituent groups as 1) Low and moderate income Somerville residents who find that the high cost of living in Somerville may jeopardize their ability to stay in their homes and community; 2) immigrants from around the world who are making Somerville their new home; and 3) all Somerville residents, including SCC tenants, who will work on behalf of SCC's mission. Any person who lives or works in Somerville may become a member, and we actively invite people who share our mission to join us.

For more information about ESI, please contact:

Meridith Levy
617-776-5931x242
mlevy@somervillecdc.org
Table of Contents

ESI: Overview and Summary 3
Somerville Community Corporation and ESI 4
Table of Contents 5
The ESI Community Action Plan 7
   Methodology 9
   ESI Principles and Objectives Presented by Working Groups 10
   Table: Objectives Sorted by Importance 11
   Ranking the Objectives by Priority 13
   Average Importance Scoring 15
   Table 2: Description and Scores of Objectives, Ranked by Priority 16
Key Findings: October 10, 2007 19
Recommendations 20
Context, Next Steps, and Acknowledgements 21
Epilogue: 6 Months Later: What Have We Accomplished? 23
   Table 3: 6 Month Status of Objectives 25

Appendices
Appendix A: Time Line and Action Steps for Objectives 31
Appendix B: Reports Responding to Research Questions 65
   Identified by ESI Working Groups
      • Organizing Parents of English Language Learners 66
        in the Somerville Public Schools
      • The Community Preservation Act in Somerville 69
      • Researching Foreclosure in Somerville 71
      • The Rapid Response Network in Somerville 72
Appendix C: Contact Information for Partnering Organizations 75

Note: This report is available in Spanish and Portuguese. Please contact SCC for copies in these languages: 617-776-5931.
The ESI Community Action Plan
Adopted by East Somerville Community
October 10, 2007
Methodology

The objectives that make up the East Somerville Action Plan are the result of multiple stages of participation, input, and leadership by community members, as described below.

1. **Focus Groups**: Summer/Fall 2006. Participants of nearly 25 focus group sessions discussed what they valued about East Somerville along with what would force them to leave. The groups were organized by interested group such as churches and small business.

2. **Summit #1**: November 18, 2006. Issues and questions from the focus groups were talked about in depth through small group sessions by 115 community members. They proposed the categories for working groups.

3. **Working Groups**: Winter/Spring 2007: 8 topic based groups met 3-6 times with the task of designing concrete objectives for preventing displacement and improving conditions in East Somerville. **The topics included**: Access to Programs and Services, Affordable Housing, Environmental Justice and Health, Immigrant Issues, Jobs, Schools and Education, Streetscape and Physical Space, and Youth Issues.

4. **Summit #2**: June 19th, 2007. Working groups presented their objectives; community members filled out written evaluations and met in small groups to share initial reactions to the objectives. 125 people attended the summit.

5. **Steering Committee**: Summer 2007. 12 community members met regularly between July and September to integrate and synthesize community input on the working group objectives, identify and approach partners, and make recommendations for preventing displacement and improving conditions in East Somerville.

6. **Summit #3, adoption, and implementation**: History in the making!

In the process of designing and prioritizing the objectives a lot of other useful and interesting information has been synthesized, which you can find in the charts on each objective and in the Master Chart of all of the objectives.
ESI Principles and Objectives Presented By Working Groups*

Affordable Housing: In order to preserve the rich socioeconomic mix in East Somerville, we must ensure that there is adequate housing available and affordable to all types of households at all income levels, both for owning and for renting.

Jobs: We are committed to seeing an increase in numbers and quality of jobs available and accessible to residents of East Somerville, while simultaneously supporting the local businesses in this neighborhood.

Immigrant Issues: As Somerville is a city built and enriched by immigrants, the contributions, human dignity, and rights of all its residents should be respected so as to support our multi-cultural community and to build solidarity between neighbors and generations.

Education and Schools: We support the expansion and continuation of resources to support the learning needs of students in East Somerville.

Youth Issues: All youth in East Somerville should have free, safe, and productive options for entertainment and their future, including after school activities, the arts, and other sources of inspiration and possibility.

Environmental Justice and Health: Everyone in East Somerville should have access to healthy air, water and soil, healthy modes of transportation, recreation, and physical health, such as good teeth!

Access to Programs and Services: We believe agencies must collaborate to remove social, economic, physical, and linguistic barriers to programs and services and that all residents are aware of them, so that the diverse community which currently thrives in East Somerville can remain. In doing so, residents will be better able to counter the forces of displacement and to deal with everyday life situations.

Streetscape and Physical Space: We aim to make East Somerville a more pedestrian, transit, and bike friendly neighborhood that best promotes economic and community development, and quality of life for its diverse population.

*Appendix A contains full description of objectives and action steps.
<table>
<thead>
<tr>
<th>Table 1: Objectives Sorted by Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective Sorted by Importance:</strong></td>
</tr>
<tr>
<td>Yellow=top objective</td>
</tr>
<tr>
<td>Green=very important</td>
</tr>
<tr>
<td>Pink=most critical</td>
</tr>
<tr>
<td>Blue=somewhat important</td>
</tr>
<tr>
<td><strong>Community Partner to Lead (as of 10/10/07)</strong></td>
</tr>
<tr>
<td>✓=Leader</td>
</tr>
<tr>
<td>* = No Leader</td>
</tr>
<tr>
<td><strong>Jobs 2:</strong> Community Benefits Campaign, Assembly Square</td>
</tr>
<tr>
<td><strong>Housing 2:</strong> Produce more units</td>
</tr>
<tr>
<td><strong>Housing 1:</strong> Preserve expiring use buildings</td>
</tr>
<tr>
<td><strong>Housing 3:</strong> Prevent mortgage foreclosures</td>
</tr>
<tr>
<td><strong>Jobs 3:</strong> Support small businesses through networking services</td>
</tr>
<tr>
<td><strong>Imm 1:</strong> Create immigrant organizing committee</td>
</tr>
<tr>
<td><strong>Housing 4:</strong> Campaigns to get more money for affordable housing</td>
</tr>
<tr>
<td><strong>Schools 1:</strong> Protect services for English Language Learners</td>
</tr>
<tr>
<td><strong>Jobs 1:</strong> Create Workers resource group</td>
</tr>
<tr>
<td><strong>Imm 2:</strong> Sanctuary City campaign</td>
</tr>
<tr>
<td><strong>Imm 3:</strong> Bring groups together to create Emergency Plan</td>
</tr>
<tr>
<td><strong>Youth 2:</strong> Form a group to extend Open Gyms and youth programming</td>
</tr>
<tr>
<td><strong>Youth 1:</strong> Youth employment training center</td>
</tr>
<tr>
<td><strong>Schools 2:</strong> Full service school model</td>
</tr>
<tr>
<td><strong>Access 4:</strong> Host group of ESOL providers to expand and improve ESOL services</td>
</tr>
<tr>
<td><strong>EJ 1:</strong> Tackling indoor and outdoor air pollution</td>
</tr>
<tr>
<td><strong>Access 1:</strong> Create/update resource guide for services</td>
</tr>
<tr>
<td><strong>Access 5:</strong> Computer literacy classes</td>
</tr>
<tr>
<td><strong>Streetscape 3:</strong> City community planning process for Broadway</td>
</tr>
<tr>
<td><strong>EJ 3:</strong> Safe soil</td>
</tr>
<tr>
<td><strong>EJ 2:</strong> Increase physical activity with access to bike/ped paths</td>
</tr>
<tr>
<td><strong>Access 2:</strong> Expand library hours</td>
</tr>
<tr>
<td><strong>Youth 3:</strong> Host drug/alcohol free parties</td>
</tr>
<tr>
<td><strong>Streetscape 1:</strong> bike/ped access to Assembly Square</td>
</tr>
<tr>
<td><strong>Access 3:</strong> Access to more computers</td>
</tr>
<tr>
<td><strong>Streetscape 2:</strong> Community planning process for Cross St. East</td>
</tr>
<tr>
<td><strong>EJ 4:</strong> Task force to improve access to dental care</td>
</tr>
</tbody>
</table>
Ranking the Objectives by Priority

A Guide to the Charts:
The steering committee took a close look at materials from previous meetings, including the proposals, meeting notes, comments, and scores from the ranking survey participants were asked to complete to evaluate the proposed objectives. They also scored the proposed objectives based on criteria they generated. That information has been digested and assimilated into a table and time line format, as the example below shows.

1. **Lead players** are community entities that have committed to the community at large to carry out the named objective.
2. **Leader Commitment**: The execution of each objective is dependent on a lead player or group of players committed to carrying it out. Lead players were either involved in the ESI earlier in the process, or were identified and approached by members of the steering committee. This category indicates the current status of each objective, with the hope that more objectives will be adopted by leaders in the future. The objectives were assigned to one of the following five categories:
   - Confirmed leader
   - Likely leader
   - Under consideration
   - Partners, no leader
   - No leader, no partners

3. **Average Importance and Average Displacement Scores**:
   Participants of the June 19th Summit were asked on a scale of 1-5 to score the importance of the 27 objectives by answering 3 questions (* see other side of page and appendix). Similarly, the Steering Committee scored the importance with a more detailed set of criteria.

   Each set of questions was given an average score based on the level of importance assigned to the questions within it, and the two average scores were then averaged out again to provide us with Average Importance. By taking the total average of all of the questions together from each group, and then averaging these two numbers, we came up with Average Importance, with a range of 3.23-4.61 for each objective. Average Displacement represents the average number between both groups specifically on the question of “effectiveness to prevent displacement”. The range for this is 2.56-4.73.

   The objectives were then divided into tiers to reflect the average score for both Average Importance and Average Displacement.

   a. Average importance:
      - Top objective
      - Most critical
      - Very important
      - Somewhat important

   b. Effectiveness of each objective in preventing displacement:
      - Most effective
      - Very effective
      - Moderately effective
4. **Type of outcome:** The steering committee noticed that the objectives had three main effects.
   
   b. Policy level change: Policies are used to guide organizations, companies, schools, government bodies, and churches in their decisions and actions; policy level changes are often systemic in nature.
   
   c. Physical Change: Aspects of the physical environment, such as the roads, parks, and buildings will be altered.
   
   d. Service: Advocacy, information, classes, and access to resources are some types of services or programs that will be created, stabilized, or expanded.

5. **Type of action:** Varied combinations of strategies are found among the objectives:
   
   a. Research and inventory involves the gathering and evaluation of relevant information.
   
   b. Community planning requires the active collaboration of diverse community members to achieve the goal of the objective.
   
   c. Organizing is the design and implementation of a campaign that leads to concrete results.

6. **Requires City support:** Objectives which the steering committee identified as requiring the long term involvement or collaboration of the city.
AVERAGE IMPORTANCE SCORING

**Steering Committee Criteria:** Each question was ranked on a scale of 1-5
1) Will this improve quality of life for the diverse population of East Somerville?
2) Will this have deep impact in East Somerville?
3) Will this help to minimize displacement? (x2)
4) Will this be effective in influencing institutions who will make key decisions (such as city or school system)
5) Does this have the potential to build organizations and leaders? (key players)
6) Is this a cornerstone? Will it open up other possibilities or prevent other barriers?
7) Will this impassion people or motivate people to act?

**Summit # 2 Criteria:** Each question was ranked on a scale of 1-5
1. What is the effectiveness of this objective to prevent displacement in East Somerville?
2. What is the level of positive impact this objective will have in East Somerville?
3. How important this issue/objective is to you?

DISPLACEMENT SCORING

**Steering Committee Criteria:** Ranked on a scale of 1-5
Will this help to minimize displacement? (x2)

**Summit # 2 Criteria:** Ranked on a scale of 1-5
What is the effectiveness of this objective to prevent displacement in East Somerville?
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 80%</td>
<td>Jobs 2: Community Benefits Campaign, Assembly Square</td>
<td>East Somerville Neighbors for Change</td>
<td>4.61</td>
<td>4.42</td>
<td>4.61</td>
<td>4.46</td>
<td>5.00</td>
<td>4.73</td>
<td>yes</td>
<td>Comm Planning, Organizing, Inventory</td>
</tr>
<tr>
<td>Most Critical</td>
<td>Housing 2: Produce more unites</td>
<td>Somerville Community Corporation</td>
<td>4.46</td>
<td>4.53</td>
<td>4.51</td>
<td>4.56</td>
<td>4.88</td>
<td>4.72</td>
<td>yes</td>
<td>Comm Planning, Organizing, Inventory</td>
</tr>
<tr>
<td></td>
<td>Housing 1: Preserve existing buildings</td>
<td>Affordable Housing Organizing Committee</td>
<td>4.37</td>
<td>4.54</td>
<td>4.45</td>
<td>4.50</td>
<td>4.86</td>
<td>4.68</td>
<td>yes</td>
<td>Organizing</td>
</tr>
<tr>
<td></td>
<td>Housing 3: Prevent mortgage foreclosures</td>
<td>City of Somerville</td>
<td>4.22</td>
<td>4.53</td>
<td>4.37</td>
<td>4.53</td>
<td>4.81</td>
<td>4.67</td>
<td>yes</td>
<td>Inventory, Comm Plan</td>
</tr>
<tr>
<td></td>
<td>Jobs 3: Support small businesses through networking services</td>
<td>East Somerville, Main Streets and the City</td>
<td>4.39</td>
<td>4.35</td>
<td>4.37</td>
<td>4.42</td>
<td>4.40</td>
<td>4.41</td>
<td>yes</td>
<td>Inventory, Comm Planning</td>
</tr>
<tr>
<td></td>
<td>Imm 1: Create organizing committee</td>
<td>Somerville Community Corporation</td>
<td>4.19</td>
<td>4.45</td>
<td>4.32</td>
<td>4.53</td>
<td>4.00</td>
<td>4.27</td>
<td></td>
<td>Comm Planning, Organizing</td>
</tr>
<tr>
<td></td>
<td>Housing 4: Campaigns to get more money for affordable housing</td>
<td>Affordable Housing Organizing Committee</td>
<td>4.33</td>
<td>4.30</td>
<td>4.32</td>
<td>4.27</td>
<td>4.63</td>
<td>4.45</td>
<td></td>
<td>Organizing</td>
</tr>
<tr>
<td>Very Important</td>
<td>Schools 1: Protect services for English Language Learners</td>
<td>4.23</td>
<td>4.36</td>
<td>4.29</td>
<td>4.23</td>
<td>3.78</td>
<td>4.01</td>
<td>yes</td>
<td>Comm Planning, Organizing, Inventory</td>
<td>Service, Policy</td>
</tr>
<tr>
<td></td>
<td>Jobs 1: Create workers resource group</td>
<td>Centro Presente</td>
<td>4.28</td>
<td>4.26</td>
<td>4.27</td>
<td>4.38</td>
<td>4.56</td>
<td>4.47</td>
<td></td>
<td>Comm Planning, Organizing, Inventory</td>
</tr>
<tr>
<td></td>
<td>Imm 2: Sanctuary City campaign</td>
<td>Centro Presente</td>
<td>4.29</td>
<td>4.21</td>
<td>4.25</td>
<td>4.27</td>
<td>4.43</td>
<td>4.35</td>
<td>yes</td>
<td>Organizing</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------</td>
<td>--------------------</td>
<td>-----------------------</td>
<td>---------------------------</td>
<td>--------------------</td>
<td>----------------</td>
<td>----------------------------------</td>
<td>-------------------------------------------</td>
<td>----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Youth 2: Form a group to extend open gyms (Safe havens) and youth programming</td>
<td>Boys and Girls Club</td>
<td>4.14</td>
<td>4.29</td>
<td>4.22</td>
<td>3.98</td>
<td>3.56</td>
<td>3.77</td>
<td>Organizing, Comm Planning</td>
<td>Service, Policy</td>
<td></td>
</tr>
<tr>
<td>Youth 1: Youth employment training center</td>
<td>Welcome Project and Career Place</td>
<td>4.13</td>
<td>4.26</td>
<td>4.19</td>
<td>4.05</td>
<td>3.88</td>
<td>3.96</td>
<td>Comm Planning</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>Schools 2: Full service school model</td>
<td></td>
<td>4.01</td>
<td>4.26</td>
<td>4.13</td>
<td>4.07</td>
<td>3.22</td>
<td>3.64</td>
<td>yes</td>
<td>Comm Planning, Organizing, Inventory</td>
<td>Service, Policy</td>
</tr>
<tr>
<td>Access 4: Host group of ESOL providers to expand and improve ESOL services</td>
<td>ES Library, SCALE, The Welcome Project</td>
<td>3.98</td>
<td>4.26</td>
<td>4.12</td>
<td>4.30</td>
<td>3.67</td>
<td>3.98</td>
<td>Comm Planning</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>EJ 1: Tadding indoor and outdoor air pollution</td>
<td>STEP</td>
<td>3.96</td>
<td>4.16</td>
<td>4.07</td>
<td>3.71</td>
<td>3.71</td>
<td>3.71</td>
<td>yes</td>
<td>Comm Planning, Organizing, Inventory</td>
<td>Physical Change, Service</td>
</tr>
<tr>
<td>Access 1: Create/update resource guide of services</td>
<td>Community Action Agency of Somerville</td>
<td>3.78</td>
<td>4.17</td>
<td>3.98</td>
<td>4.11</td>
<td>3.67</td>
<td>3.89</td>
<td>Inventory, Comm Planning</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>Access 5: Computer literacy classes</td>
<td></td>
<td>4.01</td>
<td>3.82</td>
<td>3.91</td>
<td>3.70</td>
<td>3.72</td>
<td>3.71</td>
<td>Comm Planning, Organizing</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>Streetscape 3: City community planning process for Broadway</td>
<td>East Somerville, Main Streets</td>
<td>3.65</td>
<td>4.01</td>
<td>3.83</td>
<td>3.50</td>
<td>2.75</td>
<td>3.13</td>
<td>yes</td>
<td>Organizing, Comm Planning</td>
<td>Physical Change, Policy</td>
</tr>
<tr>
<td>EJ 3: Ensure soil is safe from pollutants</td>
<td>Groundwork Somerville, Neighborhood Group, Friends of Glen Park</td>
<td>3.68</td>
<td>3.94</td>
<td>3.81</td>
<td>3.27</td>
<td>2.71</td>
<td>2.99</td>
<td>yes</td>
<td>Comm Planning, Organizing, Inventory</td>
<td>Physical change, policy, service</td>
</tr>
<tr>
<td>Group</td>
<td>Leader</td>
<td>Ave. Imp: Steering Comm</td>
<td>Ave. Imp: Summit</td>
<td>Ave. Imp: Steering Comm. + Summit</td>
<td>Disimpmt: Summit 2</td>
<td>Disimpmt: Steering Committee</td>
<td>Requires Long Term City Support?</td>
<td>Type of Action</td>
<td>Type of Outcome</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>--------</td>
<td>-------------------------</td>
<td>-----------------</td>
<td>---------------------------------</td>
<td>-------------------</td>
<td>-----------------------------</td>
<td>---------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Access 2: Expand library hours</td>
<td>East Somerville Library Branch</td>
<td>3.79</td>
<td>3.79</td>
<td>3.67</td>
<td>3.67</td>
<td>Yes</td>
<td></td>
<td>Organizing</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>Youth 3: Host drug/alcohol free parties</td>
<td>Teen Empowerment</td>
<td>3.72</td>
<td>3.85</td>
<td>3.79</td>
<td>3.44</td>
<td>3.13</td>
<td>No</td>
<td>Comm Planning</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>Streetscape 1: bike/ped access to Assembly Square</td>
<td>East Somerville Neighbors for Change and Bike Committee</td>
<td>3.7</td>
<td>3.87</td>
<td>3.79</td>
<td>3.30</td>
<td>2.75</td>
<td>No</td>
<td>Comm Planning, Organizing, Inventory</td>
<td>Physical Change, Policy</td>
<td></td>
</tr>
<tr>
<td>Access 3: Access to more computers</td>
<td></td>
<td>3.47</td>
<td>3.91</td>
<td>3.69</td>
<td>3.93</td>
<td>2.78</td>
<td>Yes</td>
<td>Comm Planning</td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td>Streetscape 2: Community planning process for Cross St, East</td>
<td>Somerville Comm. Corp and East Somerville Main Streets</td>
<td>3.47</td>
<td>3.81</td>
<td>3.64</td>
<td>3.49</td>
<td>2.86</td>
<td>Yes</td>
<td>Comm Planning, Organizing</td>
<td>Physical Change, Policy</td>
<td></td>
</tr>
<tr>
<td>EJ 4: Task force to improve access to dental care</td>
<td></td>
<td>2.7</td>
<td>3.76</td>
<td>3.23</td>
<td>3.27</td>
<td>1.86</td>
<td>Yes</td>
<td>Comm Planning, Organizing, Inventory</td>
<td>Service</td>
<td></td>
</tr>
</tbody>
</table>
Key Findings: October 10, 2007

1. Of the 27 objectives proposed by the Working Groups, all were considered important (average score of 3 or above on a scale of 1-5). This indicates that the Working Groups did an excellent job of identifying priorities and objectives important to the East Somerville community. Two thirds of all of the objectives were given a high score of very important or above (4 and above).

2. The objective ranked most important is: Jobs 2: Community Benefits Campaign, Assembly Square.

3. The top five objectives ranked for importance all address Jobs or Affordable Housing. The top eleven objectives all address Jobs, Affordable Housing, and Immigrant Issues. Included in this list of 11 is Schools 1: Protect Services for English Language Learners, which also addresses immigrant issues.

4. In taking a closer look at the question on which objectives present effective strategies on preventing displacement, the ten objectives ranked highest mirror the results for “most important”, i.e. all of the housing objectives, jobs objectives, and objectives addressing immigrant issues.

5. More of the objectives with policy as an outcome are clustered at the top tier of importance; while those with a service outcome have a cluster in the middle tier; and those with physical change as the outcome tend to be clustered at the bottom of priorities.

6. Of the 27 objectives, 22 would use a strategy of community planning; 17 would use a strategy of organizing; and 12 would use a strategy of inventory and research (note some employ more than one strategy).

7. During the summer, Steering Committee members contacted community partners to match proposed objectives with leaders in the community who were already or will soon implement the objective asserted in the plan. Eighteen of the 27 objectives have been claimed by leaders in the community who have committed or are very close to committing to taking on this work.
Recommendations

1. Almost all of the objectives presented by the working groups were considered to be highly important to get to the stated goal of improving quality of life and minimizing displacement. For this reason, we are hopeful that all of the presented objectives get implemented over time.

2. Across the board, a clear pattern emerged. The highest ranked objectives in terms of importance, and also specifically looking at anti-displacement strategies focused on all of the housing objectives, all of the jobs, objectives, the immigrant objectives, and the objective in the schools and education working group that focused on the immigrant community. This presents itself as a mandate from the community that we must use to hold ourselves and public officials accountable.

3. Because of this, we encourage that each of these objectives are explored carefully, with the hope that partnering leaders from the community will factor this mandate from the community into their own prioritization of work in months ahead.

4. Of these top prioritized objectives, several do not have community partners prepared to take a leadership role to implement them. These merit careful attention, with the hope that partners emerge at the end of this community planning process who will be able to work on these particular objectives. See chart for details.

   The list of objectives that currently do not have a designated leader include:

<table>
<thead>
<tr>
<th>Top Priority:</th>
<th>Middle Priority</th>
<th>Third Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing 3</td>
<td>Schools 1</td>
<td>Access 5</td>
</tr>
<tr>
<td>Jobs 3</td>
<td>Jobs 1</td>
<td>Access 3</td>
</tr>
<tr>
<td>Housing 4</td>
<td>Schools 2</td>
<td>EJ 4</td>
</tr>
</tbody>
</table>

5. We found it notable that the ranking shows us that many of the top priorities, if accomplished, would lead to a policy change. This demonstrates to us that part of our work as a community is to make more of a claim on existing as well as new resources, such as the creation of Community Benefits Agreements at Assembly Square, as much as it is to create new services or physical space. By coming together as a community, we have great potential to execute action strategies that result in this redistribution of resources.

6. Throughout the ESI process, community participants gave emphatic feedback that having community members come together to network, identify ways to collaborate, and plan the future was hugely desirable and effective. This is underscored by the fact that of the 27 objectives recommended by the working groups, 22 would require a strategy of community planning to implement. We fully encourage the continuation of community members networking, collaborating, and coordinating their work. The ESI Action Plan provides a common document to help achieve this goal.
Context, Next Steps, and Acknowledgments

"East Somerville: On the move and here to stay"
—slogan from group activity, ESI Summit #2, June 19, 2007

East Somerville faces a number of significant changes in months and years ahead: new development at Assembly Square; the new housing by Sullivan Square; added MBTA stops; potential development in the Inner Belt area - all of which could dramatically impact the landscape and conditions in East Somerville. SCC launched the East Somerville Initiative in attempt to discuss and take action to address a question that faces communities all over the country: How can you manage change in a neighborhood so that conditions improve for people who live and work there, without devastating the socio-economic diversity that is so fundamental to its identity? This isn’t a question that can remain behind the walls of a University, or in the hands of a few. This is a challenge that can best be addressed by the community as a whole. With that in mind, SCC set out to facilitate a community participatory planning process with a broad base of people who live and work in the neighborhood.

The result is the East Somerville Action Plan: a plan designed, shared, and now to be implemented by the elaborate network of people in East Somerville.

Next Steps
Now the plan is in the hands of all of the community partners who have agreed to take a lead or supportive role in implementing one or more of the objectives proposed, as well as all of the individuals who take part. As the facilitator of the Initiative, SCC and ESNC, East Somerville Neighbors for Change, will continue to coordinate regular meetings to keep the network alive, and facilitate a monitoring process in months ahead. SCC will host a 6 month and 1 year community meeting to assess the progress of the plan. This will give community members an opportunity to track the outcomes and exchange ideas and resources as this work continues to evolve.

Acknowledgements
The East Somerville Action Plan comes to life as a result of months and months of dedication by the community members of East Somerville. We thank all of you who have played a role, participated in meetings, and offered your ideas and vision. We give special thanks to members of the Steering Committees who committed dozens of hours of their time and their critical thought to the Initiative, and bring to us today the final plan.

Wanda Poor  
Monica Chianelli  
Leanne Darrigo  
John Robinson  
Mary Jo Connelly  
Dorothy Scally  

Joe Frejuste  
Meg Guzicwic  
Consuelo Perez  
Bernie Macrillo  
Jesse Branth  
Holly Hatch

Thanks also goes out to ESNC for providing a backbone of community activism throughout the process, and will surely give us wind in months ahead.

We appreciate the spirit of partnership and collaboration shared by all of the community groups mentioned in this report. We also thank the Tisch College of Tufts University for its continued support and provision of dedicated students who have worked closely with us.
Epilogue:
6 Months Later: What Have We Accomplished?
6 Months Later: Tracking Progress

On April 22nd, SCC hosted a community meeting for ESI participants to evaluate our collective accomplishments and momentum in implementing the East Somerville Initiative Community Action Plan, 6 months later. Approximately 60 people gathered at the Senior Center on Broadway for the event, including teens, seniors, and everyone between.

The following chart displays progress status of 27 objectives in ESI Action Plan:

<table>
<thead>
<tr>
<th>Priority Rank</th>
<th>Objective</th>
<th>Lead Partner</th>
<th>Status of Implementation</th>
<th>$ Raised:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Priority</td>
<td>Jobs 2: Community Benefits Campaign, Assembly Square to insure more local jobs</td>
<td>East Somerville Neighbors for Change</td>
<td>/ = In progress</td>
<td>© $100K As part of Jobs Agreement, IKEA agreed to give to City for job training, plus 6 computers</td>
</tr>
<tr>
<td>Most Critical</td>
<td>Housing 2: Produce more units of affordable housing</td>
<td>Somerville Community Corporation</td>
<td>/ = Significant progress</td>
<td>/ = $ raised for related, ES work (not necessarily leveraged by ESI)</td>
</tr>
<tr>
<td>Most Critical</td>
<td>Housing 1: Preserve expiring use buildings</td>
<td>Affordable Housing Organizing Committee</td>
<td>/ = Completed</td>
<td>+ = $ partially leveraged by ESI for other work</td>
</tr>
<tr>
<td>Most Critical</td>
<td>Housing 3: Prevent mortgage foreclosures</td>
<td>City of Somerville</td>
<td>/ = Pending approval</td>
<td></td>
</tr>
<tr>
<td>Most Critical</td>
<td>Jobs 3: Support Small businesses through networking services</td>
<td>East Somerville Main Streets (ESMS) and the City</td>
<td>/ = Significant progress</td>
<td></td>
</tr>
<tr>
<td>Most Critical</td>
<td>Immigrant 1: Create immigrant organizing committee</td>
<td>Somerville Community Corporation</td>
<td>/ = Significant progress</td>
<td></td>
</tr>
<tr>
<td>Most Critical</td>
<td>Housing 4: Lead campaigns to get more money for affordable housing</td>
<td>AHOC</td>
<td>/ = Significant progress</td>
<td></td>
</tr>
<tr>
<td>Very Important</td>
<td>Schools 1: Protect services for English Language Learners</td>
<td></td>
<td>/ = Significant progress</td>
<td>Tufts student did research (white paper) which offers recommendations for how other groups have done this. The Welcome Project has initiated a mostly immigrant parents</td>
</tr>
</tbody>
</table>

Table 3: 6 Month Status of Objectives (Spring, 2008)
<table>
<thead>
<tr>
<th>Important</th>
<th>Jobs 1: Create workers resource group</th>
<th>Network of different groups: Career Place, SCC, The Welcome Project, SCALE, Boys and Girls Clubs</th>
<th>If yes—outcome of IKEA agreement: several groups in community are working to create a network to provide trainings, job placement, etc.—and will try to use IKEA money for this.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Important</td>
<td>Imm 2: Sanctuary City campaign to get the City of Somerville to endorse</td>
<td>Centro Presente</td>
<td>If yes, this campaign has evolved into “Welcoming MA” campaign.</td>
</tr>
<tr>
<td>Very Important</td>
<td>Imm 3: Bring groups together to create Emergency Plan</td>
<td>Human Rights Commission</td>
<td>Yes—Tufts student researched examples from other communities (white paper)—now Human Rights Commission, with support from V.I.S. and Centro Presente, are working to create this in Somerville.</td>
</tr>
<tr>
<td>Very Important</td>
<td>Youth 2: Form a group to extend open gym (Safe Havens) and youth programming</td>
<td>Boys and Girls Clubs</td>
<td>The program is now operating in the Edgerton School, but the gym is too small, and now less than ½ of their numbers of teens come—This Needs More Attention!</td>
</tr>
<tr>
<td>Very Important</td>
<td>Youth 1: Establish youth employment training center</td>
<td>Welcome Project and Career Place</td>
<td>Yes—The Career Place is offering training workshops to youth, run out of the Welcome Project at Mystic Activity Center.</td>
</tr>
<tr>
<td>Very Important</td>
<td>Schools 2: Support a full service school model</td>
<td></td>
<td>There is momentum right now to get this passed. Meanwhile, visiting plans for new school: efforts underway to keep part of old school in order to retain Auditorium, gym, and garden.</td>
</tr>
<tr>
<td>Very Important</td>
<td>Access 4: Host group of ESOL providers to expand and improve ESOL services</td>
<td>Somerville Community Corporation and SCALE</td>
<td>ES Library is offering ESOL classes, and is looking for volunteers to help teach.</td>
</tr>
<tr>
<td>Very Important</td>
<td>EJ 1: Tackling indoor and outdoor air pollution</td>
<td>STEP</td>
<td>Yes, launched big project to monitor air quality along I-93 in Somerville and Chinatown.</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>Access 1: Create/update resource guide of services</td>
<td>Community Action Agency of Somerville</td>
<td>They are close to finalizing guide to be distributed soon.</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>Access 5: Establish more computer literacy classes</td>
<td>ESCS</td>
<td>On hold.</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>Streetscape 3: Lead City community planning process for Broadway</td>
<td>East Somerville Main Streets, and City of Somerville</td>
<td>Yes! Community meetings held over the winter; proposed streetscape plan ready to go. City is applying for funding.</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>EJ 3: Ensure soil is safe from pollutants</td>
<td>Groundwork Somerville, Neighborhood</td>
<td>Yes—Green Team-a youth team of Groundwork.</td>
</tr>
</tbody>
</table>

* © $1 million to City of Somerville for major streetscape project, identified as priority, and partially leveraged by ESI.  
+ $195K GWS received 2 year grant for land use planning process along Green Line corridor.
<table>
<thead>
<tr>
<th>Somewhat Important</th>
<th>EJ 2: Increase physical activity with access to bike/ped paths</th>
<th>Shape Up Somerville</th>
<th>Creation of Shape Up East Somerville project, to involve more people through meetings and educational trainings, on improving physical health.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access 2: Expand library hours</td>
<td>East Somerville Library Branch</td>
<td>Yes! And in near future, Saturday hours are being considered.</td>
<td></td>
</tr>
<tr>
<td>Youth 3: Host drug/alcohol free parties</td>
<td>Teen Empowerment</td>
<td>Yes! Had a successful first event, and are planning another one in upcoming months</td>
<td></td>
</tr>
<tr>
<td>Streetscape 1: Ensure bike/ped access to Assembly Square</td>
<td>East Somerville Neighbors for Change and Bike Committee</td>
<td>Yes—with permitting process for IKEA, several community groups proposed making sure there’s a bike/ped path connecting Assembly Square and the River with the neighborhood</td>
<td></td>
</tr>
<tr>
<td>Access 3: Increase access to more computers</td>
<td>Nothing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streetscape 2: Launch community planning process for Cross St. East</td>
<td>Somerville Comm. Corp and East Somerville Main Streets</td>
<td>No community meetings took place, though City did put out RFP for land swap of Harris Park and other parcels</td>
<td></td>
</tr>
<tr>
<td>EJ 4: Establish task force to improve access to dental care</td>
<td>May be opportunity for community dental program with students in future.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Indicators of Success/Outcomes**
Because long term impact will take time to measure, our first step is to evaluate the outcomes of the process, by establishing questions. To fully answer these questions would require a formal evaluation employing various possible methodologies, such as surveys, focus groups, or other approaches. An early assessment through conversations with partners and participants gives us a glimpse of our effectiveness in reaching desired outcomes.

- Have we successfully engaged people in ESI?
- Are more people aware of the question we set out to answer?
- Are the objectives in the plan being implemented?
- As a result of ESI, is there a stronger community network?
- Has more capacity been developed to address the action steps in the plan?

**General Accomplishments**
- Of the 27 objectives, 24 have made progress since the adoption of the plan in October. Given that at the time of plan adoption in October, only 17 of the 27 objectives had designated community leaders, this indicates the objectives are well on their way towards implementation, with some having gained new support since the time of the Fall Summit in
October. In terms of importance ranking (a score combining steering committee and community prioritization), the 16 objectives ranked either as top priority, most critical, or very important all have made progress in the first 6 months of the implementation of the Plan.

- Of the 24 objectives that have made progress, 14 have made significant progress.
- All of the community partners who agreed to take a lead role for specific objectives continue to be involved in implementation.

Implementation of Objectives

- East Somerville Neighbors for Change and other supporters were successful in their efforts to encourage the City to sign a local hiring agreement with IKEA, the first of its kind in the region, that gives priority to Somerville residents.
- The City of Somerville announced its commitment to take the lead on offering assistance to people facing disclosures, and has recently completed a report on foreclosures in Somerville.
- The newly created Voices of Immigrants in Somerville is working closely with Centro Presente on the “Welcoming Massachusetts” campaign, which grew out of the Sanctuary City campaign, and is actively collecting signatures to support this.
- East Somerville Mainstreets and the City of Somerville hosted a series of public meetings to consider and propose a new streetscape plan for lower Broadway.
- The Human Rights Commission is working hard to put together an Emergency Response Plan for immigrants, and held a video and discussion about this at the Capuano School on May 8th, 2008, attended by over 60 people.
- Groundwork Somerville has been employing its Green Team, a team of high school students, to collect soil samples throughout East Somerville to test for quality.
- The “Friends of Glen Park” group has also been monitoring ground pollution at 50 Tufts Street, and has recently received 2 grants to continue this work.
- STEP, Somerville Transportation Equity Project and Mystic View Task Force is working on a multi-million dollar grant to test air quality along I-93.
- Shape Up Somerville received a grant this year to improve physical activity for residents in East Somerville, and has engaged dozens of residents in educational programming.
- The East Branch Library reported on expanded hours at the facility, as well as the recent introduction of new ESOL classes.
- Teen Empowerment hosted a drug/alcohol free party, and will plan to host another in the near future.

Increasing Capacity

- $130,000 has been leveraged by partners who have made note of the plan in application for new money to implement one of the objectives in the ESI Action Plan.
- $41,600 has been raised for projects directly related to objectives in plan (not necessarily leveraged by ESI Plan itself), with an additional $3,500,000 pending.
- $195,000 has been leveraged by ESI Action Plan for projects larger in scope than what’s in the ESI Action Plan.
- Community participation continues to be strong, with 60 people attending 6 month check-in meeting, and over 350 people receiving regular bulletins.
- Community members noted value of ESI Action Plan in providing organized means of networking and communication among organizations and residents, both to increase knowledge of what’s happening, and to spawn more collaboration and involvement.
- Successful accomplishments since October 10th include:

Challenges and Changes in East Somerville since October, 2007 adoption of Plan

- East Somerville Community School fire. In December of 2007, fire damage to the ESCS resulted in the shut down of the building, and relocation of students to 3 separate school buildings. The school was a community focal point for after school programming, community events, multi-lingual programming, the Open Gyms/Safe Havens program for teens, garden programs, public meetings and events at the auditorium (the only elementary school auditorium in the city).
Several of the objectives listed in the ESI Action Plan may have had more success without the temporary loss of this building as a community resource, such as access to computer classes, the Open Gyms/Safe Havens program, etc.

- Economic downturn: cost of gas, heat, food make it difficult for people to make ends meet.

Evaluating Long Term Outcomes: Are We on the Road Towards Minimizing Displacement?

Over time, we will evaluate various indicators to monitor the degree of displacement in East Somerville, including:

- Demographic changes of residents
- Shift in business ownership
- Changes in housing, both costs and composition
- Changes in school enrollment

Because it will be difficult to assess the degree of impact ESI has had specifically on those changes, we can further assess the connection through written and oral evaluation, to ask whether or not the actions taken in the objectives set through the ESI Action Plan have had an impact in keeping people in the neighborhood.
Appendix A: Time Line and Action Steps for Objectives
Affordable Housing Objective 1: Expiring Use
To preserve all “expiring use” affordable rental developments as affordable. The Cobble Hill apartments, Mt. Vernon Street apartments, and Mt. Pleasant Court apartments provide a total of 312 units of critically-needed affordable rental housing in East Somerville. As the affordability of these units “expires” between 2010 and 2016, efforts must start now to preserve affordability beyond those dates.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHOC</td>
<td>Confirmed leader</td>
<td>Most critical</td>
<td>Most effective</td>
<td>Policy</td>
<td>Organizing</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Timeline

- Find dates of expiration
- Educate tenants in all expiring use properties what it means to live in an expiring use property
- Talk to owners of expiring use properties (early) about their options and interest in renewing their contracts
- Mobilize tenants at each expiring use property to communicate tenant leaders across properties and collaborate across properties
- Continue work with property owners and tenants of expiring use properties
- Ensure no expiring use units are "lost"

Potential supporters suggested by the community: City of Somerville, elected officials, HUD, State DHCD, and the Somerville Housing Authority.
Affordable Housing Objective 2: Produce More Units

Through a combination of strategically focusing on key large parcels that may be available (working list attached), seeking opportunities to more densely develop parcels on Lower Broadway, and strategies to acquire and re-circulate small properties, produce 50 new units of affordable rental and ownership housing in the next 5 years.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCC</td>
<td>Confirmed leader</td>
<td>Most critical</td>
<td>Most effective</td>
<td>Policy</td>
<td>Physical change</td>
<td>Comm. planning, Organizing, Research</td>
</tr>
</tbody>
</table>

Timeline

- Survey the neighborhood for properties of interest
- Narrow list of properties to those that meet needs effectively
- Conduct due diligence on properties of interest
- Identify funding sources to meet needs
- Evaluate strategies for production of new units
- Contact property owners regarding their interest in selling or partnering on redevelopment
- Gain site control of at least one significant parcel by the end of year 1
- Develop properties with significant input from neighborhood residents

6 months

2 years

Potential supporters suggested by the community: City of Somerville, property owners, abutters, community groups (such as ESNC), and housing advocates.
Affordable Housing Objective 3: Foreclosure Prevention

To prevent mortgage foreclosures and the loss of homes by East Somerville residents. Develop programs to (a) provide pre-purchase counseling, especially for populations more at-risk of predatory lending; (b) provide information and counseling to residents holding risky mortgages or facing foreclosure; and (c) acquire and re-sell to income eligible buyers properties where foreclosure cannot be prevented.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners, no leader</td>
<td>Most critical</td>
<td>Most effective</td>
<td>Program/service Physical change</td>
<td>Comm. planning Research</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Timeline**

- **Research incidence of risky mortgages and foreclosures in East Somerville**
- **Convene task force around foreclosure that includes the City banks, attorneys, and advocates**
- **Develop "referral list" of existing services for wide distribution**
- **Assess feasibility and capacity development needed to implement programs around foreclosure**
- **Write occasional news column for the local paper educating residents about risky mortgages, foreclosures, and financial services available**
- **Task Force continues to meet to develop solutions around the foreclosure issue**
- **Research and evaluate feasibility of a low-interest revolving loan fund to assist homeowners at risk of foreclosure**
- **Research and evaluate strategies for capturing foreclosed properties for use as affordable housing**
- **Implementation new programs and services identified by task force**
- **6 months**
- **2 years**
- **Continue advocacy and services work around foreclosures**

Potential supporters suggested by the community: City of Somerville, task force (new), banks, attorneys, SCC (Supportive Services and Real Estate Development teams), credit counseling agencies, and housing advocates.
Affordable Housing Objective 4: Campaign for Housing Money
Generate more financial resources for the development and preservation of affordable housing. Consider running a campaign to pass the Community Preservation Act (CPA) in Somerville. CPA is a state act that allows a property tax surcharge of up to 3%, with the money raised to be spent on affordable housing, historic preservation, and open space. The State matches dollar-for-dollar the money raised locally.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under consideration</td>
<td>Most critical</td>
<td>Very effective</td>
<td>Policy</td>
<td>Organizing</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

1. Explore the feasibility of running and winning a CPA campaign including determination of the percentage surcharge.
2. Document the potential benefits of CPA.
3. If yes, determine when to run campaign (could be in 2009 State Senate election or 2009 City election).
4. Gather necessary signatures or recruit Aldermen to place campaign on the ballot.
5. Identify voters and campaign for CPA.

Potential supporters suggested by the community: SCC, AHOC, City of Somerville, nonprofits, Somerville Housing Authority, open space advocates, the Somerville Old Homes Organization (SOHO), private businesses, neighborhood groups, SomDog advocate group
Jobs Objective 1: Workers Resource Group
To create a workers resource group in East Somerville. This is a way to link workers and job seekers with job training, networking and connections between unions, small businesses, and workers; facilitate a hiring process; post jobs; do trainings on workers rights; enforce wage claims and rights; bring people together to take collective action; and help people achieve language and technology literacy.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under consideration</td>
<td>Very important</td>
<td>Very effective</td>
<td>Program/service</td>
<td>Comm. planning Organizing Research</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

- Identify entity to play linking role between workers and providers
- Assess of existing services
- Hold meeting(s) with leadership group to establish mission and model
- Do test run with workers to deliver training or networking
desired desirable
- Rotate various providers through schedule
- Set up permanent leadership/advisory body
- Hire coordinator
- Create standards between workers and employers

6 months
- Look for funding
- Make modifications

2 years
- Acquire funding
- Establish labor posts

Potential supporters suggested by the community: Centro Presente; SCC; SCALE; SEIU; Jobs with Justice; The Welcome Project; MAPS; High School Vocational Education Department.
Jobs Objective 2: Community Benefits

Negotiate community benefits to mitigate hardships caused by Assembly Square Development that will result in new jobs for people who live here with good benefits and pay.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESNC</td>
<td>Confirmed leader</td>
<td>Top objective</td>
<td>Most effective</td>
<td>Policy Program/service</td>
<td>Comm. planning Organizing Research</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Timeline

Potential supporters suggested by the community: ESNC, unions.
Jobs Objective 3: Small Businesses

Build community stability and create jobs and economic opportunities for East Somerville residents by supporting small businesses. Connect businesses and people to resources, such as classes, mentorship programs, micro-lending, and insurance/benefit package pool.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESM City</td>
<td>Under consideration</td>
<td>Most critical</td>
<td>Very effective</td>
<td>Policy</td>
<td>Comm. planning Research</td>
<td>No</td>
</tr>
</tbody>
</table>

**Timeline**

- Name lead group or entity that could be clearing house connecting businesses with resources
- Evaluate what’s been done
- Find money
- Line up free resources
- Do the administrative and outreach to set up services and classes for businesses, and organize businesses to enroll
- Establish benchmarks to measure effectiveness and whether or not businesses are participating
- Create center of entrepreneurship

6 months:
- Start programming

2 years:
Immigrant Issues Objective 1: Organizing

To form and maintain a group which will organize and mobilize people about issues that effect the immigrant community in Somerville, including Sanctuary City campaign, Emergency Response Plan, discrimination, and education and building of allies among non-immigrants.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCC</td>
<td>Confirmed leader</td>
<td>Most critical</td>
<td>Very effective</td>
<td>Program/service</td>
<td>Cmm. planning</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

6 months

- Meet on a monthly basis, form and win campaigns
- Meet on a monthly basis, form and win campaigns

2 years

- Meet on a monthly basis, form and win campaigns

Fundraise to sustain staff

Involve people, figure out what we want, find support, and carry out campaigns

Potential supporters suggested by the community: Centro Presente, local churches
Immigrant Issues Objective 2: Sanctuary

To pass an ordinance declaring the city as a sanctuary for immigrants. Specifically, the ordinance would formalize that the city will not collaborate with ICE, the city respects cultural differences, the police respect immigrants, and that all residents have a right to health care.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centro Presente</td>
<td>Confirmed leader</td>
<td>Very Important</td>
<td>Very effective</td>
<td>Policy</td>
<td>Organizing</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Timeline**

- Identify those yet to be convinced, and talk with them
- Find alderman to sponsor
- Bring to vote
- Develop strategy and power analysis
- Build allies, including city officials
- Implement ordinance
- Educate police and residents about what sanctuary means, possibly with a Q&A pamphlet
- Help other cities to obtain sanctuary status
- Perhaps organize for a city position to focus on protecting immigrants

6 months

2 years

Potential supporters suggested by the community: SCC, Saint Benedicts, Human Rights Commission.
Immigrant Issues Objective 3: Emergency Plan

Make an emergency plan that can be enacted in the case that ICE causes a humanitarian emergency by targeting Somerville families. The plan would establish key contact people and order of events as well as networks of communication between neighbors, workers, and legal assistance. Childcare, food, and support for mental health would be offered. The plan will mobilize support from the Human Rights Commission, Consulates, and Somerville politicians.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely leader</td>
<td>Very important</td>
<td>Very effective</td>
<td>Program/service Policy</td>
<td>Comm. planning</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Timeline**

Educate people before a raid to protect their rights, about legal resources available.

Identify emergency sources of childcare, food, and mental health care.

6 months

Outreach to those most vulnerable to ICE.

2 years

Develop system to keep networks change.

Publicize the plan.

Develop a strategy to publicize the plan, including a web site with information about it.

Speak with the city departments who will support us, and in what ways?

Find a place where people can go where they will be safe.

Make networks of communication

Make a timeline: what steps happen immediately after a raid.

Make a plan of mobilization

Educate people born in the United States about the necessity for a plan and human rights issues.

Potential supporters suggested by the community: Human Rights Commission, Centro Presente, Coalition of churches, this group.
Education and Schools Objective 1: English Language Learning

Protect best services for English language learners, which include: maintaining the SEIP program, UNIDOS, and English classes for Parent Leadership Program; reinstating PAC positions; sending out all materials from schools and classrooms in multiple languages; and adding bilingual counselors.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Under consideration</td>
<td>Very important</td>
<td>Moderately effective</td>
<td>Program/service Policy</td>
<td>Comm. planning</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Timeline

- Find an organization to lend organizing capacity
- Connect with new Diversity Coordinator
- Collect information to support proposed ideas
- Bring proposed ideas to decision makers: school committees, public officials, etc.
- Key ELL programs are sustained
- New programming is added
- Group continues to support needs of ELL community

Potential supporters suggested by the community: Centro Presente, Concilio Hispano, CAAS, Teachers Union, SCC.
Education and Schools Objective 2: Full Programs and Services

Encourage building communities of learners through full service school model. Specifically, support the extended full day option for East Somerville Community School; activities in the school open to the community; and other after school programming for students, such as Open Gyms, Century 21, theater-arts, and others.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners, no leader</td>
<td>Very important</td>
<td>Moderately effective</td>
<td>Program/service Policy</td>
<td>Comm. planning Organizing</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Timeline

- 6 months
  - ID facilitator to hold meetings with parents to support extended full day
  - Monitor other program areas worth protecting or creating that the community wants to and work with parents to advocate for those

- 2 years
  - Get City to apply for state funding for this initiative
  - Have parents from ELL group and this merge to identify and work toward common agenda
Youth Issues Objective 1: Employment

To make a place where you can get training on things like writing a resume, interviews, and dressing for jobs, as well as information about what’s available. Such a center could also have citizenship classes, information on workers rights, be run by youth.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>WP and Career Source</td>
<td>Confirmed leader</td>
<td>Very important</td>
<td>Moderately effective</td>
<td>Program/service Policy</td>
<td>Comm. planning Organizing</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline:

- Find out if kids would use the center
- Talk to Mayor/Governor
- Finding a place/land
- 6 months
- Fundraising
- 2 years
- Get Jobs!
- Support for position of youth
- Jobs officer
- Fundraising
- 6 months
- Fundraising

Potential supporters suggested by the community: Boys and Girls Club, Teen Empowerment, SCC, Youth, Centro Presente.
Youth Issues Objective 2: Open Gyms
To form a group to keep the kids off of the streets, which would immediately promote the boat house program, extend the Open Gyms program through the summer, and extend Open Gyms to the Healy School as a long term step.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boys and Girls Club</td>
<td>Confirmed leader</td>
<td>Very important</td>
<td>Moderately effective</td>
<td>Program/service Policy</td>
<td>Comm. planning Organizing</td>
<td>No</td>
</tr>
</tbody>
</table>

**Timeline**

- Tell other youth about boat house program
- Figure out exactly what asking for
- Talk to popular Wayne, juniors, principal, Boys and Girls club, youth council, community
- Ask for support of collaborators
- Find organization to host
- Make a clear plan with well thought out arguments
- Get Open Gyms at EGC, to be year round, and to offer more sports, like football and soccer, and arts
- Start Open Gyms at Healy School

6 months

2 years

Potential supporters suggested by the community: Teen Empowerment, SCC. Supporters: Boys and Girls Club, youth council, Pintamos Nuestra Mundo.
Youth Issues Objective 3: Parties
To host drug and alcohol free parties where people can have fun in the summer, possibly including performances and battles.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teen Empowerment</td>
<td>Confirmed leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Program/service</td>
<td>Comm. planning</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

- Find space to have parties
- Get support of Aldermen
- Put up flyers
- Spread the word
- Fundraise so that we can continue to have parties

6 months
Environmental Justice and Health Objective 1: Pollutants
To minimize people’s exposure to indoor and outdoor pollutants, and mitigate harmful health effects, both by changing use of harmful agents indoors, and supporting people who live close to outdoor area of high exposure.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP</td>
<td>Likely leader</td>
<td>Very important</td>
<td>Moderately effective</td>
<td>Program/service Policy</td>
<td>Comm. planning and organizing research</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Timeline

- Create hazard map and study showing impact
- Collect data and examples from other places
- Educate around methods to minimize exposure (indoor/out)
- Educate around methods to minimize exposure
- Find funding to make this sustainable
- Identify and approach decision makers to ask for mitigation
- Win remediation for residents, such as retrofitting homes, testing, etc.
- More individuals commit to using safer cleaning agents
- Pull together concerned groups, Board of Health
- Identify lead group to do education campaign
- Define mitigation we seek
- Do creative actions with artists and media campaign
- Make Somerville pilot community

6 months

2 years

Environmental Justice and Health Objective 2: Physical Activity

Increase number of people who are getting physical activity by improving access to and awareness of safe walking and biking routes, and green open space.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shape Up Somerville</td>
<td>Likely leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Physical change Policy</td>
<td>Comm. planning Organizing</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

- Explore existing city plans
- Pull together bike, pedestrian, and open space advocates
- Bring people together through demonstration rides/walks
- Approach Aldermen and Traffic engineers
- Make sure city plans for E. Somerville and Assembly Square incorporate bike/walk/open space
- Identify areas for lanes, signs, paths, and open space
- Establish metrics for open space per capita
- Do ongoing education campaign to get people to bike/walk safely
- Achieve goal of new bike lanes, signs, maps, and open space

6 months

2 years

Potential supporters suggested by the community: ES Mainstreets, Somerville Bike Committee, ESNC, Shape Up Somerville.
Environmental Justice and Health Objective 3: Safe Soil
Ensure our soil is safe from pollutants that will effect East Somerville residents both by educating individuals on how to clean up their soil, and getting private and public owners of areas used by the community to clean up their sites. Also, this group prioritizes supporting action steps to clean up hazardous wastes at and around 50 Tufts Street.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shape Up Somerville</td>
<td>Likely leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Physical change</td>
<td>Comm. planning</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Policy</td>
<td>Organizing</td>
<td></td>
</tr>
</tbody>
</table>

**Timeline for Household Education**

- Identify agency to do education campaign to individuals
- Multi-lingual outreach in schools, door to door
- Help with yard testing
- Find sponsor to give out fresh soil/compost
- Distribute list of garden stores that sell organic
- Get info. into school curriculum
- 2 years
- 6 months
- Do show on SCAT to present alternatives
- Help individuals with phyto remediation and other strategies in yards
- Start raising money

Potential supporters suggested by the community: Garden Club, Growing Center, Groundwork Somerville, with help from: Conservation Commission, Somerville Climate Action Commission, Eagle Eye Institute, area universities, City Planning Department, UMASS for agriculture testing.
Safe Soil Continued: Timeline for Clean-Up of Public Sites

- Do assessment of sites used by the public
- Study where kids are playing on soil
- Do better outreach regarding hazardous wastes at 50 Tuffs St.
- Look at baseline public health and identify clusters where people are sick
- Examine chemical use on rail beds
- Develop campaign to get owners to replace/clean up soil
- Make sure owners/city are using safe chemicals
- Establish contractual agreements to eliminate hazardous chemicals in sites used by public
- Monitor city to do previous

6 months

- Start community compost program
- Do pilot project, such as phyto-remediation
- Get big companies to use organic fertilizers
Environmental Justice and Health Objective 4: Dental

Create short term task force to create a plan to improve preventative dental care, which will be presented to Cambridge Health Alliance and City Health Department. Support existing ideas for preventative care, such as having volunteer dental providers do screenings at immigrant health fair.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Partners, no leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Program/service</td>
<td>Comm. planning</td>
<td>No</td>
</tr>
</tbody>
</table>
**Streetscape and Physical Space Objective 1: Access**

To insure safe, ADA compliant pedestrian and bike access to and from the East Somerville neighborhood and Assembly Square, Draw 7, and the Mystic River. To do this, it is important to have the community work with the City, developers, and other stakeholders to make sure appropriate resources are allocated.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESNC and Bike Comm.</td>
<td>Confirmed leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Policy</td>
<td>Organizing, Research</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Timeline**

- **6 months**
  - Do research: who controls different access points; what will an Environmental Impact Statement address; what is in existing agreements; and who are the decision makers.
  - Make the case to get desired access; build community support.
  - Develop community response to this plan; consider link to streetscape plans and long-term, transit-oriented development.

- **2 years**
  - Review design plan
  - Organize public input for future Assemble Square development
  - Monitor agreements
  - Win new agreements
  - Monitor implementation of agreement

New paths and points of access are developed!

Potential supporters suggested by the community: Mystic View Task Force, Bike Committee, SomDog, ESNC, STEP, ES Mainstreets.
Streetscape and Physical Space Objective 2: Cross Street

Have community vision process within a defined time frame to look at potential land and property uses along Cross Street East that meet community needs and interests.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCC and ESMS</td>
<td>Likely leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Policy</td>
<td>Comm. planning, Organizing</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Timeline**

- Gather information about parcels to bring to community charrette/vision meetings
- Hold charrette with landscape architect
- Hold meeting with City, potential developers, and community to share ideas/vision
- Organize abutters to attend
- Land swap, new construction, and implementation of Cross Street East plan

9 months

Find students to do design project for this area
Align partners who will lead visioning process with community
Do deep outreach of diverse group of participants
Negotiate plan
Identify other potential developers

2 years

Potential supporters suggested by the community: ESNC/SCC, ES Mainstreets. Down the road: City Planning Department.
Streetscape and Physical Space Objective 3: Planning Process

Get the City to lead a participatory, inclusive, representative community planning process for Broadway between city boundary and McGrath Highway, on pedestrian and streetscape improvements.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESMS</td>
<td>Confirmed leader</td>
<td>Somewhat important</td>
<td>Somewhat, but less effective</td>
<td>Policy Physical change</td>
<td>Comm. planning Organizing</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Timeline

- Put together a group who will start process
- As a group, design proposed process, time, and role for community
- Take proposal of process to City for approval
- Link this to any comprehensive or master plans that have been or will be conducted by City
- Make sure suggested changes benefit threatened communities
- Get City to look for money beyond CDBG, such as from Assembly Square, to use for Plan and changes to Broadway
- Start construction
- Finish construction

6 months

- May need to organize to get agreements from Developers
- Monitor construction

2 years

Potential supporters suggested by the community: ES Mainstreets.
Access to Programs and Services Objective 1: Resource Guide
To increase visibility of and maximize access to services available to the public through creating and updating a resource guide.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAAS</td>
<td>Confirmed leader</td>
<td>Very important</td>
<td>Moderately effective</td>
<td>Program/service</td>
<td>Organizing</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

- Group members assist CAAS in accessing, translating, and distributing Resource Maps
- Look for existing documents that show what resources are available
- Identify people who gather and disseminate information
- Encourage organizations to update Cambridge Somerville Resource Guide
- Raise money for materials
- Disseminate to the community through written materials, info sessions, workshops, and on a television show on SCAF
- Continual

Potential supporters suggested by the community: Cambridge Somerville Resource Guide, Tufts Tisch Scholars, Central Bank, National Student Partnerships, law firms and other universities (through internships, etc.).
Access to Programs and Services Objective 2: Library

To expand the hours the East Somerville library is open to maximize the usage of vital public resources, including access to books, after school help, and computers.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>Somewhat important</td>
<td>Moderately effective</td>
<td>Program/service</td>
<td>Organizing</td>
<td>No</td>
</tr>
</tbody>
</table>

**Timeline**

- Get support from Alderman ROCHE
- Deliver the case of what we want, perhaps using observational data of heavy usage of computers
- Design and disseminate petition
- Raise money for materials
- Disseminate to the community through written materials, in-go sessions, workshops, and or a television show on SAT

6 months

Continued

2 years
Access to Programs and Services Objective 3: Computers
To maximize residents' access to existing computers, and to bring more low-cost or free computers to residents. Establish a program for harvesting and refurbishing older computers from companies and schools, including internet access and programs like SCIPE. Offer students free or low cost refurbished computers as a part of completion of computer literacy classes.

<table>
<thead>
<tr>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No leader</td>
<td>Somewhat important</td>
<td>Somewhat, less effective</td>
<td>Program/service</td>
<td>Comm. planning</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

- Talk with existing programs that do computer refurbishing
- Look for existing documents that show what resources are available
- Explore potential facilities
- Fundraise for computer refurbishing program
- Find someone to carry out such a project
- Get additional donations
- Offer computers to residents

6 months

2 years

Potential supporters suggested by the community: CAAS, School committee member, school teacher, school superintendent, Full Circle, Concilio Hispano, Dorie Clark, IT Director from the city.
Access to Programs and Services Objective 4: ESOL Classes
To expand and strengthen classes teaching English to Speakers of Other Languages by pulling together a group of ESOL providers and advanced students. This group might find ways of creating more ESOL classes, identify fundraising opportunities, improve outreach (including city and library websites), and strengthen existing programs through networking and collaboration.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCC</td>
<td>Confirmed leader</td>
<td>Somewhat important</td>
<td>Moderately effective</td>
<td>Program/service</td>
<td>Comm. planning</td>
<td>No</td>
</tr>
</tbody>
</table>

**Timeline**

- Invite providers and students to meeting
- Host meeting
- Compile contact into format
- Evaluate and assess potential benefits of continuing to meet on a regular basis
- If deemed beneficial, and to improve classes!
- 6 months
- 2 years

Potential supporters suggested by the community: The Supportive Services Department of SCC can host the meeting, and SCALE ESOL Department head can collaborate/consult on meeting agenda.
Access to Programs and Services Objective 5: Computer Literacy

To host small classes with individual assistance (when possible) that will teach computer basics to adult residents of East Somerville. Promote and increase computer literacy among adults to increase residents' abilities to access jobs requiring on-line applications, empower users, and increase connection between transnational families by reducing the cost of international calls.

<table>
<thead>
<tr>
<th>Leader</th>
<th>Leader Commitment</th>
<th>Importance</th>
<th>Effectiveness in Preventing Displacement</th>
<th>Type of Outcome</th>
<th>Type of Action</th>
<th>Requires City Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESCS</td>
<td>Under consideration</td>
<td>Somewhat important</td>
<td>Moderately effective</td>
<td>Program/service</td>
<td>Comm. planning, Research</td>
<td>No</td>
</tr>
</tbody>
</table>

Timeline

- Look at models other non-profits bridging the digital divide
- Consult existing sites of computer access to identify pitfalls and times computers available
- Find interns/mentors: organized pool?
- Offer classes on regular basis, first at locations that have computers
- Develop a core of trainers
- Run a pilot class
- Find head staff, perhaps a volunteer
- Fundraise, especially with banks

6 months

2 years

Potential supporters suggested by the community: Tech staff from nearby businesses, SCAT, ESNC and high school youth, non-Somerville based agency that bridges digital divide and is looking for community to expand to. Supporters: One-Stop Career Center, community colleges.
Appendix B:
Reports Responding to Research Questions Identified by ESI Working Groups
Organizing Parents of English Language Learners in the Somerville Public Schools
Duncan Pickard, Tisch College Scholar, Tufts University
November, 2008

Introduction
Few community members take more interest in their schools than parents. This dynamic leads school administrators to expect feedback from parents on a regular basis that often has powerful effects on the future of a school system. The need for parent involvement in American education is important, especially in English Language Learning (ELL).

Existing Models
Various organizations in Massachusetts have met this need. The largest in Boston is the Boston Parent Organizing Network (BPON), an umbrella over thirty-six member organizations that are committed to engaging parents in education. Recently, BPON has focused a lot of energy on political campaigns, teachers’ contracts, and MCAS reform. BPON also awards six major organizing grants each year to reconnect parents and communities to the educational and decision-making processes in the Boston school system.

One organization that receives BPON funding is the East Boston Ecumenical Community Council (EBECC). A full-time staff member there organizes a group of mothers of ELL students that meets every week to discuss issues affecting their children, learn about the Boston public schools, and find ways they can affect change. The EBECC program costs about $75,000, and $40,000 of that comes from BPON.

In the past, the state has awarded funding to parent organizing networks. A group like this was organized in Worcester by Ruth Rodriguez who now works in Roxbury. The group was effective in negotiating more equitable contracts for ELL teachers. That group was disbanded in the early 1990s because of inadequate state funding. It now exists as a 501(c)3 nonprofit organization.

An advocacy organization in Somerville could take from any of these models. If there are a large number of issues that require advocacy work, a BPON model could be used to enhance collaboration and centralize funding. A more consolidated approach would be to use the EBECC model to organize parents around a single issue and raise funds independently. Relying on state funds seems intractable, considering the Worcester model.
Vision

An effective parent organizing network will inform parents of how the public school system works, help parents develop objectives for the organization, consider strategies for implementing those objectives, and foster leadership in the group of parents so they feel involved in their students' education. A full-time employee makes this process easier to facilitate.

Ideally, a parent organizing network would not be created out of another organization. It has been the experience of other organizers around Boston that if, say, an immigrant rights organization starts a parent advocacy group, the parents are too concerned with immigration issues to make change that is as effective as it could be.

The United States education system emphasizes parent involvement more strongly than many other systems around the world. A good organizing network will help parents understand the expectations that the school system has for them and for their children – attendance at committee meetings, homework help, parent-teacher conferences, etc. It will inform parents about how they can get involved and ask informed questions about local education. It will also help parents develop reciprocal expectations for the schools. It will give parents the tools they need to be effective advocates for their children. Other organizations accomplish this by organizing a group of parents that meets regularly – once a week for some – led by a paid coordinator. The group then reaches more parents in the school system by hosting websites, holding multilingual information sessions, sponsoring forums with school leaders and parents, publishing newsletters, and other forms of outreach.

Funding

This kind of programming requires funding. Organizations use money to pay for food for meetings and forums, host websites, provide transportation for parents, hire a coordinator, serve food, and provide childcare for parents during meetings. The EBECC parents group costs $75,000 annually, which includes the coordinator's salary.

There are several funding resources that organizations around Boston have used to organize parents. They are listed here.

<table>
<thead>
<tr>
<th>Name</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill and Melinda Gates Foundation</td>
<td><a href="http://www.gatesfoundation.org/ForGrantSeekers/UnitedStates/">http://www.gatesfoundation.org/ForGrantSeekers/UnitedStates/</a></td>
</tr>
<tr>
<td>ACORN Boston</td>
<td><a href="https://www.acorn.org/index.php?id=7912">https://www.acorn.org/index.php?id=7912</a></td>
</tr>
<tr>
<td>The Heinz Endowments</td>
<td><a href="http://www.heinz.org/">http://www.heinz.org/</a></td>
</tr>
<tr>
<td>The Boston Bar Foundation</td>
<td><a href="http://www.bostonbarfoundation.org/">http://www.bostonbarfoundation.org/</a></td>
</tr>
<tr>
<td>The Marcy Miller Foundation</td>
<td><a href="http://www.marcymillerfoundation.org/">http://www.marcymillerfoundation.org/</a></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Ruth Rodriguez</td>
<td>Outreach Coordinator, Boston Day and Evening Academy</td>
</tr>
<tr>
<td>Holly Hatch</td>
<td>Principal, East Somerville Community School</td>
</tr>
<tr>
<td>Samuel Hurtado</td>
<td>Massachusetts Advocates for Children</td>
</tr>
<tr>
<td>Irma Flores</td>
<td>East Boston Ecumenical Community Council (EBECC)</td>
</tr>
<tr>
<td>Boston Parents Organizing Network</td>
<td>N/A</td>
</tr>
<tr>
<td>Somerville Public Schools, ELL Programs</td>
<td>N/A</td>
</tr>
<tr>
<td>Fran Smith</td>
<td>Campaign Coordinator, Boston Campaign for Proficiency</td>
</tr>
</tbody>
</table>

This report was prepared by Duncan Pickard of the Tisch College at Tufts University for the Somerville Community Corporation. For more information about this report, email the author at dmp9@mac.com.
The Community Preservation Act in Somerville
Duncan Pickard, Tisch College Scholar, Tufts University
December 2007

Overview
The Community Preservation Act (CPA) is a property tax surcharge that communities may elect to apply. All funds raised by the surcharge are currently matched by the state. The CPA will apply a tax surcharge of between one and three percent in increments of one-half percent.

Adoption
The CPA may be adopted in one of two ways. The first option is for the Board of Aldermen to recommend the surcharge and place it on a ballot for voters in the next election. The second option is for the question to make it to the ballot by petition. Five percent of registered voters must sign a petition to place the question on the ballot. The second option is the most common because it enables community organizers to conduct research and find supporters while collecting signatures in preparation for the larger campaign.

In either case, the CPA question on the ballot is approved and the statute accepted if a majority of the voters voting on the ballot question vote “yes.” Therefore, most community organizers seek to put the question on the ballot in a slow election cycle — i.e. not a presidential, gubernatorial, or important municipal election year. There are generally fewer voters in these election years. A lower turnout, though less democratic, makes it easier for community organizers to reach potential voters, minimizing the resources needed to conduct a campaign.

CPA funds are dispersed by a community preservation committee (CPC) in the city or town. The number of members on this committee and their affiliation with the city is defined on the ballot question. Community organizers should consider how many people they want on the committee while drafting the language, and they should be in touch with the city solicitor before putting to a vote to make sure that the language is interpreted correctly.

Money is available in the form of grants from state organizations and personal or business contributions to pay for a campaign to pass the CPA. The Community Preservation Action Coalition (CPAC) provides resources, including campaign materials and sample ballot language, at http://www.communitypreservation.org/.

The CPA may be amended or repealed by a similar ballot initiative at any time.

Implementation
CPA funds may be dispersed for open space, historic preservation, public recreation, or affordable housing. Between ten and seventy-five percent of the funds must go towards housing. An additional five percent of the funds may be used as logistical support for affordable housing — i.e. housing office staff, surveyors, maps, designs, legal advice, etc.

In many ways, the CPA gives towns a monetary benefit four times over. First, the tax surcharge generates income for the town. Second, that income is matched by the state to go into the local Community Preservation Fund (CPF). Third, the state tax money that matches the original surcharge does not go to benefit another municipality that has the CPA. Fourth, the CPF can be used to apply for other state and federal grants. A local monetary commitment to grant programs often makes an application more competitive. In some cases, the CPF may also be used as collateral on a loan to pay for other housing opportunities.²

² If a loan is made using CPA money and the CPA is repealed before the loan is paid off, the CPF will be replenished with money from the city until all debts are paid.
The CPC can have up to nine members. Some municipalities hold spots on the CPC for city officials. These officials can dominate some small CPCs, making the committee an extension of city government and an additional source of funding for an elected official’s “pet projects,” according to one community organizer. Others are appointed by local officials. Regardless of who sits on the CPC, the city still has significant control over how CPA money is spent because city government will issue the request for proposal (RFP) and select the contractor to take on whatever project the CPC authorizes money for.

CPA money may be used for housing citizens up to 100 percent of area median income (AMI), but the units must serve residents up to eighty percent of AMI for the housing stock to count towards the city’s Chapter 40B inventory.³

Community leaders enjoy the greatest flexibility in dispersing CPA money if they use it for housing. This chart outlines acceptable uses of the CPA.⁴

<table>
<thead>
<tr>
<th></th>
<th>Open Space</th>
<th>Historic Preservation</th>
<th>Recreation</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquire</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Create</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Preserve</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Support</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Restore</td>
<td>Yes*</td>
<td>Yes</td>
<td>Yes*</td>
<td>Yes*</td>
</tr>
</tbody>
</table>

* - if acquired or created with CPA money

CPA money may be placed in a municipal housing trust that can accumulate money over time to pay for a major housing project. The trust must have a minimum of five trustees and can receive funds from fees, private contributions, or the CPA.

There are several exemptions that may be written into the CPA in each municipality. For instance, the surcharge usually does not apply to the first $100,000 of house value. Exemptions are also available for the elderly, the lowest economic classes, and other people who have a decreased property value assessment for other reasons.

Remaining Questions
Is the CPA right for Somerville?
What is the right year to get this on the ballot?
What tax surcharge would be appropriate for Somerville?
How much would it cost the average resident?
How much money would the CPA generate?
What additional housing stock would be created in the next few years?
Who would lead a campaign to pass the CPA?
Where would money come from to lead a campaign, and how much would it cost?
Who would lead the effort to support the CPC in targeting money for affordable housing?
If passed, what percentage of the CPF would go to affordable housing annually?
What exemptions would be appropriate?
Who would sit on the CPC?

⁴ Community Preservation Action Coalition.
Researching Foreclosure in Somerville
Duncan Pickard, Tisch College Scholar, Tufts University
April 2008

Foreclosure information can be valuable for community organizations looking to track housing trends and the general state of the economy in a city or town. The Massachusetts land court system is a confusing network of laws and bureaus that hold different information in different places that are not always easily accessible through public records requests. There are, however, companies that compile and sell this information, and other organizations report success when using those services. A list of contacts is available below.

Different groups report different kinds of data. Massachusetts Land Records is a free site operated by the secretary of state’s office. The information, however, is often ambiguous, outdated, incomplete, and counterintuitive. Foreclosure records are public and often are printed in newspapers. But these data are hard to search and incomplete. SCC’s current subscription to Banker and Tradesman is also incomplete and always requires additional research.

The information available in these three places is valuable, but it is hard to search and incomplete in different ways. The Warren Group (publishers of Banker and Tradesman) offer a complete package for sale about foreclosure information. It combines all the information available in these three places, and it is often more timely than the public records sources. Their reports are exclusively about foreclosures, so one doesn’t need to wade through useless data. The service is available for an introductory rate of $29.95 per month, and community organizers report success in using it. The Warren Group information would save time and money and provide more consistent results.

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Info</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts Land Records</td>
<td><a href="http://www.masslandrecords.com/malr/index.htm">http://www.masslandrecords.com/malr/index.htm</a></td>
<td>Free site from the state that provides scans of foreclosure records. Useful for a general search, but documents are out of date and unspecified, usually requiring additional research.</td>
</tr>
<tr>
<td>Banker and Tradesman</td>
<td><a href="http://www.bankerandtradesman.com/">http://www.bankerandtradesman.com/</a></td>
<td>The site SCC currently subscribes to.</td>
</tr>
<tr>
<td>Chelsea Neighborhood Developers</td>
<td>(617) 889-1375</td>
<td>Organization that uses the Warren Group information with success.</td>
</tr>
</tbody>
</table>
The Rapid Response Network in Somerville
Duncan Pickard, Tisch College Scholar, Tufts University
April 2008

Introduction
In the aftermath of the March 2007 raid in New Bedford, the families of their detainees had no idea where their loved ones were, nor where they could go for trustworthy information. Nor did other immigrants know where they could get information to feel reassured and safe during a confusing time. The goal of the rapid response network (RRN) is to help disseminate information regarding the work of the federal government during and after immigration raids.

Existing Models
Several models for an RRN exist around the country, but the only known network in Massachusetts was launched in March in Jamaica Plain by the Boston May Day Coalition. The outline of their plan is pictured to the right. There is a twenty-four hour hotline operated by the BMDC to which community members can call in alerts. When the hotline hears of a raid, they alert several coordinators who then call members of the network. Information thus spreads to communities affected by the raid by word of mouth and direct calling. The hotline is also available after a raid for families of detainees looking for information. Similar modes exist in Los Angeles, New York city, and Arizona.

The JP-RRN is supported by the Anarchist Black Cross (ABC), a national organization with an office in Boston. It is important for the relationship with the government to be strong, and association with the ABC is discouraged in Somerville.

Chelsea has an informal network, where people would call into the collaborative to see if there was any information. They don't advertise it or maintain it actively. The take-away message from this for me was that people trusted the Collaborative enough to call them on their own volition for information. This same kind of organization should be at work on the RRN in Somerville.

The Community Action Agency of Somerville (CAAS) tried something like this a couple decades ago. It didn’t work because there wasn’t anyone to maintain it after people left the community.
Vision

In Somerville, an RRN would be helpful if a raid ever took place and would provide a sense of security to the immigrants living in the city. A successful RRN would tap into pre-existing, trusted networks, like those that exist through the churches and schools. The Human Rights Commission in Somerville is prepared to take on this project, and they have good relationships with the Somerville police chief to make sure the RRN doesn’t clash unnecessarily with local law enforcement.

Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Info</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letty Talavera</td>
<td><a href="mailto:izcalli31@hotmail.com">izcalli31@hotmail.com</a></td>
<td>Organizer with Si Se Puede San Diego, an immigrant rights organization that failed in its attempt to create an RRN due to power struggles between organizations. A good group to bounce ideas off of.</td>
</tr>
<tr>
<td>Frente Contra las Redadas Los Angeles</td>
<td><a href="mailto:Staff@chirla.org">Staff@chirla.org</a></td>
<td>The organization in Los Angeles that administers the RRN in that city.</td>
</tr>
<tr>
<td>Boston May Day Coalition</td>
<td>Dorothea: <a href="mailto:doruela@hotmail.com">doruela@hotmail.com</a>; 617-922-5744</td>
<td>The organization in Jamaica Plain that administers the RRN in that city.</td>
</tr>
<tr>
<td>Jack Hamilton</td>
<td><a href="mailto:jhamilton@caasomerville.org">jhamilton@caasomerville.org</a></td>
<td>CAAS executive director.</td>
</tr>
<tr>
<td>Gladys Vega</td>
<td><a href="mailto:gladysv@chelseacollab.org">gladysv@chelseacollab.org</a></td>
<td>Contact from the Chelsea Collaborative about their informal RRN.</td>
</tr>
<tr>
<td>Luz Rodriguez</td>
<td><a href="mailto:lrodriguez@tsne.org">lrodriguez@tsne.org</a></td>
<td>From the Center to Support Immigrant Organizing, an organization with the JP-RRN.</td>
</tr>
</tbody>
</table>
Appendix C: Contact Information for Partnering Organizations
## Contact Information for Partnering Organizations

### Leader Contact Information

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Person</th>
<th>Address</th>
<th>Phone and Email</th>
<th>Objectives leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing Organizing Committee</td>
<td>Mary Regan c/o SCC</td>
<td>337 Somerville Ave. 2nd Fl Somerville MA 02143</td>
<td>617-776-5931 x230</td>
<td>• Housing 1: Preserve expiring use buildings</td>
</tr>
<tr>
<td>Boys and Girls Club</td>
<td>Chile Eng</td>
<td>181 Washington St. Somerville MA 02143</td>
<td>617-628-4665</td>
<td>• Youth 2: Form a group to extend open gyms (Safe Havens) and youth programming</td>
</tr>
<tr>
<td>Career Place</td>
<td>Olga Mira</td>
<td>100 Sylvan Rd - Suite G 100 Woburn MA 01801</td>
<td>781-932-5521 <a href="mailto:Omirap21@gmail.com">Omirap21@gmail.com</a></td>
<td>• Youth 1: Youth employment training center</td>
</tr>
<tr>
<td>Centro Presente</td>
<td>Patricia Montes</td>
<td>54 Essex St. Cambridge MA 02139</td>
<td>617-497-9080 <a href="mailto:pmontes@cpresente.org">pmontes@cpresente.org</a></td>
<td>• Imm 2: Sanctuary City campaign</td>
</tr>
<tr>
<td>Community Action Agency of Somerville</td>
<td>Melissa McWhinney</td>
<td>66-70 Union Sq, Somerville MA 02143</td>
<td>617-623-1392 ext. 108 <a href="mailto:mmcwhinney@caasomerville.org">mmcwhinney@caasomerville.org</a></td>
<td>• Access 1: Create/update resource guide of services</td>
</tr>
<tr>
<td>East Somerville Library Branch</td>
<td>Marilyn Eastwood</td>
<td>East Branch Library 115 Broadway Somerville MA 02145</td>
<td>617-623-5000</td>
<td>• Access 2: Expand library hours</td>
</tr>
<tr>
<td>East Somerville Main Streets</td>
<td>Carrie Dancy</td>
<td>114 Broadway Somerville MA 02143</td>
<td>617-741-0230 <a href="mailto:Carrie@eastsomervillemainstreets.org">Carrie@eastsomervillemainstreets.org</a></td>
<td>• Streetscape 2: Community planning process for Cross St. East</td>
</tr>
<tr>
<td>East Somerville Neighbors for Change</td>
<td>Meridith Levy c/o SCC</td>
<td>337 Somerville Ave. 2nd Fl Somerville MA 02143</td>
<td>617-776-5931 x 242</td>
<td>• Jobs 2: Community Benefits Campaign, Assembly Square</td>
</tr>
<tr>
<td>Groundwork Somerville</td>
<td>Jen Lawrence</td>
<td>P.O. Box 441033 Somerville MA 02144</td>
<td>617-628-9988</td>
<td>• Streetscape 1: bike/pedestrian access to Assembly Square</td>
</tr>
<tr>
<td>Human Rights Commission</td>
<td>Ify Mora</td>
<td>19 Walnut St. Somerville 02143</td>
<td>617-776-5931 x2165 <a href="mailto:ifymora@gmail.com">ifymora@gmail.com</a></td>
<td>• EJ 3: Ensure soil is safe from pollutants</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Imm 3: Bring groups together to create Emergency Plan</td>
</tr>
<tr>
<td>Organization</td>
<td>Contact Person</td>
<td>Address</td>
<td>Phone and Email</td>
<td>Notes</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------------</td>
<td>----------------------------------------------</td>
<td>----------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>SCALE</td>
<td>Ngaio Schiff</td>
<td>67 Holland St. Somerville MA 02144</td>
<td>617-625-6600 x6931 <a href="mailto:nschiff@k12.somerville.ma.us">nschiff@k12.somerville.ma.us</a></td>
<td>Access 4: Host group of ESOL providers to expand and improve ESOL services</td>
</tr>
<tr>
<td>Shape Up Somerville</td>
<td>Nicole R lone</td>
<td>50 Evergreen Ave. Somerville MA 02145</td>
<td>617-625-6600x2414 <a href="mailto:nnrioles@ci.somerville.ma.us">nnrioles@ci.somerville.ma.us</a></td>
<td>EJ 2: increase physical activity with access to bike/ped paths</td>
</tr>
<tr>
<td>Somerville Community Corporation</td>
<td>Thais DeMarco</td>
<td>337 Somerville Ave. 2nd Fl Somerville MA 02143</td>
<td>617-776-5931 x 233 617-776-5931 x 227 617-776-5931 x 231</td>
<td>Access 4: Host group of ESOL providers to expand and improve ESOL services Housing 2: Produce more units Imm 1: Create Immigrant organizing committee</td>
</tr>
<tr>
<td></td>
<td>Kristin Blum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tito Meza</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STEP/Somerville Transportation Equity Partnership</td>
<td>Ellin Reisner</td>
<td></td>
<td>617-776-1987 <a href="mailto:erelnsr@rcn.com">erelnsr@rcn.com</a></td>
<td>EJ 1: Tackling indoor and outdoor air pollution</td>
</tr>
<tr>
<td>Teen Empowerment</td>
<td>Wendy Welser</td>
<td>165 Broadway Somerville MA 02145</td>
<td>617-628-0710 <a href="mailto:wendy@teenempowerment.org">wendy@teenempowerment.org</a></td>
<td>Youth 3: Host drug/alcohol free parties</td>
</tr>
<tr>
<td>Tufts St. Neighborhood Group</td>
<td>Alex Pirle</td>
<td>337 Somerville Ave., 2nd Floor Somerville MA 02145</td>
<td>617-776-5931 ext. 243 <a href="mailto:aprim@somervillecdc.org">aprim@somervillecdc.org</a></td>
<td>EJ 3: Ensure soil is safe from pollutants</td>
</tr>
<tr>
<td>The Welcome Project</td>
<td>Warren Goldstein-Gelb</td>
<td>530 Mystic Ave. #111</td>
<td>617-623-6633 <a href="mailto:warrengg@gmail.com">warrengg@gmail.com</a></td>
<td>Youth 1: Youth employment training center</td>
</tr>
</tbody>
</table>