

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

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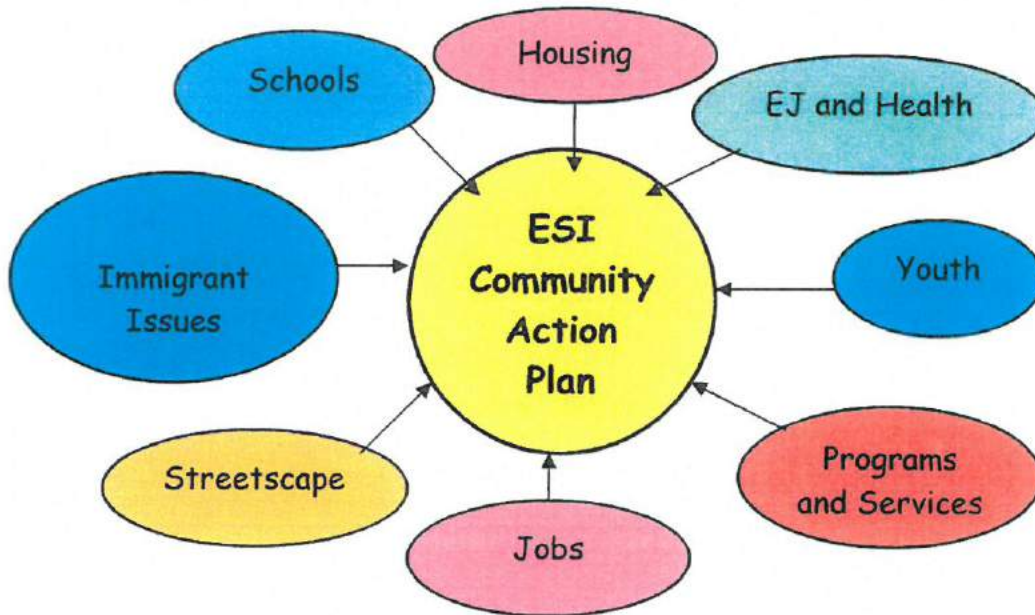
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Note: This report is available in Spanish and Portuguese. Please contact SCC for copies in these languages: 617-776-5931.



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 1: Objectives Sorted by Importance

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

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?

Average importance

Average importance

- 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?

Average importance

DISPLACEMENT SCORING

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

Effectiveness in preventing displacement

- Summit # 2 Criteria:** Ranked on a scale of 1-5
- What is the effectiveness of this objective to prevent displacement in East Somerville?

Effectiveness in preventing displacement

Average Displacement

Table 2: Description and Scores of Objectives, Ranked by Priority

Group	Leader	Ave. Impr: Steering Comm	Ave. Impr: Summit	Ave. Impr: Steering Comm. + Summit	Displmnt: Summit 2	Displmnt: Steering Committee	Displmnt: Ave of Summit and Steering Comm.	Requires Long Term City Support?	Type of Action	Type of Outcome
Top Obj.										
Most Critical	Jobs 2: Community Benefits Campaign, Assembly Square	4.81	4.42	4.61	4.46	5.00	4.73	yes	Comm Planning, Organizing, Inventory	Policy, Service
	Housing 2: Produce more unites	4.46	4.55	4.51	4.56	4.88	4.72	yes	Comm Planning, Organizing, Inventory	Policy, Physical Change
	Housing 1: Preserve expiring use buildings	4.37	4.54	4.45	4.50	4.86	4.68	yes	Organizing	Policy
	Housing 3: Prevent mortgage foreclosures	4.22	4.53	4.37	4.53	4.81	4.67	yes	Inventory, Comm Plan	Service, Physical Change
	Jobs 3: Support Small businesses through networking services	4.39	4.35	4.37	4.42	4.40	4.41	yes	Inventory, Comm Planning	Policy, Service
	Imm 1: Create immigrant organizing committee	4.19	4.45	4.32	4.53	4.00	4.27		Comm Planning, Organizing	Service
	Housing 4: Campaigns to get more money for affordable housing	4.33	4.30	4.32	4.27	4.63	4.45		Organizing	Policy
	Schools 1: Protect services for English Language Learners	4.23	4.36	4.29	4.23	3.78	4.01	yes	Comm Planning, Organizing, Inventory	Service, Policy
	Jobs 1: Create workers resource group	4.28	4.26	4.27	4.38	4.56	4.47		Comm Planning, Organizing, Inventory	Service
	Imm 2: Sanctuary City campaign	4.29	4.21	4.25	4.27	4.43	4.35	yes	Organizing	Policy
Very Important										

Group	Leader	Ave. Imprt: Steering Comm	Ave. Imprt: Summit	Ave. Imprt: Steering Comm. + Summit	Displmnt: Summit 2	Displmnt: Steering Committee	Displmnt: Ave of Summit and Steering Comm.	Requires Long Term City Support?	Type of Action	Type of Outcome
Youth 2: Form a group to extend open gyms (Safe Havens) and youth programming	Boys and Girls Club	4.14	4.29	4.22	3.98	3.56	3.77		Organizing, Comm Planning	Service, Policy
Youth 1: Youth employment training center	Welcome Project and Career Place	4.13	4.26	4.19	4.05	3.88	3.96		Comm Planning	Service
Schools 2: Full service school model		4.01	4.26	4.13	4.07	3.22	3.64	yes	Comm Planning, Organizing, Inventory	Service, Policy
Access 4: Host group of ESOL providers to expand and improve ESOL services	ES Library, SCALE, The Welcome Project	3.98	4.26	4.12	4.30	3.67	3.98		Comm Planning	Service
EJ 1: Tackling indoor and outdoor air pollution	STEP	3.98	4.16	4.07	3.71	3.71	3.71	yes	Comm Planning, Organizing, Inventory	Physical Change, Service
Access 1: Create/update resource guide of services	Community Action Agency of Somerville	3.78	4.17	3.98	4.11	3.67	3.89		Inventory, Comm Planning	Service
Access 5: Computer literacy classes		4.01	3.82	3.91	3.70	3.72	3.71		Comm Planning, Organizing	Service
Streetscape 3: City community planning process for Broadway	East Somerville Main Streets	3.65	4.01	3.83	3.50	2.75	3.13	yes	Organizing, Comm Planning	Physical Change, Policy
EJ 3: Ensure soil is safe from pollutants	Groundwork Somerville, Neighborhood Friends of Glen Park	3.68	3.94	3.81	3.27	2.71	2.99	yes	Comm Planning, Organizing, Inventory	Physical change, policy, service

Somewhat Important

Group	Leader	Ave. Impr: Steering Comm	Ave. Impr: Summit	Ave. Impr: Steering Comm. + Summit	Displmnt: Summit 2	Displmnt: Steering Committee	Displmnt: Ave of Summit and Steering Comm.	Requires Long Term City Support?	Type of Action	Type of Outcome
Access 2: Expand library hours	East Somerville Library Branch		3.79	3.79	3.67		3.67		Organizing	Service
Youth 3: Host drug/alcohol free parties	Teen Empowerment	3.72	3.85	3.79	3.44	3.13	3.28		Comm Planning	Service
Streetscape 1: Bike/ped access to Assembly Square	East Somerville Neighbors for Change and Bike Committee	3.7	3.87	3.79	3.30	2.75	3.03	yes	Comm Planning, Organizing, Inventory	Physical Change, Policy
Access 3: Access to more computers		3.47	3.91	3.69	3.93	2.78	3.36		Comm Planning	Service
Streetscape 2: Community planning process for Cross St. East	Somerville Comm. Corp and East Somerville Main Streets	3.47	3.81	3.64	3.49	2.86	3.17	yes	Comm Planning, Organizing	Physical Change, Policy
EJ 4: Task force to improve access to dental care		2.7	3.76	3.23	3.27	1.86	2.56		Comm Planning, Organizing, Inventory	Service

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:

Top Priority:	Middle Priority	Third Priority
Housing 3	Schools 1	Access 5
Jobs 3	Jobs 1	Access 3
Housing 4	Schools 2	EJ 4

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.

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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 3: 6 Month Status of Objectives (Spring, 2008)

Priority Rank	Objective	Lead Partner	Status of Implementation <i>J</i> = in progress <i>JJ</i> = Significant progress <i>JJJ</i> = Completed	\$ Raised: * = Pending approval ⊙ = \$ leveraged by ESI for this objective ◊ = \$ raised for related, ES work (not necessarily leveraged by ESI) † = \$ partially leveraged by ESI for other work
Top Priority	Jobs 2: Community Benefits Campaign, Assembly Square to insure more local jobs	East Somerville Neighbors for Change	<i>JJ</i> YES--got local hiring agreement	⊙ \$100K As part of Jobs Agreement, IKEA agreed to give to City for job training, plus 6 computers
Most Critical	Housing 2: Produce more units of affordable housing	Somerville Community Corporation	<i>J</i> Ongoing	
Most Critical	Housing 1: Preserve expiring use buildings	Affordable Housing Organizing Committee	<i>J</i> Ongoing, YES	◊ \$15K Affordable Housing Trust Fund grant to SCC for expiring use preservation (city wide)
Most Critical	Housing 3: Prevent mortgage foreclosures	City of Somerville	<i>JJ</i> City of Somerville has new study; will send mass mailing resource guide on foreclosure prevention; and will support state legislation on foreclosure prevention and protection	◊ \$10K for mailer (city wide)
Most Critical	Jobs 3: Support Small businesses through networking services	East Somerville Main Streets (ESMS) and the City	<i>J</i> Yes, ESMS conducted workshops, and will continue to do so for small businesses	◊ \$600 in-kind: trainings and outreach
Most Critical	Immigrant 1: Create immigrant organizing committee	Somerville Community Corporation	<i>JJJ</i> YES! Voices of Immigrants of Somerville, now working on "Welcoming MA" campaign	
Most Critical	Housing 4: Lead campaigns to get more money for affordable housing	AHOC	<i>J</i> Tufts student researched feasibility of a <i>Community Preservation Act</i> campaign (CPA)—AHOC decided to take this up a different year, but continues to support campaign work that will result in more \$ for affordable housing	
Very Important	Schools 1: Protect services for English Language Learners		<i>J</i> 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	

			committee, not specific to ES, but this could be issue to consider in future.	
Very Important	Jobs 1: Create workers resource group	Network of different groups: Career Place, SCC, The Welcome Project, SCALE, Boys and Girls Clubs	// 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	
Very Important	Imm 2: Sanctuary City campaign to get the City of Somerville to endorse	Centro Presente	// yes, this campaign has evolved into “Welcoming MA” campaign	
Very Important	Imm 3: Bring groups together to create Emergency Plan	Human Rights Commission	// 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	
Very Important	Youth 2: Form a group to extend open gyms (Safe Havens) and youth programming	Boys and Girls Clubs	// The program is now operating in the Ederly School, but the gym is too small, and now less than ½ of their numbers of teens come—This Needs More Attention!	
Very Important	Youth 1: Establish youth employment training center	Welcome Project and Career Place	// Yes—The Career Place is offering training workshops to youth, run out of the Welcome Project at Mystic Activity Center.	
Very Important	Schools 2: Support a full service school model		// 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.	
Very Important	Access 4: Host group of ESOL providers to expand and improve ESOL services	Somerville Community Corporation and SCALE	// ES Library is offering ESOL classes, and is looking for volunteers to help teach.	
Very Important	EJ 1: Tackling indoor and outdoor air pollution	STEP	// Yes, launched big project to monitor air quality along I-93 in Somerville and Chinatown	* /o\$500K over 5 years in ES for air quality testing. (total project grant = \$1.5million).
Somewhat Important	Access 1: Create/update resource guide of services	Community Action Agency of Somerville	// They are close to finalizing guide to be distributed soon	
Somewhat Important	Access 5: Establish more computer literacy classes	ESCS	On hold	
Somewhat Important	Streetscape 3: Lead City community planning process for Broadway	East Somerville Main Streets, and City of Somerville	// Yes! Community meetings held over the winter; proposed streetscape plan ready to go. City is applying for funding	* @ \$3 million to City of Somerville for major streetscape project, identified as priority, and partially leveraged by ESI.
Somewhat Important	EJ 3: Ensure soil is safe from pollutants	Groundwork Somerville, Neighborhood	// Yes-- Green Team-a youth team of Groundwork	+ \$195K GWS received 2 year grant for land use planning process along Green Line corridor.

		Group, Friends of Tufts Street	Somerville, has and will continue to collect soil samples. Also, a new group, Friends of Glen Park, is in motion to continue efforts to address ground pollution from 50 Tufts Street.	◊\$16K for Friends of Glen Park
Somewhat Important	EJ 2: Increase physical activity with access to bike/ped paths	Shape Up Somerville	Creation of Shape Up East Somerville project, to involve more people through meetings and educational trainings, on improving physical health.	◊/◊ \$30K for Shape Up East Somerville project, likely to be renewed next year.
Somewhat Important	Access 2: Expand library hours	East Somerville Library Branch	Yes! And in near future, Saturday hours are being considered.	
Somewhat Important	Youth 3: Host drug/alcohol free parties	Teen Empowerment	Yes! Had a successful first event, and are planning another one in upcoming months	
	Streetscape 1: Insure bike/ped access to Assembly Square	East Somerville Neighbors for Change and Bike Committee	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	
	Access 3: Increase access to more computers		Nothing	
	Streetscape 2: Launch community planning process for Cross St. East	Somerville Comm. Corp and East Somerville Main Streets	No community meetings took place, though City did put out RFP for land swap of Harris Park and other parcels	
	EJ 4: Establish task force to improve access to dental care		May be opportunity for community dental program with students in future.	

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

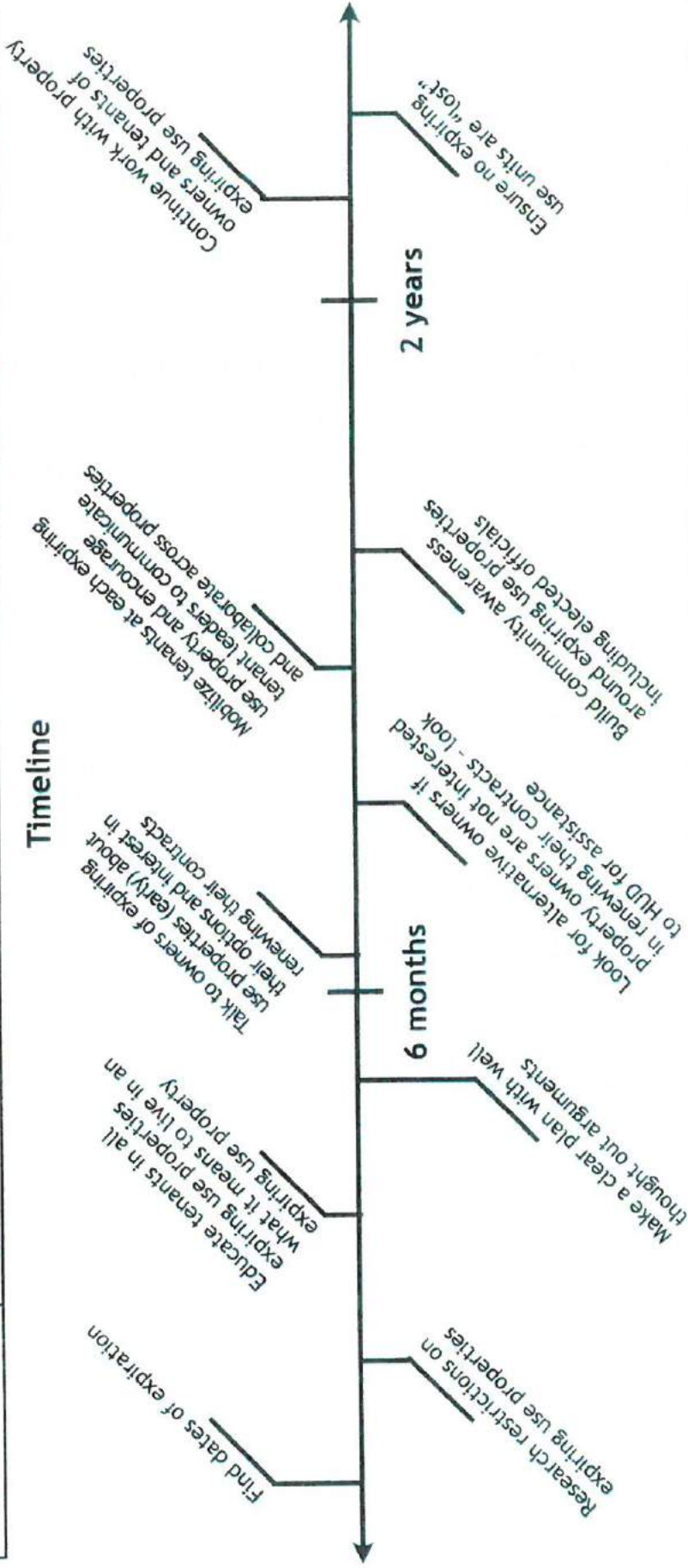
Because it will be difficult to assess the degree of impact ESI has had specifically on those changes, we can further assess the connection through written and oral evaluation, to ask whether or not the actions taken in the objectives set through the ESI Action Plan have had an impact in keeping people 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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
AHOC	Confirmed leader	Most critical	Most effective	Policy	Organizing	Yes

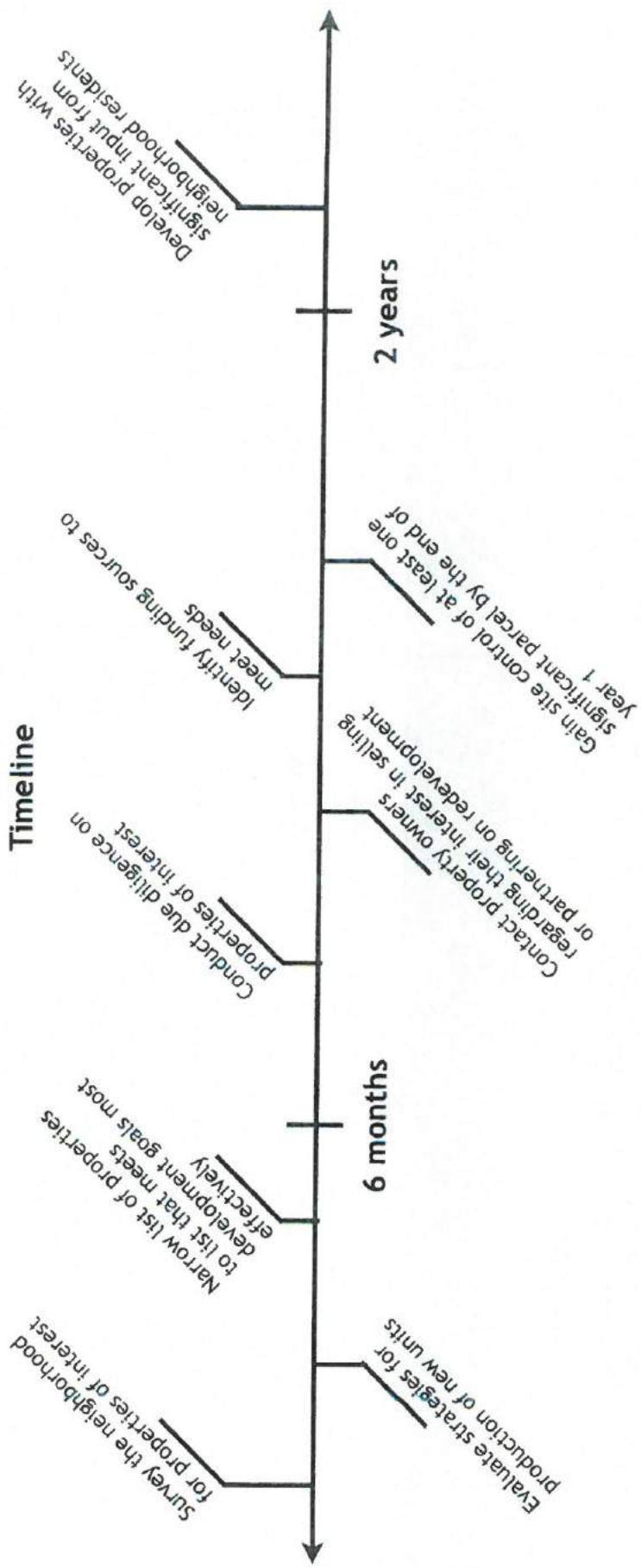


Potential supporters suggested by the community: City of Somerville, elected officials, HUD, State DHCD, and the Somerville Housing Authority.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
SCC	Confirmed leader	Most critical	Most effective	Policy Physical change	Comm. planning Organizing Research	Yes

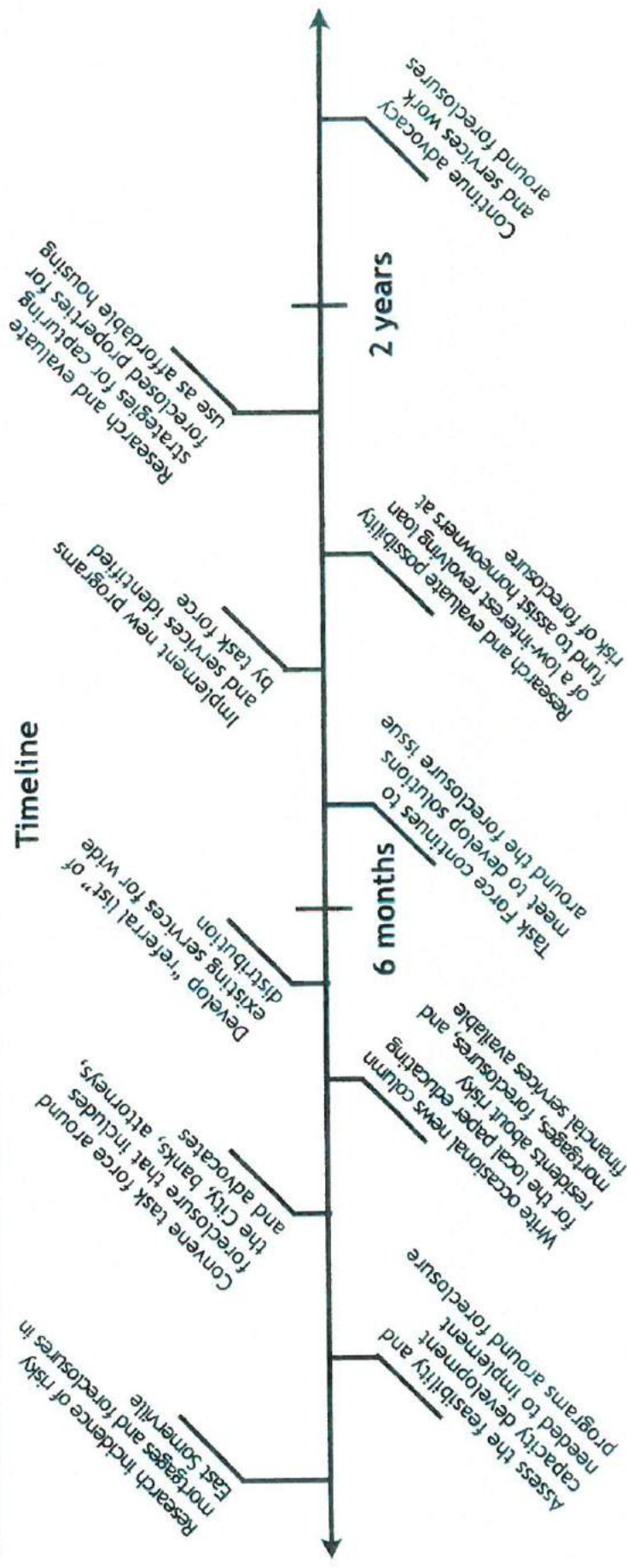


Potential supporters suggested by the community: City of Somerville, property owners, abutters, community groups (such as ESNC), and housing advocates.

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.

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



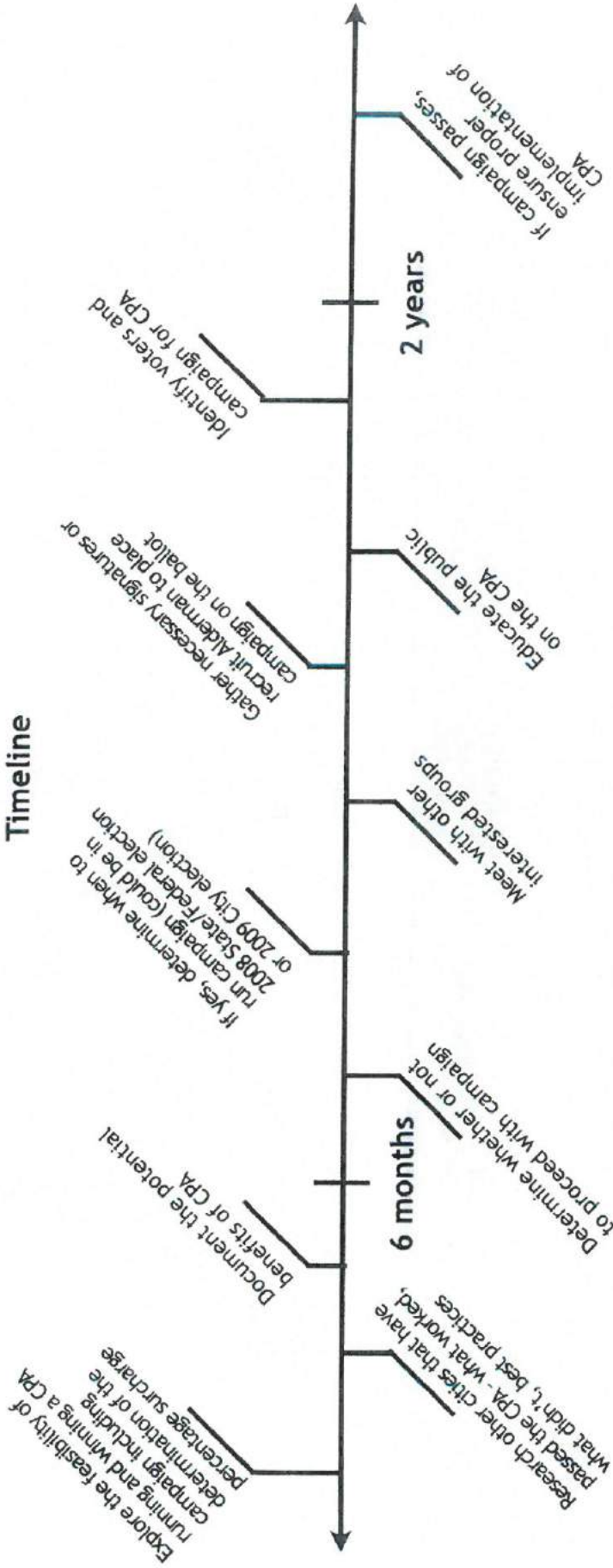
Potential supporters suggested by the community: City of Somerville, task force (new), banks, attorneys, SCC (Supportive Services and Real Estate Development teams), credit counseling agencies, and housing advocates.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	Under consideration	Most critical	Very effective	Policy	Organizing	No

Timeline



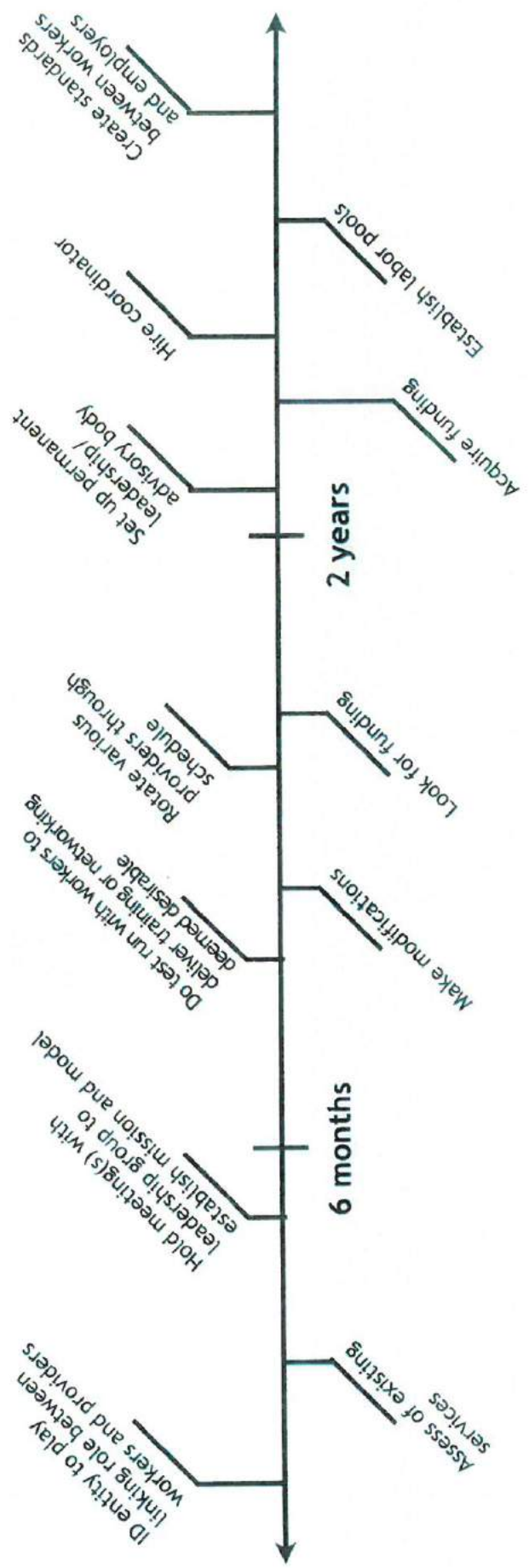
Potential supporters suggested by the community: SCC, AHOC, City of Somerville, nonprofits, Somerville Housing Authority, open space advocates, the Somerville Old Homes Organization (SOHO), private businesses, neighborhood groups, SomDog advocate group

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	Under consideration	Very important	Very effective	Program/service	Comm. planning Organizing Research	No

Timeline



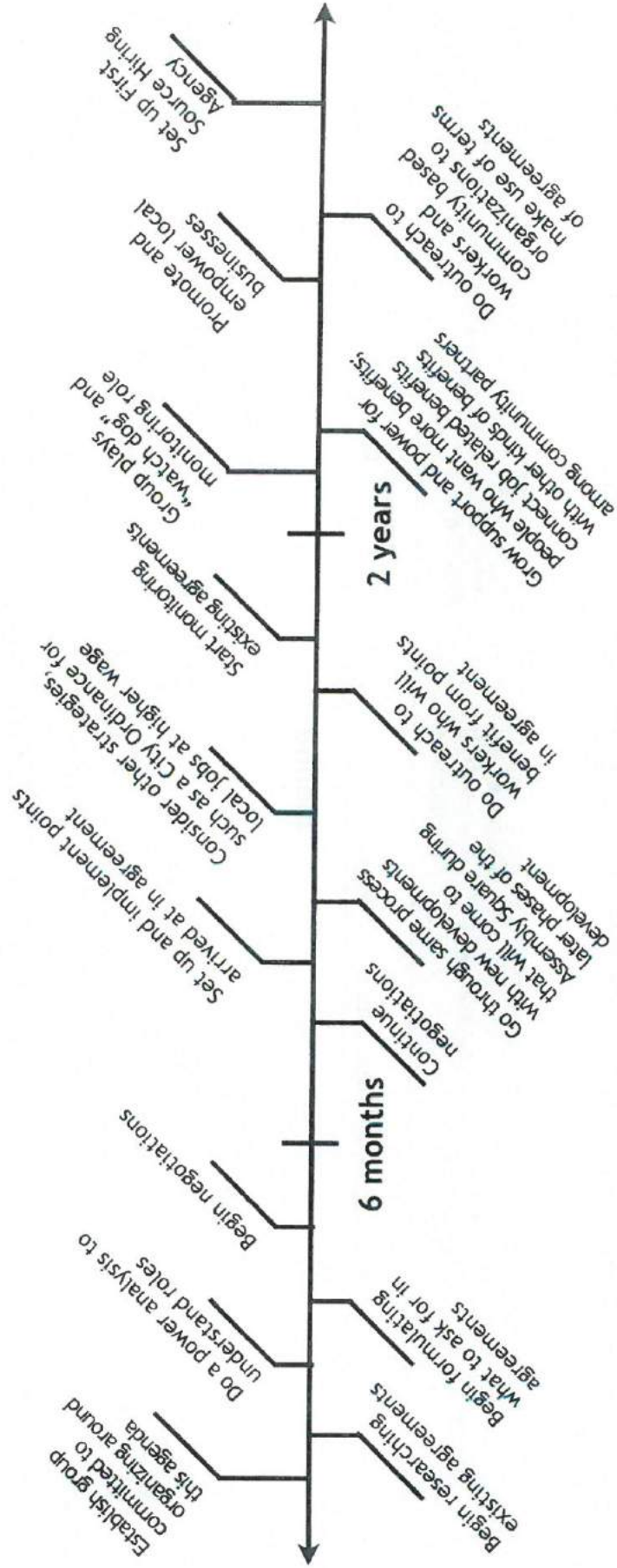
Potential supporters suggested by the community: Centro Presente; SCC; SCALE; SEIU; Jobs with Justice; The Welcome Project; MAPS; High School Vocational Education Department.

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.

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

Timeline



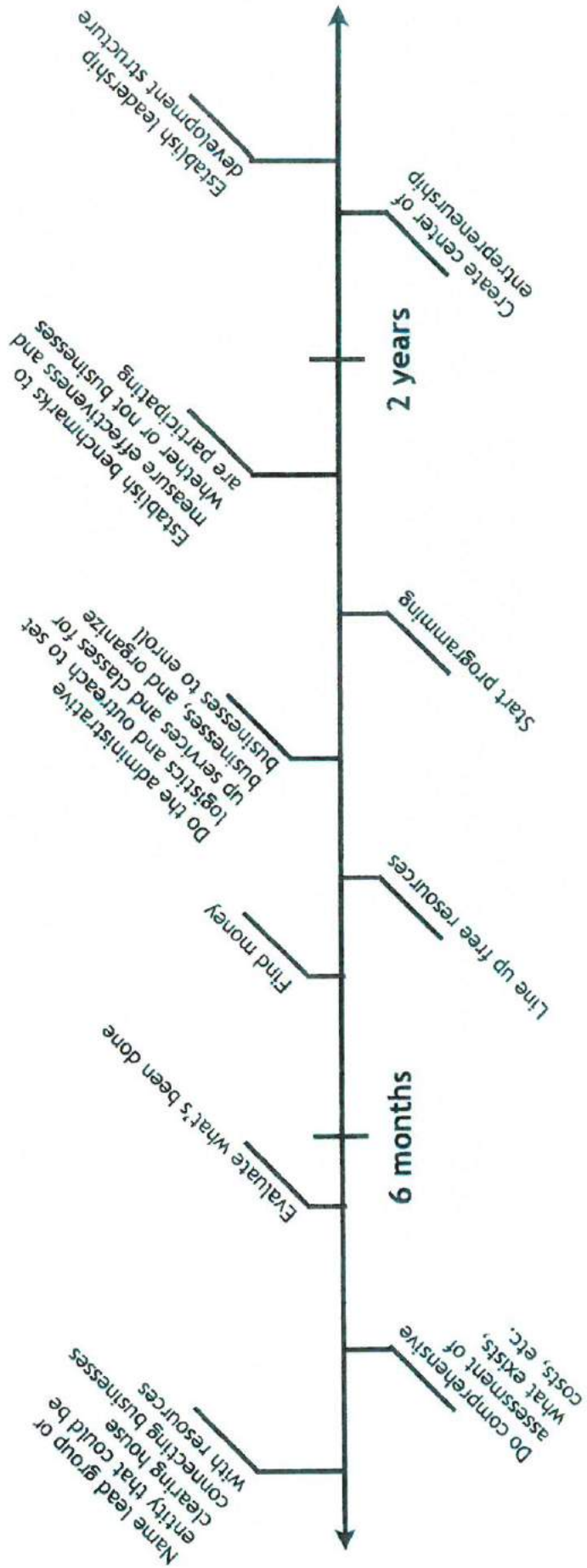
Potential supporters suggested by the community: ESNC, unions.

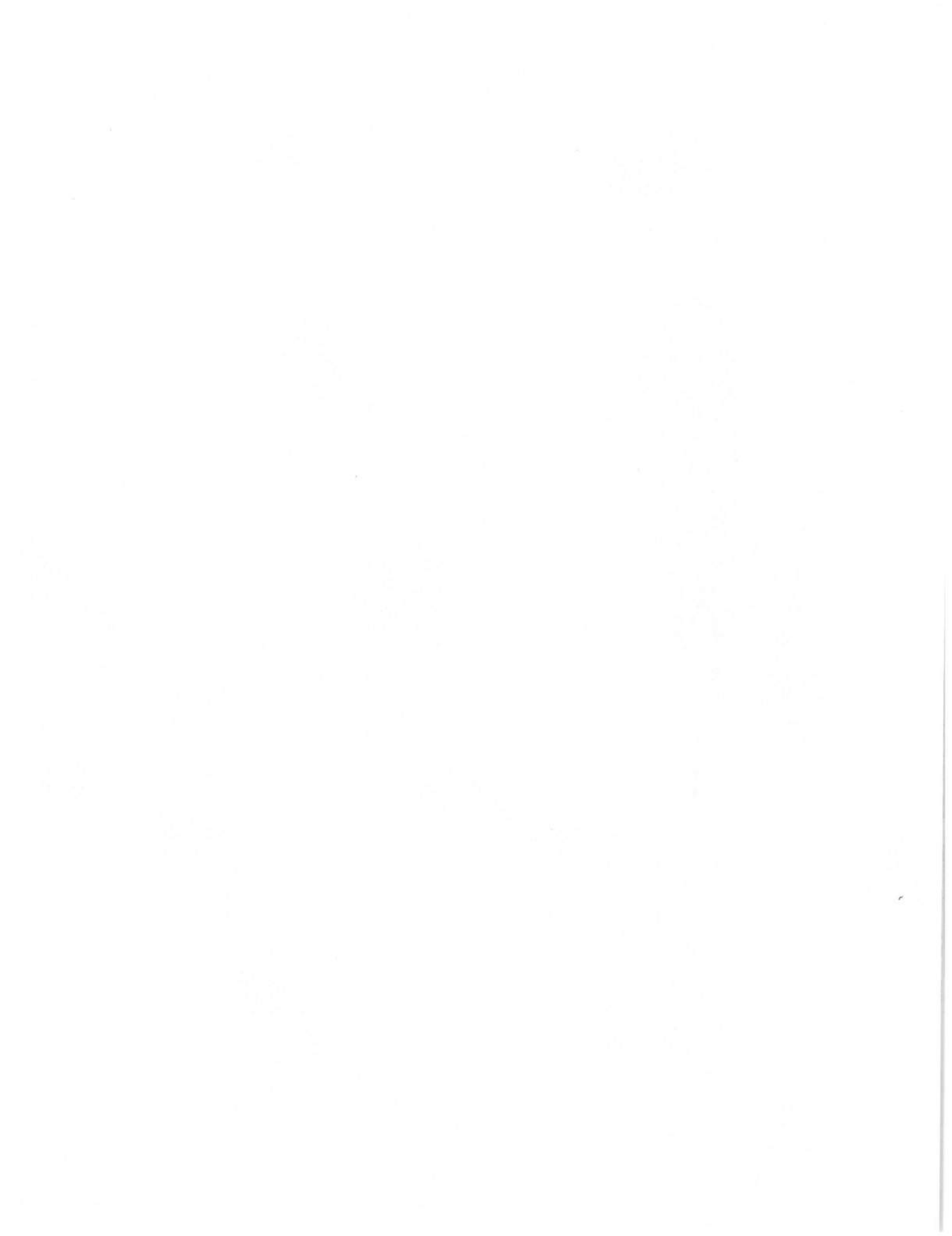
Jobs Objective 3: Small Businesses

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
ESMS and City	Under consideration	Most critical	Very effective	Policy	Comm. planning Research	No

Timeline



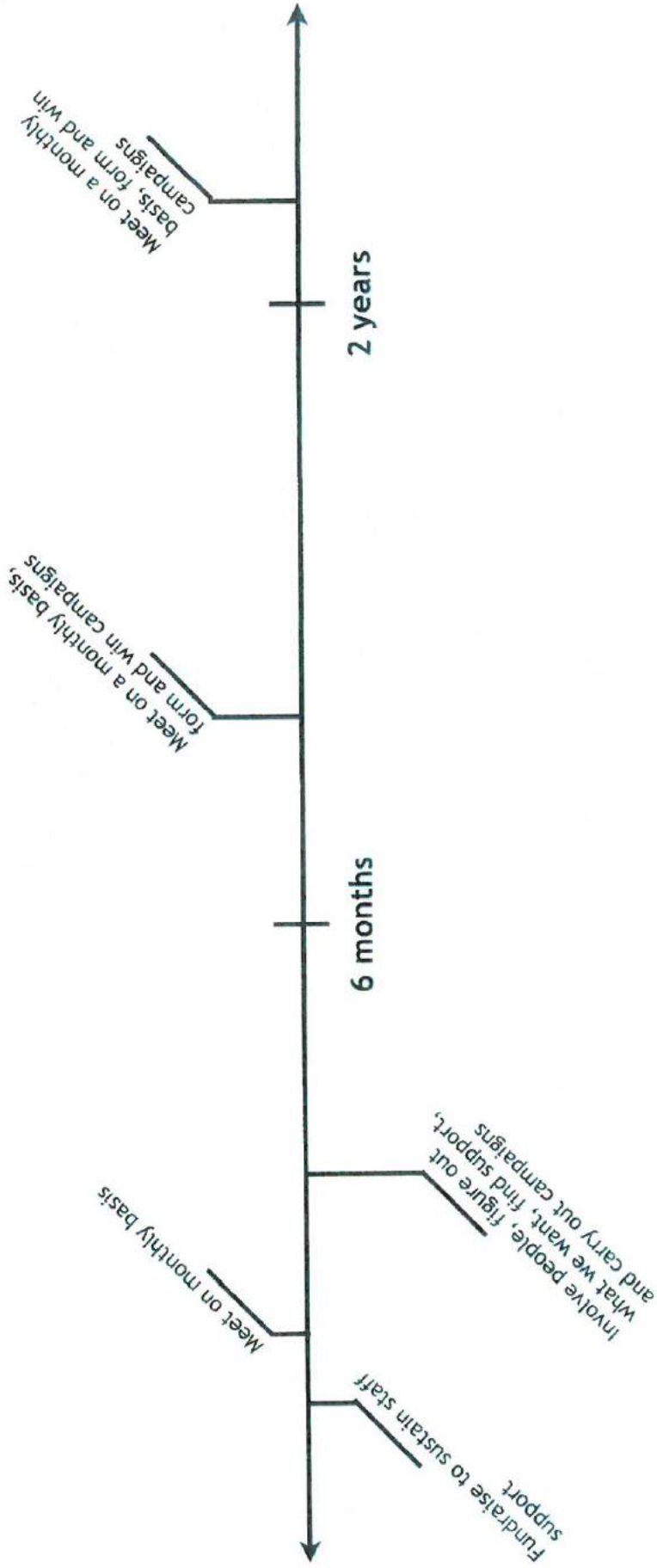


Immigrant Issues Objective 1: Organizing

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
SCC	Confirmed leader	Most critical	Very effective	Program/service	Comm. planning Organizing	No

Timeline



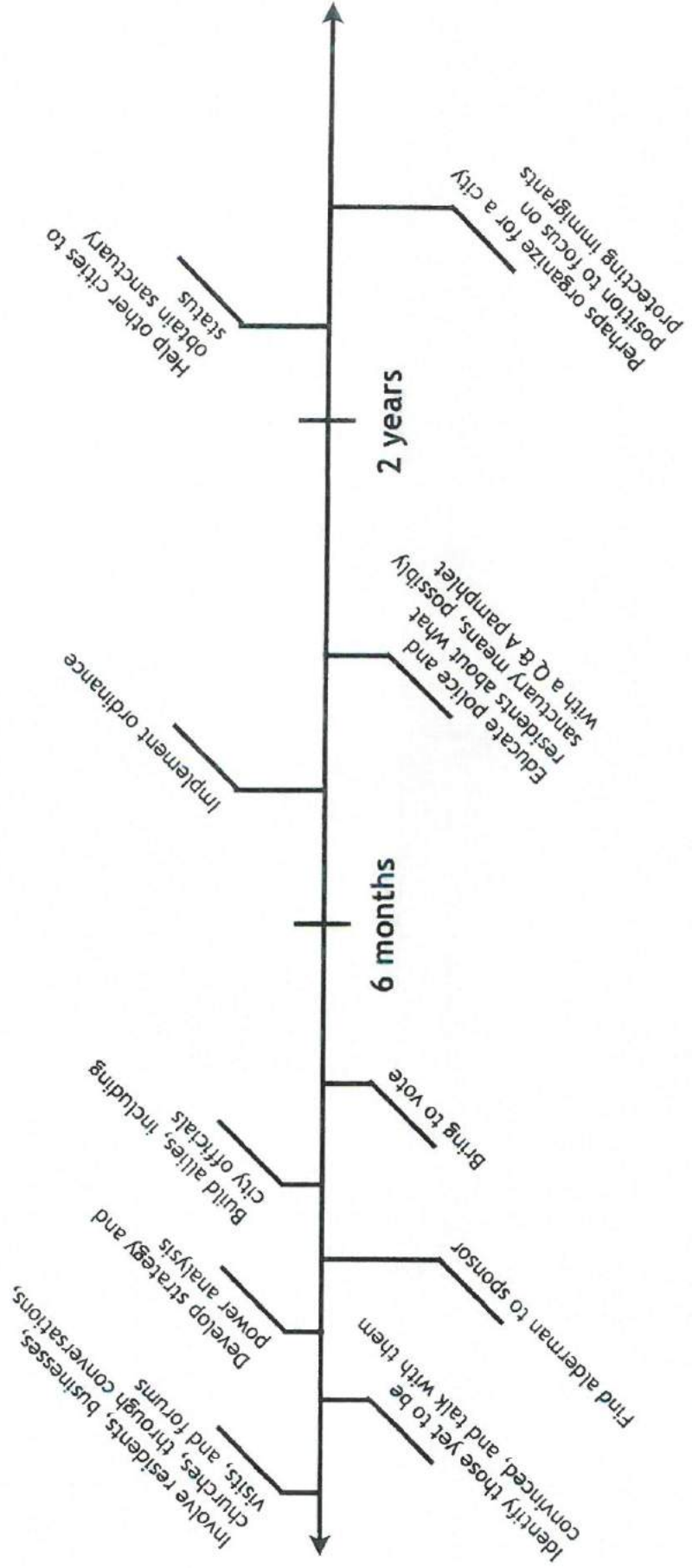
Potential supporters suggested by the community: Centro Presente, local churches

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
Centro Presente	Confirmed leader	Very important	Very effective	Policy	Organizing	Yes

Timeline



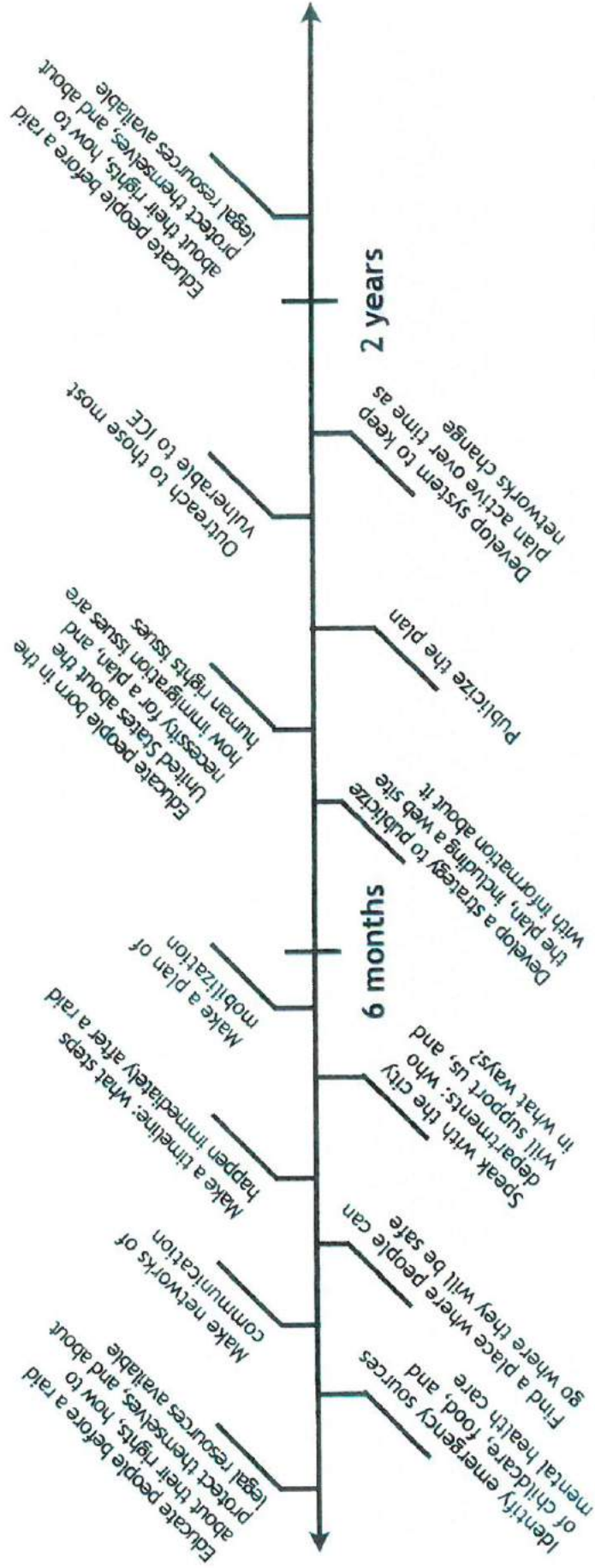
Potential supporters suggested by the community: SCC, Saint Benedicts, Human Rights Commission.

Immigrant Issues Objective 3: Emergency Plan

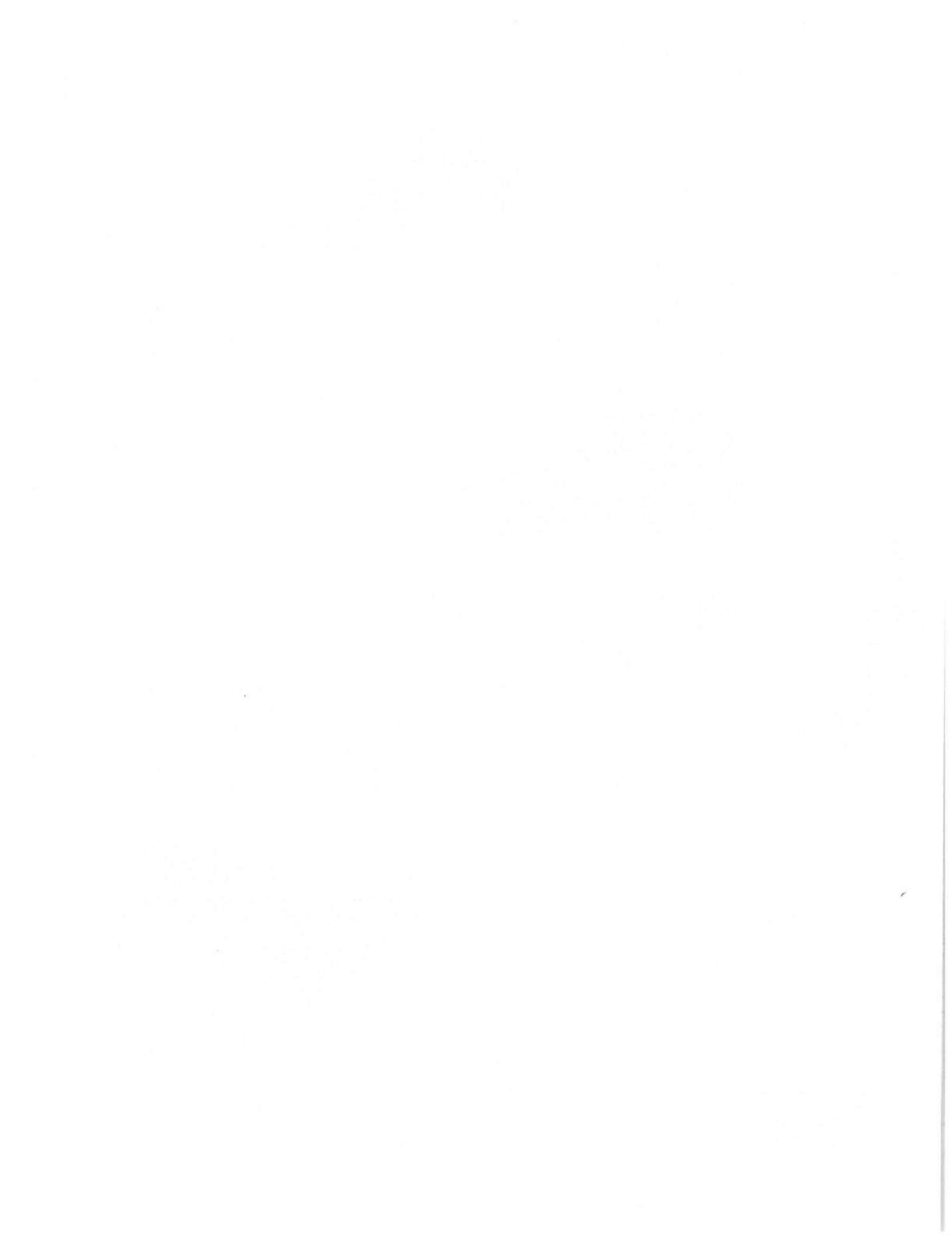
Make an emergency plan that can be enacted in the case that ICE causes a humanitarian emergency by targeting Somerville families. The plan would establish key contact people and order of events as well as networks of communication between neighbors, workers, and legal assistance. Childcare, food, and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

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	Likely leader	Very important	Very effective	Program/service Policy	Comm. planning	Yes

Timeline



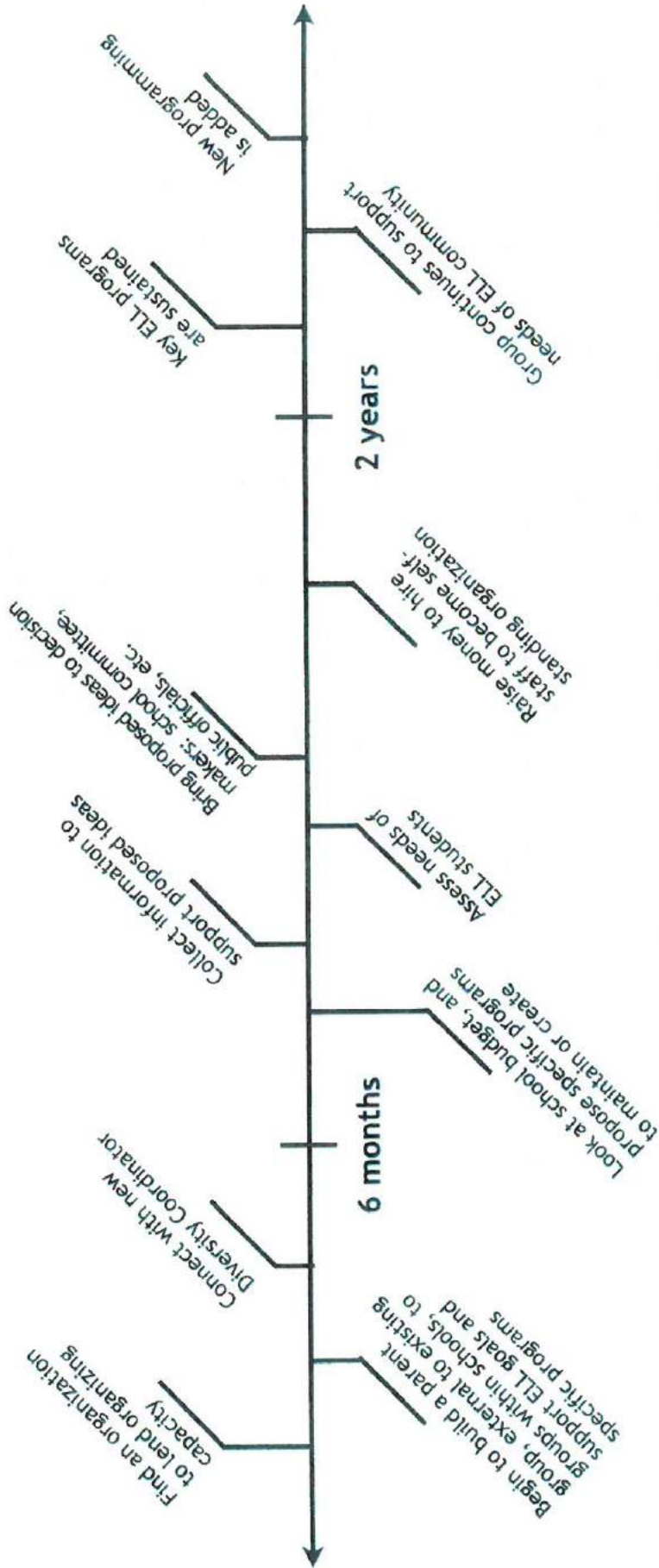
Potential supporters suggested by the community: Human Rights Commission, Centro Presente, Coalition of churches, this group.



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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	Under consideration	Very important	Moderately effective	Program/service Policy	Comm. planning	Yes

Timeline

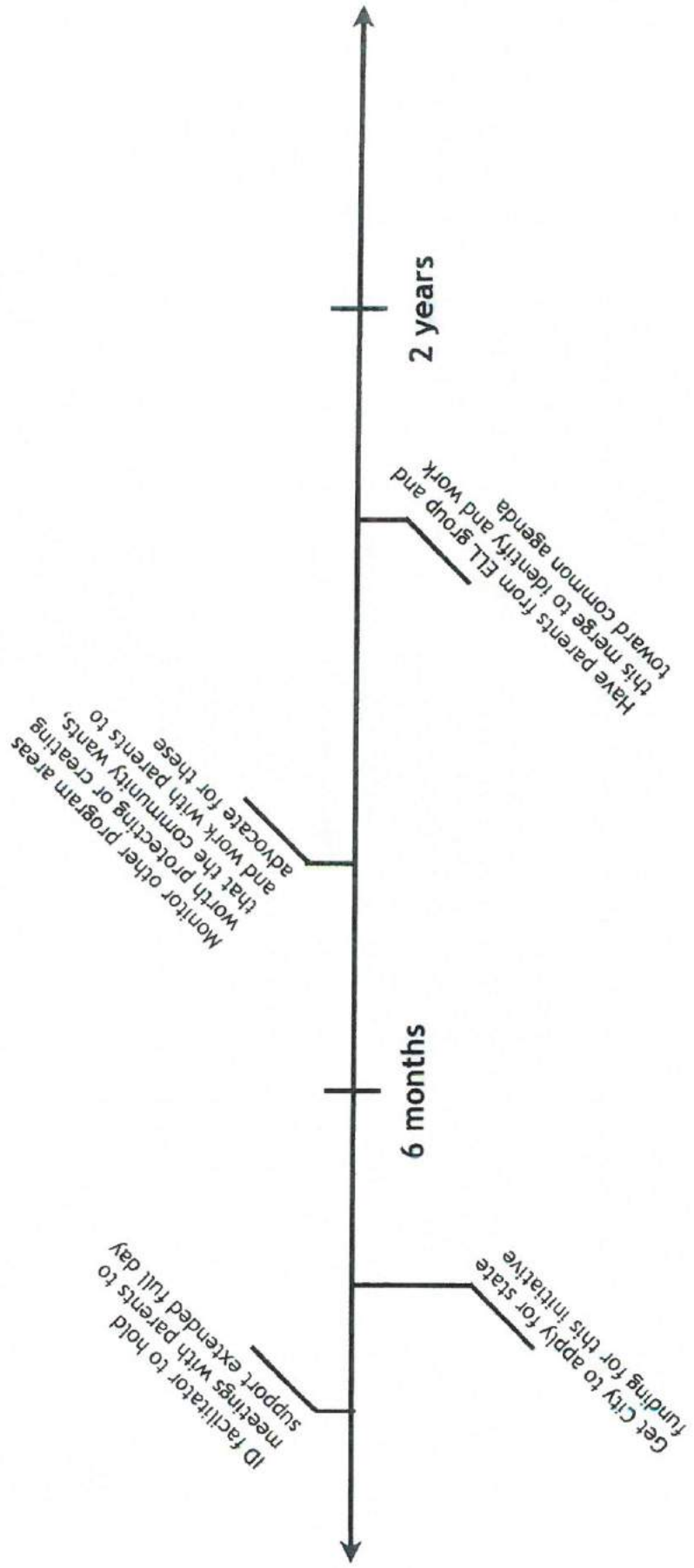


Potential supporters suggested by the community: Centro Presente, Concilio Hispano, CAAS, Teachers Union, SCC.

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.

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

Timeline

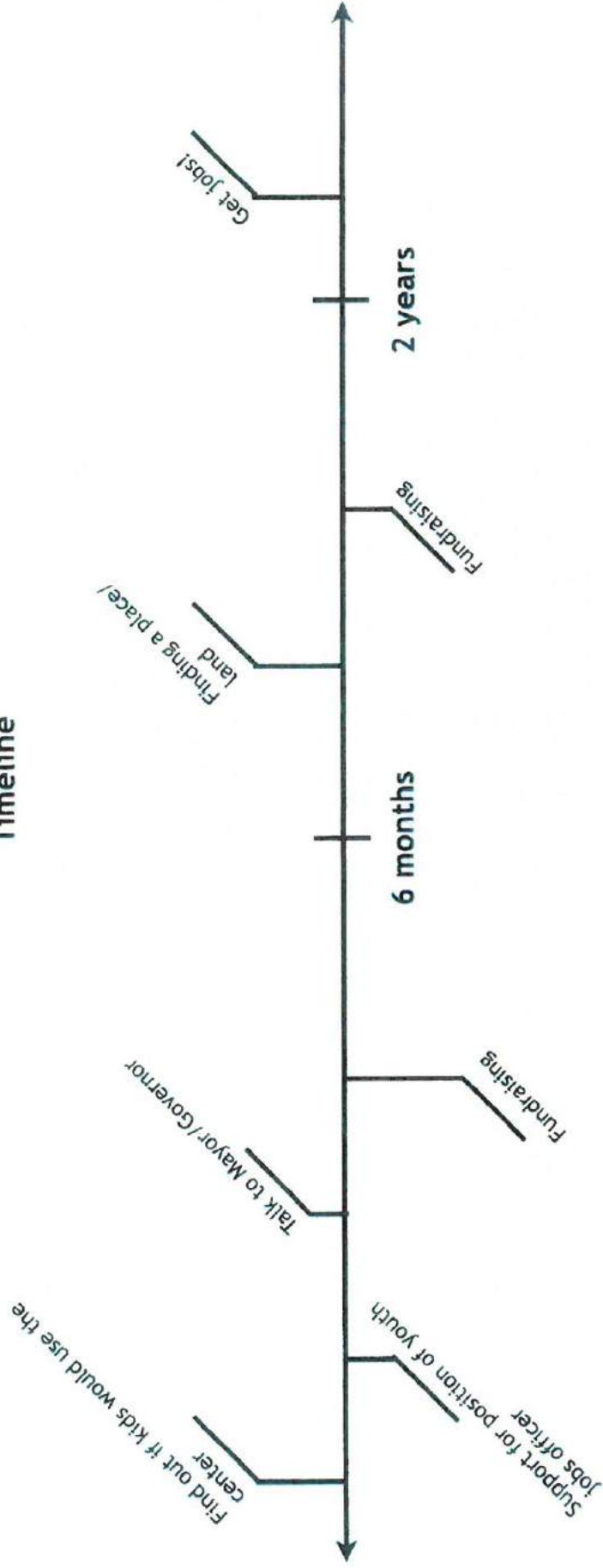


Youth Issues Objective 1: Employment

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.

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

Timeline

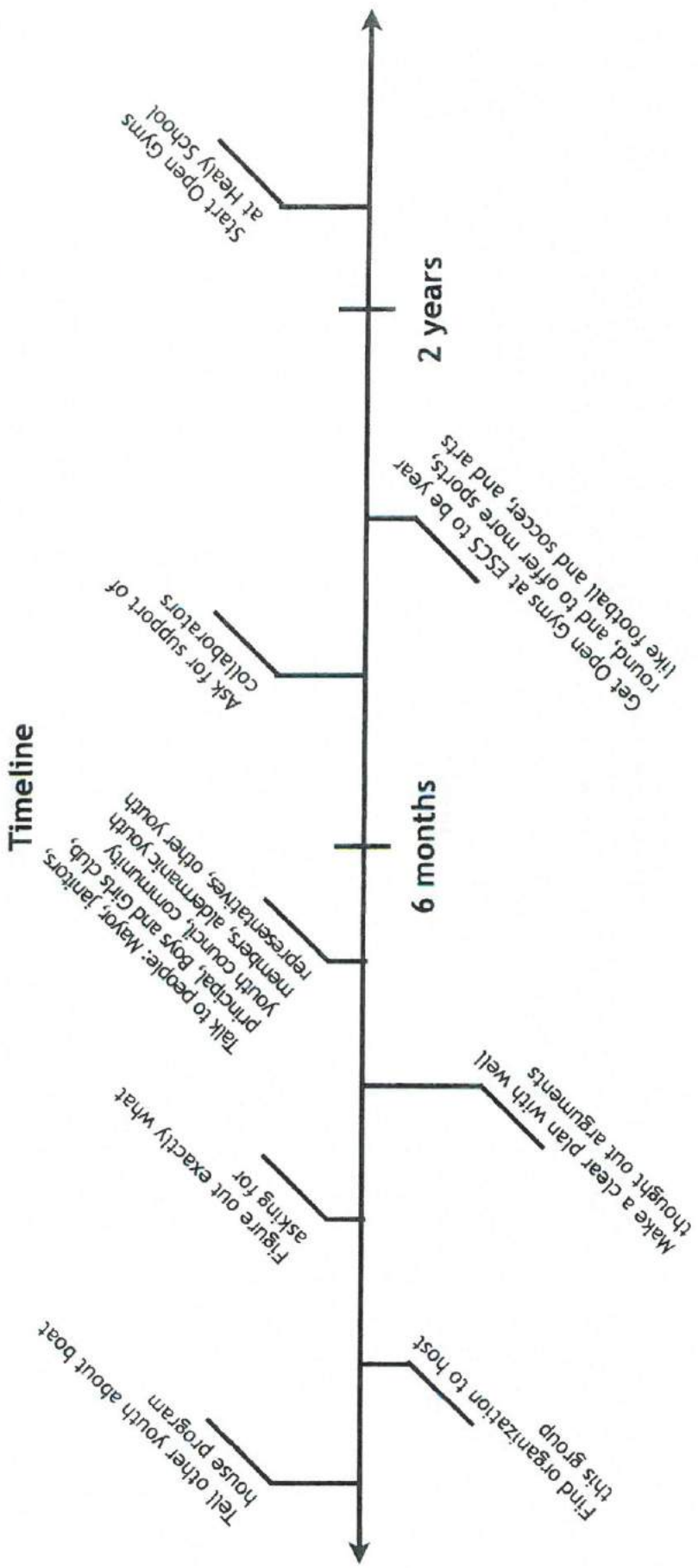


Potential supporters suggested by the community: Boys and Girls Club, Teen Empowerment, SCC, Youth, Centro Presente.

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.

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



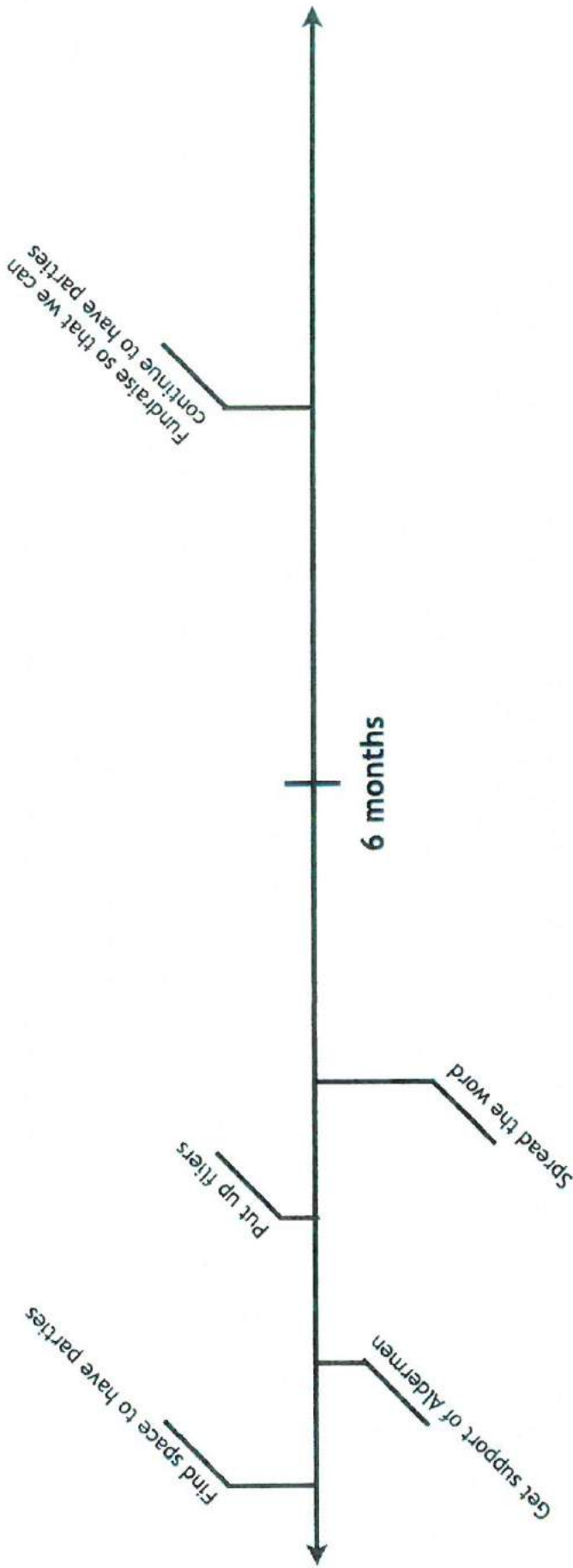
Potential supporters suggested by the community: Teen Empowerment, SCC. Supporters: Boys and Girls Club, youth council, Pintamos Nuestra Mundo.

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.

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

Timeline



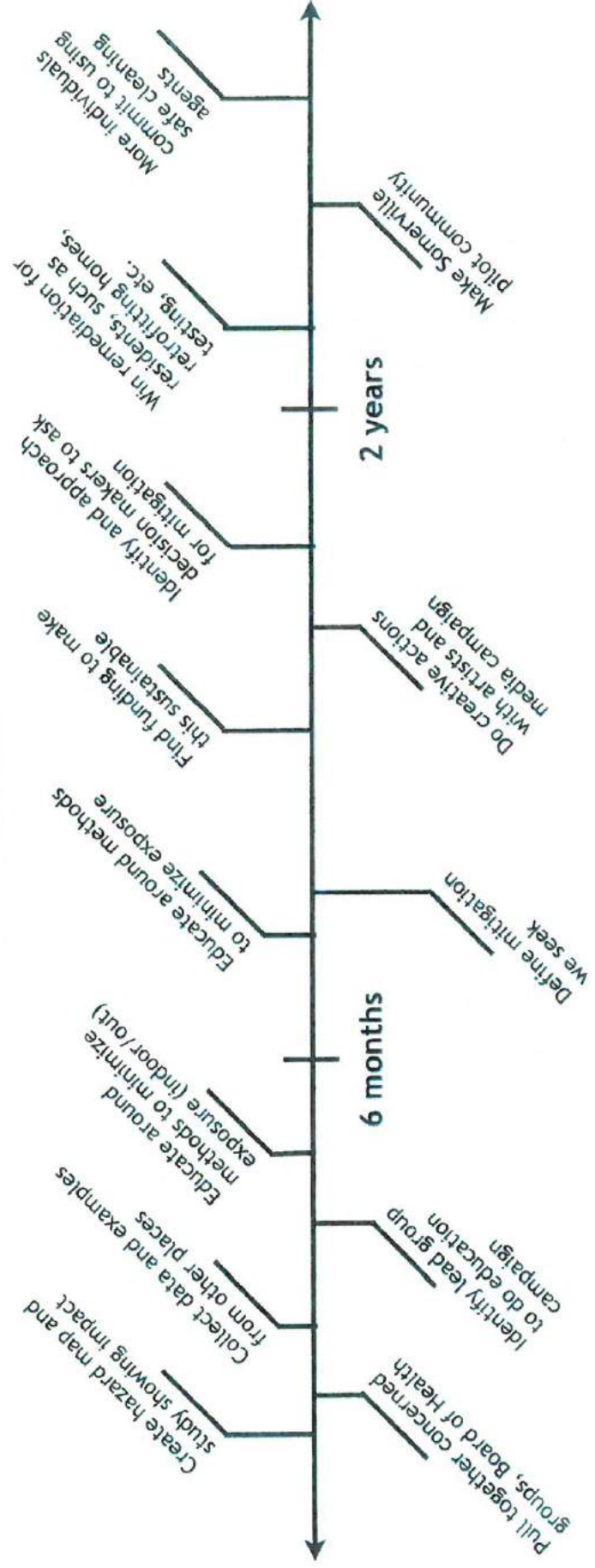


Environmental Justice and Health Objective 1: Pollutants

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
STEP	Likely leader	Very important	Moderately effective	Program/service Policy	Comm. planning Organizing Research	Yes

Timeline



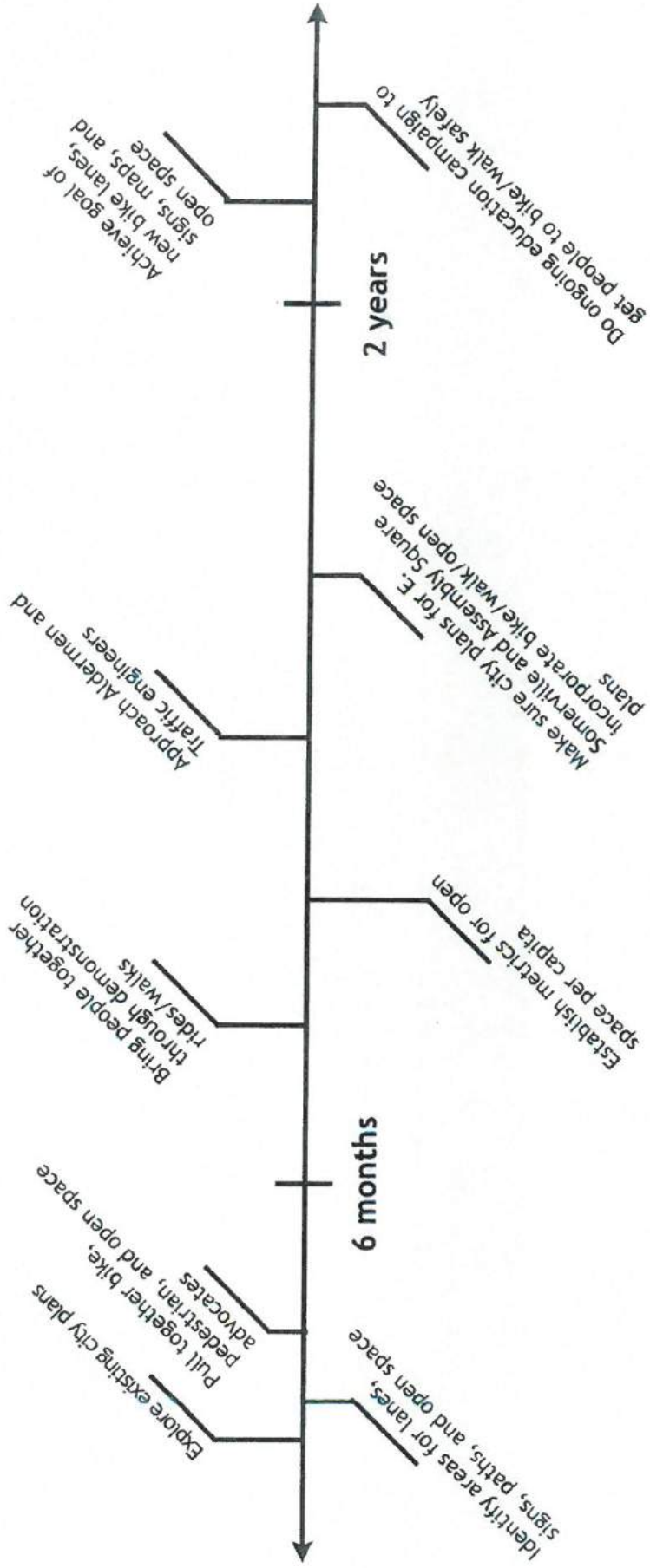
Potential supporters suggested by the community: STEP, Groundwork Somerville, The Welcome Project, ESNC, Centro Presente, Climate Action Task Force, Mystic River Watershed, with help from ACE, Conservation Law Foundation, area universities.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
Shape Up Somerville	Likely leader	Somewhat important	Somewhat, but less effective	Physical change Policy	Comm. planning Organizing	No

Timeline

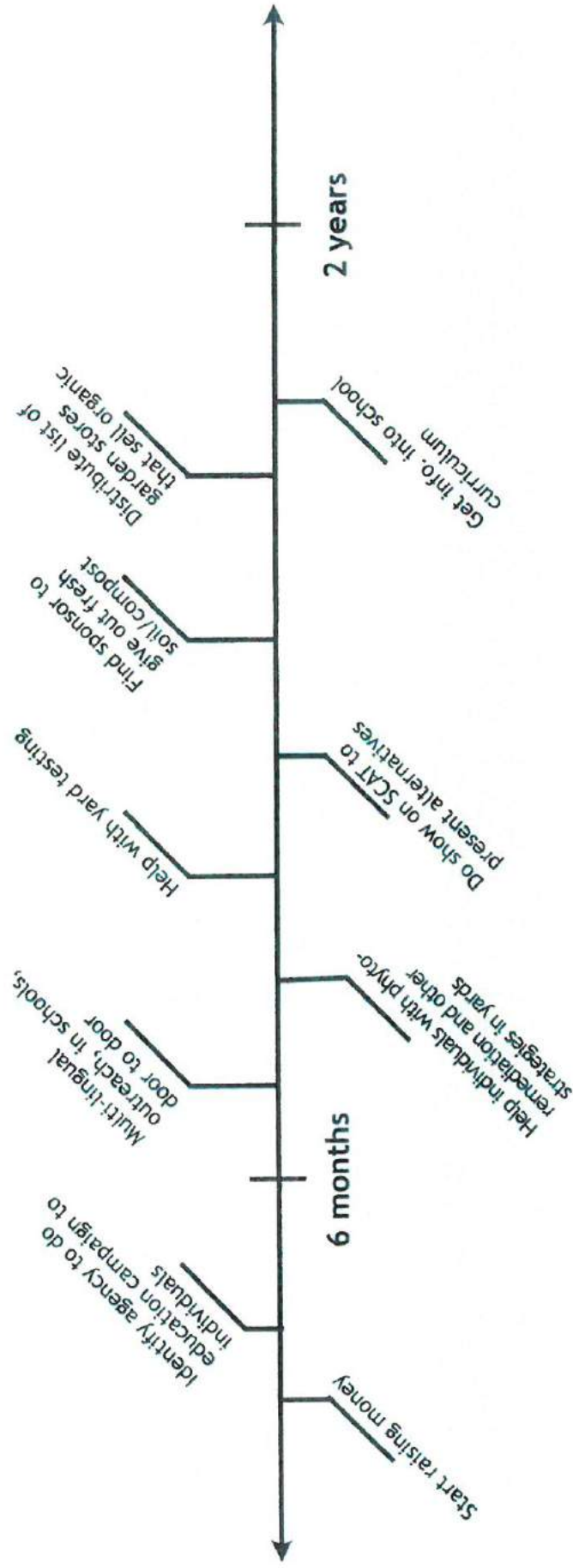


Potential supporters suggested by the community: ES Mainstreets, Somerville Bike Committee, ESNC, Shape Up Somerville.

Environmental Justice and Health Objective 3: Safe Soil
 Ensure our soil is safe from pollutants that will affect 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.

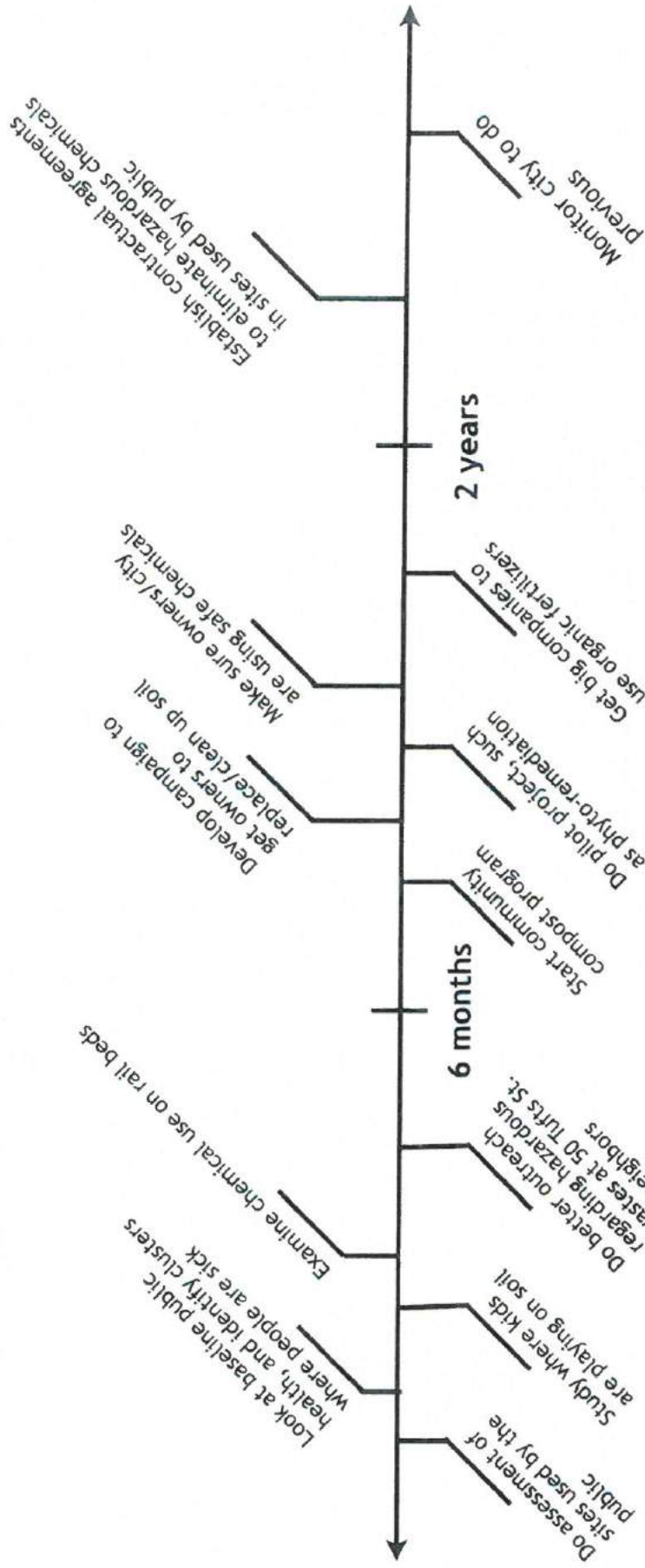
Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
Shape Up Somerville	Likely leader	Somewhat important	Somewhat, but less effective	Physical change Policy	Comm. planning Organizing	No

Timeline for Household Education



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



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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	Partners, no leader	Somewhat important	Somewhat, but less effective	Program/service	Comm. planning	No

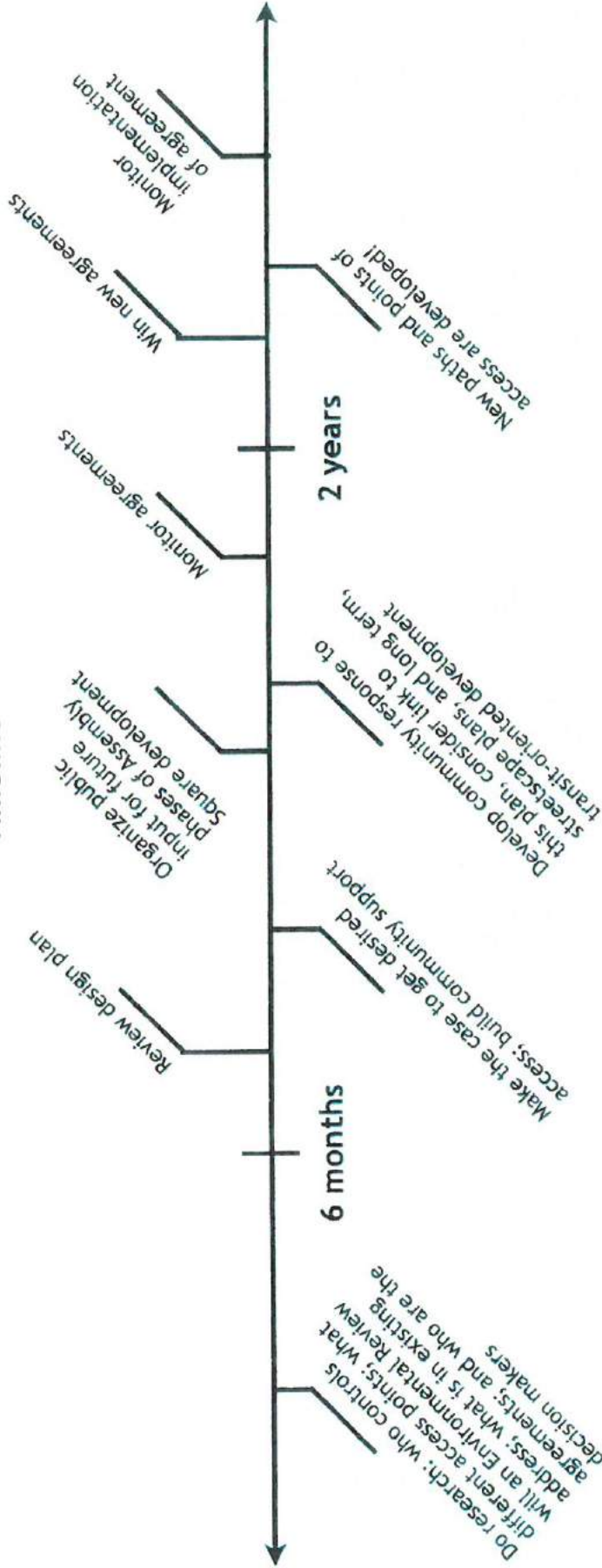


Streetscape and Physical Space Objective 1: Access

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
ESNC and Bike Comm.	Confirmed leader	Somewhat important	Somewhat, but less effective	Policy Physical change	Comm. planning Organizing Research	Yes

Timeline



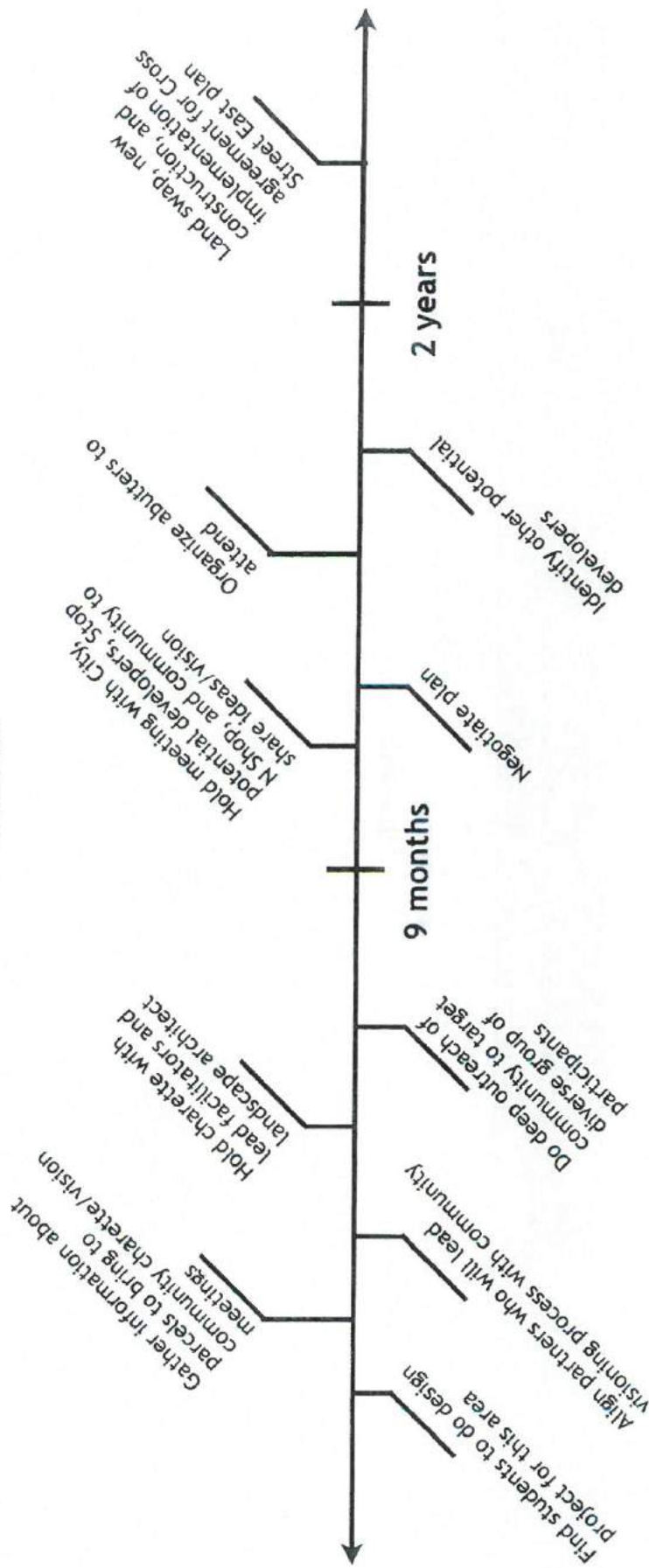
Potential supporters suggested by the community: Mystic View Task Force, Bike Committee, SomDog, ESNC, STEP, ES Mainstreets.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
SCC and ESMS	Likely leader	Somewhat important	Somewhat, but less effective	Policy Physical change	Comm. planning Organizing	Yes

Timeline



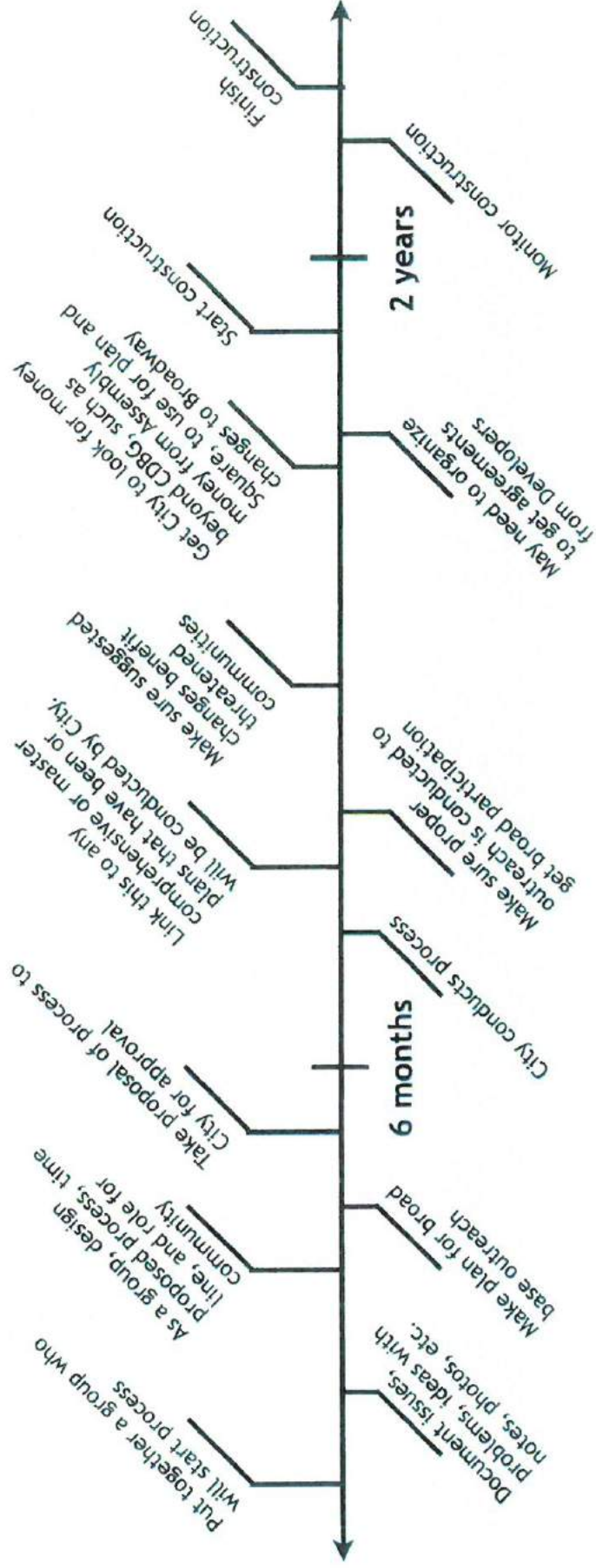
Potential supporters suggested by the community: ESNC/SCC, ES Mainstreets. Down the road: City Planning Department.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
ESMS	Confirmed leader	Somewhat important	Somewhat, but less effective	Policy Physical change	Comm. planning Organizing	Yes

Timeline



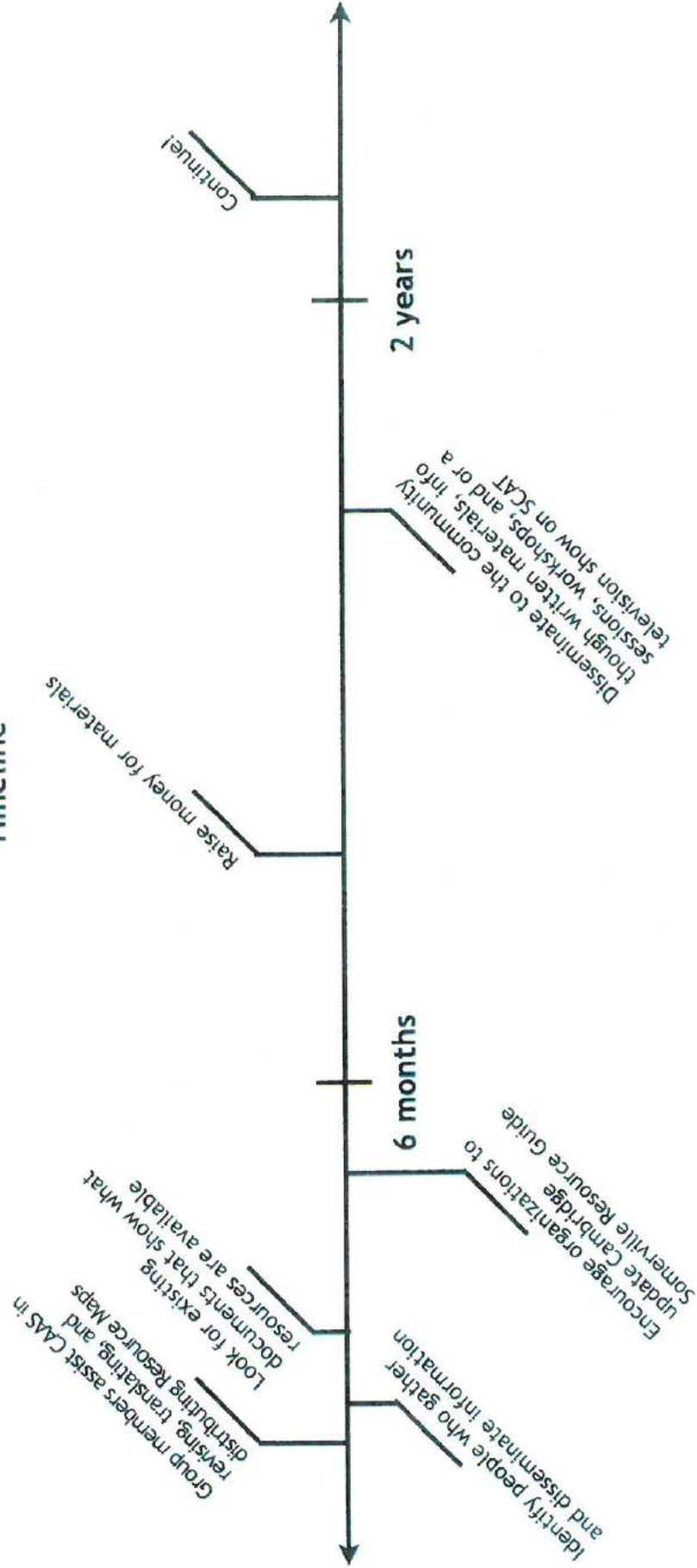
Potential supporters suggested by the community: ES Mainstreets.



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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
CAAS	Confirmed leader	Very important	Moderately effective	Program/service	Organizing	No

Timeline

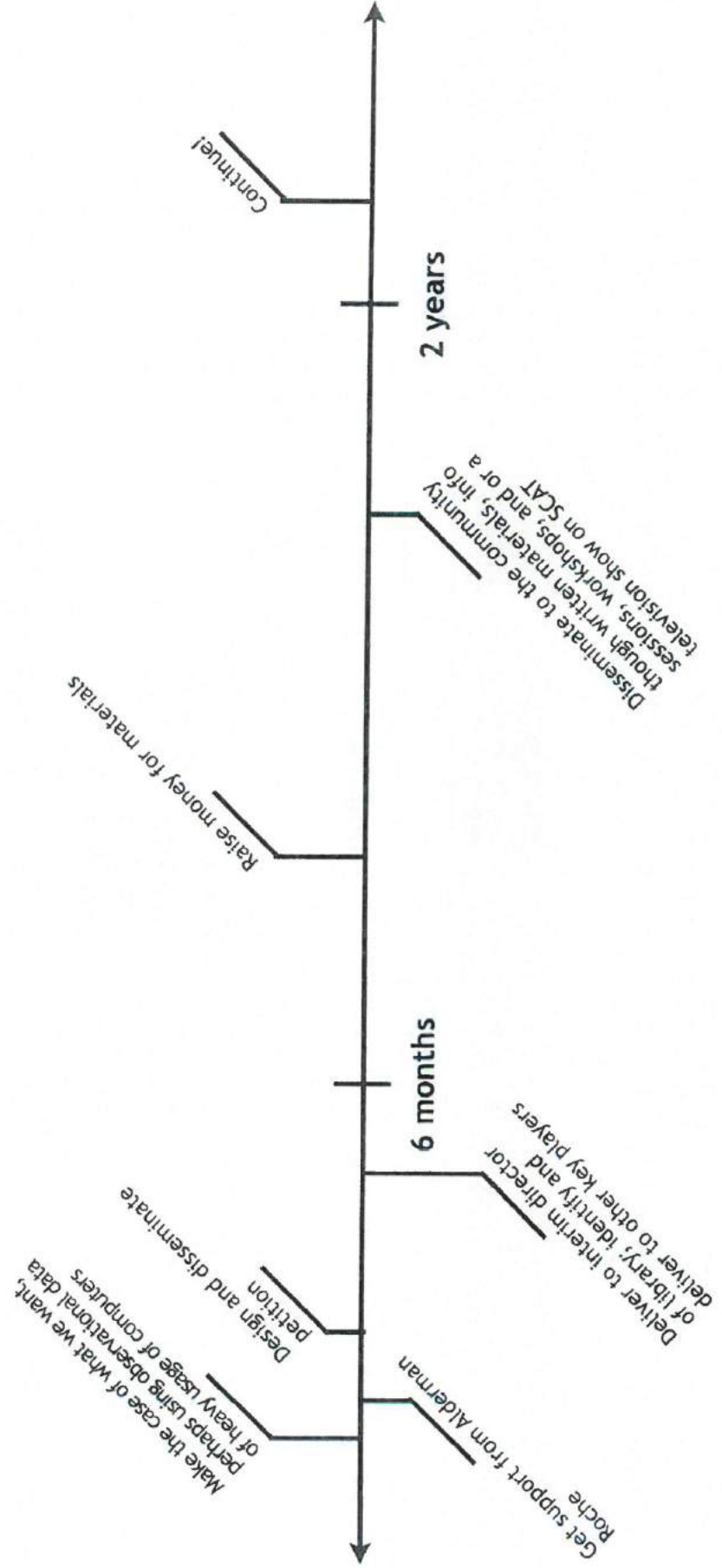


Potential supporters suggested by the community: Cambridge Somerville Resource Guide, Tufts Tisch Scholars, Central Bank, National Student Partnerships, law firms and other universities (through internships, etc.).

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	Completed	Somewhat important	Moderately effective	Program/service	Organizing	No

Timeline

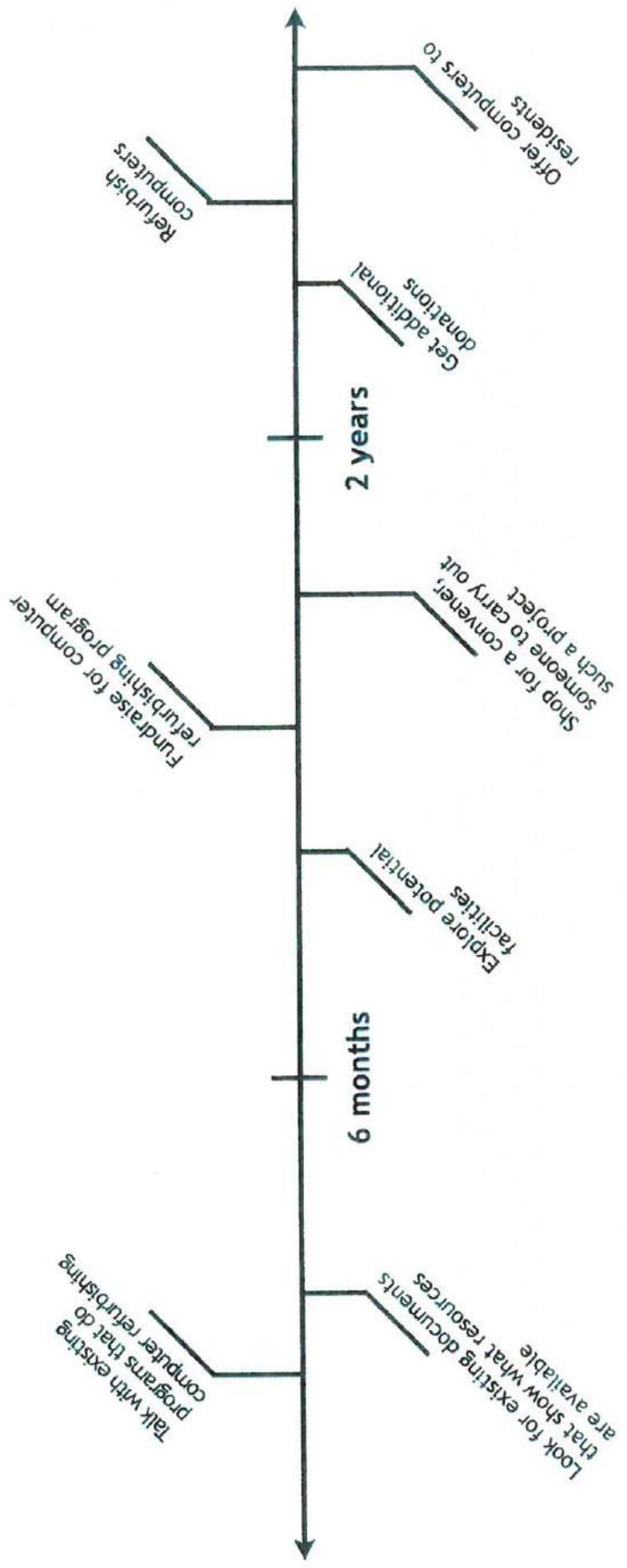


Access to Programs and Services Objective 3: Computers

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 SCIFE. Offer students free or low cost refurbished computers as a part of completion of computer literacy classes.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
	No leader	Somewhat important	Somewhat, less effective	Program/service	Comm. planning	No

Timeline



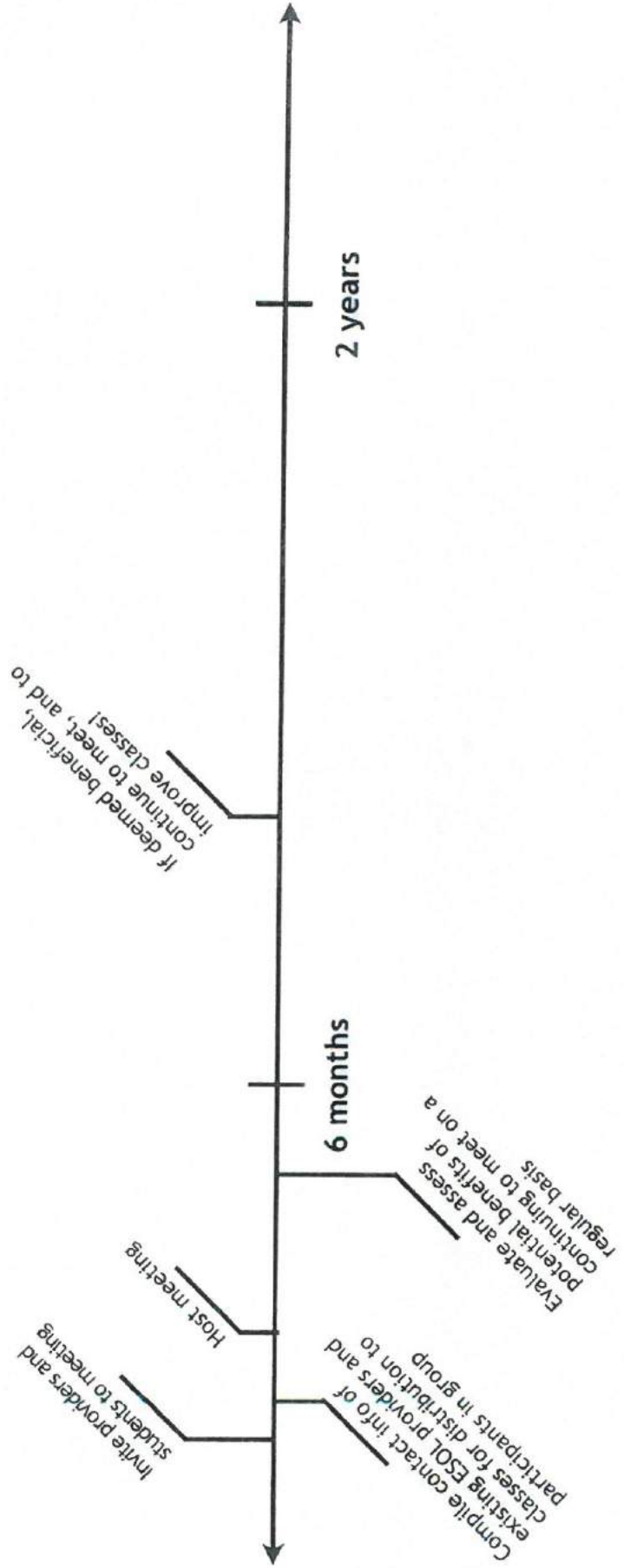
Potential supporters suggested by the community: CAAS, School committee member, school teacher, school superintendent, Full Circle, Concilio Hispano, Dorie Clark, IT Director from the city.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
SCC	Confirmed leader	Somewhat important	Moderately effective	Program/service	Comm. planning	No

Timeline



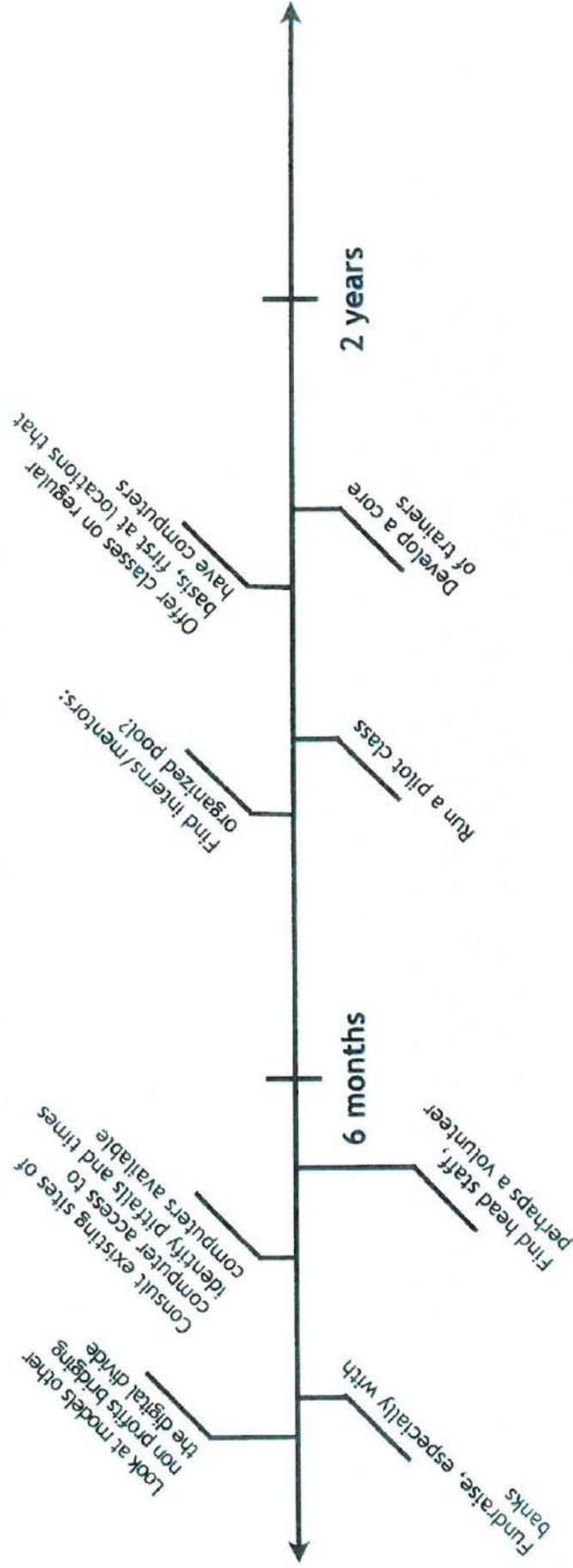
Potential supporters suggested by the community: The Supportive Services Department of SCC can host the meeting, and SCALE ESOL Department head can collaborate/consult on meeting agenda.

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.

Leader	Leader Commitment	Importance	Effectiveness in Preventing Displacement	Type of Outcome	Type of Action	Requires City Support?
ESCS	Under consideration	Somewhat important	Moderately effective	Program/service	Comm. planning Research	No

Timeline



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

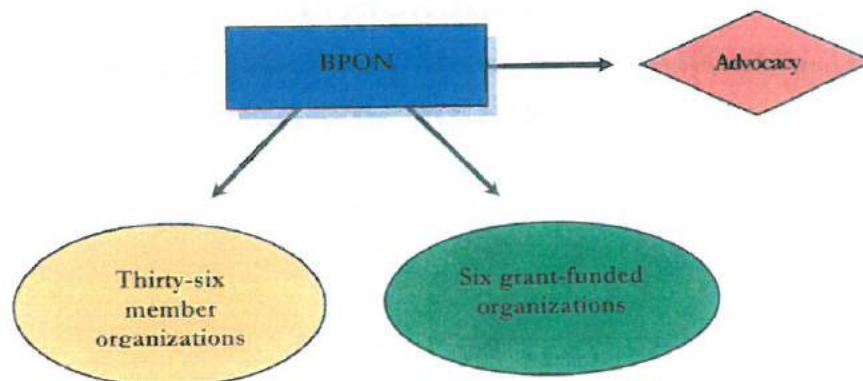
November, 2008

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.

Name	Website
Bill and Melinda Gates Foundation	http://www.gatesfoundation.org/ForGrantSeekers/UnitedStates/
Boston Parent Organizing Network	http://www.bpon.org/grants/index.asp
ACORN Boston	https://www.acorn.org/index.php?id=7912
The Carnegie Foundation	http://www.carnegiefoundation.org/programs/index.asp?key=31
The Heinz Endowments	http://www.heinz.org/
The Boston Bar Foundation	http://www.bostonbarfoundation.org/
The Marcy Miller Foundation	http://www.marcymillerfoundation.org/

Other Contacts

Name	Position	Contact Info	Description
Ruth Rodriguez	Outreach Coordinator, Boston Day and Evening Academy	rrodriguezfay@boston.k12.ma.us	Currently works in Roxbury with parents. Worked to organize parents to advocate for change in ELL education in Worcester in the 1980s.
Holly Hatch	Principal, East Somerville Community School	hhatch@k12.somerville.ma.us	
Samuel Hurtado	Massachusetts Advocates for Children	shurtado@massadvocates.com	Works with several organizations under BPON to help parents advocate for their children in the Boston public school system.
Irma Flores	East Boston Ecumenical Community Council (EBECC)	ebecc.admin@verizon.net	Coordinates a group of mothers in East Boston who advocate for their children in the Boston public school system.
Boston Parents Organizing Network	N/A	http://www.bpon.org	An umbrella over six parent advocacy organizations in Boston. Helps parents advocate for children in Boston, and it distributes money to its six member organizations who are free to use that money how they wish to help parents.
Somerville Public Schools, ELL Programs	N/A	(617) 625-6600 x6096	
Fran Smith	Campaign Coordinator, Boston Campaign for Proficiency	maryfransmith@verizon.net	Well-known in Boston parent organizing circles. Has many years of experience in the field.

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 Alderman 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."¹ 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

¹ Secretary of the Commonwealth, Elections Division, available at <http://www.sec.state.ma.us/ELE/elecpcpa/cpaidx.htm>.

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

	Open Space	Historic Preservation	Recreation	Housing
Acquire	Yes	Yes	Yes	Yes
Create	Yes	No	Yes	Yes
Preserve	Yes	Yes	Yes	Yes
Support	No	No	No	Yes
Restore	Yes*	Yes	Yes*	Yes*

* - 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?

³ Community Preservation Action Coalition, available at <http://www.communitypreservation.org/PotentialUses2.cfm#3.%20Community%20Housing>.

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.

Name	Contact Info	Description
Massachusetts Land Records	http://www.masslandrecords.com/malr/index.htm	Free site from the state that provides scans of foreclosure records. Useful for a general search, but documents are out of date and unspecific, usually requiring additional research.
Boston Globe	http://www.mypublicnotices.com/bostonglobe/PublicNotice.asp	List of public record sales that is hard to search.
Banker and Tradesman	http://www.bankerandtradesman.com/	The site SCC currently subscribes to.
The Warren Group, Foreclosure Information	http://www.thewarrengroup.com/portal/ProductsServices/Foreclosures/tabid/240/Default.aspx	The all-inclusive foreclosure information package.
Chelsea Neighborhood Developers	(617) 889-1375	Organization that uses the Warren Group information with success.

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.

It is important in this process to not consider any government the enemy. No one wants chaos or confusion, including ICE. Therefore, the RRN will be most effective if it is implemented in conjunction with local, state, and federal officials so the best information is relayed most quickly.

Existing Models

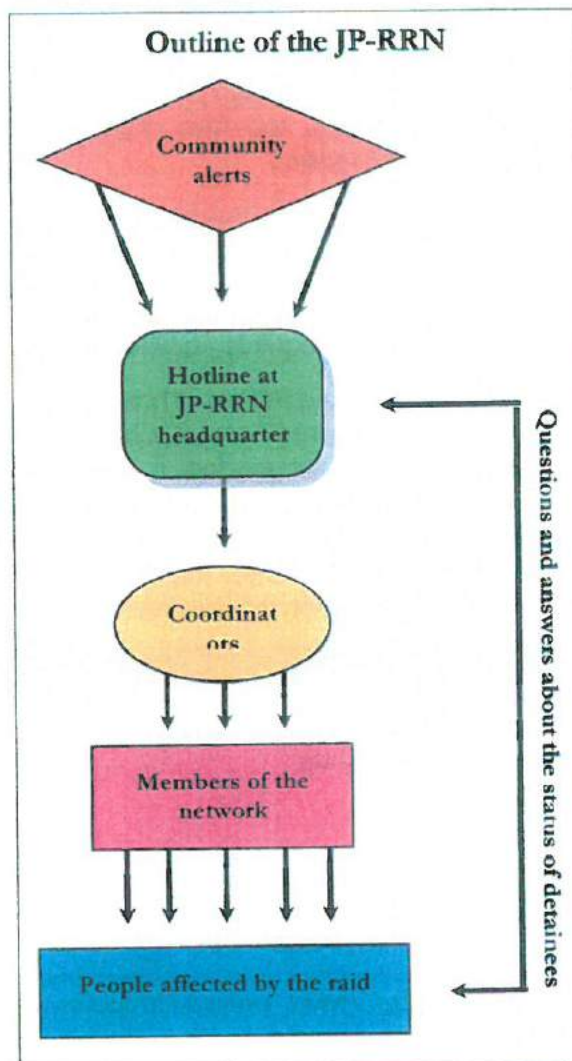
Several models for an RRN exist around the country, but the only known network in Massachusetts was launched in March in Jamaica Plain by the Boston May Day Coalition. The outline of their plan is pictured to the right. There is a

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

Name	Contact Info	Description
Letty Talavera	izcalli31@hotmail.com	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.
Frente Contra las Redadas Los Angeles	Staff@chirla.org	The organization in Los Angeles that administers the RRN in that city.
Boston May Day Coalition	Dorothea: doruela@hotmail.com; 617-922-5744	The organization in Jamaica Plain that administers the RRN in that city.
Jack Hamilton	jhamilton@caasomerville.org	CAAS executive director.
Gladys Vega	gladysv@chelseacollab.org	Contact from the Chelsea Collaborative about their informal RRN.
Luz Rodriguez	lrodriguez@tsne.org	From the Center to Support Immigrant Organizing, an organization with the JP-RRN.

**Appendix C:
Contact Information for Partnering Organizations**

Contact Information for Partnering Organizations

Leader Contact Information		Contact Person	Address	Phone and Email	Objectives leading
Affordable Housing Organizing Committee	Mary Regan c/o SCC	337 Somerville Ave. 2 nd Fl Somerville MA 02143	617-776-5931 x230	<ul style="list-style-type: none"> Housing 1: Preserve expiring use buildings 	
Boys and Girls Club	Chile Eng	181 Washington St. Somerville MA 02143	617-628-4665	<ul style="list-style-type: none"> Youth 2: Form a group to extend open gyms (Safe Havens) and youth programming 	
Career Place	Olga Mira	100 Sylvan Rd - Suite G 100 Woburn MA 01801	781-932-5521 Omirap21@gmail.com	<ul style="list-style-type: none"> Youth 1: Youth employment training center 	
Centro Presente Community Action Agency of Somerville	Patricia Montes Melissa McWhinney	54 Essex St. Cambridge MA 02139 66-70 Union Sq. Somerville MA 02143	617-497-9080 pmontes@cpresente.org 617-623-1392 ext. 108 mmcwhinney@caasomerville.org	<ul style="list-style-type: none"> Imm 2: Sanctuary City campaign Access 1: Create/update resource guide of services 	
East Somerville Library Branch	Marilyn Eastwood	East Branch Library 115 Broadway Somerville MA 02145	617-623-5000	<ul style="list-style-type: none"> Access 2: Expand library hours 	
East Somerville Main Streets	Carrie Dancy	114 Broadway Somerville MA 02143	617-741-0230 Carrie@eastsovervillemainstreets.org	<ul style="list-style-type: none"> Streetscape 2: Community planning process for Cross St. East Streetscape 3: City community planning process for Broadway 	
East Somerville Neighbors for Change	Meridith Lewy c/o SCC	337 Somerville Ave. 2 nd Fl Somerville MA 02143	617-776-5931 x 242	<ul style="list-style-type: none"> Jobs 2: Community Benefits Campaign, Assembly Square Streetscape 1: bike/pedestrian access to Assembly Square EJ 3: Ensure soil is safe from pollutants Imm 3: Bring groups together to create Emergency Plan 	
Groundwork Somerville	Jen Lawrence	P.O. Box 441033 Somerville MA 02144	617-628-9988		
Human Rights Commission	Iffy Mora	19 Walnut St. Somerville 02143	617-776-5931 x2165 ifymora@gmail.com		

Organization	Contact Person	Address	Phone and Email	
SCALE	Ngalo Schiff	67 Holland St. Somerville MA 02144	617-625-6600 x6931 nschiff@k12.somerville.ma.us	<ul style="list-style-type: none"> Access 4: Host group of ESOL providers to expand and improve ESOL services
Shape Up Somerville	Nicole Rboles	50 Evergreen Ave. Somerville MA 02145	617-625-6600x2414 nrioles@ci.somerville.ma.us	<ul style="list-style-type: none"> EJ 2: Increase physical activity with access to bike/ped paths
Somerville Community Corporation	<ul style="list-style-type: none"> Thais DeMarco Kristin Blum Tito Meza 	337 Somerville Ave. 2 nd Fl Somerville MA 02143	<ul style="list-style-type: none"> 617-776-5931 x 233 617-776-5931 x 227 617-776-5931 x 231 	<ul style="list-style-type: none"> Access 4: Host group of ESOL providers to expand and improve ESOL services Housing 2: Produce more units Imm 1: Create immigrant organizing committee
STEP Somerville Transportation Equity Partnership	Ellin Reisner		617-776-1987 ereisner@rcn.com	<ul style="list-style-type: none"> EJ 1: Tackling indoor and outdoor air pollution
Teen Empowerment	Wendy Weiser	165 Broadway Somerville MA 02145	617-628-0710 wendy@teenempowerment.org	<ul style="list-style-type: none"> Youth 3: Host drug/alcohol free parties
Tufts St. Neighborhood Group	Alex Pirle	337 Somerville Ave., 2 nd Floor Somerville MA 02145	617-776-5931 ext. 243 apirle@somervillecdc.org	<ul style="list-style-type: none"> EJ 3: Ensure soil is safe from pollutants
The Welcome Project	Warren Goldstein-Gelb	530 Mystic Ave. #111	617-623-6633 warrengg@gmail.com	<ul style="list-style-type: none"> Youth 1: Youth employment training center

