

**Place-based Service Delivery & Strategic Collaboration
in Boston's Distressed Neighborhoods:
Framework for Planning and Action**

James Jennings
Tufts University
Medford, Massachusetts 02155

james.jennings@tufts.edu

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Query: What do you see as this neighborhood's strengths and assets?

The number one strength is the people. There are a lot of willing residents here who want to see positive things happen in the city, educationally, civically, and socially...Our greatest asset...the people of the neighborhood. Listen to our concerns.

Anonymous Respondent

Introduction

This report proposes the designation of a pilot 'corridor area' in Boston as a spatial urban mechanism to facilitate the planning and implementation of collaborative neighborhood-building strategies. The report presents a broad framework for potential planning and discussions about how to use a corridor area as a platform for assessing the state of collaboration and service delivery among a range of the area's institutional and social infrastructure. Such a pilot area could represent a spatial mechanism for enhancing the vibrancy and capacity of community-based nonprofits and organizations within a context of improving living conditions for all residents. The report follows an earlier one by the author, *Community-based Nonprofits and Neighborhood Distress in Boston, Massachusetts* (February 2009), where a neighborhood distress score is utilized to identify vulnerable areas throughout the city.

The current report begins with a summary of feedback from community actors working in highly distressed areas of the city. Along with feedback from meetings with community and civic groups, 34 individuals provided input for this report through interviews or survey responses between March and May 2009. (See Appendix A) The interviews and survey responses were used to gauge what respondents perceive to be major challenges and service gaps facing residents in this part of Boston. Input was solicited regarding potential collaborative strategies

for enhancing the quality and impact of nonprofit services and activities in these places.

Respondents include persons who have worked with a range of organizations located in the proposed corridor area, including community centers, religious organizations, public schools, community development corporations, multi-service organizations, housing, health centers and businesses. While the survey is not a random and structured one, the fact that key informants provided feedback makes the result a useful heuristic for planning purposes. The report utilizes data and maps to illustrate some of the challenges facing residents of the proposed corridor area and to show facets of the institutional infrastructure.

The conclusion proposes eight guideposts for civic and community leaders interested in utilizing a place-based approach for developing strategies and collaborative activities related to the improvement of living conditions. The guideposts based on input from civic and community activists and leaders include the following:

- *Planning initiatives should seek to expand and broaden discussions about the corridor proposal and related ideas; initiatives should seek to solicit input from a wide range of key informants working on a spectrum of issues in the corridor area;*
- *Planning should take a cautious “one step at a time” approach, where 2 or 3 concrete, and identifiable community-wide problems or issues are tackled collaboratively in some neighborhood area;*
- *Any initiative should be multi-pronged in the sense of not only responding to a pressing issue or challenge, but at the same time serving to strengthen neighborhood-based organizations and institutions;*
- *It is important to collect and organize data for measuring progress and impact, broadly defined, and beginning in the early stages of any planning initiative on a participatory basis; residents should have ample opportunities for engaging in evaluation and learning activities,*

- *There should be continual support and encouragement for cross-sector organizational cooperation; geographic-based consortiums among nonprofits should be established;*
- *Local and grassroots community organizing should be prioritized and supported in the early stages of planning;*
- *Local and small businesses have to be part of any equation aimed at improving living conditions in distressed neighborhood areas;*
- *There has to be support for resource commitments over a relatively long period of time to build a culture and practice of strategic collaboration among community-based nonprofits and other sectors.*

It should be emphasized that the proposal for community-based nonprofits and other sectors to focus on a designated physical area is not intended to exclude any organizations or civic engagement from any part of the city of Boston interested in enhancing the quality of life for people. The proposed spatial corridor, mostly based on the location of some of the most distressed areas in Boston, is simply a way to encourage dialogue and debate, and generate ideas about strategies for improving local living conditions and strengthening the capacity of community-based nonprofits in this area.

The corridor boundaries should not be treated as ‘hard and set’ for planning or collaborative purposes. They are only aimed at providing a guide to facilitate place-based strategies and related activities on the part of organizations within and near the corridor. The corridor can be a place where local nonprofits, businesses, faith organizations, foundations, and government can

consider planning initiatives to tackle common community-wide problems. This framework can be useful and provide a neighborhood context in helping individual nonprofits to consider their own organizational strategies for increasing capacity and impact.

The proposed corridor area is a part of Boston with relatively high levels of poverty and unemployment. Its households rank among the lowest in terms of income and per capita income. The corridor area is in the middle of neighborhoods with the highest levels of public health problems among children, including asthma, elevated blood levels (toxic); and low birth weights. While there are other parts of the city that are highly distressed, the proposed corridor is compact enough to frame and manage planning processes. Following is a list of maps utilized to highlight some of the challenges within and near the proposed corridor area:

- Asthma Incidences*
- Low Birth Weight Incidences*
- Elevated Blood Level Incidences*
- Homicides*
- Unemployment Levels*
- Foreclosure Petitions*

In addition to the above maps, another series shows the location of different kinds of institutional resources and organizations which are based in this part of Boston. These include:

- Community Development Corporations*
- Multi-service Organizations*
- Family and Children Services*
- Community Health Centers*
- School-based Health Clinics*
- Community Centers*
- Public Schools*
- BHA and Demonstration Disposition Program Sites*
- Family and Homeless Shelters*
- Religions Organizations*
- Community and Youth Service Organizations*
- Business Establishments*
- Public Agencies*

Not every organization in these categories are shown in some of the maps. The aim was simply to show the organizations which might be located, or nearby in some cases, within the proposed corridor area. It should be noted that organizations were assigned to only one category, although their missions and activities might overlap. The last map shows some of the public agencies which provide a range of services including career-related services; mental health services; police and fire stations; and public libraries.

Community Voices: Continuing Challenges in Boston's Distressed Neighborhood Areas

Readers can use this section to obtain a broad sense of the concerns and ideas expressed by a range of key informants working in some of Boston's most distressed areas and neighborhoods. These include individuals who have many and long-term experiences with this section of the city, and who have worked with a range of community organizations, including, community development corporations, community health centers, family services, public schools, youth organizations, businesses, housing agencies, and faith organizations located within, or near, the corridor area.

A series of open-ended questions were used to solicit feedback and suggestions from community representatives:

What do you see as major challenges facing this area of Boston? How are these challenges different here, than other places?

What are the service gaps?

What do residents need the most in terms of services?

How has your client based changed?

What kinds of government resources are being utilized by residents, or organizations?

What kinds of government actions or policies seem most helpful? In which areas should government be paying more attention?

Do you have ideas about how organizations can collaborate more effectively?

What should be the role of businesses in helping to improve living conditions?

How can public schools be tapped as a resource for community development?

How can faith organizations be helpful in improving living conditions?

What do you see as this neighborhood's strengths and assets?

Which kinds of organizations seem to be effective in helping residents? Why?

The following is a synthesis of all the responses organized by each question.

What do you see as major challenges facing this area of Boston?

- *Integrating public schools into community social and economic fabric*
- *Lack of constructive out-of-school activities for youth*
- *Increasing numbers of 'latch-key' children and youth*
- *Absence of support and services for grandparents who are raising grandchildren, and even great-grandchildren*
- *Efficient management of traffic*
- *Inaccessibility to food market (too many convenience stores)*
- *Children not being prepared for increasingly competitive international marketplace*
- *Human service client-base is becoming more economically insecure*
- *Poverty is still a major and consistent problem...who is focusing on this?*
- *Homelessness seems to be increasing*
- *Organizations need to respond to immediate, ad hoc issues and problems; there is little time for long range strategizing*
- *Lack of adequate capacity on the part of infrastructure organizations*
- *Isolated single-issue advocacy groups*
- *Need to raise community consciousness and civic engagement throughout the community*
- *Foundations locked into a service delivery mindset versus systems change*

- *Community organizations are required, and “limited to the only the most needy, most destitute, most challenged families. If you are a resident on the margins, you are unlikely to get these services because your need is determined to be not as urgent”*

What are the service gaps?

- *Lack of preventive and coordinated services for children*
- *Lack of parental resources: activities to become learning partners with schools; parenting skills for very young parents;*
- *Lack of systemic coordination around service needs; how effective children are helped to navigate different service delivery systems depends on level of savvy-ness on the part of parents*
- *Public schools are very limited in capacity to help children outside the classroom or school building; lack of administrative and organizational linkages with other civic or human service organizations in the neighborhood*
- *Parents are being ignored as key learning partners with their own children*
- *Few and inadequate summer opportunities for youth; but also not enough weekend programs, only limited after-school programs*
- *Abandoned properties not being addressed in timely manner*
- *Unused lots, some possibly toxic, and some near public schools*
- *Lack of ample number of community centers for youth*
- *In some schools MCAS high stakes testing has become an obstacle to more creative, fun, and motivating teaching for children*
- *Lack of employment opportunities for youth during summer and throughout year*
- *Waitlists for some after-school programs and summer camps*
- *Connecting services that are now delivered separate, “education becomes an essential building block of good health”*
- *Lack of information about jobs, and job training opportunities for adults; major reductions in workforce programs and resources, not enough to simply do: “...here’s a computer, look for a job”.*

- *Inadequate healthcare (and mental health services), affordable housing, and jobs*
- *More assistance for homeless families, including food*
- *Continuing health disparities and disconnect between health services and cultural needs of some residents*
- *Established organizations may not be up-to-par in servicing new groups*
- *Public transportation is inefficient in terms of accessing jobs or services, and child care; transportation scheduling, costs, safety issues are not designed in terms of people who have to balance child care and access to jobs*
- *Appalling lack of access to computers in schools, in libraries, and in homes; a digital divide remains a reality*
- *too many adolescents are socializing younger children [the wrong way] due to absent adult role models*
- *“The list should come as no surprise: mental health services, counseling for drug abuse, case management, day care, after school programs to mention a few...”*

What do residents need the most in terms of services?

- *Greater emphasis and resources for preventive health care services*
- *More efficient transportation to make it easier for people without cars to get to various parts of the city*
- *Parental training resources*
- *Financial literacy and money management skills*
- *Major increase in adult training and workforce preparation—and placement—opportunities*
- *Generating local employment opportunities*
- *Case management-related services for follow-up after people are assisted by various agencies*
- *Lots more outside school learning and recreational activities for youth*

What kinds of government resources are being utilized by residents, or organizations? In which areas should government be paying more attention?

- *Government-based services seem disjointed, lacking coordination;*
- *Delivery of services, “like monthly street sweeping are inconsistent at best”*
- *More basic support for schools, in some schools materials, books, computers are lacking*
- *Integrating human services and education*
- *More charter schools should be allowed to open in order to increase positive experimentation*
- *Government should utilize local businesses for placing youth in summer jobs; this helps the business, the young person, and the community*
- *CORI is a big problem for persons with prior criminal records*
- *Public school leadership should conduct outreach to CBOs and faith organizations to explain pedagogy and curriculum being utilized in classrooms*
- *More professional development and training for front-line agency staff:*

“A lot of times, needy residents must wait in long lines or may be treated with contempt or indifference by government workers...For example, the WIC program or food stamp programs are very hard to navigate. If you have children, you are required to bring them with you to verify that they exist. The problem for many people is they may have to wait a long time before they are seen, and many of these government offices are unfriendly to children with policies like no eating...you may be there for hours and not able to feed them.”
- *Department of Public Health needs to be more visible around nutrition issues*

Do you have ideas about how organizations can collaborate more effectively?

- *More partnerships between civic and community organizations and private sector, local businesses*
- *Greater collaboration between charter schools and public schools; redefining success for an entire area versus one school pitted against another school*
- *Work on eliminating duplication of services*

- *Establish cross-agency programs and initiatives to hire and train residents*
- *More involvement and support for advocacy issues*
- *Smaller organizations can be places for greater service delivery creativity, but they are sometimes disparaged due to their size; smaller organizations are critical for any serious change*
- *Motivation and culture of collaboration must move from, ‘...we are partnering so we can get the \$\$\$’, to ‘...we are partnering because it will benefit our community, constituents...’*
- *Technical assistance for helping people and organizations to work across service sectors*

What should be the role of businesses in helping to improve living conditions?

- *Strategize about working with youth more extensively perhaps through sponsorships of recreational activities; part-time employment during the school year*
- *Investments in workforce training in, and outside, schools*
- *Encourage more employment of local residents, especially youth*
- *Downtown business representatives should visit the neighborhoods where their workers come from, to get a better sense of who are their workers and potential needs; sponsor outreach activities in the neighborhood*
- *Businesses should strategize about helping to build cooperatively-owned housing*
- *Local business owners should be invited to sit on the boards of community-based organizations*

How can public schools be tapped as a resource for community development?

- *School buildings should not close at 3:30pm*
- *Become more inviting to parents and neighbors near the school*
- *Integrate community relationships and community-based learning activities with school curriculum*

- *Very little emphasis on history and culture of local places; why not partnerships with ethnic and cultural organizations, see www.roxburyculturalnetwork.org, for example*
- *Help to train parents in the areas of parenting and civic engagement*
- *Schools should be places where children and youth can access multiple kinds of services, including workforce training for adults; at the same time, this can generate greater 'adult-presence' in the schools after hours*
- *Schools must become more community-oriented: "its tough to connect with them [local school] ...they need to be strong partner with this community. Or maybe they can give us ideas on how to support parents, how they can better support their kids in school.?"*

How can faith organizations be helpful in improving living conditions in this part of Boston?

- *Try to work more cooperatively with community organizations*
- *More collaborative work with established youth organizations; don't assume that they don't exist or don't need assistance to meet their mission; sometimes youth and community organizing initiatives are ignored by faith-based efforts*
- *More aggressive outreach and information about available programs*
- *Use a 'faith place' versus 'faith-based' approach to churches as community spaces*
- *Sponsor cultural, arts, and performing opportunities for youth since the schools don't emphasize this aspect of education*

What do you see as this neighborhood's strengths and assets?

- *Cultural activities of Blacks and Latinos, and other ethnic groups who reside in the area*
- *Potential strength, but underutilized strength: proximity of some public schools to health centers*
- *Many families are long-time residents, spanning two, or three, or more generations*
- *Long-time professional residents in the community who can be tapped for expertise and support*
- *Long-term civic engagement and commitment to a better life for children and residents*

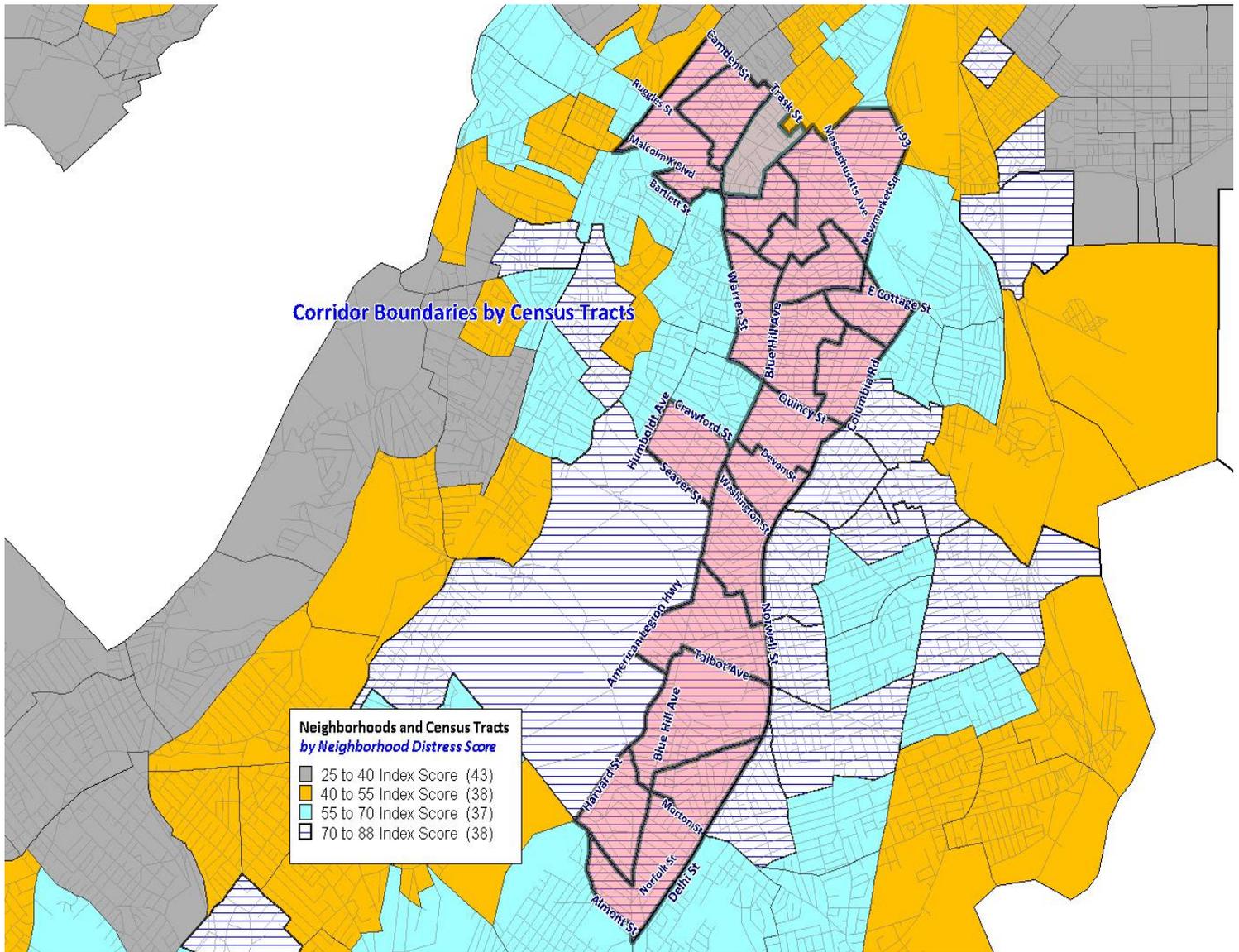
Demographic, Economic, and Institutional Overview of Pilot Corridor Area

This part of the report shows various characteristics pertaining to the proposed corridor area. The section begins with the first map showing the location of the proposed corridor area by census tracts and other parts of the city.* The corridor area boundaries are based on the inclusion of proximate neighborhood areas described as distressed in the report, *Community-based Nonprofits and Neighborhood Distress (February 2009)*. In this earlier report, the author utilized a series of variables to produce a ‘neighborhood distress score’ for census tracts in Boston; these variables included, # of foreclosures; per capita income; average household size; projected (2011) # of children 17 years and under; % of families in poverty (2006); % female headed households with children (2006); % foreign born (2000); % persons 5 yrs+ don’t speak English at home (2006); % persons 25yrs+ with no high school diploma (2006); # of homicides (2006, 2007, and 2008); and, the FBI index for crime rate (1999 – 2003).

The map below shows that the proposed corridor area includes many of the census tracts identified with a relatively high distress score (see census tracts with the crisscross patterns) in the earlier report. The proposed corridor area is shown by the slightly pinkish and contiguous census tracts in the maps. It represents a sort of geographic connector between the neighborhood hubs of Dudley Square, Uphams Corner, Grove Hall, and Franklin Field/Franklin Hill.

* In terms of its electoral boundaries, sections of the proposed corridor are found primarily in City Council Districts #4 and #7, and to a lesser degree, City Council District #2. The “Second Suffolk” and “First Suffolk” Senate Districts cover parts of the proposed corridor. State House Representative Districts include “Third Suffolk”, “Fourth Suffolk”, “Fifth Suffolk”, “Sixth Suffolk”, “Seventh Suffolk”, “Eleventh Suffolk”, and “Twelfth Suffolk”.

Map of Corridor Area and Census Tract Boundaries



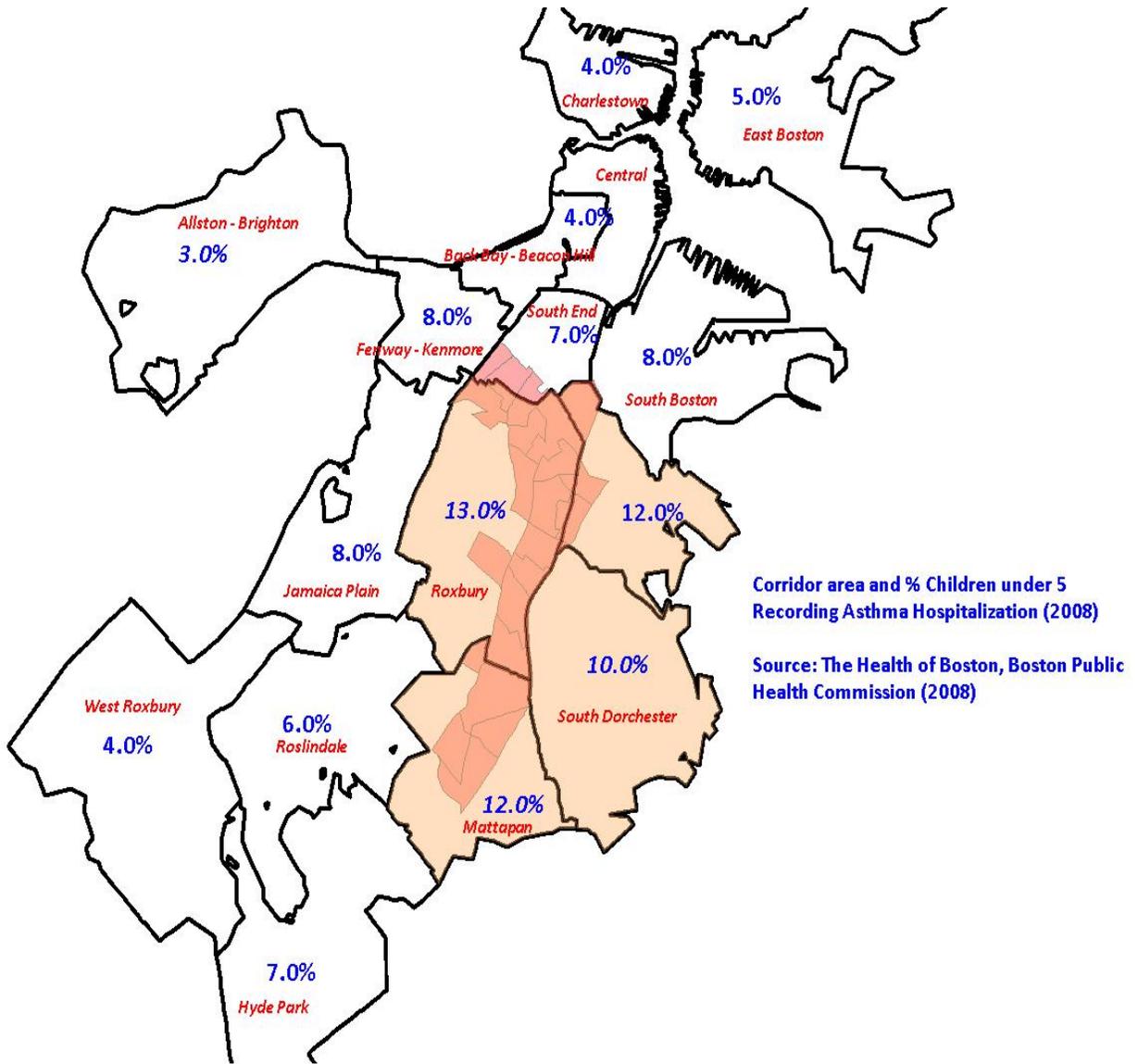
Detailed information and data about the population and economic characteristics of the corridor area, and comparisons with the city of Boston, is provided in Appendix B: *Select Social and Demographic Profile for the Proposed Corridor Pilot Area and Boston, Massachusetts*. In summary:

- 63,316 persons resided in the proposed corridor area in 2006
 - *approximately a tenth (10.2%) of the residents are White*
 - *64% are African-American or Black*
 - *26.5% of the residents are Latino; (22.1% of the Latinos described themselves as White in the 2000 census, 18.4% as Black, and 49.1% as 'Some Other Race')*
 - *the Asian population is relatively small in this corridor, 740 persons; about 44.9% of Asian persons in the corridor are Vietnamese.*
- The median age of all residents is relatively low, 29.8 years.
- More than one quarter (26.4%) of the residents are children ages 0 to 14 years; another 10.3% are represented by youth, ages 15 to 20 years.
- Nearly a third (30.3%) of all households have a size of 4 or more persons
- The homeownership rate for this part of the city is 21.9%
- There are 21,526 households in the corridor area
 - *44.9% earned less than \$25,000 in 2006*
 - *estimated median household income is \$28,746*
 - *estimated per capita income is \$13,938*
 - *28.5% (4,227 families) of all families (14,831 families) had incomes below the official poverty level in 2006*
- More than one third (34.5%) of all adults, 25 years and over, do not have a high school diploma
- Almost half (46.3%) of all persons 16 years and over were not in the labor force, and thus neither employed, or unemployed, or looking for work.

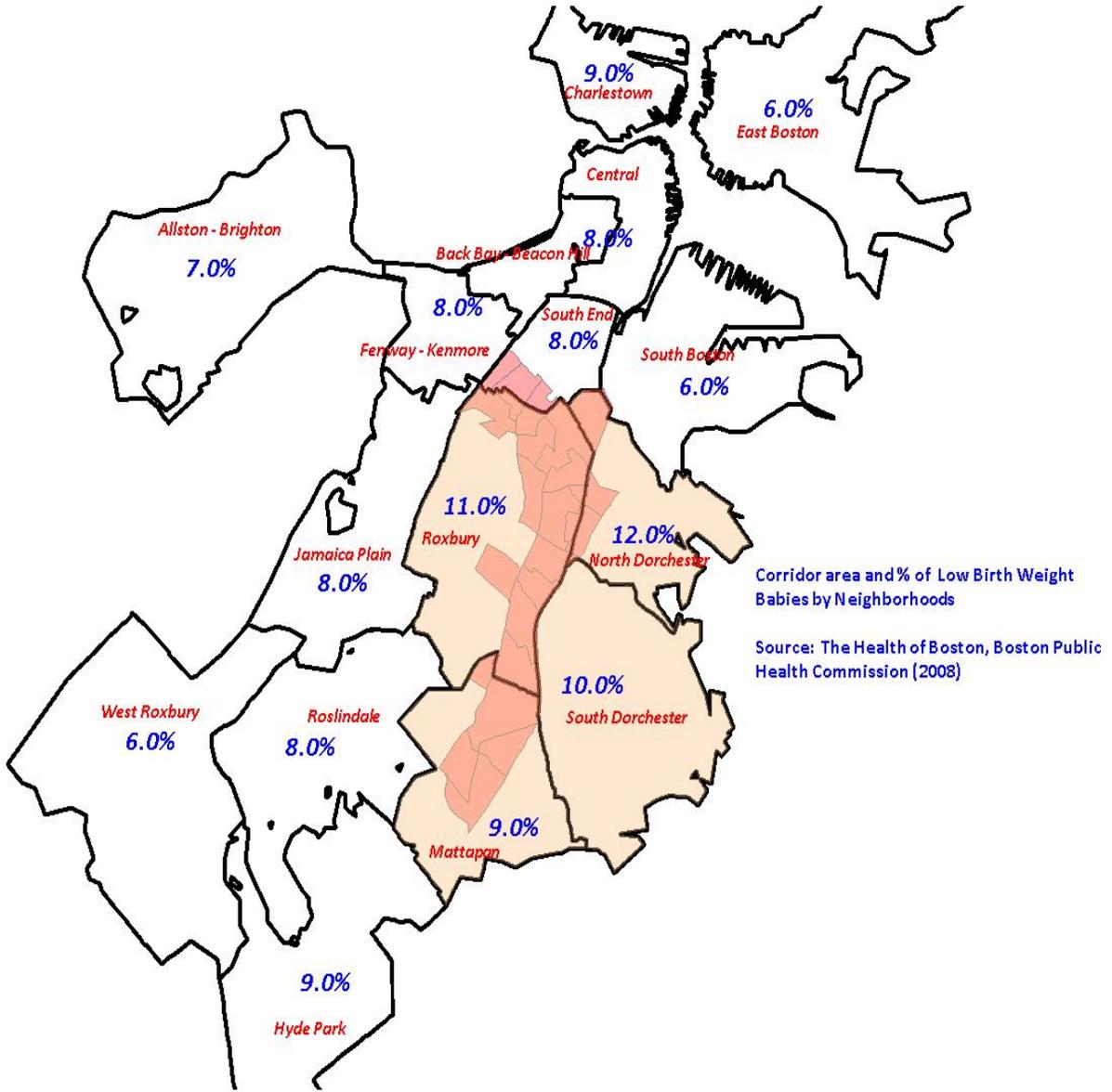
Challenges: public health, unemployment, foreclosures, and family poverty

The maps presented in this section are intended to provide greater familiarity about the corridor area's range of challenges, but also its potential resources. The first series of maps highlights select public health, education, and employment problems facing the residents of this part of Boston. This is followed by a series of maps identifying and describing a major resource, the institutional infrastructure within the corridor area. As the following four maps show, the proposed corridor area is in the middle of a part of Boston where more than one third of the population is represented by youth, and a significant number and proportion of children have reported a range of illnesses such as asthma, elevated blood levels, and low birth weight. The corridor also shows that numerous homicides have occurred in this part of Boston over recent years.

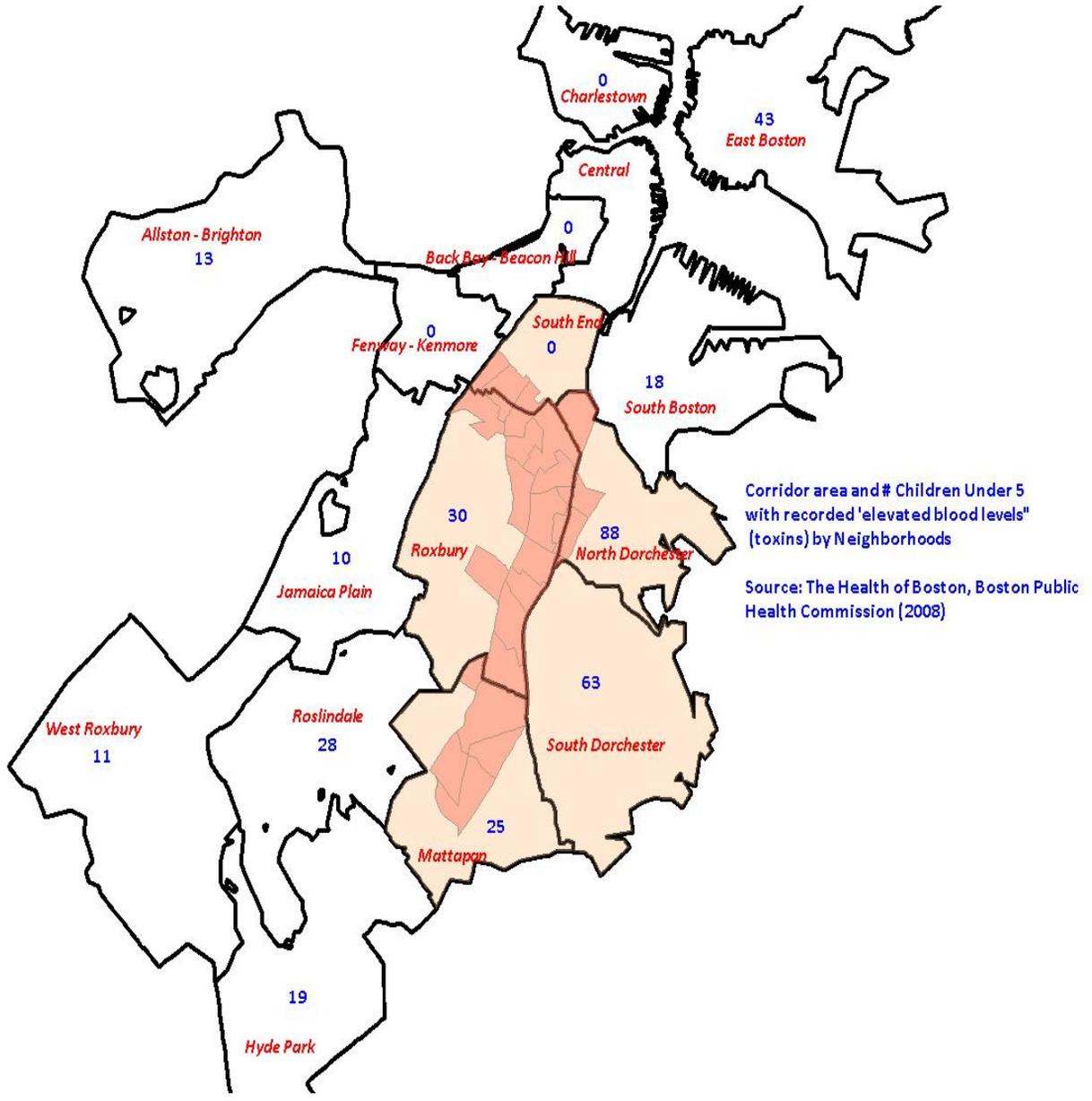
Asthma Incidences



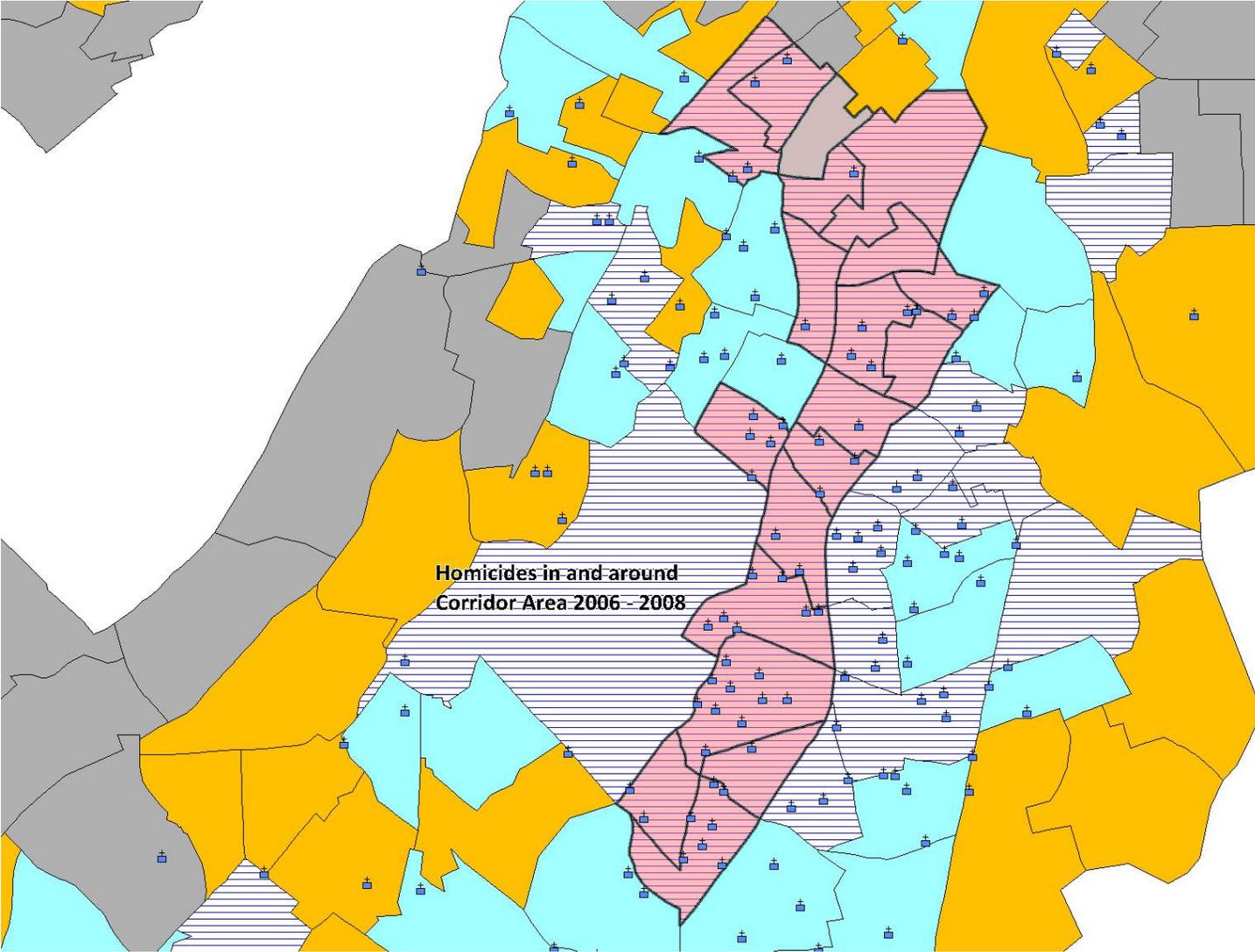
Low Birth Weight



Elevated Blood Levels



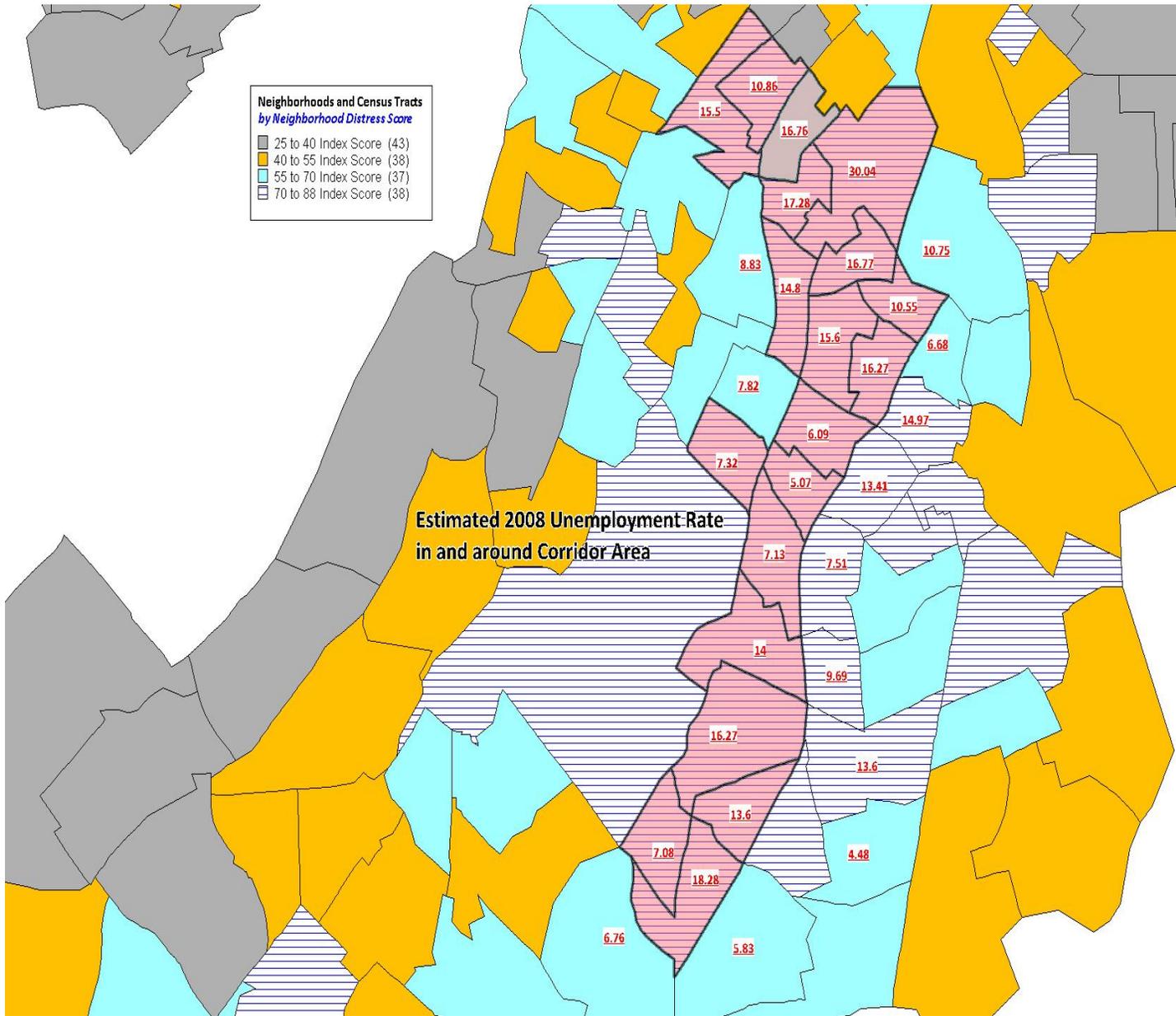
Homicides in and around Corridor Area



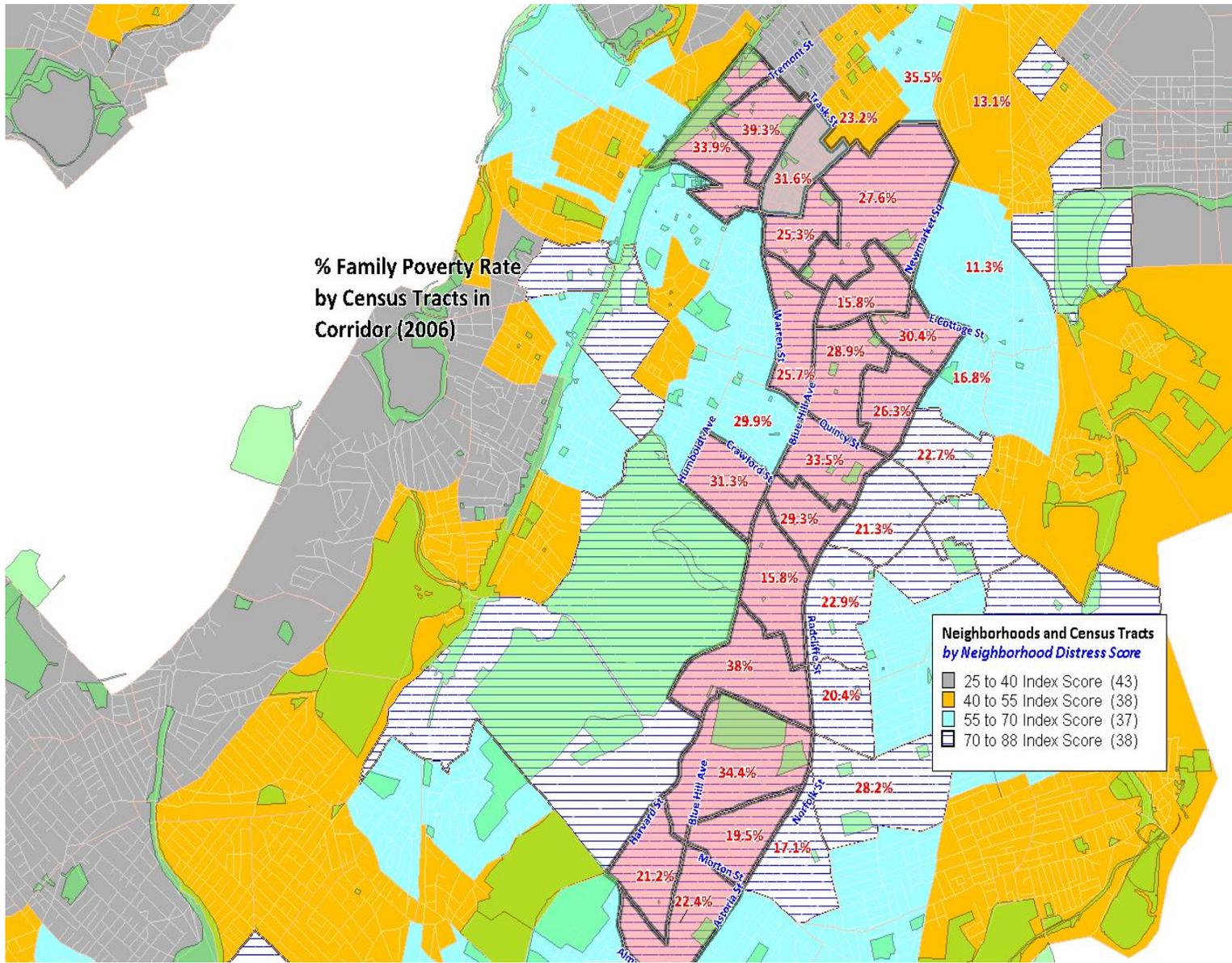
Unemployment and poverty in the corridor

The 2005-2007 American Community Survey 3-year estimate for Boston's civilian labor force unemployment rate was reported at 8.1%. (see "Select Economic Characteristics 2005: 2007" ACS). While it is a high level for the entire city, to be sure, it is still not as high as the rate that is found in some sections of the corridor area as indicated in the next map. Estimates of unemployment levels for 2008 in this section of Boston –generated by Geolytics with Bureau of Labor Statistics data-- are very high compared to the city as a whole. Family poverty is a major problem in this part of the city. Estimates for 2006 by census tracts indicate family poverty levels that are among the highest in Boston.

Estimated 2008 Unemployment Rate in and around Corridor Area



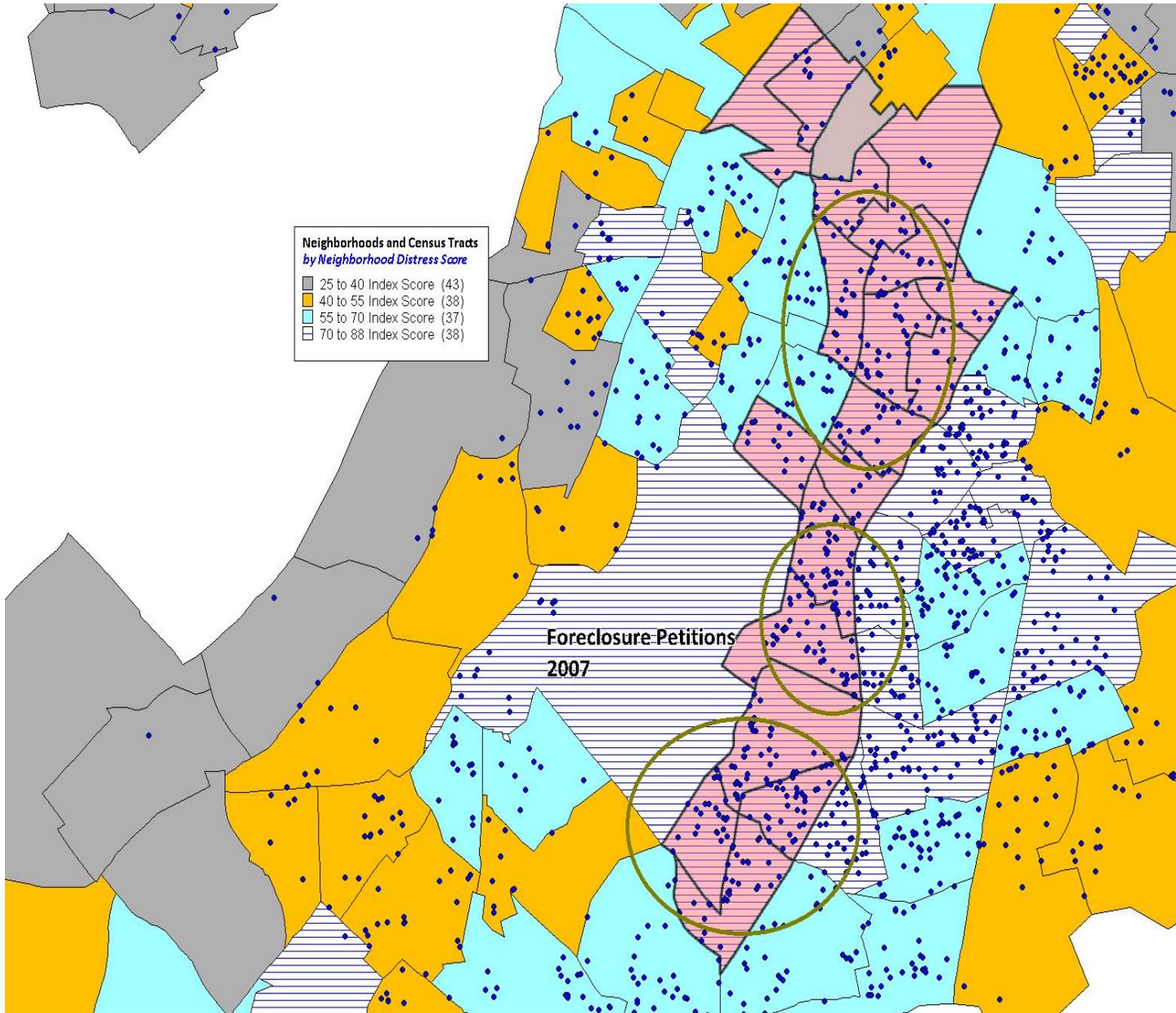
Map of family poverty rates by census tracts in corridor (2006)



Concentrations of foreclosures in the corridor

The next map shows the location of foreclosure petitions in 2007 within the corridor area and adjacent neighborhoods. It visually identifies some of the sections in the corridor where foreclosures are concentrated (see buffers on the map). The spatial concentration of foreclosures have a range of potential service implications for issues like housing and homelessness, public health, education, and certainly economic health for this part of Boston.

2007 Foreclosure Petitions in the Corridor Area



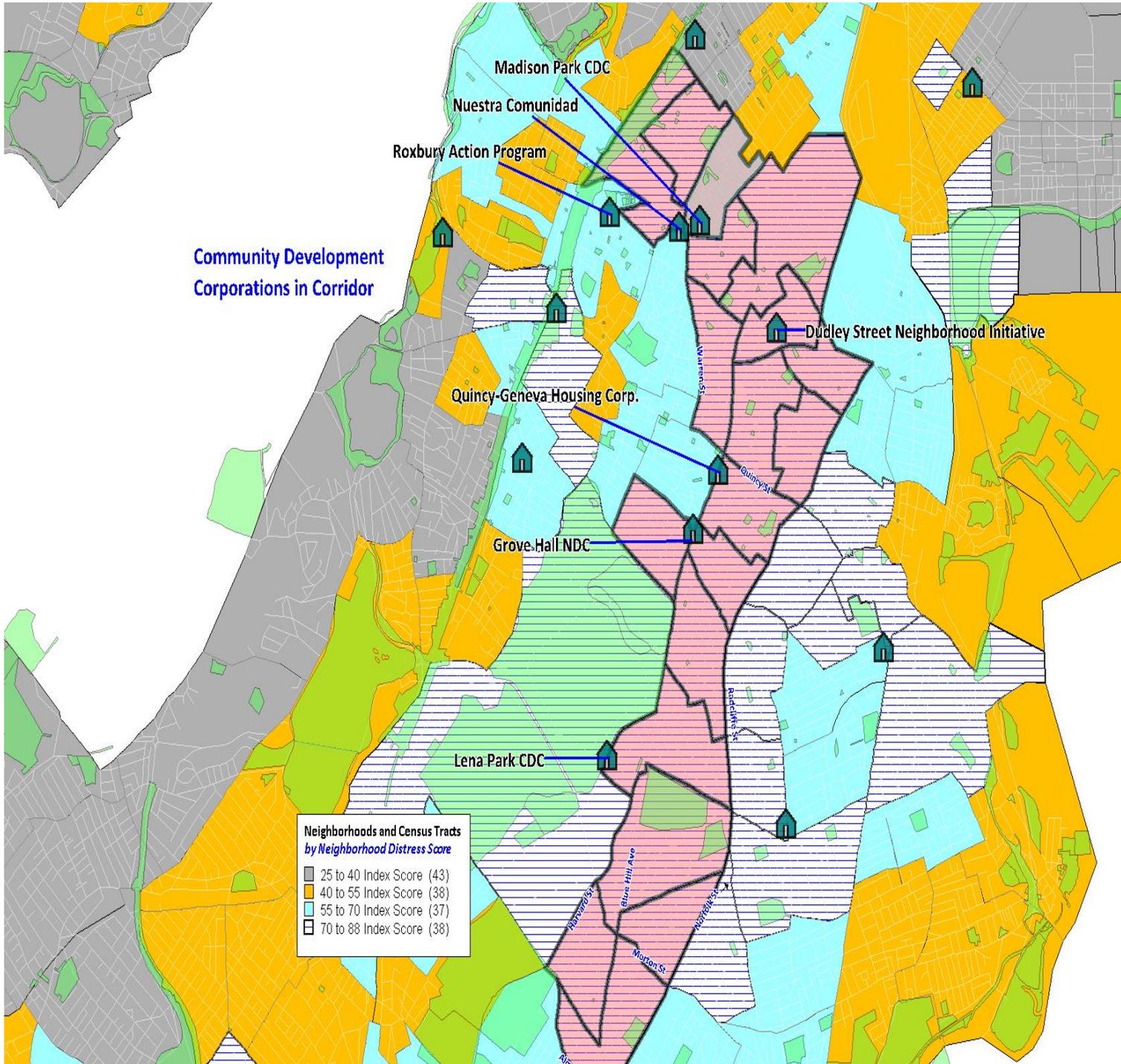
Institutional Resources

It would be a-historical, incomplete, and erroneous –in spite of the enormous social and economic challenges-- to approach this corridor area and the various neighborhood sectors it includes as devoid of significant actual or potential resources. Any comprehensive and effective strategy for improving living conditions in distressed neighborhoods must include consideration of the assets and resources reflected in neighborhoods and its residents. The participation of residents is a critical component for effective strategies. Neighborhood resources include its nonprofit infrastructure; its businesses and micro-enterprises; its faith organizations; its schools and public buildings; its youth; its workforce; and, certainly its residents.

The next series of maps shows the locations of a range of institutional resources within the corridor, including community development corporations; multi-service organizations; family and children service organizations; community centers; public schools; community organizing and youth organizations; housing developments; family and homeless shelters; faith organizations; businesses; and city and state agencies. The following map shows the location of community development corporations in, and near the corridor area. The CDCs in this part of Boston include:

Roxbury Action Program
Nuestra Comunidad CDC
Madison Park CDC
Dudley Street Neighborhood Initiative
Grove Hall NDC
Lena Park CDC

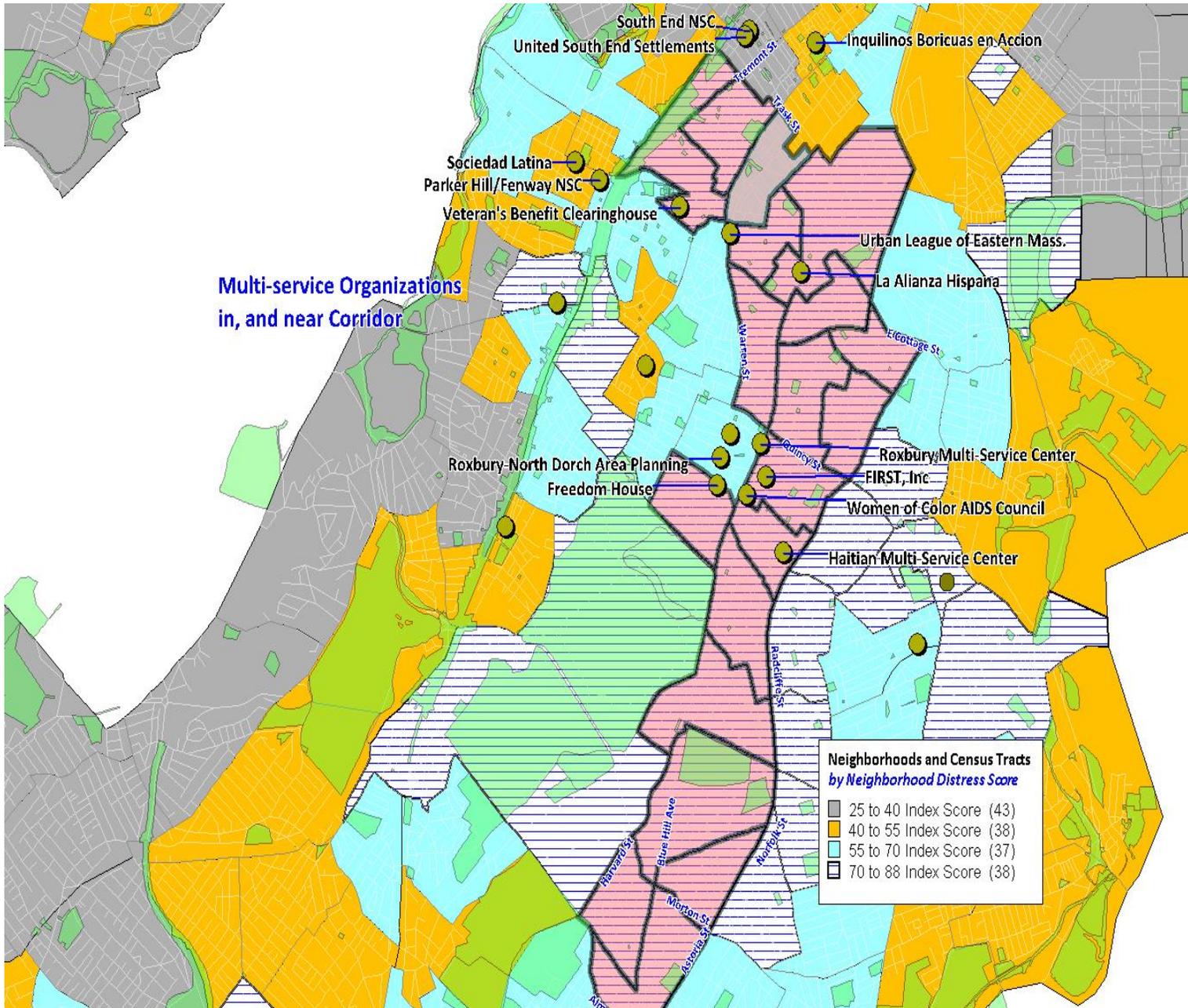
Community Development Corporations in Corridor Area



The next map shows the location of multi-service organizations in the corridor area. For the most part, and as the map shows, these organizations are concentrated in a small section of the corridor area. These organizations include:

Veteran Benefits Clearinghouse
Urban League of Eastern Massachusetts
La Alianza Hispana
Roxbury Multi-Services Corporation
Freedom House
Women of Color Aids Council
Haitian Multi-Service Center

Multi-Service Organizations in Corridor Area



The next map shows the location of family and children services organizations. The few organizations in this category and located in the proposed corridor area include:

St. Augustine Church

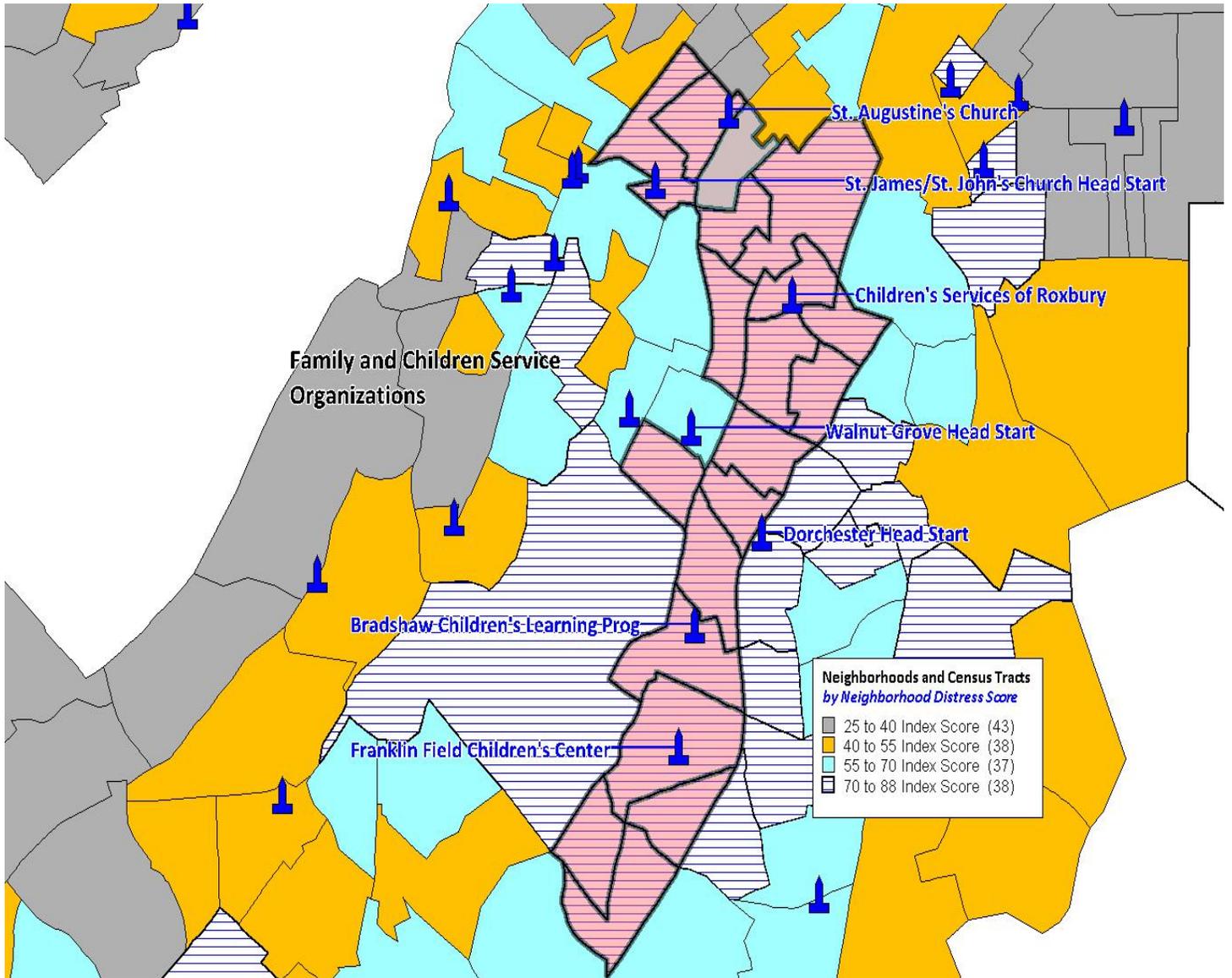
St. James/St. Johns Church Head Start

Children Services of Roxbury

Bradshaw Children's Learning Program

Franklin Field Children's Center

Family and Children's Services Organizations in Corridor Area



The next map show the five community health centers in the corridor area:

Whittier Street Health Center

Roxbury Comprehensive Community Health Center

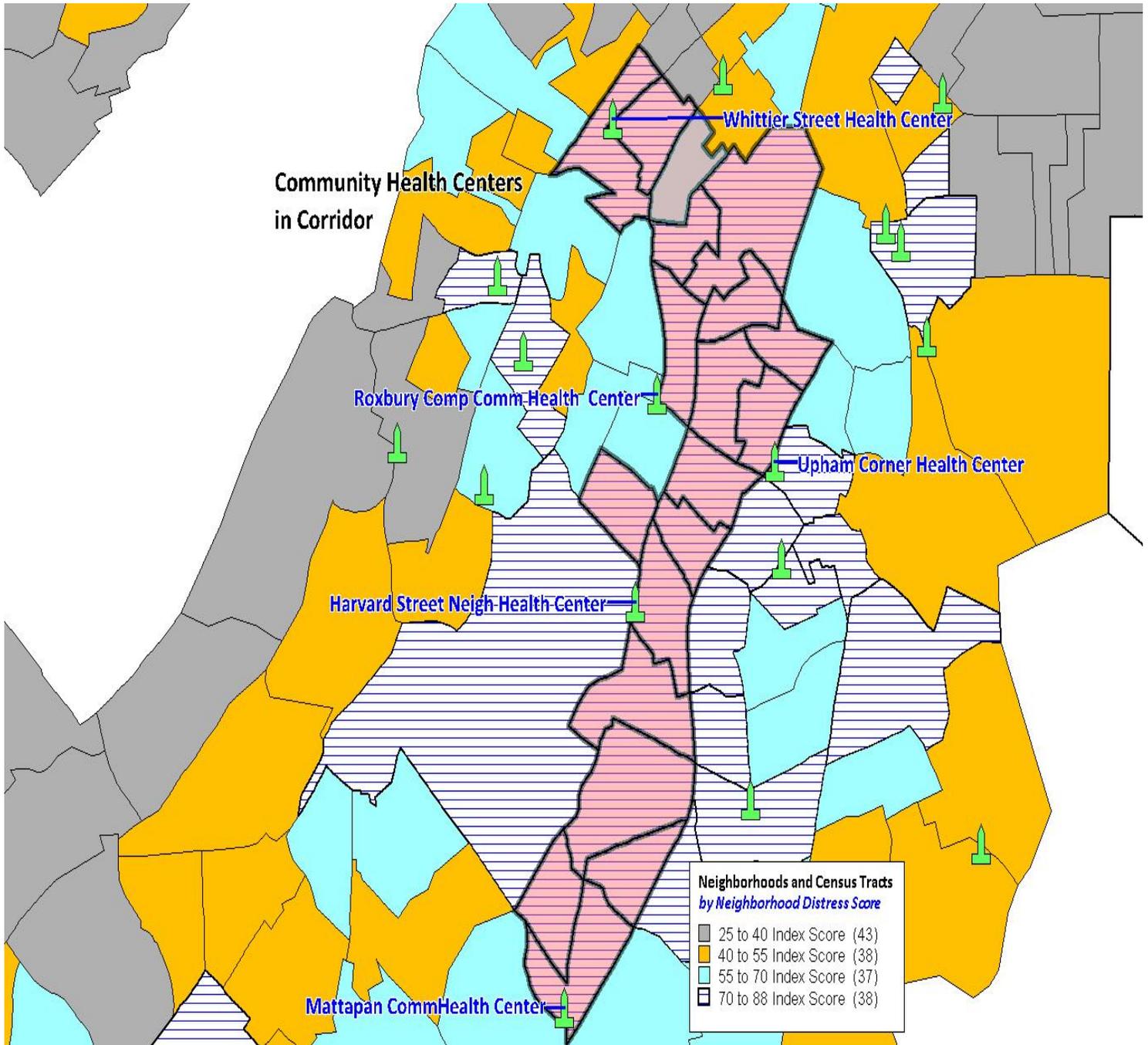
Uphams Corner Health Center

Harvard Street Health Center

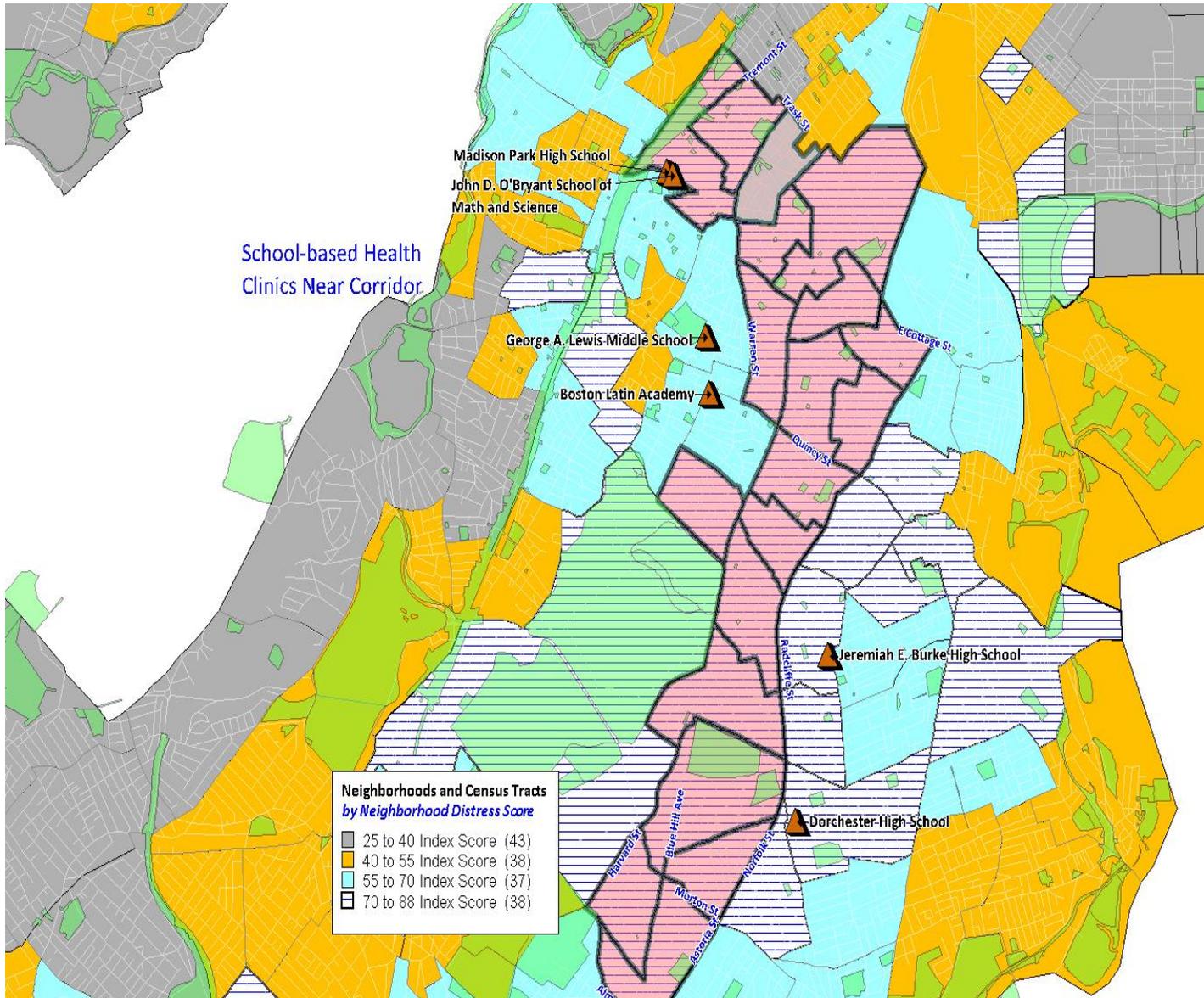
Mattapan Community Health Center.

This is followed by a map showing the location of school-based health clinics near the corridor area. As one will note, there are only two school-based health clinics in public schools located directly within the corridor.

Community Health Centers in Corridor Area



School-based Health Clinics in Corridor Area



The community centers in the corridor include:

Hattie B. Cooper Community Center

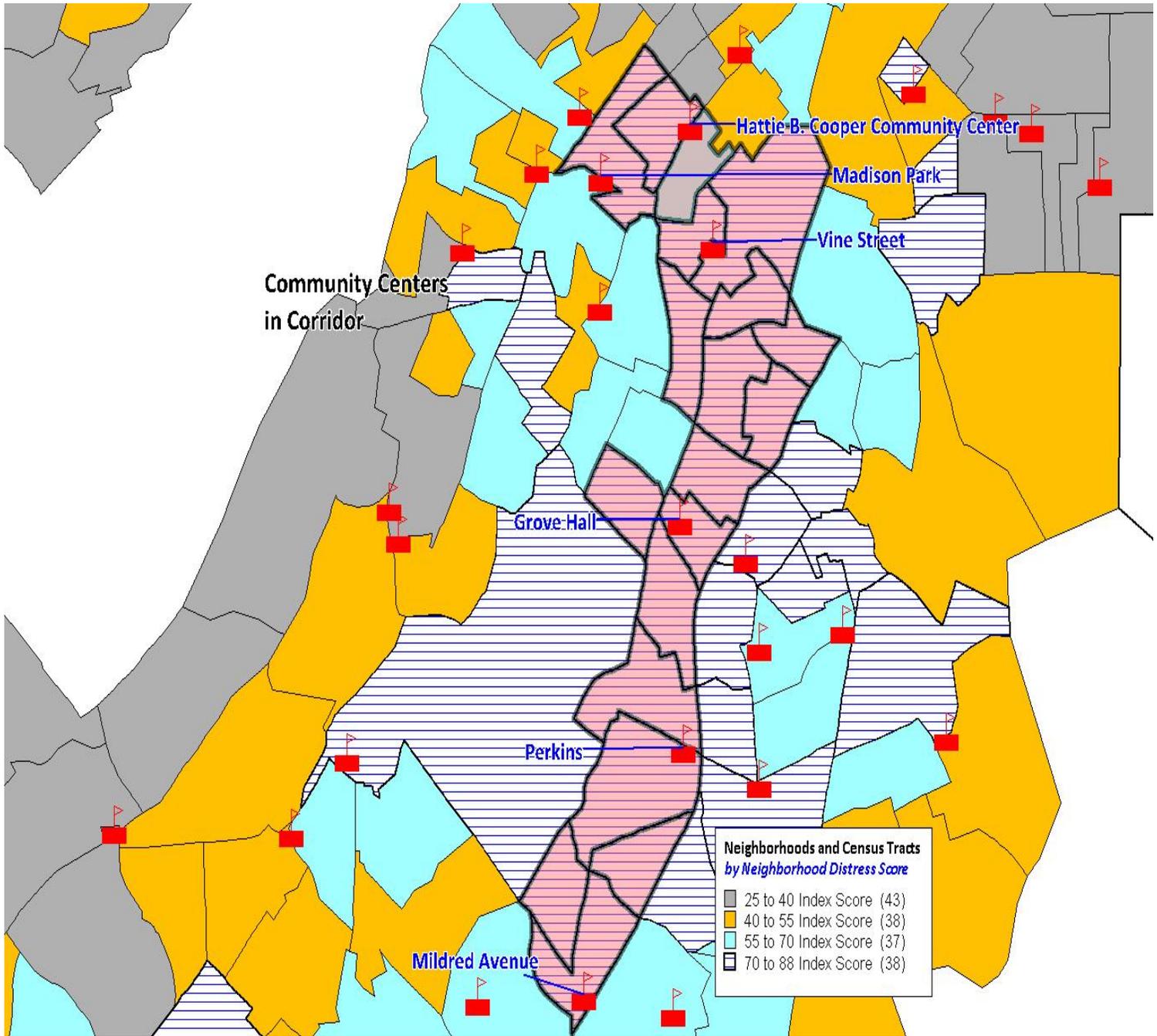
Madison Park Community Center

Vine Street Community Center

Grove Hall Community Center

Perkins Community Center

Community Centers in Corridor Area



The public schools, including one charter school, located in this part of Boston include the following:

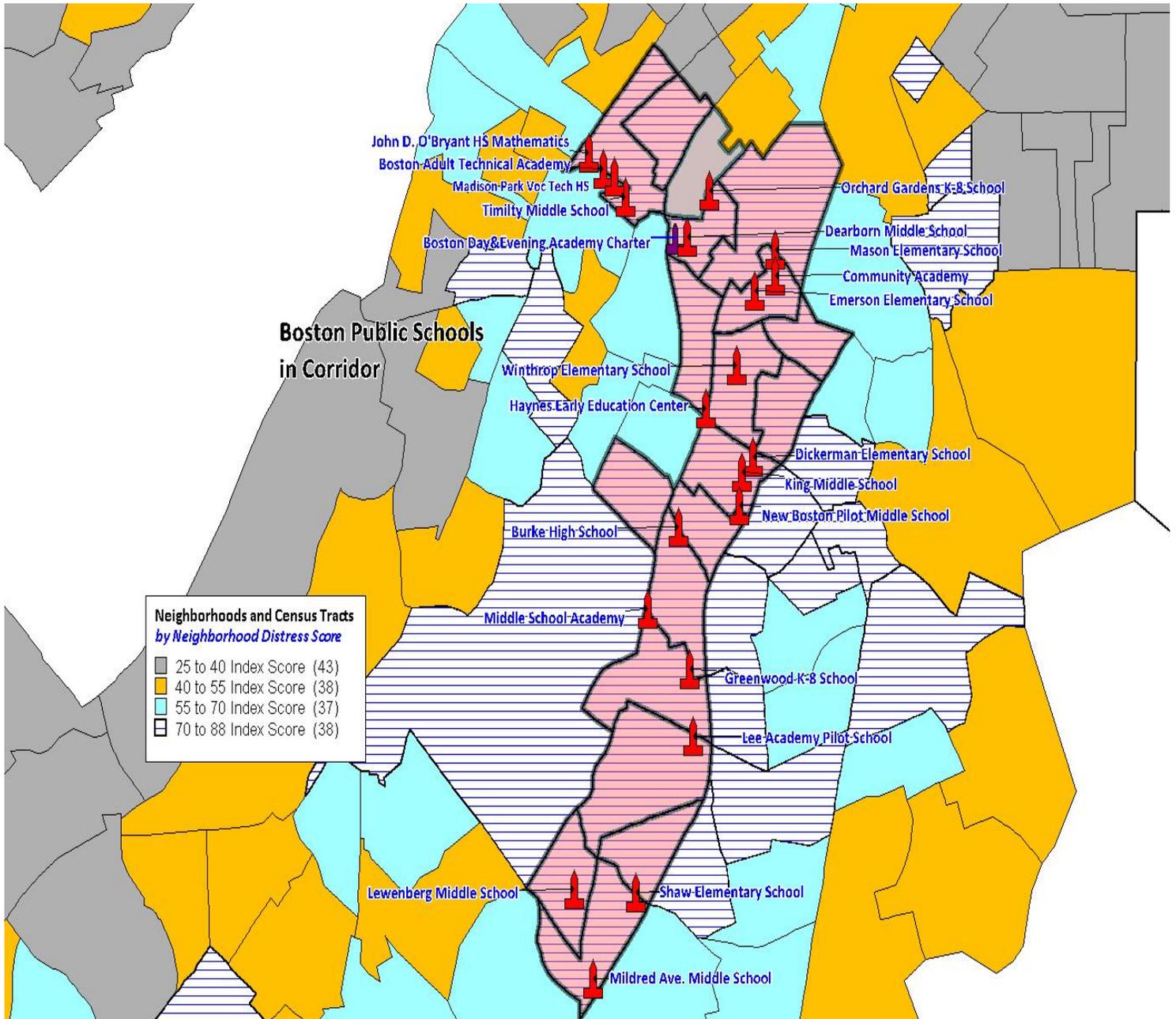
Community Academy
Haynes Early Education Center
Shaw Elementary School
Dickerman Elementary School
Ralph Waldo Emerson Elementary School
Winthrop Elementary School
Lee Elementary School
Lee Academy Pilot School
Mason Elementary School
Orchard Gardens K-8 School
Greenwood K-8 School

King Middle School
Lewenberg Middle School
Timilty Middle School
Middle School Academy
Dearborn Middle School
Mildred Ave. Middle School
New Boston Pilot Middle School

John D. O'Bryant High School
Burke High School
Boston Adult Technical Academy

Boston Day and Evening Academy Charter School

Public Schools in Corridor Area



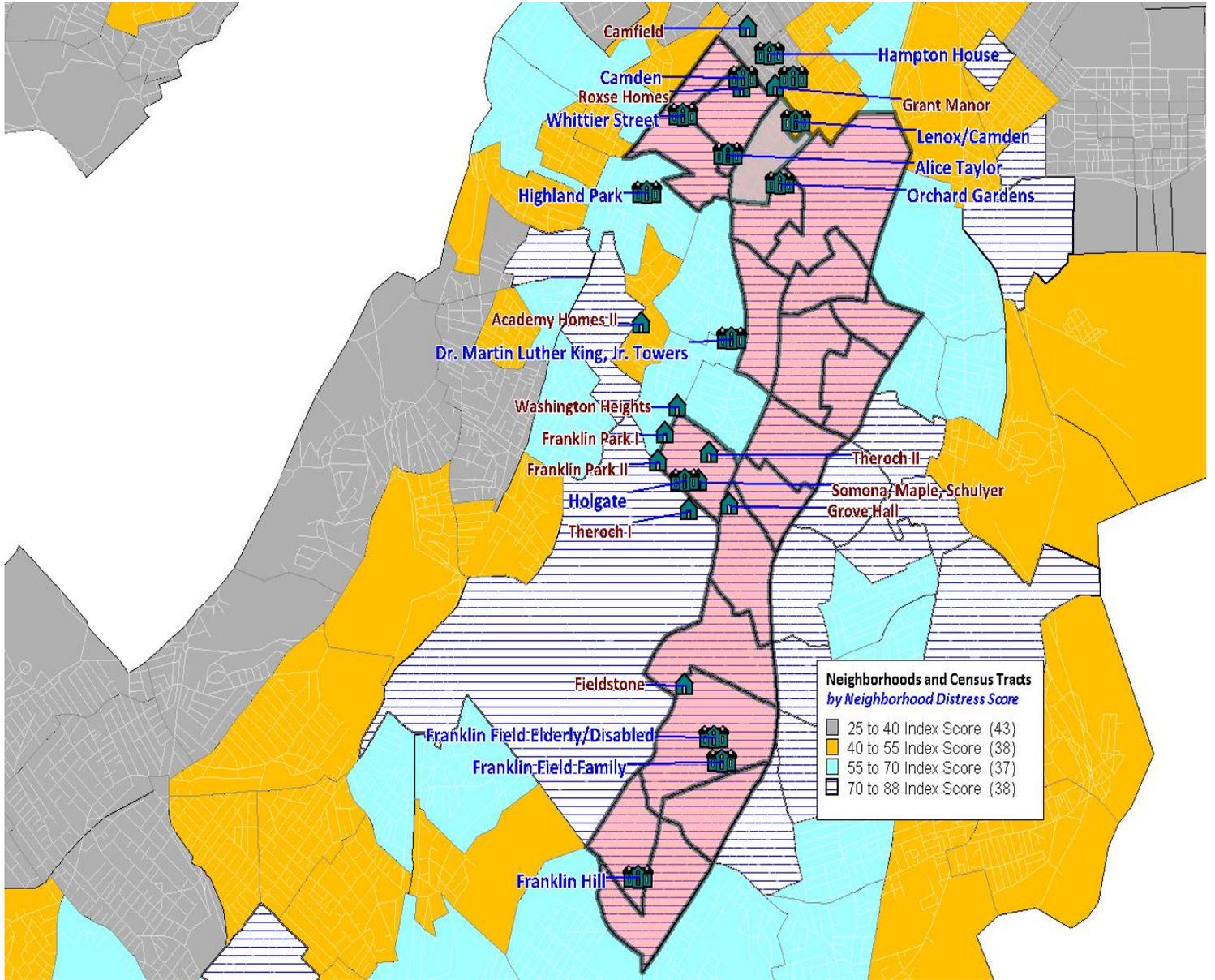
The Boston Housing Authority manages a number of housing sites in this area. There are also some Demonstration Disposition Housing sites, as well. The BHA housing sites include:

Camden
Alice Taylor
Whittier Street
Dr. Martin Luther King, Jr. Towers
Orchard Gardens
Franklin Field Elderly
Franklin Field Family
Franklin Hill

The Demonstration Disposition housing sites in the corridor area include:

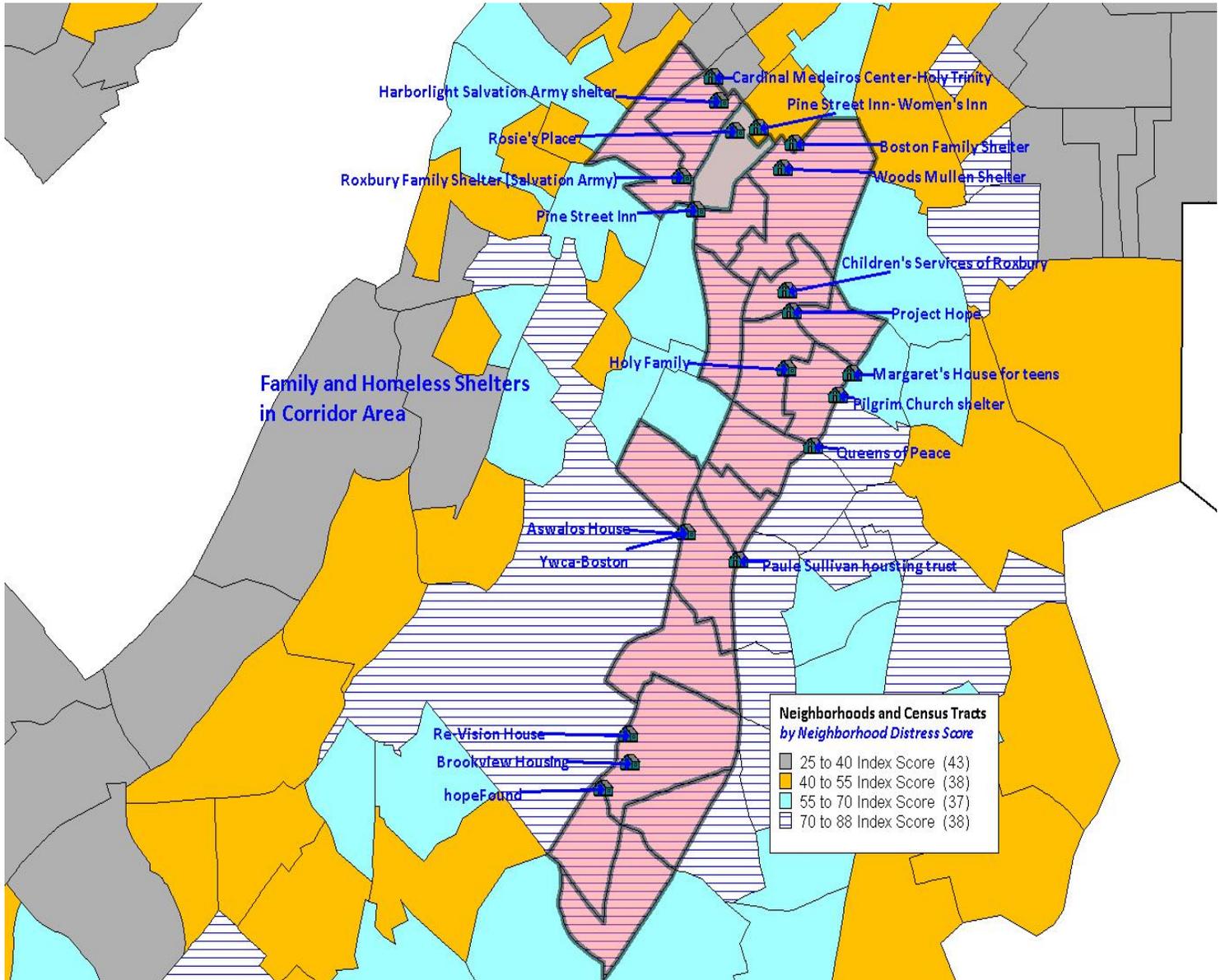
Roxse Homes
Grant Manor
Washington Heights
Franklin Park I
Franklin Park II
Somona, Maple, Schuler
Theroch I
Theroch II
Fieldstone

Boston Housing Authority & Demonstration Disposition Housing Sites in Corridor Area

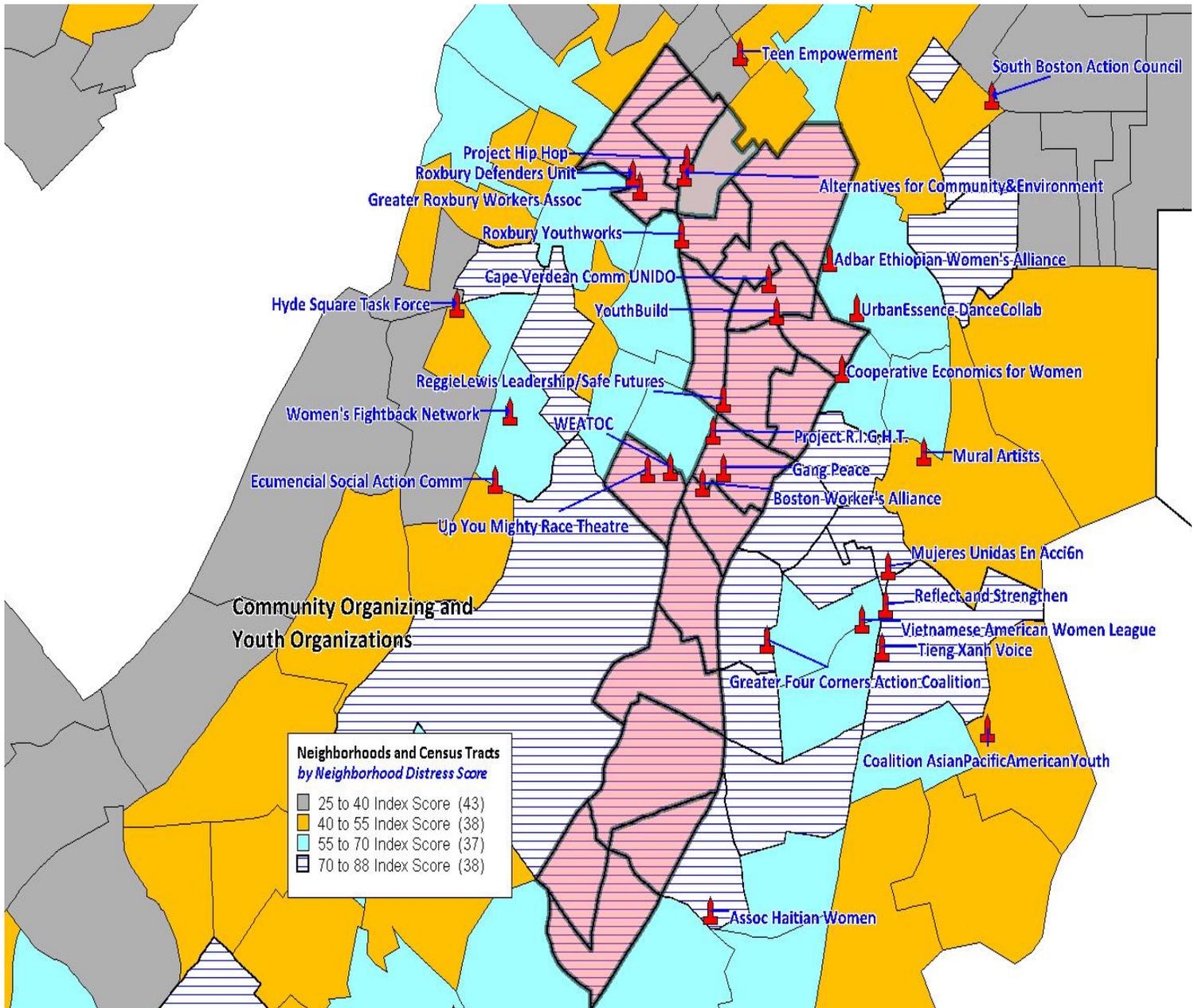


The next three maps show the location of family and homeless shelters in the corridor area, and then the location of community and youth-serving organizations. This is followed by a map showing the location of religious organizations.

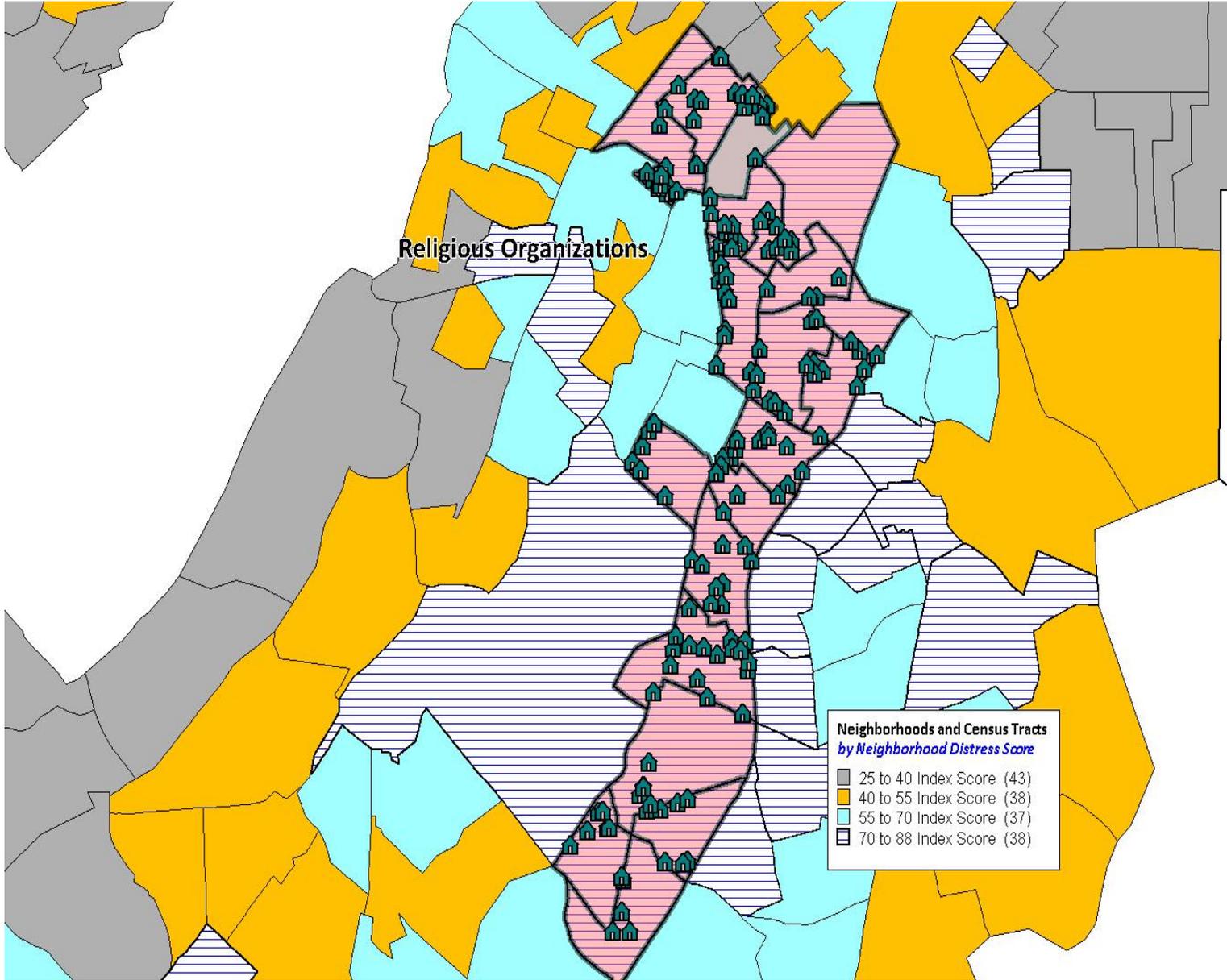
Family and Homeless Shelters in Corridor Area



Community and Youth Serving Organizations in Corridor Area



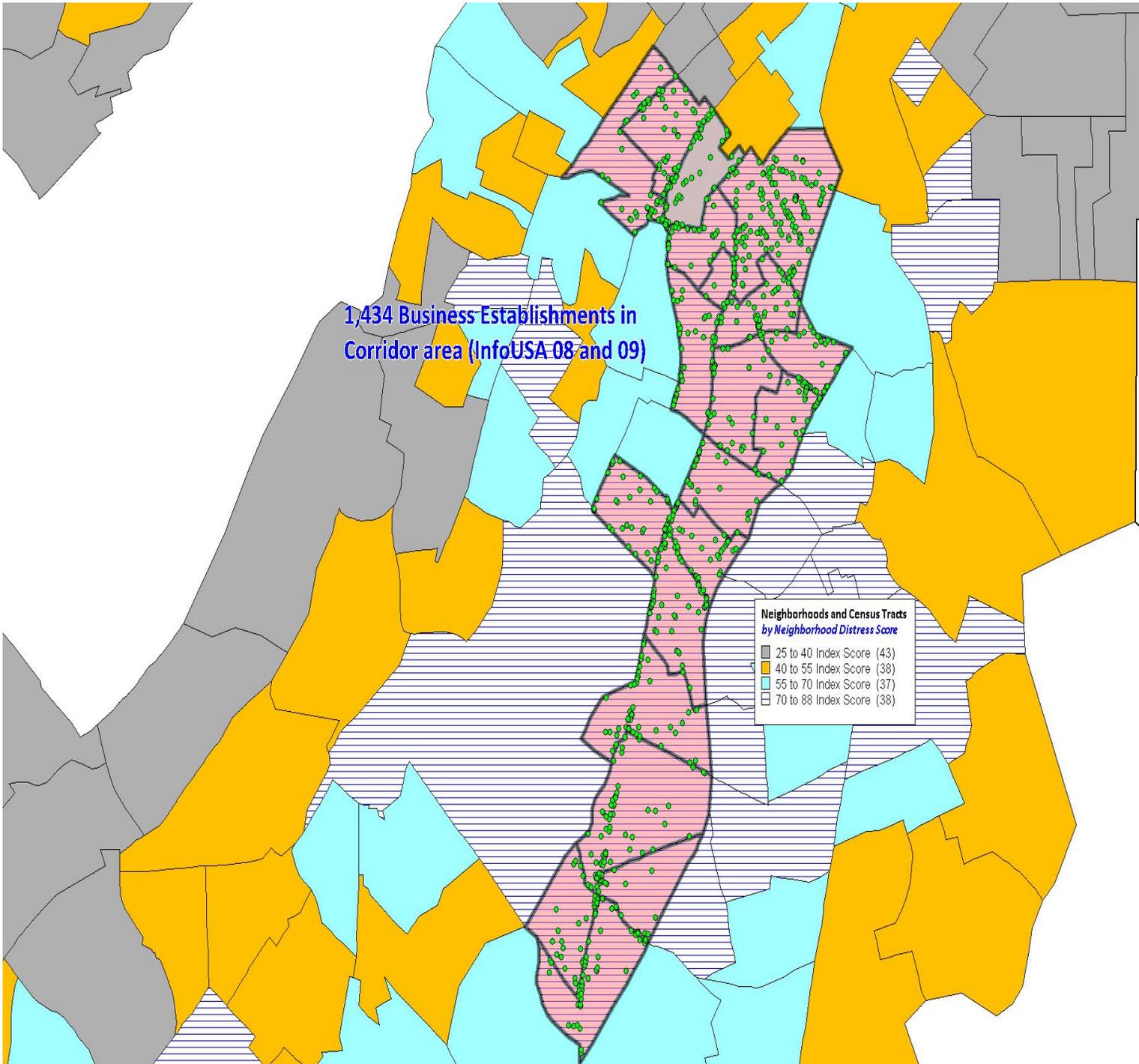
Religious Organizations in Corridor Area



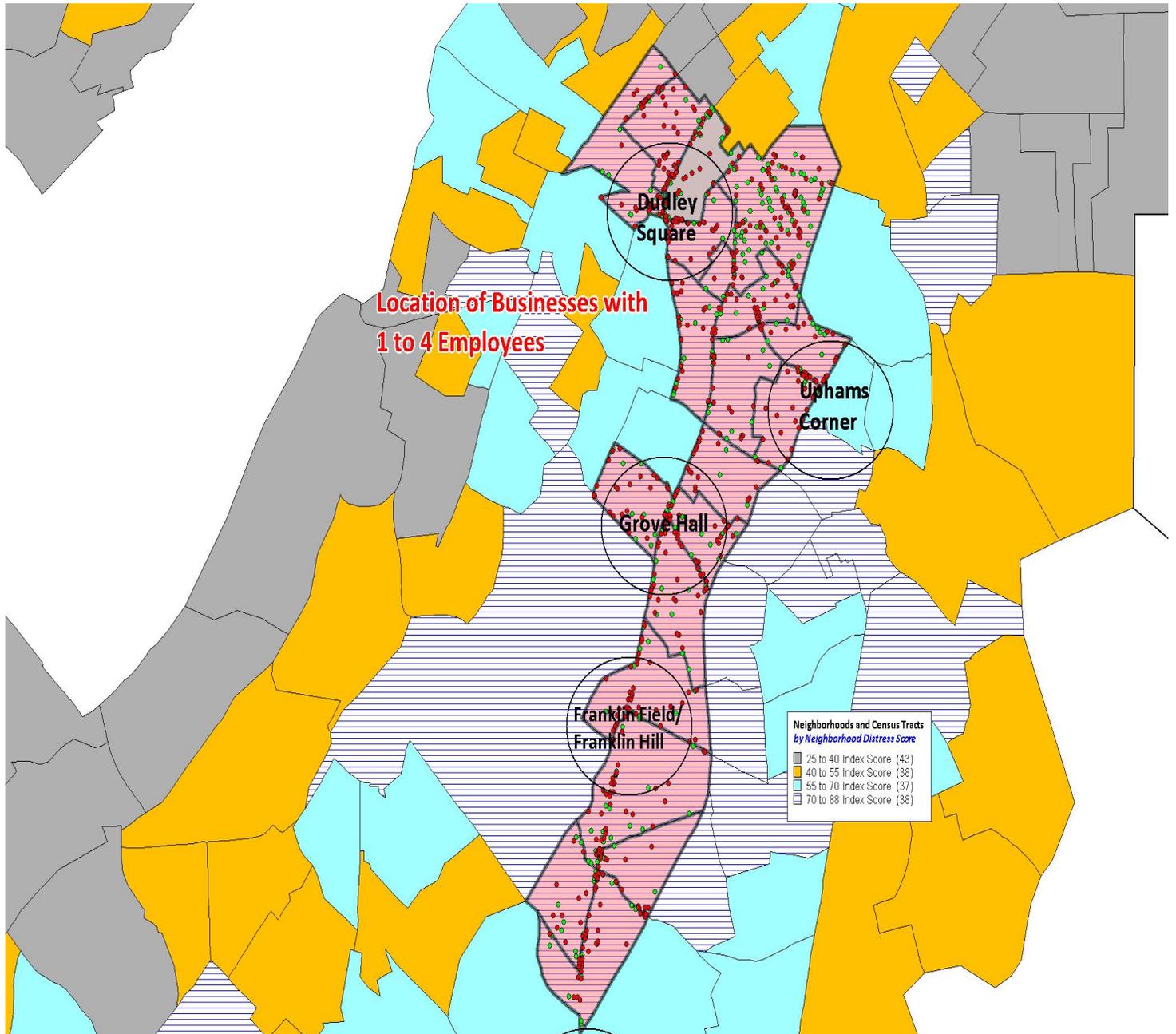
Business and Economic Activity in Corridor Area

- There are 1,434 businesses located in the corridor area (InfoUSA, 2008 and 2009). They are geographically-clustered in some parts of the corridor area. The map below shows that the clustering is primarily along Blue Hill Avenue, but many other businesses are dispersed throughout the corridor.
- The businesses include a range of retail and services businesses, but also a few in construction, manufacturing, and health services. And, while many are small (1–4 employees), together they provide a significant employment base
- Consumer expenditures in the corridor totaled \$760 million in 2006; approximately \$421,678,000 of this total amount represented expenditures in retail (Source: author’s GIS analysis of consumer expenditures reported by Applied Geographic Systems 2006 “Consumer Expenditures and Household Finances – Massachusetts). Within the corridor area, approximately \$23 million was expended on property taxes; \$59.7 million for utilities; and, \$8.4 million was expended for public transportation.
- The corridor also registered expenditures in the amount of \$6.4 million for babysitting and elderly care; this does not include the \$4,8 million expended for Day Care and Nursery Pre-Schools.
- In terms of reported financial assets, collectively, residents in the corridor held \$356,623,000 in retirement accounts in 2006; in addition, they held \$185,165,000 in transaction/checking accounts, and \$198,944,000 in certificates of deposit (Source: author’s GIS analysis of consumer expenditures reported by Applied Geographic Systems 2006 “Consumer Expenditures and Household Finances – Massachusetts).

Business Establishments in Corridor Area (2008 and 2009)



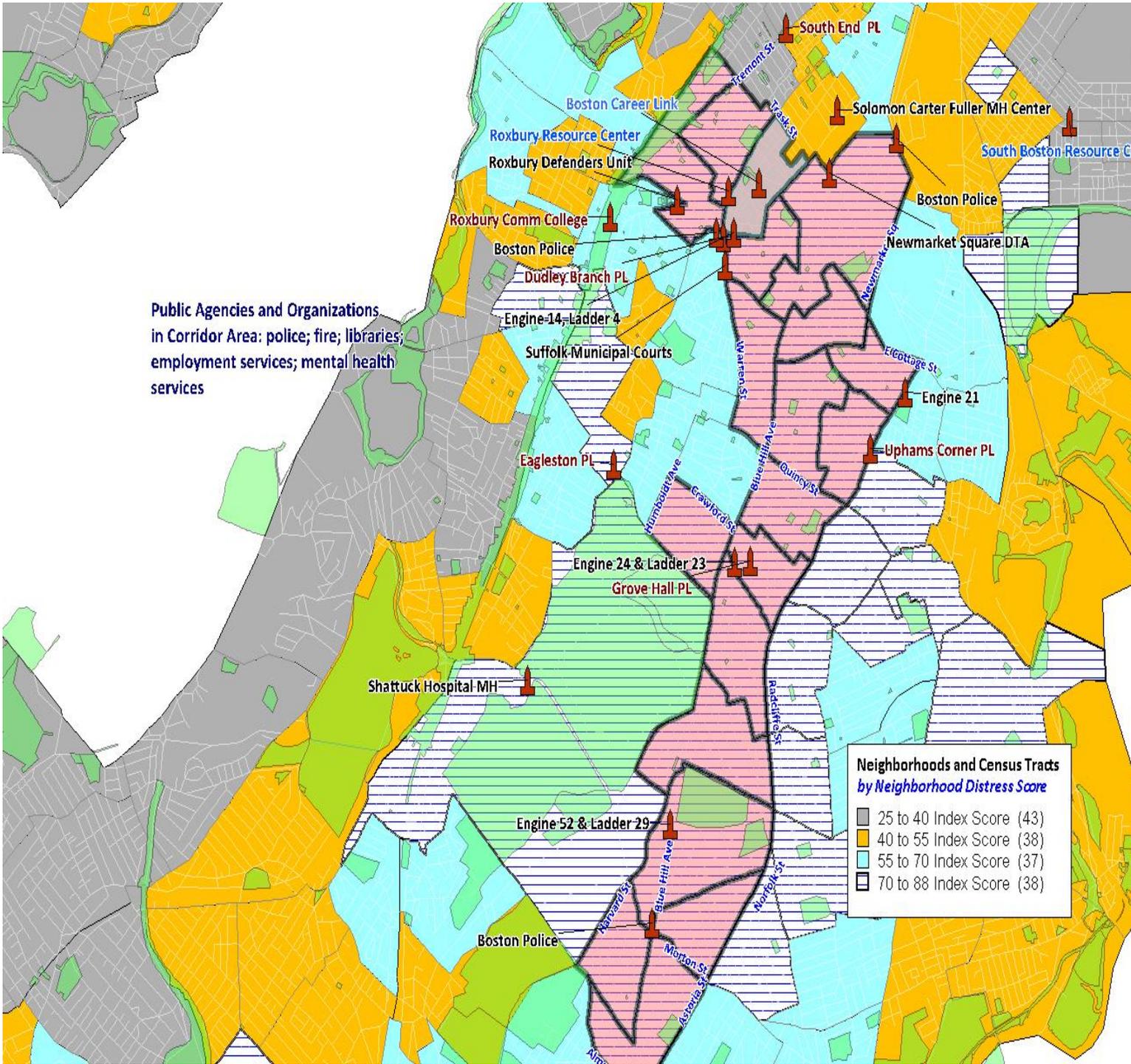
Businesses with 1 to 4 Employees in Corridor Area (2008 and 2009)



Select Public Agencies

The last map in this report shows the location of various kinds of public agencies including police and fire stations, and public libraries. The map also shows some of the agencies which provide workforce training and employment services, and, state-supported mental health centers near the corridor area. In 2006, there were 21,224 persons who worked within the corridor boundaries, below. This includes 14,184 persons in the private sector; 2,716 workers in the nonprofit sector; 1,953 local government workers; 1,371 state government workers; and, 454 federal government workers. (based on author's GIS analysis of Claritas 2006 and InfoUSA data).

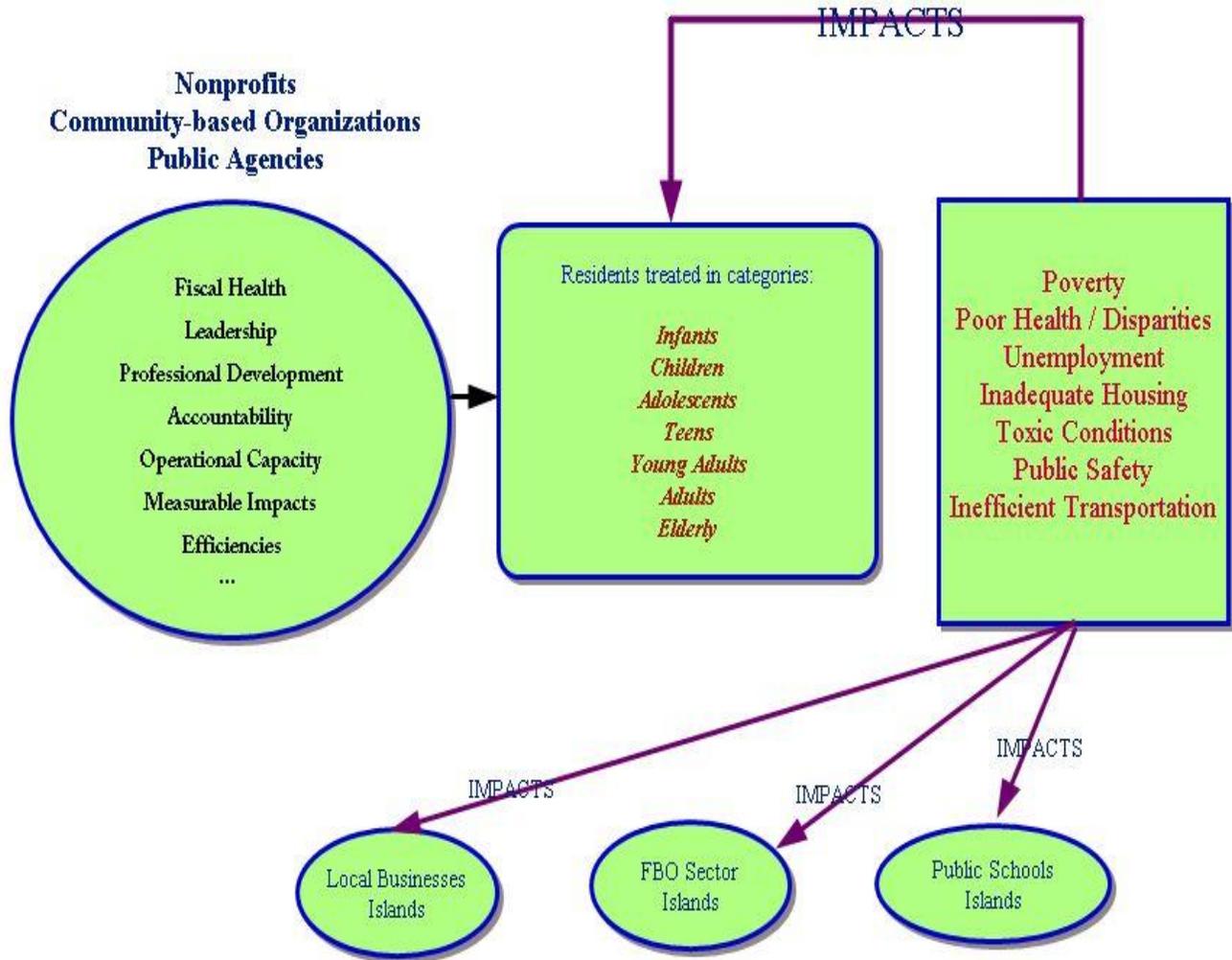
Select Public Agencies in Corridor Area



Conclusion: Preliminary Proposal for Pilot Corridor Area to Strengthen Nonprofits and Improve the Quality of Life in Distressed Neighborhoods

There are many community-based organizations and nonprofits –with varying individual levels of organizational capacities-- involved with responding to serious and long-standing problems in the proposed corridor. Collectively, the nonprofit sector represents a rich resource. Strategies for positive change must be linked to activities for strengthening the capacity of the nonprofit sector in the corridor area. Nonprofits in low income and working-class communities should have two kinds of missions: a particularistic one involving the specific services they provide, but also a broader community-wide mission. Nonprofits should be evaluated at both of these levels. This leads to two timely questions: how can these kinds of organizations collaborate on behalf of common community problems or challenges? What might facilitate a broader, community-wide collaboration? Rather than guided by these kinds of questions, current policy and government funding streams, and some foundation practices, can serve to *silo* the missions and activities of these organizations towards one kind of problem, issue, or challenge. I propose that a ‘silo model’ is now dominant and drives how services are conceptualized, organized, and delivered in distressed neighborhoods. It also drives how we conceptualize and measure, ‘effectiveness’ and ‘impact’. This model is illustrated in the following chart.

Silo Model for Building Nonprofit Capacity and Delivery of Services



Here, nonprofits and community-based organizations seek to become more efficient and effective through fiscal tightening, leadership and professional development, enhancing accountability, increasing organizational capacities, and measuring the impacts of their work. At times, efficiencies are sought through mergers, cooperative ventures for saving operational costs, or emphasizing economies of scale –all very important for maintaining healthy organizations. These actions, however, are driven by a presumption that “stronger and leaner” nonprofit organizations –as individual and highly efficient organizations – will, ipso facto, impact favorably on residents needing services. This is a likely scenario, but it does not necessarily mean that the quality of life in a distressed area is going to improve, automatically. And, it does not mean that the major problems and challenges facing neighborhood residents will be resolved, or even alleviated. The model is reactive, and fundamentally a ‘deficit’ one.

There are a number of limitations associated with this general model and its approaches to service delivery in distressed areas: First, there is relatively little attention to systemic conditions in neighborhoods which have an impact on the degree and kinds of needs on the part of residents. Such conditions include high levels of poverty, unemployment, toxic environmental conditions, inefficient transportation, and inadequate housing, all factors which an impact directly the lives of residents in these areas. Second, assets and resources in distressed areas are overlooked in the discourse regarding assessments about the status and future of nonprofits. Some of the above maps suggest that there are lots of kinds of resources in the corridor, but it is not clear that they are being identified, or considered in human service strategies.

A third limitation of this silo model is the categorization of recipients in the delivery of services. People are helped as part of demographic or social categories. This means that community-based nonprofits might “serve only a few of the most needy,” and, no one else. We help an individual with a problem, but not the family since they are not eligible for particular services. Yet, that individual lives with the family. We try to work with youth, but overlook that parents might need assistance with work-related issues. Associated with such categorization is a service delivery system based on ‘reactive urgency’ rather than one aimed at building long-term and supportive networks for all residents. This limitation can actually contribute to the very same problems that are the object of assistance. According to one interviewee, for example, “Once people who need help do better, they lose services.” But many times this actually leads to a ‘cliff affect’, to use the respondent’s phrase, “where people slide back into a distressed state.” And, thus, the current service delivery paradigm can be locked into an ironic cycle, or sort of Gordian’s Knot in Greek mythology, where the harder we try, the more difficult it becomes to overcome the problem.

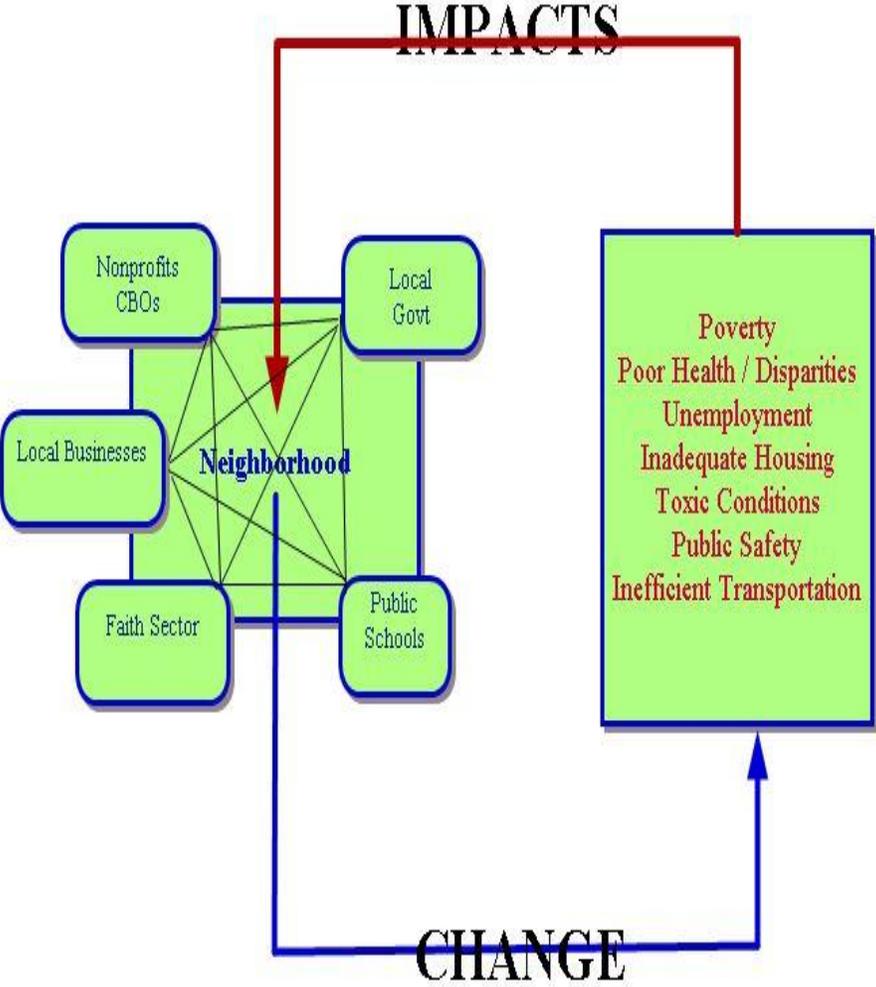
This limitation also points to nonprofits doing their own thing; public schools doing their own thing; faith organizations doing their own thing; and businesses doing their own thing. While each sector might be very effective in doing its own thing, and this can certainly be measured, in toto, this system is not being changed in ways that can help improve living conditions in distressed neighborhood areas.

Corridor Approach

The place-based approach associated with the proposed corridor area focuses on a space or place, or a ‘community’ where a range of neighborhood organizations, in both the private and public

sectors, and with foundations and government, and other civic and community actors can strategize about meeting common and community goals. The following chart, referred to as a “Neighborhood Webbed Model” illustrates this idea:

Neighborhood Webbed Model for Building Nonprofit Capacity and Delivery of Services in Distressed Neighborhoods



In this model there are not islands surrounding the neighborhood. Nonprofits, schools, businesses, religious organizations, public agencies are all integral to the neighborhood and its residents. They all interact with each other within a web of cross-connections to mitigate directly or indirectly the impacts of inequalities on distressed neighborhoods. In addition to doing their own thing, organizations also have a *community* mission to assist neighborhood leadership and residents to develop strategies for changing factors which impact negatively on local living conditions.

One reason for utilizing a designated corridor to begin strategic thinking about improving neighborhood living conditions is that it reflects ‘community’ as the unit of analysis. As mentioned above, many times human service delivery patterns are ‘silo-ed’ to work with the particular issues or problems facing vulnerable individuals and families in high distressed areas. In other words, individuals or families who have a problem with housing, or health, or schools, or employment interact with state or city agencies, or neighborhood-based nonprofits that have expertise within each of these specific issues, but where none are part of a broader web – a web of services and supportive networks that is more comprehensive and represents a longer-lasting response. The service delivery paradigm under the former silo model discourages strategies and activities for corralling resources of these organizations to focus on improving living conditions in the entire neighborhood.

Another idea supporting a corridor approach is that there are significant social, economic, and human capital resources even within the most distressed areas of the city. Focusing on a neighborhood space allows more flexibility in identifying and tapping a range of community

resources. While distressed in terms of economic status, including high rates of poverty, unemployment, and poor health, there are still significant resources in the form of small businesses and microenterprises in addition to others kinds of economic activities. For example, it is interesting how much residents in the corridor area expend on health care, though they live in a zone with comparatively high levels of health distress, like asthma among children, low blood levels, low-birth weights, and homicides as shown in earlier maps. Residents living in the corridor area, however, recorded a total expenditure of \$24.6 million on health care insurance, including payments of \$6,097,000 to Blue Cross Blue Shield in 2006. (Source: author's GIS analysis of consumer expenditures reported by Applied Geographic Systems 2006 "Consumer Expenditures and Household Finances – Massachusetts). Earlier, it was reported that as consumers, residents in this part of Boston expended approximately \$760 million in 2006. Is this kind of information not relevant for neighborhood-based strategies even in highly economically-distressed places? A place-based approach at least allows this query to be raised and discussed, or debated.

Next Steps

A number of ideas emerged from respondents who were surveyed and contacted for this report. Their feedback is presented below as guideposts for continual planning regarding strategies for enhancing the quality of life in distressed neighborhoods and strengthening the capacity of community-based nonprofits. These guideposts include the following:

- *Planning initiatives should seek to expand and broaden discussions about the corridor proposal and related ideas; initiatives should seek to solicit input from other key informants working on a range of issues in the corridor area;*

- *Planning should take a cautious “one step at a time” approach, where 2 or 3 community-wide problems or issues are tackled collaboratively in some neighborhood area;*

- *Any initiative should be multi-pronged in the sense of not only responding to a pressing issue or challenge, but at the same time serving to strengthen neighborhood-based organizations and institutions;*

- *It is important to collect and organize data for measuring progress and impact, broadly defined, and beginning in the early stages of any planning initiative; residents should have ample opportunities for engaging in evaluation and learning activities,*

- *There should be continual support and encouragement for cross-sector organizational cooperation; geographic-based consortiums among nonprofits should be established;*

- *Local and grassroots community organizing should be prioritized and supported in the early stages of planning;*

- *Local and small businesses have to be part of any equation aimed at improving living conditions in distressed neighborhood areas;*

- *There has to be support for resource commitments over a relatively long period of time to build a culture and practice of strategic collaboration among community-based nonprofits and other sectors.*

These guideposts suggest a framework which is not “top-down”. Any issues or challenges that are adopted for response have to involve the participation of communities that will be affected by the new strategies. Even the most popular ideas can be disconnected from what residents in a particular area see as the most crucial issues or problems –or how to help resolve such. Further, strategic initiatives should not only address specific or particularistic problems, but do so in ways that serve to enhance the capacity of community-based nonprofits.

The smaller, community-based nonprofits provide a nomenclature for the delivery of a range of human services. The sector represents a critical intermediary between residents and government, residents and foundations, and also residents and the private sector. This sector can take the lead in developing collaborative creativity. However, nonprofits require a mechanism that will allow organizations to share ideas and pursue and implement programmatic and strategic collaboration within, and across sectors. Nonprofits should consider consortiums that encourage common risk-taking within designated neighborhood areas. Advantages to nonprofit consortiums could include more effective communication and exchange of information about community concerns; better understanding of how to utilize resources to trigger positive community changes; helping to create best practices in the delivery of services; showing impact more clearly and effectively; and, encouraging “division of labor” among nonprofits in terms of missions and specific program activities that can reduce duplication or redundancy in service areas. Very important, this approach could enhance considerably the political and civic voice and representation of residents in low-income communities.

Community participation and buy-in is crucial for the design and implementation of comprehensive strategies. This means that community organizing should be emphasized.

Community organizing can be defined as: “a long-term approach where people affected by an issue are supported in identifying problems and taking collective action to achieve solutions. At the heart of community organizing are inclusion, ownership, relationship building and leadership development –all of which are critical to developing effective local policies...”^{*} There are at least three reasons community organizing will be particularly important.

First, any strategy requires community legitimacy in order to maximize efficiencies and long-range impact. The latter cannot be sustained effectively without some level of community support. Community organizing is an effective tool for getting people involved with local issues and debates about the status and future of their neighborhoods. This is important in developing ample opportunities to build and nurture a community-wide participatory process around common community problems. A second reason for emphasis on community organizing is that a body of expertise about local issues and adequate solutions exist in this sector. Unfortunately this is a body of expertise that can be easily overlooked with top-down strategies and decision making about community investments. A third reason is that community organizing is an effective way of involving youth in deliberations about their neighborhoods and the roles that they can play to help the neighborhood, and advance youth in terms of pursuing positive goals.

^{*}See, R. Jones-Webb and M. Wall, “Neighborhood Racial/Ethnic Concentration, Social Disadvantage, and Homicide Risk: An Ecological Analysis of 10 U.S. Cities, *Journal of Urban Health* (2008), p.674; also see, L. Lowe and D. Brugge, “Grassroots Organizing in Boston Chinatown: A Comparison with CDC-style Organizing.” in S. Ostrander and K. Portney, eds., *Acting Civically: From Urban Neighborhoods to Higher Education* (Boston: University Press of New England: 2007)

In addition to community organizations and groups, local businesses have to be involved and invited in the building and implementation of strategies for change. We are fortunate in Boston because the small and local business sector in the neighborhoods do have a history of involvement in a range of community-building efforts. Nevertheless, the business sector is sometimes overlooked in strategies to respond to the needs of vulnerable residents, or as part of the equation for strengthening nonprofits. But this sector has the potential base to provide employment for local residents. Local businesses also make investments in physical infrastructure and contributions to public safety. The business sector has the potential capacity to engage youth in terms of social and recreational activities and with employment opportunities, as well.

Strategies have to be assessed with appropriate evaluation methodologies. Evaluation, assessments, and measurement of progress, accomplishments, and impact are important for understanding the strengths, limitations, and of place-based strategies. Evaluation and assessment of progress might initially proceed along several dimensions: 1) does the corridor area approach serve to strengthen the capacity of nonprofits in the zone? If so, then how? 2) what are the effects, and impact, of this approach on certain kinds of systemic problems or issues facing residents in the corridor? And, 3) what are the strengths and limitations of the corridor approach as a framework for collaboration and service delivery effectiveness at various points in its development and implementation? Evaluation methodologies for this kind of initiative should be participatory-based and reflect processes that allow residents to participate in assessments and provide ongoing feedback regarding the development of any initiative. This can

be advanced with appropriate tools and training for residents in the tracking of information and developing metrics or rubrics to document progress and impact.

The last point to emphasize is the need for leadership across the board that is committed to the ‘long haul’ and processes of institutional self-assessment. A number of participants of the *Working Group on Nonprofit Stabilization and Recovery*, and who visited the Harlem Children’s Zone in May 2009, were inspired by what they saw, and have proposed that we can do similar in Boston. One thing is certain about the HCZ place-based strategy: many civic and foundation leaders, and business leaders, have decided to make major investments in coordinated strategies for helping children in low-income and impoverished neighborhoods. Although a recent opinion piece in the *New York Times* by columnist David Brooks (May 8, 2009), essentially belittled the comprehensive and multi-layered efforts and long-term struggles of the HCZ (while at the same time praising it!), the HCS –in fact- is described on its website as a “holistic system of education, social-services, and community building”. Its website describes how schools have been transformed into community centers, and how residents are provided foster care prevention services as well as free tax-preparation services! Accomplishing similar in Boston will also require lots of commitment and self-assessment, and trust, as well as resources. There certainly will be challenges to community-based nonprofits to do some things differently; but government and foundations will also be challenged, likewise.

Appendix A: *Key Informants*

Margarita Muriel
Marcia Butman
Pam Ogletree
Vivian Sobel
Lucille Jones
Mary Ann Crayton
Patricia Weems
April Taylor
Dr. Ann Withorn
Gus Newport
Dr. Angela Paige Cook
Yvette Modestin
Jeffrey Liberty
Jon Clark
Trinh Nguyen
Doris Bunte
Alix Cantave
Fran Smith
Rev. Evan Thayer
Nancy Carpenter
Deb Ansourilian
Troy Smith
Mayte Rivera
Dr. Christopher Thompson
Sister Virginia Morrison
Rachel Goodman
Lloyd King
Suzette Dunn
Guy Apollon
Mary Farren
Richard Freitas
Nancy Kavanaugh
Beth Chambers
Talia Rivera
Bruce Bickerstaff

Appendix B: Select Social and Demographic Profile for Proposed Corridor Area and Boston, Massachusetts

Population, Households, and HH Income	Corridor Pilot Area		Boston city, MA	
Population				
2011 Projection	63,316		531,782	
2000 Census	61,728		589,141	
New text line				
Households				
2011 Projection	21,960		218,846	
2000 Census	20,700		239,528	
2006 Est Pop by Single Race	62,887		559,205	
White Alone	6,418	10.2%	297,028	53.1%
Black or African American Alone	40,009	63.6%	136,618	24.4%
American Indian and Alaska Native Alone	444	0.7%	2,264	0.4%
Asian Alone	740	1.2%	45,440	8.1%
Native Hawaiian and Other Pacific Islander Alone	65	0.1%	394	0.1%
Some Other Race Alone	10,208	16.2%	49,693	8.9%
Two or More Races	5,003	8.0%	27,768	5.0%
2006 Estimated Population Latino	62,887		559,205	
Latino/a	16,681	26.5%	93,297	16.7%
Not Latino/a	46,206	73.5%	465,908	83.3%
2006 Occupied Housing Units	21,526		229,204	
Owner-Occupied	4,709	21.9%	72,802	31.8%
Renter-Occupied	16,817	78.1%	156,402	68.2%
2006 Owner-Occupied Housing - Average Length of Residence	10		10	
New text line				
2006 Est Households by HH Income	21,526		229,204	
Less than \$15,000	6,693	31.1%	44,291	19.3%
\$15,000 to \$24,999	2,974	13.8%	23,050	10.1%
LESS than \$25,000	9,667	44.9%	67,341	29.4%
\$25,000 to \$34,999	2,926	13.6%	23,232	10.1%
\$35,000 to \$49,999	3,060	14.2%	31,834	13.9%
\$50,000 to \$74,999	3,053	14.2%	39,155	17.1%
\$75,000 to \$99,999	1,445	6.7%	25,276	11.0%
\$100,000 to \$149,999	994	4.6%	25,665	11.2%
\$150,000 to \$249,999	274	1.3%	11,104	4.8%
\$250,000 to \$499,999	88	0.4%	3,663	1.6%
\$500,000 or more	19	0.1%	1,934	0.8%
2006 Est Median Household Income	\$28,746		\$46,322	
2006 Est Per Capita Income	\$13,938		\$27,600	

Source: US Census and Claritas 2006 Demographic Projections and Estimates

Age Structure	Corridor Pilot Project		Boston city, MA	
2006 Est Total Population by Age	62,887		559,205	
Age 0 to 4	5,276	8.4%	29,383	5.3%
Age 5 to 9	5,413	8.6%	29,879	5.3%
Age 10 to 14	5,930	9.4%	31,305	5.6%
Ages 0 to 14	16,619	26.4%	90,567	16.2%
Age 15 to 17	3,285	5.2%	17,792	3.2%
Age 18 to 20	3,205	5.1%	34,477	6.2%
Ages 15 to 20	6,490	10.3%	52,269	9.3%
Age 21 to 24	3,722	5.9%	40,519	7.2%
Age 25 to 34	9,265	14.7%	109,687	19.6%
Age 35 to 44	9,479	15.1%	89,784	16.1%
Age 45 to 49	4,022	6.4%	37,119	6.6%
Age 50 to 54	3,329	5.3%	31,319	5.6%
Age 55 to 59	2,859	4.5%	27,116	4.8%
Age 60 to 64	2,188	3.5%	20,847	3.7%
Age 65 to 74	2,927	4.7%	29,552	5.3%
Age 75 to 84	1,483	2.4%	21,045	3.8%
Age 85 and over	504	0.8%	9,381	1.7%
Age 16 and over	45,133	71.77%	462,732	82.75%
Age 18 and over	42,983	68.3%	450,846	80.6%
Age 21 and over	39,778	63.3%	416,369	74.5%
Age 65 and over	4,914	7.8%	59,978	10.7%
2006 Estimated Median Age	29.86		33.65	

Households by Type, Size, and Presence of Children	Corridor Pilot Project		Boston city, MA	
2006 Est Households by HH Type	21,526		229,204	
Family Households	14,831	68.90%	110,275	48.11%
Nonfamily Households	6,695	31.10%	118,929	51.89%
2006 Est Group Quarters Population	2,046		32,879	
2006 Est Households by HH Size*	21,526		229,204	
1-person household	5,634	26.17%	87,085	37.99%
2-person household	5,171	24.02%	66,428	28.98%
3-person household	4,195	19.49%	32,782	14.30%
4-person household	3,115	14.47%	22,183	9.68%
5-person household	1,853	8.61%	11,874	5.18%
6-person household	907	4.21%	5,288	2.31%
7 or more person household	651	3.02%	3,564	1.55%
2006 Average Household Size	2.83		2.30	
2006 Est HH by Type & Presence of Children	21,526		229,204	
Single Male Householder	2,463	11.44%	39,325	17.16%
Single Female Householder	3,171	14.73%	47,760	20.84%
Married-Couple Family	4,989	23.18%	62,294	27.18%
With own children	2,740	12.73%	26,904	11.74%
No own children	2,249	10.45%	35,390	15.44%
Male Householder	1,414	6.57%	9,608	4.19%
With own children	651	3.02%	3,205	1.40%
No own children	763	3.54%	6,403	2.79%
Female Householder	8,428	39.15%	38,373	16.74%
With own children	5,718	26.56%	22,371	9.76%
No own children	2,710	12.59%	16,002	6.98%
Nonfamily: Male Householder	613	2.85%	17,381	7.58%
Nonfamily: Female Householder	448	2.08%	14,463	6.31%

Latino and Asian Population by Ancestry	Corridor Pilot Area		Boston city, MA	
2006 Est Pop Latino by Origin	62,887		559,205	
Not Latino	46,206	73.47%	465,908	83.32%
Latino	16,681	26.53%	93,297	16.68%
Latino by Origin	16,681		93,297	
Mexican	278	1.67%	4,275	4.58%
Puerto Rican	7,722	46.29%	30,212	32.38%
Cuban	276	1.65%	2,265	2.43%
All Other Hispanic or Latino	8,405	50.39%	56,545	60.61%
2006 Est Latino by Single Race Classification	16,681		93,297	
White Alone	3,693	22.14%	31,668	33.94%
Black or African American Alone	3,075	18.43%	9,709	10.41%
American Indian and Alaska Native Alone	183	1.10%	938	1.01%
Asian Alone	35	0.21%	299	0.32%
Native Hawaiian and Other Pacific Islander Alone	33	0.20%	101	0.11%
Some Other Race Alone	8,197	49.14%	42,110	45.14%
Two or More Races	1,465	8.78%	8,472	9.08%
2006 Est Pop, Asian Alone Race by Category	740		45,440	
Chinese, except Taiwanese	165	22.30%	18,572	40.87%
Filipino	30	4.05%	1,427	3.14%
Japanese	22	2.97%	2,384	5.25%
Asian Indian	113	15.27%	4,543	10.00%
Korean	19	2.57%	2,573	5.66%
Vietnamese	319	43.11%	12,517	27.55%
Cambodian	5	0.68%	540	1.19%
Hmong	3	0.41%	11	0.02%
Laotian	1	0.14%	113	0.25%
Thai	4	0.54%	374	0.82%
Other Asian	50	6.76%	1,743	3.84%
Two or more Asian categories	9	1.22%	643	1.42%

Ancestry	Corridor Pilot Project		Boston city, MA	
		%		%
2006 Estimated Population by Ancestry	62,887	100.00%	559,205	100.00%
Arab	174	0%	4,644	1%
Czech	0	0%	612	0%
Danish	0	0%	532	0%
Dutch	14	0%	1,364	0%
English	108	0%	14,342	3%
French (except Basque)	87	0%	5,560	1%
French Canadian	54	0%	4,521	1%
German	107	0%	12,829	2%
Greek	35	0%	4,300	1%
Hungarian	0	0%	644	0%
Irish	421	1%	71,124	13%
Italian	335	1%	38,195	7%
Lithuanian	21	0%	1,711	0%
Norwegian	0	0%	1,361	0%
Polish	101	0%	8,514	2%
Portuguese	113	0%	3,060	1%
Russian	43	0%	7,537	1%
Scottish	16	0%	4,410	1%
Scotch-Irish	62	0%	3,666	1%
Slovak	0	0%	172	0%
Subsaharan African	5,262	8%	20,373	4%
Swedish	0	0%	2,278	0%
Swiss	3	0%	447	0%
Ukrainian	0	0%	1,636	0%
United States of America	2,124	3%	18,396	3%
Welsh	0	0%	622	0%
West Indian (exc Hisp groups)	8,514	14%	35,014	6%
Other	35,276	56%	202,172	36%
Ancestry Unclassified	10,017	16%	89,169	16%

Language, Marital Status, and Schooling	Corridor Pilot Project		Boston city, MA	
		%		%
2006 Estimated Population Age 5+ by Language Spoken At Home	57,611	100.00%	529,822	100.00%
Speak Only English	36,155	62.8%	350,675	66.2%
Speak Asian or Pacific Island Language	329	0.6%	33,232	6.3%
Speak IndoEuropean Language	8,221	14.3%	64,383	12.2%
Speak Spanish	11,883	20.6%	73,791	13.9%
Speak Other Language	1,023	1.8%	7,741	1.5%
2006 Estimated Population Age 15 and Over by Marital Status	46,268	100.00%	468,638	100.00%
Total, Never Married	22,299	48.2%	235,216	50.2%
Married, Spouse present	11,052	23.9%	134,184	28.6%
Married, Spouse absent	5,739	12.4%	38,893	8.3%
Widowed	2,817	6.1%	26,882	5.7%
Divorced	4,361	9.4%	33,463	7.1%
Males, Never Married	10,560	22.8%	118,878	25.4%
Males, Previously Married	2,252	4.9%	18,546	4.0%
Females, Never Married	11,739	25.4%	116,338	24.8%
Females, Previously Married	4,926	10.6%	41,799	8.9%
2006 Estimated Population Age 25 and Over by Educational Attainment*	36,056	100.00%	375,850	100.00%
Less than 9th grade	4,687	13.0%	35,189	9.4%
Some High School, no diploma	7,737	21.5%	45,890	12.2%
High School Graduate (or GED)	11,960	33.2%	90,251	24.0%
Some College, no degree	6,335	17.6%	54,374	14.5%
Associate Degree	1,804	5.0%	18,220	4.8%
Bachelor's Degree	2,420	6.7%	75,393	20.1%
Master's Degree	815	2.3%	36,388	9.7%
Professional School Degree	232	0.6%	13,305	3.5%
Doctorate Degree	66	0.2%	6,840	1.8%

Poverty Characteristics	Corridor Pilot Project		Boston city, MA	
2006 Est Families by Poverty Status	14,831		110,275	
Income At or Above Poverty Level	10,604	71.5%	92,354	83.7%
Married-Couple Family	4,359	29.4%	57,356	52.0%
With own children	2,749	18.5%	26,175	23.7%
No own children	1,610	10.9%	31,181	28.3%
Male Householder	1,040	7.0%	7,882	7.1%
With own children	687	4.6%	3,669	3.3%
No own children	353	2.4%	4,213	3.8%
Female Householder	5,205	35.1%	27,116	24.6%
With own children	3,768	25.4%	16,388	14.9%
No own children	1,437	9.7%	10,728	9.7%
Income Below Poverty Level	4,227	28.5%	17,921	16.3%
Married-Couple Family	630	4.2%	4,938	4.5%
With own children	433	2.9%	2,970	2.7%
No own children	197	1.3%	1,968	1.8%
Male Householder	374	2.5%	1,726	1.6%
With own children	237	1.6%	1,121	1.0%
No own children	137	0.9%	605	0.5%
Female Householder	3,223	21.7%	11,257	10.2%
With own children	2,964	20.0%	9,796	8.9%
No own children	259	1.7%	1,461	1.3%

Employment Characteristics	Corridor Pilot Area		Boston	
2006 Est Pop Age 16+by Employment	45,133		462,732	
Civilian - Employed	21,224	47.0%	270,924	58.5%
Civilian - Unemployed	3,032	6.7%	21,618	4.7%
<i>Not in Labor Force</i>	20,877	46.3%	169,897	36.7%
2006 Estimated Civilian Employed Population Age 16 and Over by Class of Worker*	21,224		270,924	
For-Profit Private Workers	14,184	66.8%	183,073	67.6%
Non-Profit Private Workers	2,716	12.8%	39,224	14.5%
Local Government Workers	1,953	9.2%	18,470	6.8%
State Government Workers	1,371	6.5%	11,411	4.2%
Federal Government Workers	454	2.1%	6,301	2.3%
Self-Employed Workers	517	2.4%	12,151	4.5%
Unpaid Family Workers	29	0.1%	294	0.1%
2006 Estimated Employed Population Age 16 and Over by Occupation	21,224		270,924	
Management, Business, and Financial Operations	1,809	8.5%	43,643	16.1%
Professional and Related Occupations	3,062	14.4%	71,528	26.4%
Service	5,982	28.2%	49,371	18.2%
Sales and Office	6,045	28.5%	69,559	25.7%
Farming, Fishing, and Forestry	22	0.1%	216	0.1%
Construction, Extraction, and Maintenance	1,335	6.3%	13,595	5.0%
Production, Transportation, and Material Moving	2,969	14.0%	23,012	8.5%
2006 Estimated Civilian Employed Population Age 16 and Over by Occupation Classification	21,224		270,924	
Blue Collar	4,304	20.3%	36,607	13.5%
White Collar	10,916	51.4%	184,684	68.2%
Service	6,004	28.3%	49,633	18.3%