

# Community Action Plan

August 1

# 2008

Prepared for the Massachusetts Department of Housing and Community Development, this report outlines Action, Inc.'s strategic plan for FY 2009, 2010 and 2011.

2009-  
2011



*Expertise*



*Compassion*



*Teamwork*

# TABLE OF CONTENTS

Executive Summary .....	3
Mission Statement.....	5
Community Profile.....	6
Community Needs Assessment .....	9
Client Demographic Profile.....	9
Community Needs Survey .....	9
Client Satisfaction Survey .....	10
Community Forum.....	11
Internal Needs Assessment .....	12
Board of Directors .....	12
Planning Committee .....	12
Staff Survey.....	12
Staff Retreat .....	13
Service Delivery System.....	14
2009-2011 Three-Year Goals and Strategy Development .....	16
Agency-Wide .....	17
Advocacy .....	18
Employment and Training .....	20
Youth Services .....	23
Energy Affordability.....	26
Housing.....	28
Support for Vulnerable Populations.....	31
Linkages .....	33
Funding Strategy.....	37
Vision Statement .....	38
Community Needs Assessment Sources.....	39
Appendix.....	<b>Error! Bookmark not defined.</b> 41

## EXECUTIVE SUMMARY

Action has been a local leader in the nation-wide fight against poverty since 1965. Action incubated such critical Cape Ann social services as the Food Pantry and Open Doors Programs to Pathways for Young Children. It created the Gloucester Senior Center, Meals-on-Wheels, and Senior Care. Over the years, through its diligence, Action has built a sustainable and coordinated system of services for Cape Ann's families in need.

Today, Action continues to work as a community based agency that offers multiple services and referrals to partners who complete the full range of support. Action demonstrates flexibility and can expand or contract rapidly to respond to critical needs. For example, Action Inc. led the response to the Gloucester fire in December of 2007; it provides emergency shelter for more than 230 individuals each year, and enables hundreds of frail or terminally ill elderly to remain in their own homes. Action provides fuel assistance for over 1,800 households on Cape Ann; job training to help people achieve their career objectives, and helps at-risk youth obtain the credentials and skills they need to succeed. Action offers assistance to the diverse populations that comprise Cape Ann.

This document summarizes the results of a five-month planning process to define, reaffirm, and redirect the programs of Action, Inc. The planning process was a partnership effort by staff, board and constituents.

*Community Profile and Assessment:* Secondary data and Action's Community Needs Assessment revealed that Cape Ann's economically disadvantaged residents reflect the same needs as those in other parts of the U.S., and face the financial challenges of rising housing, food and fuel costs. Particular to this geographic area, residents cited the following themes:

- People need employment and training services.
- People need substance abuse services.
- People need direct financial assistance, money-management support, and assistance with tenant-based legal issues.

*Internal Needs Assessment:* Action's Executive staff, Administrative and Program staff, as well as its Board of Directors participated in extensive sessions throughout the planning process. In these sessions, participants reviewed Cape Ann's Community Profile and Community Needs Assessment data with the goal of ensuring that Action's Service Delivery System and Three-Year Plans truly meet community needs.

*Service Delivery System:* Throughout its history and into the future, Action develops and delivers comprehensive services to families, senior citizens, youth and economically disadvantaged residents. Action is structured to meet a

client's emergency needs but also to offer supportive services that provide a holistic approach to family needs.

*Three-Year Plans:* After careful analysis of the comprehensive needs assessment, Action determined that every existing program continues to be a vital community resource. These programs include Advocacy, Employment and Training, Youth Services, Energy Affordability, Housing, and Support for Vulnerable Populations. The Community Needs Assessment justified the continuation of these programs, as well as the expansion and development of these programs.

Survey results confirm that the programs reflect the needs and desires of the community and are consistent with the mission of Action and the ability of Action to manage, deliver, and fund each program element.

*Linkages:* Action maintains more than 90 community partnerships, and serves as a visible community leader, developing and leveraging valuable connections to enhance opportunities for economically disadvantaged people on Cape Ann.

*Funding Strategies:* Action will continue to cultivate funding sources through linkages with the business sector, private foundations, and local and regional government agencies. Ideally, corporate and non-federal support will increase and improve the sustainability of the agency.

*Vision:* We continue to be committed over the next three years to significantly reducing poverty by fostering and enhancing self-sufficiency and creating economic opportunity.

As Action looks to the future, it continues to work toward its mission of helping people become economically secure, live with dignity, and move up the ladder of economic opportunity.

## MISSION STATEMENT

Action's Mission is to improve the quality of life for economically disadvantaged members of our community by minimizing the effects of poverty, promoting economic security and advocating for social change.

Founded in 1965 under the Office of Economic Opportunity, today Action continues to:

- Establish access to opportunities through advocacy, a wide range of services and education and training opportunities to assist people in the process of self-help;
- Mobilize resources, public and private, in order to reduce poverty; and
- Develop and administer programs with the maximum feasible participation of the people served.

Action's approach is comprehensive, addressing all aspects of a person's well being. Services are coordinated with colleague agencies to ensure access to the full range of available support and to avoid wasteful duplication of services. Action ensures that all services are delivered with respect to promote self-esteem, empowerment and confidence.

# COMMUNITY PROFILE

## SERVICE AREA

Action, Inc. primarily serves the five-community area called Cape Ann. This area encompasses the City of Gloucester and the Towns of Essex, Ipswich, Manchester-by-the-Sea, and Rockport.<sup>1</sup> Generally, Cape Ann attracts a sizeable population of artists, but also boasts a working harbor that is one of the top three fishing ports in the Northeast. The population of Cape Ann is diverse, primarily working-class, and inclusive of several ethnic communities. This beautiful coastal area also attracts and is home to wealthy families and enjoys a significant influx of summer visitors who increase the population by 33% during the tourist season.

## TARGET POPULATIONS

Action serves those in the community who most need our help. The profile of Cape Ann’s economically disadvantaged population and of Action’s 2007 client base follows:

*Population:* Census data shows that in 2006, the population in Action’s service area was 60,101, consistent with that of 2000.

*Age:* The median age in Essex County is 39.1, while 13.6% of the total population is above the age of 65.

*Household:* The average household size is 2.38 members, while the average family has 3.0 members.

*Income and Poverty:* According to the 2000 Census, the Median income for households in Cape Ann range from \$40,482 in Ipswich to \$73,467 in Manchester by the Sea. The highest poverty rate (more than 11% of the population in all ages) exists in Ipswich, followed in decreased severity by Gloucester (8.8%) and Essex (10.3%). Children and the elderly represent a significant portion of the poverty population.

**Estimated median household income in 2005:** \$52,900 (as opposed to \$47,722 in 2000)

Gloucester		\$52,900
Massachusetts:		\$57,184

---

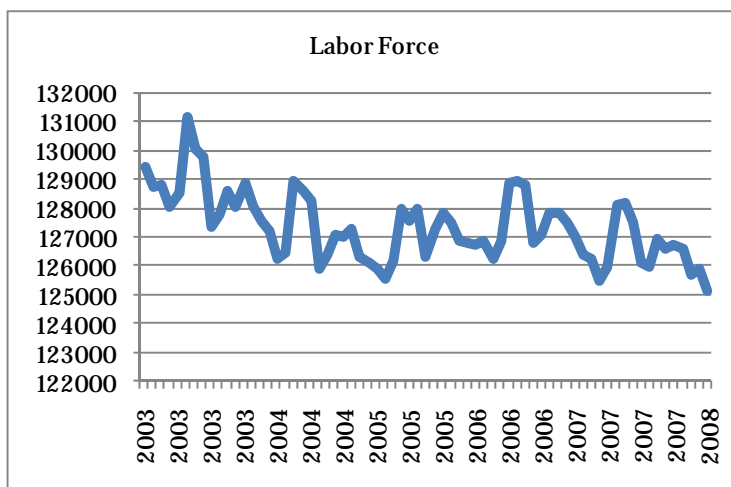
<sup>1</sup> As lead agency in several large grants and contracts, however, Action’s fuel assistance program has statewide influence.

*Housing Issues:* The 2000 census showed the occupancy rate to be 90.2% (with 9.8% vacant). Of the occupied units, 57% were owner occupied and 40.3% were renter occupied. However, the housing market on Cape Ann has dramatically changed since the last Census. The Mortgage Bankers Association reported that approximately 1 in 44 Massachusetts mortgages was in foreclosure during the first quarter of 2008. That's the highest level seen in the 29 years of data tracked by the association. The staggering 72% increase in housing foreclosures in Essex County, and a higher rate in Gloucester in particular, indicates local homeowners face more severe challenges than the average resident of Massachusetts. Locally, residents are struggling to make payments on the no-money-down, variable interest rate loans they arranged with lenders during the hot housing market of the past few years. Overall, Cape Ann had 89 foreclosures in 2006 compared to 52 in 2005 for an increase of just over 71%. The median monthly rents for the North Shore of Boston have increased 27% since the 2000 census.

**Estimated median house/condo value in 2005:** \$355,500 (as opposed to \$204,600 in 2000)



*Race/Ethnic Origin:* According to the recent census, the Essex County populations are 89.9% Caucasian, 13% Hispanic or Latino and 5% African American. To this point, 11.3% are foreign born and a language other than English is spoken in 19.4% of homes. It is noteworthy that the census does not track data for Brazilians, who represent a significant and growing immigrant community.



*Education:* Over the past eight academic years, Gloucester High School (GHS) reported an average annual drop-out rate of 3%. During the 2005-2006 academic year 47 students (3.8% of all students enrolled in GHS) opted to leave high school. According to the projections of the Massachusetts Department of Education, the projected dropout rate for the class of 2009 is 14.4%. Further data illustrates that economically disadvantaged students are most likely to fall behind in school. The 2000 Census revealed a

tremendous disparity in earnings between dropouts and high school graduates. Data showed only 52% of non-High School graduates to be employed, while 71%

of those who graduated were employed with median earnings of 27,351. Those who continued on a path of further education achievement and earned a bachelor's degree had median earnings of \$42,877.



Labor Force: In the third quarter of 2006, the North Shore labor force accounts for 5.3% of the 3,186,997 individuals employed in MA. The three largest industrial sectors on the North Shore are Education & Health Services (38,775 jobs,) Trade, Transportation, and Utilities (36,362,) and Leisure & Hospitality (20,520). The local unemployment rate in January 2007 was 5.7%. The highest number of occupational vacancies is in Manufacturing, Retail Trade, and

Wholesale Trade. There is a 3.4% vacancy rate in the healthcare sector (1,866 jobs).

Fishing Families: Data showing the number of fishermen who currently fish fulltime as their only means of employment for 2007 is unavailable. While many fishermen have been retrained as tug boat operators, tourist boat captains, and commercial truck drivers, there are many who do not qualify to be retrained under the strict Department of Labor eligibility guidelines. As fishermen continue to leave the industry there will be fewer to retrain and fewer "fishing families" to be served in the same way Action has served them historically.

## COMMUNITY NEEDS ASSESSMENT

This section provides detailed descriptions of the needs for services among Action clients. A brief description of all of the methodologies and survey instruments used to gather information on clients for this Strategic Plan is below. Appendix A contains each of the survey instruments used for this Plan. Action made every effort to ensure that data collection included a random sampling of needs assessment respondents.

### CLIENT DEMOGRAPHIC PROFILE

Action's Client Demographic Profile is a reflection of the 2007 client intake data stored in its Octopi database and reported in the agency's 2007 Community Service Block Grant IS Survey.

- 59% of clients were female
- 88% were Caucasian
- 23% of clients were children younger than 18 years old
- 19% of clients were older than age 70
- 26% of clients were aged between 24 and 44 years old
- 12% of clients were homeless
- 16% of clients lacked health insurance
- 31% of clients were living in single parent families
- 21% of clients were disabled
- 27% of clients reported having no income
- 14% of clients received food stamps

### COMMUNITY NEEDS SURVEY

In February 2008, Action conducted a Community Needs Survey using a standardized paper and electronic format (using SurveyMonkey.com). The full report is included as Appendix A. Two-thousand five hundred (2,500) surveys were distributed to Action donors and clients, residents of public housing on Cape Ann and Open Door Food Pantry visitors. Three-hundred and fourteen (314) individuals completed and returned surveys that were then entered into the Survey Monkey database. The town of residence, income level and gender of respondents were comparable to the demographics of Action's client base.

Fast facts on the respondents:

- 77.7% of respondents used Action services in the past year.

- 73.8% were Gloucester residents.
- 51.3% were above the age of 63.
- 71% were female.
- 81.7% earned less than \$25,000 per year.
- 59.4% earned less than \$15,000 per year.

Action’s Community Survey revealed that the communities’ economically disadvantaged residents experience a wide range of additional disadvantages linked to poverty. (See page 8 of Appendix A). As Action developed its three-year plan, we noted that all of these additional needs were cited as being of almost equal importance.

Most notably, respondents cited three key themes and provided a number of recommendations to address these critical needs.

- 1.) People need employment and training services.
  - a. Continue to provide low/no cost education and training programs at Action’s Main Office
  - b. Explore “Green” Track job training
  - c. Develop an apprenticeship program with local businesses
- 2.) People need substance abuse services.
  - a. Provide health resources and services (mental health, detox, substance abuse, primary care)
- 3.) People need direct financial assistance, money-management support, and assistance with tenant-based legal issues.
  - a. Develop unrestricted revenue stream to obtain food & gas cards, increased rental assistance
  - b. Continue to provide advocacy that explains bills and assists in claims procedures.
  - c. Deliver new services to assist clients with money management skills

## CLIENT SATISFACTION SURVEY

Almost 80% of survey respondents reported receiving Action services within the past year and indicated their levels of satisfaction with the services they received. These results are summarized below:

- 87% received the help or information they needed.

- 84% received the help or information in a timely way.
- 91% reported that they were treated with respect.
- 90% reported that they felt welcome.
- 93% reported that they would refer a friend to the program.
- 65% reported that they were treated with patience and understanding if they had special needs or if English was not their first language, although 12% disagreed with this statement.

## COMMUNITY FORUM

On May 6, 18 leaders in the Cape Ann community participated in an open community forum at Action's Headquarters to share their perspectives on community trends and needs, and their views on Action's ability and role in meeting these community needs. Each participant presented a five-minute statement outlining the community's most pressing needs. (A full transcript is attached as Appendix B.) At the conclusion of all statements, discussion followed wherein community leaders and Action personnel proposed and developed activities to meet these pressing needs.

The primary focal points of the session were issues pertaining directly to the homeless population and those related to youth development.

## CONCLUSION

The community needs survey suggests that Action should continue its emphasis on developing services that will assist individuals to become more self-sufficient.

# INTERNAL NEEDS ASSESSMENT

## BOARD OF DIRECTORS

The full Board of Directors participated in a planning session on February 19, 2008 (Minutes Appendix C). During this session, the Board of Directors adjusted the organization's Mission Statement and brainstormed areas of future growth and staffing implications. In particular, the Board of Directors identified Action's strength and area of focus to be a high-quality point of entry into the comprehensive social service network for those living in poverty. Action currently connects clients with mainstream resources offered by the Agency and refers them to partner providers of services unavailable at Action. This system ensures that clients receive all benefits for which they may be eligible and uses resources in an efficient manner.

## PLANNING COMMITTEE OF THE BOARD OF DIRECTORS

The Planning Committee of the Board of Directors met on May 27, 2008. The group reviewed the Community Needs Assessment and the committee responded positively to three innovative ideas: a Youth Shelter/Enhanced Services for Youth; Volunteer Program to Expand Programmatic Reach; and expanded services for Seniors/Assisted Living. (Notes Appendix D.)

The Planning Committee of the Board of Directors met a second time on July 15, 2008. The group reviewed a comprehensive list of Action steps developed by Action's program staff as well as Action's Vision Statement. (Notes Appendix E.)

## AGENCY MANAGEMENT

Over the course of the planning process, senior staff members and the executive director participated in several interviews. The interviews focused on agency strengths and weaknesses, trends in the needs of service delivery, gaps in service delivery, as well as future directions for the agency.

## STAFF SURVEY

A confidential staff survey was conducted in February, 2008. The survey sought input from all staff, including shelter staff, excluding homecare staff (who received the Community Survey). There were 20 respondents. Generally, staff satisfaction with agency management was positive. Staff identified Agency needs for greater cross-departmental collaboration, increased agency capacity to assist clients whose native language is not English, and increased public relations and fundraising efforts. (Appendix E).

## STAFF RETREAT

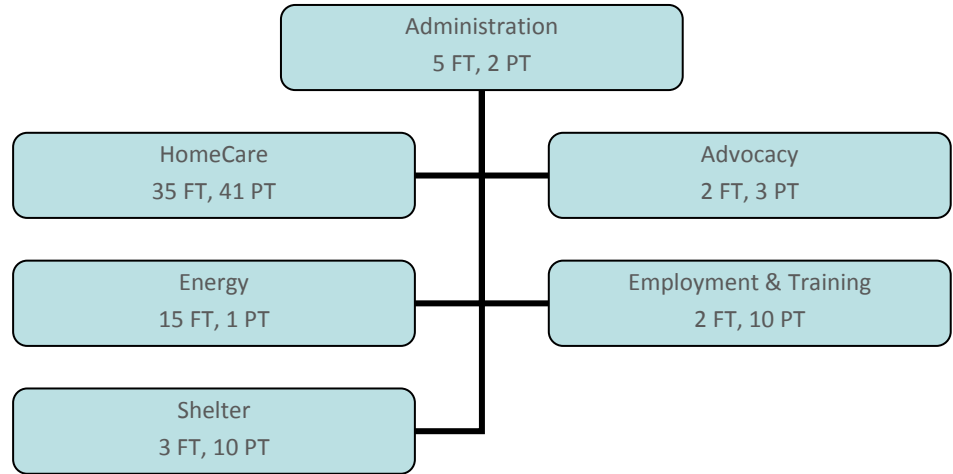
On May 22, 33 staff members and 8 members of Action’s Board of Directors convened at the Essex Conference Center for a full-day staff retreat. Throughout the day, participants engaged in teambuilding and strategic planning exercises that helped staff identify the agency’s strengths, challenges and opportunities as well as identify “blue sky” goals and objectives. Staff agreed that they would like to build upon the agency’s track record of success and strong, positive reputation in the community to meet a number of internal and external objectives. These included:

- 1.) Increasing resources for non-native speakers and those with disabilities.
- 2.) Increasing resources for the mental health/substance abuse needs of clients.
- 3.) Expanding funding for financial assistance.
- 4.) Implementing internal systems to facilitate synergies among staff, professional development, and cross-training (e.g. staff meetings, retreats).
- 5.) Enhancing the referral system.
- 6.) Implementing an agency-wide intake system to ensures optimal client participation in all agency services.
- 7.) Developing volunteer roles within the organization to support growth and enhance services.

(Notes Appendix G.)

# SERVICE DELIVERY SYSTEM

The Action service delivery system has evolved over 43 years through local people creating innovative solutions to local problems. The system can be viewed from four perspectives, namely, (1) the programs (2) the volunteers (3) the staff and (4) the facilities.



*Programs:* Action currently delivers services to the community in the context of five major programmatic areas and an administrative staff. These programs are staffed by 7 administrative and 122 programmatic persons who delivered services to over 3,203 individuals in FY 2007.

*Volunteers:* Each year more than 100 volunteers provide 2,400 hours of service to people in need through Action. Volunteers include people who make sandwiches daily for the homeless, people who maintain the shelter on a weekly basis, drivers who take people to medical appointments or AA meetings, on-the-job mentors for COMPASS youth, college students who assist staff in the classroom or with research, and people who contribute professional skills such as legal assistance, photography, and writing. Project Uplift, the holiday gift program, mobilizes 60 volunteers from Cape Ann each year.

*Staff:* Action is a major area employer, with 130 staff, 63 people full time. Action maintains staff that is competent, flexible, and reflective of the demographics of the communities it serves. Action HomeCare has the largest number of staff, including 75 certified personal care attendants, supervising nurses and administrative staff. Action Energy administers the largest program and assists 2000 Cape Ann households annually. Action Energy manages statewide utility programs for economically disadvantaged people and delivers services to approximately 10,000 households statewide. Action staff is organized along program lines, with necessary administrative and financial support staff supporting the Agency from its Main Street headquarters.

Action Inc. Facilities			
Central Office (own)	180 Main Street	16,500 sq ft	Administration, Advocacy, Housing, Employment & Training, Compass, HomeCare. Space is rented to Foster Care, WIC, HAWC and two stores on main floor.
Energy Office (own)	47 Washington	5,200 sq ft	Energy and resource office
Shelter (own)	370 Main Street	1,500 sq ft	Overnight shelter for homeless and 4-5 affordable permanently housing efficiency units planned
Community housing (own)	95 Prospect Street	8,300 sq ft	11 affordable, below market rate efficiency units

## 2009-2011 THREE-YEAR GOALS AND STRATEGY DEVELOPMENT

The following pages include descriptions of Action's priorities for FY 2009-2011. Central to Action's work, is the goal to remain responsive to emerging needs through program assistance. Thus, after careful analysis of the comprehensive needs assessment, Action has determined that its existing programs continue to be vital community resources. The needs assessment validates the continuation of these programs, as well the expansion and development of these programs.

Helping people to overcome employment barriers, providing emergency services and supporting vulnerable populations are the core of Action's services. The following strategy exemplifies that **Action continues to be committed over the next three years to significantly reducing poverty by fostering and enhancing self-sufficiency and creating economic opportunity.**

The strategic goals identified through this process may be divided into two categories: Agency-Wide Goals and Program-Specific Goals. Program-Specific goals are tied to programs that include Advocacy, Employment and Training, Youth Services, Energy Affordability, Housing, and Support for Vulnerable Populations.

Action, Inc's programs and services reflect the National Indicators of Community Action Performance guidance. Using this comprehensive set of indicators, each programmatic team in the agency completes monthly and bi-annual progress reports and a bi-annual "results and learning" evaluation, as well as reports to each private funder. Each program has specific annual goals.

## AGENCY-WIDE GOALS

<b>ACTION STEPS FOR AGENCY-WIDE GOALS</b>		
<b>Priority Item</b>	<b>Objective/Activity</b>	<b>National Indicator</b>
Agency Capacity	Expand Action’s capacity to reach new immigrants and non-native speakers with appropriate services.	
Agency Capacity	Facilitate and promote cross-collaboration and cross-training to ensure the highest quality, standardized intake of clients, thus ensuring optimal participation of every client in Action’s full range of services.	
Agency Capacity	Develop volunteer roles within the organization to support growth and to enhance youth and employment and training services.	
Partnerships	Develop new partnerships and maintain the more than 110 current partnerships with public and private entities to mobilize and leverage resources to provide services to clients in need. (For more on Partnerships see page 32.)	4.1A
Resource Development	<p>Leverage \$15M total in non-CSBG mobilized by the agency.</p> <p>A. CSBG=2%</p> <p>B. Other Federal=30%</p> <p>C. State &amp; Local=10%</p> <p>D. Public Utilities, Foundations, Individual Donors=58%</p> <p>Develop additional unrestricted revenue to obtain food &amp; gas cards, increased rental assistance.</p> <p>Continue to serve as fiscal agent and landlord to community-based initiatives, including the Women, Infant and Children (WIC) Nutrition Program, Adult Foster Care, Help for Abused Women and Children, and Cape Ann Art Haven. (For more on Fundraising Strategy see page 35.)</p>	

## ADVOCACY

### ISSUE

The Advocacy Department addresses a variety of issues and client needs, ranging from assistance accessing public benefits to support with the court system. According to Action's 2008 Community Needs Survey, the top four issues plaguing households are financially related. In this time of limited resources, it is becoming more and more challenging to help people with the financial assistance they often need to get back on their feet. And because of these increasingly limited resources, it is becoming more and more imperative that clients be helped to find the tools that they need to become fully self sufficient.

### PROGRAM GOALS

The goal of the Advocacy Department is to increase self sufficiency among individuals and families by providing emergency services as well as supportive services that address underlying issues. Emergency services include financial assistance (when available) and/or referrals to area agencies for benefits, mental health services, etc. Supportive services include advocacy, counseling, case management, and legal services.

ACTION STEPS FOR ADVOCACY PROGRAM		
Priority Item	Objective/Activity	National Indicators
Public Benefits Advocacy	Through comprehensive Intake and ongoing Case Management, Action's Social Service Advocates will identify public benefits for which clients are eligible and facilitate the application process for clients.	Agency Outcome
Housing Advocacy	In support of the long-term goal to help families reach stability and greater economic security, Action will continue to prevent evictions and foreclosures, using: emergency rental/mortgage assistance, Tenant Based Rental Assistance (TBRA), budget counseling, free legal services for landlord/tenant issues, and case management to alleviate crisis situations that lead to homelessness.	1.2.H; 6.2.B
Financial and Assets Development	Action's Social Service Advocates will conduct an annual tax preparation program.	1.3.A.1

Financial and Assets Development	Action will develop a program designed to increase financial literacy education and develop individualized savings accounts (IDA) for clients.	1.3.B.2
Information and Referrals	Action will continue to identify client needs and support referrals to appropriate agencies.	Agency Outcome

### KEY PEOPLE

Stella Mae Seamens, part-time

Katia Mejia, full-time Social Service Advocate

Maggie Meffen, part-time Social Service Advocate

April Dwyer, quarter-time Assistant Social Service Advocate

### MEASUREMENT AND EVALUATION

The goal of the program is to provide the highest quality services to clients through effective case management. The measurable objectives for the program include the numbers of clients served by Action, the number of clients referred to appropriate alternative service providers, and the numbers who effectively build assets. The program evaluates its efficacy through ongoing case management meetings and follow-up session with clients. The Octopi database stores all relevant data.

## EMPLOYMENT AND TRAINING

### ISSUE

The single best predictor for whether a family will fall into poverty is whether the head of household can obtain a secure job with adequate benefits. Employment issues are of particular concern on Cape Ann where jobs for unskilled and low-skill workers are primarily seasonal and/or in the service industry. These jobs tend to be highly competitive, offer few or no benefits, and have little or no growth potential.

### GOALS

Action seeks to deliver a powerful and innovative solution to the crisis faced by individuals seeking to climb the economic ladder on Cape Ann by preparing clients for the work environment. Action offers case management, job counseling, job placement, and job retention services for economically disadvantaged individuals, including additional specialized services for homeless individuals in transition. Further, Action's Employment and Training staff continuously research and identify emerging job market trends and needs, and the corresponding job opportunities that exist in our community and within the commuting corridor into Boston.

ACTION STEPS FOR EMPLOYMENT AND TRAINING		
Priority Item	Objective/Activity	National Indicator
Skills Training	Action offers free and affordable formal instruction for clients, including: Office Specialist (12 weeks), Medical Office Specialist (15 weeks), Computer Literacy (12 hours), Clinical Medical Assistant (7 months), Business Services (12 weeks), Adult Basic Education.	1.2.A
Job Development/Placement & Supportive Services	Action provides case management, job counseling, job placement, and job retention services.	Agency Outcome
English as a Second Language	Action provides outreach, recruitment, assessment, job development, case management for non-English speaking parents of Gloucester students to create parental ties to the schools and promote their own job/housing	1.2.B

	opportunities.	
Project Achievement	Action provides supportive services to homeless and transitionally homeless individuals to overcome employment barriers that may keep them from sustaining permanent, affordable and stable housing.	1.2.A
Project Adventure	Action facilitates an experiential workshop that benefits the homeless and transitional housing residents of Moore’s Way sober house.	Agency Outcome
Entrepreneurship	Action supports selected Project Achievement participants seeking to become self-employed through new business ventures.	Agency Outcome
Adult Diploma	In conjunction with Gloucester High School, Action provides qualified adults over the age of 22 with the opportunity to apply for a High School diploma.	1.2.A
Information & Referral	Action identifies client needs and supports referrals to appropriate agencies.	Agency Outcome

## KEY PEOPLE

Ronna Resnick, Director

Patty Bongiorno, Career Development Coordinator

Elise Sinagra, Job Developer

Patty Natti, Information Systems

Debbie Stansfield, Case Manager

Lori Mackenzie, Licensed Mental Health Clinician

Anna Wickers, English as a Second Language (ESOL) Instructor

Patty Sullivan, ESOL Instructor

Michelle Ameno, ESOL Instructor

Erika Hansen, ESOL Instructor

## MEASUREMENT AND EVALUATION

The goal of the program is to deliver high-quality job training and support that enables clients to obtain stable employment and adequate earnings. Action’s Employment and Training department employs a variety of research-supported, systematic evaluations, including pre-and-post assessments of

client gains in relevant skills, ongoing case management, and regular post-service follow-ups. All relevant data resides in the Octopi database.

## YOUTH SERVICES

### ISSUE

Overwhelming evidence points to the critical importance of High School graduation for economically disadvantaged job seekers. Yet, over the past eight academic years, Gloucester High School (GHS) has experienced an average annual drop-out rate of 3%. During the 2005-2006 academic year 47 students (3.8% of all students enrolled in GHS) decided to leave high school.

(Massachusetts Department of Education Statistical Reports Dropout Rates in Massachusetts Public Schools: 2005-06 Appendix A: Annual Dropout Rates by District and School: 1998-99 to 2005-06). According to the projections of the Massachusetts Department of Education, the projected dropout rate for the class of 2009 is 14.4%. Further data illustrates that economically disadvantaged students are more at risk of falling behind in school than their more affluent peers (2007 MCAS Results by Subgroup).

Unfortunately, students who drop out of GHS are more likely to experience poverty and the disadvantages linked to poverty until they obtain their High School Diplomas. The 2000 Census revealed a tremendous disparity in earnings between dropouts and high school graduates. Only 52% of individuals who did not graduate from High School held jobs, while 71% of the graduates worked and earned median annual wages of 27,351. Those who continued their education to achieve a bachelor's degree had median earnings of \$42,877.

### PROGRAM GOALS

Our goal is to provide students at risk of dropping out of high school with educational alternatives, counseling, and creative opportunities that reduce the appeal of at-risk behavior. Our students' primary goal is to achieve a high school diploma and to enter college and/or full-time employment as successful young adults. Our challenge is to help them achieve their goals by discovering their learning styles, multiple forms of intelligence, and career interests that will lead them to meaningful vocational and life choices.

ACTION STEPS FOR YOUTH SERVICES		
Priority Item	Objective/Activity	National Indicator
Gloucester High School Satellite Program	Students meet five times each week for nine months. Based on attendance and demonstration of learned skills, students graduate from the program and earn High School credits. Twelve youth will	1.2.A

	<p>participate in the Gloucester High School Satellite Program. Classes meet five days a week from 8:50 – 2:00 on Monday through Thursday and from 8:50-12:00 on Friday. All students who participate are Gloucester high school students who attend classes at the COMPASS site staffed with two certified teachers in an alternative learning environment. In addition to six for-credit classes each day (including Math, Science, English, and History) students receive case management, academic/vocational coaching, as well as on-site counseling services.</p>	
Night High School	<p>Action designed the COMPASS Night School to intervene in the education crisis faced by GHS. In-school dropouts receive high-quality education instruction along with supportive services needed to realize each student’s potential and place them on a trajectory of success in education and life.</p>	1.2.A
GED Preparation and Testing	<p>Youth will enroll in GED Preparation courses. The GED preparation program begins in October and concludes at the end of May. Upon enrollment, students take a TABE test to determine their education level and begin working with a Vocational Coach to determine career interests and to develop a post-secondary school and employment plan. When the student is prepared to pass the GED, COMPASS refers them to North Shore Community College for test scheduling. Upon successful completion of the GED, COMPASS case managers assist each youth until s/he obtains employment or admission to a post-secondary education or advanced training program.</p>	1.2.B
Internships	<p>Students participate in 150-hour internships directly related to their Harrington O’Shea profile scores. Participants have the opportunity to earn high school work-study credits in exchange for the internship. Additionally, the host company may choose to hire the student at the conclusion of the internship.</p>	1.1.A
Mental Health Services	<p>Students participate in a high school credit psycho-educational program designed to empower youth to develop their social/emotional intelligence, and</p>	6.3.2

	decrease drug and alcohol usage.	
College Preparation	Students passing the North Shore Community College assessment will complete college-level Composition 101 and a College Readiness/Preparation class on-site at Compass.	1.2.A
Information & Referral	Action identifies client needs and supports referrals to appropriate agencies.	Agency Outcome

### KEY PEOPLE

Kerrie Donahue, Director  
Elizabeth Moran, Guidance Counselor  
Lauren Riley, Teacher  
Darlene Story, Teacher  
Jude Seminara, Night School Instructor  
Jim Kain, GED Instructor

### MEASUREMENT AND EVALUATION

Action’s Youth Programs use a variety of research-supported eligibility and assessment tools, including the Harrington O’Shea Career Interest Profile, POSIT Profile, TABE Test, and the Point System (attendance, punctuality, and retention rates). In addition, The COMPASS Core Program staff track youth outcomes through monthly and quarterly reports to the WIB and documentation in students’ Individualized Service Strategies.

# ENERGY AFFORDABILITY

## ISSUE

Access to affordable energy is a life and death issue, both in winter and summer. Action is a nation-wide leader in the energy affordability crisis facing economically disadvantaged people. Individual households, as well as entire communities, are devastated by the need to choose between heating their homes and other life-saving necessities, such as healthy food and prescription drugs. Action’s energy programs contribute to the health and safety of our clients, lower the consumption for greenhouse gas-producing carbon-based fuels, create stability in housing, and ultimately contribute to national security by lowering dependence on foreign sources of energy.

## GOAL

Action seeks to address the energy affordability problem endemic to economically disadvantaged consumers. Action endeavors to lower consumption and the associated energy bills by weatherization, heating system repair and replacement, appliance management, and energy education. Action helps clients pay their bills by accessing Federal (LIHEAP) funds and securing discounts from energy supply vendors, and to Increase energy affordability through energy efficiency improvements and bill paying assistance.

ACTION STEPS FOR ENERGY AFFORDABILITY		
Priority Item	Objective/Activity	National Indicator
On Track	The On Track program is an arrears management program offered by National Grid/Keyspan. It assists and encourages economically disadvantaged heating customers who have fallen behind significantly in gas bill payment. Its objectives are to provide financial management and energy conservation education to payment-troubled households.	1.3.A.3
Fuel Assistance	Action provides Fuel Assistance to individuals seeking help with heating their homes. These clients’ eligibility is determined during the intake process.	6.2.B
Energy Conservation	Action assists households in the Northeastern section of Essex County with energy conservation programs that include heating system repair or replacement, system cleanings, and others as needed to reduce energy costs.	2.1.C

LASER	Action’s LASER (Leveraging Assets for Self Sufficiency through Energy Resources) is a direct Advocacy program for clients to access needed services to increase income, reduce debt, reduce arrearages, and decrease energy emergencies. Staff review household needs, negotiate with utility companies, and provide referrals for services.	1.3.B.1
WRAP	Action’s WRAP (Weatherization, Rehab, and Asset Preservation program) provides a combination of vital services, including energy conservation, housing rehabilitation, and social service related referrals with the goal of increasing income and reducing energy related emergencies. In the coming three years Action will expand the program geographically while adding a financial services component to prevent predatory lending to clients.	2.1.C

**KEY PEOPLE**

- Elliott Jacobson, Director
- Rita Carvalho, Assistant Energy Director
- Craig Brown, Director of Conservation Services
- Joe Hachey, Building Performance Specialist
- Linda Brayton, On Track Advocate
- Jackie Lovasco, Fuel Assistance Supervisor
- Patti Mitchell, Program Assistant
- Jean Pomeroy, Program Assistant
- Marie Sanviti, Fuel Assistance Director
- Cindy Schimanski, Office Manager
- Jennifer Schmorrow, LASER Coordinator
- Cristine Sears, Program Assistant
- Austin Sheatsley, Multi-Family Program Director
- Lou Silveira, Building Performance Specialist
- Valerie Scola, Administrative Assistant
- Victoria Lopiccolo, Intake

**MEASUREMENT & EVALUATION**

Action’s publicly funded efficiency programs are monitored bi-monthly and accessed annually by DHCD. Action’s utility programs are evaluated by utility sponsored independent auditors bi-annually. Action is continually updating its cost-to-benefit information through studies, as requested by the state (DTE). In the role of lead vendor, Action monitors 17 sub-agencies with field inspections, including infrared scanning and checks for office paper compliance. All jobs (100%) undertaken by the network are properly assessed and installed. All relevant client and evaluative information resides in the Octopi database.

## HOUSING

### ISSUE

Obtaining safe and affordable housing continues to be an insurmountable challenge for many on Cape Ann. Many factors, including positive CORI history, chronic drug and alcohol abuse, and mental illness, negatively impact a client’s ability to acquire and maintain stable housing. Action’s holistic housing approach addresses the multi-faceted needs of area homeless populations through effective case management, employment and training services, and appropriate referrals to additional service providers.

### GOAL

New faces come regularly to our door, reminding us that we must end homelessness for those being served today *and* for those who will come seeking help tomorrow. To achieve this ambitious goal, Action must remain steadfast, continue to provide homeless individuals with safe emergency shelter and nutritious meals, seek and develop affordable housing, and be the provider or gateway to: greater healthcare resources, employment training and placement, and housing advocacy.

ACTION STEPS FOR HOUSING		
Priority Item	Objective/Activity	National Indicator
Core Services for the Homeless	Action operates a 20-bed emergency homeless shelter 365 nights per year. Guests receive two meals and a carry-out lunch. Shelter services include: case management, employment & training, life skills, housing counseling and assistance, weekly women’s group, CORI appeals, and AA/NA meetings two nights per week. The shelter is available between 8 a.m. and 4:00 p.m. for Case Management and assorted staff meetings.	6.2.C
Quest	Action provides twenty-three scattered sight apartments throughout Essex County for individuals and families affected by AIDS and HIV. The project maintains a waiting list of twenty individuals and families who receive case management while awaiting housing placement. The short-term goal of placement is stabilization. The long-term goal for clients is a return to the general population with a Section-8 voucher. Action takes pride in the success rate of this program, especially considering that the	6.1.B

	populations given preferential program entry are not only AIDS or HIV qualified, but are post-incarcerated individuals with chronic substance abuse histories.	
Transition Case Management	Action helps homeless individuals along the recovery path from the emergency shelter to temporary or permanent housing. To support the transition, staff provide one year of aftercare for these clients.	1.2.H
Affordable Housing	Action owns and provides property management for 11 affordable, below market rate efficiency units at 95 Prospect Street. In November, 2008 Action will complete development of four efficiency units of affordable housing at 370 Main Street.	1.2.H
Shelter Renovation	The shelter project will include a new kitchen, two new handicap accessible bathrooms, and a new handicap ramp network. This work is scheduled for completion in November, 2008.	2.1.B
Housing Advocacy	Advocacy staff prevent client evictions and foreclosures through emergency rental/mortgage assistance, Tenant Based Rental Assistance (TBRA), budget counseling, free legal services for landlord/tenant issues and case management to alleviate the crisis situations that lead to homelessness. The long-term goal of the program is to help families reach stability and greater economic security.	1.2.H; 6.2.B
Information & Referral	Action identifies client needs and supports referrals to appropriate agencies.	Agency Outcome

#### KEY PEOPLE:

Ralph Johnson, Director  
Janel McCue, Quest Program Case Manager  
Jim Noble, Emergency Shelter Manager  
11 Part-Time Shelter Staff  
John Griffin, Shelter Specialist

#### MEASUREMENT AND EVALUATION:

Our goal is to enable the homeless with new skills and proven strategies for becoming self-sufficient. We measure the success of the program by collecting data on the number of homeless people sheltered, the number of homeless

who move into transitional or permanent housing, the number who participate in supportive training and the number who obtain temporary employment. Anecdotal and statistical reports on progress of clients, as well as ongoing positive case management outcomes. All relevant data is in the Octopi database.

# SUPPORT FOR VULNERABLE POPULATIONS

## ISSUE

Action HomeCare provides Personal Care and Homemaking Services to the elderly and to disabled adults in the Cape Ann area. Personal Care services include assisting with bathing, toileting, dressing, medication reminders, meal preparation, and other personal care needs. Homemaking services include cleaning, vacuuming, dusting, laundry, grocery shopping and other weekly cleaning around the house. We service the City of Gloucester and the Towns of Essex, Manchester, Ipswich and Rockport. Currently there are 76 workers (full and part time) providing homecare services to more than 430 people on a weekly basis. Last year, this program provided 66, 741 hours of service and generated \$1,600,000 in revenue.

The Commonwealth of Massachusetts has set in motion new guidelines for elder care emphasizing choice of care, and the least restrictive care. The “least restrictive care” model offers an opportunity to more frail elders who wish to remain in their homes with supportive services, This care model requires additional kinds of services.

When elders need more than routine homemaking and personal care services, the needs may include components such as companionship, escorts for events, or short-term overnight/weekend respites. Action wants to train and grow to meet the additional requirements of the elderly population and their supportive families.

Our homecare workers -- their availability, training and retention --remain our highest priority. Without a stable work force, there can be no homecare. As state funding decreases and/or changes direction, increasing the client base with additional private pay clients will grow the business.

## PROGRAM GOALS

To meet the urgent needs of Cape Ann’s vulnerable populations, Action provides quality personal care and homemaking services to the elderly and the disabled, recruits and trains new workers so that the employee pool can keep pace with the demand for services, expands services into new areas: companionship, escort and overnight respite as needed. Through all of these services, Action ensures that Cape Ann’s most vulnerable have the support needed to remain in their homes.

ACTION ITEMS FOR HOME CARE		
Priority Item	Objective/Activity	National

		Indicator
Direct Care	Action provides direct care to elders and disabled adults in need of assistance. Services include cleaning, laundry, shopping, and personal care.	6.1.A, 6.1.B
Assisted Living	Action will explore the feasibility of purchasing a single-family home to house four frail elders who require assistance to remain independent of nursing home placements.	2.1.B, 6.1.A

**KEY PEOPLE:**

GerryAnne Brown, LCSW, Director

Candy Natti, LPN Supervisor

Lisa Murrin, Office Manager

Elizabeth McLindon, Administrative Assistant

Thelma McDermott, RN Supervisor

Most important of all, the 73 Home Care workers who provide the services to the elderly.

**MEASUREMENT AND EVALUATION:**

Senior Care, a major contractor, formally evaluates the program. At a minimum, workers and clients are supervised and evaluated quarterly. Quality of service and client satisfaction is our most important responsibility.

## LINKAGES

Action creates programs and activities designed to combat the challenges faced by economically disadvantaged residents in five communities. In addition, Action maintains partnerships with 110 organizations at the local, county, state and national levels.

Action current linkages include systems for imparting information, for making referrals, for offering case management. Additionally, the system includes a follow-up feature for those clients whom we assisted.

In programs that help people become more self-sufficient, existing linkages include a system of referrals that help clients to access services that complement those they are currently receiving from Action. For example, advocacy clients experiencing income maintenance and housing problems may be referred to United Way, Catholic Charities, community churches and other private groups that provide emergency cash assistance to help with the payment of rent and utility arrearages.

Action offers extensive supportive services to individuals and families at risk. Once urgent problems have been analyzed and resolved, families can continue to move toward greater self-sufficiency through a step-by-step service plan and regular counseling or referrals for counseling around personal, financial, mental health and substance abuse laws.

Follow-up is an important component of case management linkages. It is essential to evaluate the efficacy of the services rendered, the referrals made and their outcomes. This is particularly necessary when helping individuals and families experiencing financial and housing crisis. Transitions, even positive ones are stressful for clients and follow-up tries to ensure that guests who transition out of Action's emergency homeless shelter do not become homeless again.

Therefore, in addition to existing linkages, Action proposes to expand information, referral, case management and follow-up linkages by building new components into each program. These components will attempt to fill potential gaps in services that any individual who comes first to Action might experience, without duplicating existing services. We will attempt to achieve this by expanding our central referral and Information System through paid and volunteer staff. Action has improved follow-up and outcome measurement in its service programs in the last three years and will streamline this process as it completes its Information System. This System is updated with the progress data of each client during his or her time in a program, and after they enter employment.

Service staff and case managers will meet regularly with clients in ongoing cases and will establish links with other agencies that may serve the same clients. Regular meetings will share follow-up on client progress, anticipate problems that might arise and design solutions before they are needed.

Our major partners whom we work with to provide wrap-around support to individuals in need are listed below.

### **EMPLOYMENT & TRAINING:**

Department of Housing and Urban Development  
Snug Harbor  
Moore's Way  
Mass Rehab  
Bay State College  
North Shore Community College  
Millennium Training Institute  
Commonwealth Corporation  
Department of Housing and Community Development  
North Shore Continuum of Care Homeless Services Consortium  
North Shore Career Center of Salem and Gloucester  
Gloucester High School  
Emmaus  
Lynn Shelter Association  
North Shore Community Health  
Link House  
Shaw Fund  
North Shore Workforce Investment Board

### **ADVOCACY & HOUSING:**

Neighborhood Legal Services  
Gloucester Housing Authority  
Shaw Fund for Mariner's Children  
Cape Ann Interfaith Council  
Senior Care  
YMCA SRO  
Department of Transitional Assistance  
Department of Mental Health  
Rockport Housing Authority  
Ipswich Housing Authority  
Manchester Housing Authority  
St. John's Church  
St. Peter's Church  
North Shore Community Action Programs (NSCAP)  
Catholic Charities

St. Vincent de Paul Society (St. Ann's, St. Peter's)  
City of Gloucester Community Development Block Grant  
Mass Housing Lead Paint Abatement Program  
Rockport Community Preservation Committee  
Cape Ann Food Pantry/Open Door  
MassHealth  
MassRehab  
Veterans Assistance  
Pathways for Children  
Hope Chest  
Second Glance  
Consumer Credit Counseling  
Children's Friend & Family Services  
Health and Education Services (HES)  
Help for Abused Women and Children (HAWC)  
Wellspring  
Community Teamwork  
North Shore AIDS Health Project  
Independent Living Center  
Essex County Bar Association

### **SHELTER LINKAGES:**

Same as above, with these additions:

Addison Gilbert Hospital  
Lynn Shelter  
Crombie Street Shelter  
Tri-City Mental Health Agency  
North Shore Visiting Nurses  
Housing Opportunities for Persons with AIDS (Department of Housing and Urban Development)  
Psychiatric hospitals  
Substance Abuse Hot Line  
12-step programs  
CAB, substance abuse services in Danvers  
Department of Social Services  
Community Teamwork Inc, Lowell and CASCAP, Cambridge for vouchers  
Justice Resource Institute, Assisted Living Program vouchers  
AIDS Housing Corporation  
Independent Living Center of the North Shore  
Transition Intervention Project, Beverly

### **ENERGY AFFORDABILITY:**

Action Energy administers the Energy affordability programs for 15 Community Action Agencies, 1 city and 1 housing agency.

### **MAJOR CONTRACTS INCLUDE:**

Commonwealth of Massachusetts  
One electric utility –NGRID (MA, RI, NH),  
One gas utility-Keyspan (MA and NH),  
Two municipal governments, Peabody and Danvers,  
Oak Ridge National Labs  
REACH, Department of Health and Human Services  
Ford Foundation WRAP (Weatherization, Rehab and Asset Preservation)  
Massachusetts Technology Collaborative (MTC) renewable energy

### Active participating members including:

LEAN (Low-income Energy Affordability Network)  
New England Community Action Association (chair)  
National Community Action Foundation  
The Low Income Peer Exchange  
National Regulatory Utility Commission  
National Energy Assistance Director’s Association  
National Association of Regulatory Utility Commissioners  
National Association of State Consumer Advocates  
Energy Demand Side Management Professionals Association  
New England Demand Response Initiative  
Massachusetts Community Action Partnership  
Massachusetts Energy Directors Association  
New England ISO

### **HEMECARE:**

Senior Care  
Mass Rehabilitation Commission  
Commission for the Blind  
PACE

### **YOUTH PROGRAMS:**

City of Gloucester Community Development Block Grant  
Department of Youth Services  
Gloucester District Court  
Gloucester High School  
Health and Education Services  
North Shore Workforce Investment Board  
Linden Foundation  
McCarthy Family Foundation  
Millipore Foundation  
Peter and Elizabeth C. Tower Foundation  
YMCA

## FUNDING STRATEGY

Action has been successful in leveraging funds to maximize service program delivery and to increase Agency revenue. The Community Services Block Grant (CSBG) was integral to increasing both public funding and private revenue.

REVENUE BY FY					
FY02	FY03	FY04	FY05	FY06	FY07
\$12,509,464	\$13,654,492	\$13,700,149	\$16,162,844	\$16,395,958	\$16,657,572

In FY09, Action will end its fiscal sponsorship of Head Start, resulting in a \$1,446,000 decrease in total revenue. However, this loss does not negatively impact Action or the community at large, as the Federal Head Start grant will be directly administered by pre-k service provider, Pathways.

Action serves as an umbrella to eight major programs ranging from emergency shelter to care for the elderly. Each program shares the overall administrative costs, thus saving the community what would be the much-higher cost of eight separate program administrations.

Although a small portion of Action’s budget, CSBG is core funding that provides the agency with the flexibility to deliver mission-critical services, manage emerging programs, and explore new funding opportunities to grow and improve service quality.

Action’s funding sources are as follows:

- 54% public utilities
- 31% federal funds
- 13% state and local funds
- 2% foundations and other charitable contributions

Under the direction of the Executive Director and approval of the Board of Directors, the Planner and program directors write new and renewal grant applications to foundations, corporations, and Commonwealth and Federal entities to serve the needs outlined in this plan.

Action will seek to increase unrestricted revenue through its annual direct mail appeal, corporate engagement, and enhanced public relations efforts. Additionally, Action intends to host an annual event to better inform the public and improve network links to the private charitable community on Cape Ann.

## VISION STATEMENT

We continue to be committed over the next three years to significantly reduce poverty by fostering and enhancing self-sufficiency and creating economic opportunity. During the period covered by this 2009-2011 Community Action Plan, Action, Inc. will:

Maintain a board and staff that are competent, flexible, and reflective of the demographics of Cape Ann's economically disadvantaged community.

Develop and deliver comprehensive services to families, senior citizens, youth and economically disadvantaged residents that meet the needs of emergency situations and takes a holistic approach to family needs through supportive services.

Serve as a community leader, developing and leveraging valuable connections to enhance opportunities for economically disadvantaged people on Cape Ann.

Continue to cultivate funding sources through linkages with the business sector, private foundations and local and regional government. Build corporate and greater non-federal support to improve the sustainability of the agency.

## COMMUNITY NEEDS ASSESSMENT SOURCES

Action Staff Survey. 2008.

Action, Inc. Board of Directors. 2008.

Action, Inc. Community Survey. 2008

Buglione, Suzanne and Suzanne Singh. 2001. "Employment Issues in Southern Essex County: The Voices of Youth." Southern Essex Workforce Investment Board.

"Home foreclosures skyrocket on Cape Ann" Gloucester Daily Times Sam Carter, Correspondent February 16, 2007 09:48 am

City of Gloucester. 2007. "Gloucester 2007: Community Health Needs Assessment"

Diamond, Melissa on behalf of The Food Project at Action Community Forum. 2008.

Doucette, Rick on behalf of the YMCA at Action Community Forum. 2008.

Gindel, Sarah on behalf of Catholic Charities at Action Community Forum. 2008.

Gloucester Health Department. 2008. "Gloucester Health Needs Assessment."

Grande, Coral on behalf of The Council on Aging at Action Community Forum. 2008.

Grieco, Kristin. 2008. "Spike in Gloucester High pregnancies alarms officials." Gloucester Times, 7 March

Healthy Gloucester Collaborative. 2008. "Gloucester 2007 Student Health Survey."

Massachusetts Association of Realtors

Massachusetts Department of Education Statistical Reports Dropout Rates in Massachusetts Public Schools: 2005-06 Appendix A: Annual Dropout Rates by District and School: 1998-99 to 2005-06.

2007 MCAS Results by Subgroup.

Militello, Jane on behalf of Senior Care at Action Community Forum. 2008.

Mortgage Bankers Association

North Shore Home Consortium

North Shore Community College. 2005. "A Report on Critical Community Needs." North Shore United Way.

“The North Shore Labor Market” North Shore Workforce Investment Board,  
March 2007.

Oleksiw, Susan on behalf of North Shore Health Project at Action Community  
Forum. 2008.

Robinson, Sunny on behalf of the City of Gloucester at Action Community  
Forum. 2008.

Rossi, Patricio on behalf of Neighborhood Legal Services at Action Community  
Forum. 2008.

Shoukair, Ed on behalf of The Food Project at Action Community Forum. 2008.

Duggan, Bill on behalf of Gloucester Housing Authority via email. 2008.

US Census and Massachusetts Division of Unemployment Assistance

US Bureau of Labor Statistics