APPENDIX C: Memorandum of Understanding (MOU)
U.S. Department of Education
Application for Promise Neighborhoods Program Grant (CFDA # 84.215P)

Purpose:
This MOU is made between "the applicant," Community Day Care Center of Lawrence, Inc./d.b.a. Community Group, and each of the organizations that have agreed to partner with the applicant for the purpose of planning and implementing a Promise Neighborhood Program that will provide a continuum (cradle to college-career) of solutions focused on significantly improving outcomes for children in the Arlington neighborhood of Lawrence, Massachusetts.

Governance Structure/Management of the Partnership:
As the applicant organization Community Group will be responsible for the ongoing management of activities and timelines in accordance with the project design, including: data collection and management, convening and encouraging the active participation of partners and advisory board members comprised of residents and other representatives of the Arlington neighborhood, tracking and disbursement of grant funds in accordance with federal mandates and accepted accounting practices, and other activities as described in the Promise Neighborhoods planning grant application approved by the U.S. Department of Education.

The applicant anticipates that the U.S. Department of Education will announce one-year planning grant awards in September 2010 and that the one-year planning period will be October 2010-September 2011. Planning will be focused on the development of a Promise Neighborhood Plan that will bring together the resources of the applicant, public schools and partner organizations, and government agencies (local, State and Federal) that can identify resources to implement the continuum of solutions for children and families identified as necessary to significantly improve results for children in the Arlington neighborhood. Further, the applicant and the partners anticipate that in subsequent years, contingent on the availability of funds, they will prepare and submit an application to secure a grant to implement the Promise Neighborhood Plan.

Vision/Mission/Goals of Community Group:
Community Group is a private, non-profit organization established in 1969 for the purpose of providing high-quality child care and education services. The mission of Community Group is *to create, manage and nurture high quality programs focused on education and related services that support families and educators.*

Community Group's Theory of Action:
In order to achieve our mission Community Group commits to a theory of action based on core beliefs that all children can develop the skills required to lead successful productive lives when qualified/well-trained teachers and caregivers work in partnership with parents to implement developmentally appropriate, evidence-based services and programs targeted to the identified needs of children and families.

Community Group's Theory of Change:
Our theory of change views improvement as a continuous process that relies on the ongoing collection and analysis of valid and reliable data to guide our decisions regarding the organization's allocation of resources, programs, and services.

Community Group's Commitment:

A. Programmatic:

Community Group has grown significantly over the last four decades, with and in response to, the needs of the children and families that we serve. We are a multi-program organization that has a significant impact on the city of Lawrence. We employ 250 teachers, family childcare providers, and support personnel that: deliver state-licensed and nationally accredited childcare, early education and after-school/out-of-school time programs; manage and disseminate the best practices of a highly successful charter public school; provide families with child care information, consumer education, referrals and subsidy management services, maintain/analyze data resources, and training and professional development services. Annually our programs directly serve more than 1,000 children and families in Lawrence (more than one third residing and/or attending schools in the Arlington neighborhood), including families struggling to overcome poverty, teen parenthood, limited English proficiency, abuse and neglect and other risk factors.

B. Community Group's Financial Commitment: $225,000

C. Community Group will fully participate in Promise Neighborhoods Planning and Implementation Activities.

D. Community Group will share relevant data resources to support the development of a longitudinal data system to track progress in the achievement of the Promise Neighborhood Partnership's goals.

[redacted]

Sheila Balboni
Executive Director
Community Group

June 14, 2010
Date

Vision/Mission/Goals of the Partner: City of Lawrence Community Development

The City seeks to create a healthy, vibrant city that stimulates balanced growth through economic development, housing options, neighborhood redevelopment, and suppor for Lawrence residents. The City's strategy includes:

Strategic Investment
Asset Building
Neighborhood Improvement
Household Stability

Partner's theory of change:

Expand housing option to create a safe, sanitary, affordable home for every resident.

Continue to focus on strategies to achieve a sustainable increase the homeownership rate.

Develop strategies to increase residential stability in sight of the foreclosure crisis.

Expand job training and readiness program to effectively develop a competitive workforce.

Encourage volunteerism and self help by facilitating cooperation and coordination among neighborhood association and city departments.

Improve and increase the social and supportive services for low- and moderate-income individuals

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Partner's theory of action:

The City of Lawrence through its HUD-mandated Consolidated Plan process has identified the Arlington Neighborhood as a Neighborhood Revitalization Strategy Area (NRSA) the new Consolidated Plan.

In the first year the City of Lawrence intends to implement:

Improvements to the largest park in the neighborhood, Howard Playstead.

Installation of one or more community gardens on city-owned vacant land

Organization of neighborhood associations around capital projects.

Continued residential lead abatement and residential rehabilitation programs.

Acquisition and rehabilitation of foreclosed properties under the NSP 2 grant provided to State agencies.

Partner's commitment:

A Programmatic – Will provide personnel to work as a partner with Promise Neighborhoods to design and implement a year of planning. Will link Community Development services to defined solutions.

B Financial- value of these services: $ 8,000 in –kind staff planning time

C Data- Will share all relevant data resources with NB Partnership (in compliance with confidentiality standards and policies)

D Will work with the NB Partnership in identifying neighbor/residents to serve on the Advisory Board

[redacted]

6/21/10
Date

James H. Barnes

Director City of Lawrence Community Development

MOU Promise Neighborhoods Partner: Lawrence Public Schools

Vision/Mission/Goals of the Partner:

The mission of the Lawrence Public Schools is to ensure that all students will succeed academically, through standards-based instructional programs linked with rigorous, engaging professional learning as well as collaborative parent and community partnerships. The Lawrence Public Schools will prepare all students, including those in Regular Education, Special Education and English Language Learners, to achieve high academic levels of success and be prepared for college in order to lead productive lives in the 21st century. We are committed to working with the Community Group and other partners to a build a complete continuum of cradle-through-college-to-career solutions that includes academic programs and family and community supports, with strong schools at the center of the Arlington Promise Neighborhood. A focus of the solutions to be identified shall support the work of the Lawrence Public Schools to significantly improve the Arlington Elementary School (identified as one of the state's 35 most persistently low performing schools) through development of a plan for implementation of the "transformation model" of school intervention. Our solutions shall also assist the Arlington Middle and Henry K. Oliver, two low-performing schools that need assistance to significantly improve academic and other outcomes for the neighborhood children attending these schools.

Partner's theory of action: The Lawrence Public School district collects and analyzes data from a variety of sources to assess capacity and target resources to ensure that educators across the district have the skills and tools necessary to implement evidence-based curriculum, instructional techniques, and support services that assist students with a range of needs and abilities to develop the skills required to lead successful productive lives.

Partner's theory of change: The Lawrence Public School district has made steady progress in implementing data-driven instruction in schools throughout the district. There is an organizational infrastructure that includes research-based assessment tools, professional development and training, organized data meetings, technology tools and professional staff experienced in the use of student assessment data to plan curriculum and instruction. A district-level administrator reporting to the

Superintendent of Schools is responsible for implementing a system to collect, analyze and disseminate student and staff data to support decision-making at the district- and school-level, and to provide critical support to a professional learning community that includes principals, assistant principals, district-level administrators and teachers who are working together to develop, refine, and consistently implement effective assessment and data analysis practices.

Partner's commitment:

Programmatic – Services provided to children and families, including the Arlington Neighborhood:

The district delivers education programs and services for more than 13,000 city residents each year, (one third residing in the Arlington neighborhood) from preschool children through adult learners many of whom are struggling to overcome risk factors of poverty and limited English proficiency to be educationally successful. The district operates twenty-seven schools within twenty-two buildings across the city, including: 4 early childhood centers providing full-day kindergarten and half-day preschool programs; 16 elementary/middle schools; 6 high schools that share a 25 acre secondary-school campus; and the School for Exceptional Studies, which offers a range of programs for students with special learning needs. The preschool – grade 12 student enrollment is 12,284: 87% are low income; 79% speak a language other than English at home (Spanish is the most frequently spoken home language). The district's programs for adult learners include GED preparation and testing, ESOL (English for Speakers of Other Languages), and other basic education courses.

Financial commitment: $350,568.00, to provide extended day learning opportunities for the Arlington Elementary, Arlington Middle, and Oliver Schools.

Lawrence Public Schools will fully participate in Promise Neighborhoods Planning and Implementation Activities. Lawrence Public Schools will share relevant data resources to support the development of a longitudinal data system to track progress in the achievement of the Promise Neighborhood Partnership's goals.

[redacted]

Dr. Mary Lou Bergeron , Acting Superintendent

June 3, 2010

Date

MOU Promise Neighborhoods Partner: Northern Essex Community College (NECC)

Vision/Mission/Goals of the Partner:

The mission of Northern Essex Community College is to serve the people of the Greater Merrimack Valley as a caring and comprehensive center of educational excellence that offers high quality, affordable adult and postsecondary education through the Associate Degree level, as well as a broad range of occupational programs and community services which enhance the social, cultural and economic life of the region.

Partner's theory of action:

The college assesses its capacity and resources and measures its results in relation to the college's mission, goals, and core values.

Five Strategic Directions comprise the heart of the college's Strategic Plan. They include the following: Engage Students as Active Learners; Be the First and Best Resource for the Community; Support Leadership at Every Level; Embrace Diversity; and Strive for Educational Excellence.

Partner's theory of change:

The college is committed to using data-driven processes to help measure the impact of services/programs and to drive decision making.

Partner's commitment:

Northern Essex Community College and its staff commit to joining with the Promise Neighborhoods partners in the planning process to develop solutions that improve outcomes for children in the Arlington neighborhood of Lawrence.

[redacted]

Signature of Authorized Partner Representative

June 7, 2010

Date

David Hartleb

(Print/Type Name of the Above)

MOU Promise Neighborhoods Partner: University of Massachusetts Lowell

Vision/Mission/Goals of the Partner: The mission of the University of Massachusetts Lowell is to enhance the intellectual, personal and cultural development of its students through excellent, affordable educational programs. The University seeks to meet the needs of the Commonwealth today and into the future and supports the development of sustainable technologies and communities through its teaching, research, scholarship and engagement.

Partner's theory of change: The Chancellor's vision statement, "Shaping UMass Lowell's Future," says in point three of a five-point vision outline: "It is essential that we contribute to the sustainability of the physical, economic and social well-being of communities near and far. As many faculty, staff, and students as possible should be engaged in community partnerships."

The Chancellor's inaugural address further articulates the vision, "Our new vision involves taking a strong research university to the next level toward wider opportunities for our students, increased engagement with our community....I want us to infuse the word 'scholarship' with a broader meaning—one that embraces concepts of discovery, teaching, engagement, and integration....We are proud of our world-renowned, innovative community partnerships which bring faculty, staff, and students together with the public to solve problems and develop resources."

Partner's theory of action: As a land grant institution, UML is rooted in the regional economy and civic organizations. For more than 115 years, UML has maintained its core belief that its work depends on community engagement and service, from nurturing the newest industries (textiles, plastics, or nanomanufacturing) to strengthening the social fabric via action research in the social sciences, arts, health and environmental studies. The Office of Community Affairs and community-oriented research centers draw on community expertise in shaping the educational experience of UML students. Community advisory boards are employed as two-way exchange systems that keep ideas and information flowing.

Partner's commitment:

A. Programmatic – Services provided to children and families in the Arlington Neighborhood of Lawrence will include:

The Weather Bug: A Weather Bug satellite dish located on the roof of **Lawrence High School** allows students to track weather in real time; the dish will be used in a new class in meteorology and an after school club implemented with the support of the UMass Department of Environmental, Earth and Atmospheric Sciences and the UMass Lowell Office of School Partnerships.

Teaching American History: "Leadership in America" (2007-2010): "Leadership in America" is a 3-year professional development program for teachers of American History in grades 5-12 in 9 districts. The project's objectives include: s trengthening te achers' content knowledge of significant leaders in American history, formative events that shaped them as well as those that they themselves shaped, through study of primary sources and instruction by master historians; assist teachers in helping students achieve the Historical Thinking Standards developed by the National Center for History in the Schools; and creating an ongoing collaboration among the districts and the University. **Supported by the:** US Department of Education, $323,500.

"Vibes and Waves in Action": A Cross Disciplinary Collaborative Network for K-12 Education (2008-2013): This program that connects graduate students and faculty researchers from the Colleges of Engineering, Education and Arts & Sciences at the University of

Massachusetts Lowell to high-school teachers and students in school districts of Lowell and Lawrence, MA. The project trains graduate fellows to communicate technical concepts to a socially and technically diverse audience to enhance STEM education. *Vibes and Waves in Action* focuses on the science, technology, engineering and mathematics of sound and electromagnetic vibrations and waves. The objective is to establish through critical observation the importance of vibrations and waves in creating communications, bio-molecular, and nanoscale systems and their interaction with the environment. Research programs across multiple disciplines in the engineering and sciences provide an anchor for relating core curricular material in Physics and Mathematics. Contextual examples from the research being conducted by the graduate fellows will make the scientific concepts underlying current and emerging technology accessible to high school students. Supported by: National Science Foundation, GK-12 five year grant: $2,350,000 and Motorola Foundation Innovation Generation Grants: $100,000.

PRIME Improving Teacher Quality: The Partnership for Readiness in Math and English (PRIME) is a collaboration between the Office of School Partnerships, Graduate School of Education and the Departments of English and Mathematics with Lowell and Lawrence High Schools. The 3-year professional development project for high school teachers focuses on reading and writing in the content areas, particularly math and English, and college readiness knowledge and skills. **Supported by:** Massachusetts Board of Higher Education; University of Massachusetts Lowell, Office of School Partnerships: $330,000.

College Success (2009-2010): A freshmen support and retention program aimed at urban, first generation, economically challenged students from Lawrence High School. A 3-week intensive summer component equips students with the academic and social tools necessary to ensure a smooth transition into their freshmen year. Peer mentoring along with proactive and intrusive advising is delivered during the academic year. The program is aimed at providing support for the students as they move forward with their academic careers at UML. **Supported by:** UMass Lowell, $ 212,150.

B. Financial Value: SEE ABOVE

C. Participate in Promise Neighborhoods Planning and Implementation Activities

D. Share relevant data resources with the Promise Neighborhoods Partnership as (confidentiality policies and standards allow)

[redacted]

Signature of Authorized Representative

6-15-10

Date

Paul Marion, Executive Director
Office of Community & Cultural Affairs
UMass Lowell
Southwick Hall 250
One University Ave.
Lowell, MA 01854

MOU Promise Neighborhoods Partner: Family Service, Inc.

Vision/Mission/Goals of the Partner:

- Family Service's mission is help people help themselves by building their skills, increasing their knowledge, and providing them with opportunities to live positive and productive lives.

Partner's theory of change: Family Service believes that when people are given the tools necessary to build their skills and knowledge, they are better able to lead positive and productive lives, establish and maintain healthy relationships and develop self-reliance.

Partner's theory of action: Family Service, Inc. provides a range of prevention and treatment programs that are evidence-based and result in self-sufficiency and improved economic and health outcomes for its clients. The programs are grounded in needs identified in the community and address the areas of child welfare, parent education, youth development, employee assistance, mental health treatment and suicide prevention. They include:

1. mentoring programs
2. counseling
3. targeted prevention programs
4. court-appointed advocates for children
5. crisis hotline
6. parent education

Commitment of Family Service, Inc.

A Programmatic – Will work as a partner in developing the Promise Neighborhoods plan; which will link the expertise of Family Service with Promise Neighborhoods solutions.

B Financial- Family Service will provide planning and consultation which will cost approximately $25,000. In addition, Family Service will provide in kind services of $15,000 for consultation on issues of teen pregnancy prevention, mentoring, domestic violence, mental health consultation to early childhood programs, parent education, couples' support, counseling and crisis intervention.

C Data- Will share all relevant data resources with the Promise Neighborhoods Partnership (in accord with confidentiality standards and policies).

[redacted]

6/4/10

Kay Berthold Frishman, MSW, LICSW,
Executive Director

Date

MOU Promise Neighborhoods Partner:
Greater Lawrence Community Action Council, Inc. (GLCAC, Inc.)

Vision/Mission/Goals of the Partner:
The Greater Lawrence Community Action Council, Inc. is a private, non-profit organization, established in 1965 and designated by the federal and state government as the anti-poverty agency for the cities of Lawrence and Methuen and the towns of Andover and North Andover. The mission/primary purpose of the GLCAC, Inc. is to encourage and promote the improvement of community life for low-income residents within its service area with special emphasis upon, but not limited to, the initiation of programs in education, social services, child care, health, housing, employment and related fields, with the goal of helping those in need as they strive to achieve self-sufficiency for themselves and for their families.

Partner's theory of action:

How the organization assesses capacity and resources, and measures results achieved in relation to the organization's goals.

As a community action agency, every third year GLCAC, Inc. is required to submit a Community Action Plan (CAP) to the Massachusetts Dept. of Housing & Community Development (DHCD). The process for developing the CAP includes community needs assessment, internal capacity assessment, development of 3 year goals and strategies, identification of selected National CSBG Goals/Indicators/Outcome Measures, and development of a funding strategy to support implementation of the strategic plan.

Partner's theory of change:

How the organization uses early, intermediate and long-term ways to measure the impact of services/programs that it provides.

DHCD requires community action agencies to use ROMA (Results Oriented Management Accountability) as a means of evaluating the 3 year plan. The goals and strategies outlined in the 3 year plan are broken down into annual work plans. GLCAC, Inc. Program Directors and Coordinators are required to submit progress reports every six months on the goals, strategies, and activities specific to their programs/projects. This information is then compiled and entered onto the DHCD/CSBG Reporting website. The GLCAC, Inc. Board of Directors' Planning Committee and agency administrators use the information to assess progress towards achievement of the 3 year goals.

Partner's commitment:

A Services of the following GLCAC, Inc. programs are available to residents of the Arlington Neighborhood: AFI/IDA (Assets for Independence/Individual Development Account), GLCAC, Inc. Child Care Center, Community Partnerships for Children/Coordinated Family & Community Engagement Council, Community Service Center, Consumer Protection Program, Family Support Center for the Prevention of

Child Abuse, Head Start/Early Head Start, Lawrence/Methuen Community Coalition, Lead Poisoning Prevention Program, LIHEAP (Low-Income Home Energy Assistance Program), MassHealth/Commonwealth Care Outreach & Enrollment Program, Parent-Child Home Program, Pathways to Family Success/Family Literacy Program, Weatherization Assistance, WIC.

B Financial value of these services –

GLCAC, Inc. does not have a generic cost per child/family rate. Computation of the dollar value of the above services is specific to each child/family and the number of programs and/or level of services they access.

C Participate in Promise Neighborhoods Planning and Implementation Activities –

The GLCAC, Inc. will fully participate in Promise Neighborhoods Planning and Implementation Activities.

D The GLCAC, Inc. will share relevant data resources to support the development of a longitudinal data system to track progress in the achievement of the Promise Neighborhood Partnership's goals.

[redacted] 6/8/10

Signature of Authorized Partner Representative Date

Philip F. Laverriere, Sr.

GLCAC, Inc. Executive Director/CEO

(Print/Type Name of the Above)

MOU Promise Neighborhoods Partner:

Vision/Mission/Goals of the Partner:
Greater Lawrence Family Health Center

Partner's theory of change The Greater Lawrence Family Health Center believes that in addition to being the leader in primary care and community medicine in Greater Lawrence, the agency can impact the quality of family life by taking a holistic approach that provides patients with a wide range of health education and prevention programs.

Partner's theory of action: Greater Lawrence Family Health Center provides a range of services that address the health needs of all members of the Greater Lawrence community.

Services and Programs include:

Family pharmacy
Latino outreach related to asthma, diabetes, breast and cervical cancer
Integrative medicine
HIV Education,
Maternal and Child Health
High Risk OB Group

A Programmatic – Will provide personnel to work on planning for Promise Neighborhood

B Financial- value of these services— value of in kind costs to send person to meetings

C Data- Will share all relevant data resources with the Promise Neighborhoods Partnership (as confidentiality policies and standards allow)

[redacted]

Signature of Authorized Partner Representative

Date 6/10/10

Greater Lawrence Family Health Center

[redacted]

(Print/Type Name of the Above)

MOU Promise Neighborhoods Partner: Groundwork Lawrence

Vision/Mission/Goals of the Partner:
The formal mission of the organization is "to bring about the sustained regeneration, improvement and management of the physical environment by developing community-based partnerships which empower people, businesses and organizations to promote environmental, economic and social well-being." Groundwork's mission and operations are premised on the understanding that environmental conditions are inextricably linked to the economic and social health of a neighborhood. As a consequence, Groundwork is committed to *"changing places and changing lives"* through on-the-ground projects that help to transform local communities.

Partner's theory of change:
Through its environmental and open space improvements, community food programs, youth education and employment initiatives, and community programming and events, Groundwork Lawrence creates the building blocks of a healthy community, and empowers Lawrence residents to improve their quality of life

Partner's theory of action:
Groundwork Lawrence achieves results by engaging the whole community – residents, youth, non-profit organizations, city government and businesses – in the planning and realization of its projects. With this collaborative approach, Groundwork ensures that all stakeholders are mutually invested in its outcomes, the key to stable neighborhoods and sustainable change.

- **Increase Opportunities for Physical Activity** through the development of parks, trails and recreational facilities that are safe, welcoming and accessible to all;
- **Increase Access to Healthy Food** by creating a citywide network of community and schoolyard gardens, managing the Lawrence Downtown Farmer's Market and expanding access to community-supported agriculture;
- **Improve the Quality of Our Air, Water and Land** through brownfield redevelopment, volunteer cleanups, tree planting, and integration of low-impact development techniques;
- **Support Biodiversity** by implementing habitat enhancement and restoration projects;
- **Reduce Energy Consumption** through the development of pedestrian-friendly neighborhoods and the use of locally-sourced and recycled materials for project construction.
- **Prepare young people** to be positive role models and future leaders in their community.

Commitment of Groundwork Lawrence

A. Programmatic- Will work as a partner in developing the Promise Neighborhoods plan; which will link the expertise of Groundwork Lawrence with Promise Neighborhoods solutions
B. Financial- Groundwork Lawrence will provide planning and consultation which will cost approximately $ 10,000. In addition Groundwork Lawrence will provide in kind services of $ 2,500 for consultation on issues of healthy community food programs, youth employment opportunities, creating open green spaces, improvement of air, water and land quality and youth education
C. Data - Will share all relevant data resources with the Promise Neighborhoods Partnership (in accord with confidentiality standards and policies).

[redacted]

6/15/2010

Heather McMann

Date

Executive Director

MOU Promise Neighborhoods Partner:

Vision/Mission/Goals of the Partner Lawrence Community Works:
Lawrence CommunityWorks (LCW) is a nonprofit community development corporation and a Network of residents and other stakeholders working to transform the physical, economic, and civic landscape of Lawrence, MA. Our mission is to (1) foster individual and neighborhood empowerment and leadership through organizing residents to improve their lives economically, politically, and socially, (2) produce and preserve safe, decent, and affordable housing for low- and moderate-income families, (3) create programs and facilities that build the educational and economic assets of neighborhood young people, adults, and families, and (4) build a sustained institutional infrastructure for community revitalization through strategic local, regional, and national partnerships.

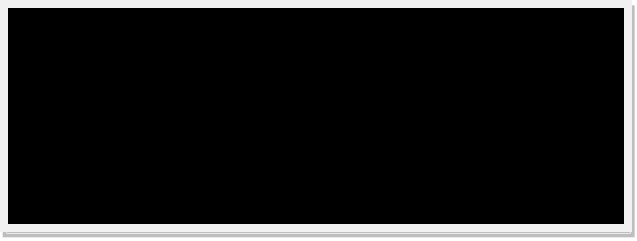
Partner's theory of change:
LCW believes that sustained neighborhood revitalization comes through a network-building approach to community development that is less about specific supply-side interventions than about stimulating a healthy *demand environment* composed of informed and engaged residents who are active participants in community and civic life.

Partner's theory of action: We organize a growing network of residents and stakeholders who are building family and community assets, providing each other with mutual support, developing leadership skills, and engaging in collective action to advance an agenda for positive growth and change. The network provides the mandate for projects and programs that include affordable housing development, financial literacy, homeownership education, and asset-building, youth development, and various issue and civic campaigns.

A Programmatic – LCW will provide personnel to work as a partner in the Promise Neighborhoods planning process. LCW will also link services and programs to Promise Neighborhoods solutions developed. Finally, LCW will share its nationally-recognized network-building approach to help catalyze and sustain a local constituency for the Promise Neighborhoods plan.

B Financial – LCW will contribute the value of a portion of a senior-level staff person's time to participate in and support the Promise Neighborhoods process. We estimate that roughly 20% of our membership is based in the Arlington District. This same proportion would hold true for the participants in our asset-building programs.

C Data - LCW will share relevant data resources (in accord with and subject to LCW confidentiality policies and standards) to support the Promise Neighborhoods Partnership.



6·18·10
Date

MOU Promise Neighborhoods Partner: Lawrence General Hospital

Vision/Mission/Goals of the Partner: Lawrence General Hospital serves the community as a private, not-for-profit acute care hospital whose team works to assure the quality and level of care the hospital provides, supporting community education and research to improve the health of the Merrimack Valley and its citizens.

Partner's theory of action:

To achieve the highest levels of quality and patient satisfaction, the Hospital focuses on four core values: quality, integrity, compassion and service.

Partner's theory of change:

In order to provide patients with a comprehensive level of care, LGH collaborates with other hospitals, community health agencies and regional medical centers to bring all levels of clinical experience to area residents.

Partner's commitment:

A Programmatic – Services provided to children and families in the Arlington Neighborhood of Lawrence include:

Family centered care for women and children including maternity care, imaging services, pediatric programs including after hours referral center, inpatient pediatrics, birthing center and childbirth classes

B Financial value - $15,000.00 as an in-kind donation.

C Share relevant data resources with the Promise Neighborhoods Partnership (consistent with standards and policies related to confidentiality).

[redacted]

June 16, 2010

Dianne J. Anderson, President and CEO

MOU Promise Neighborhoods Partner: Lawrence Methuen Community Coalition

Vision/Mission/Goals of the Partner:

- To provide grass roots support to Lawrence neighborhoods by engaging residents in collaborative efforts related to youth services, housing, substance abuse, health and safety.

Partner's theory of action:

To access the assets of Lawrence neighborhoods by bringing together community resources and community members to address neighborhood needs. To create seamless services for families by opening up communication between community service providers and by facilitating smooth transitions that reduce gaps in essential services.

Partner's theory of change: LMCC provides a range of prevention services and seeks to connect programs and families by involving them in active participation in identifying needs and proposing and implementing solutions.

LMCC provides the following services to the Arlington Neighborhood:

1. youth summer employment,
2. Support and collaboration with PATCH, the state's child protective services agency's (Massachusetts Department of Family Services) neighborhood center which offers parent training and child centered activities for children identified in need of protection.
3. Substance abuse education and neighborhood safety advocacy
4. Housing advocacy, information and referral.

Partner's commitment:

A Programmatic – Will provide personnel to work as a partner with Promise Neighborhoods to design and implement a year of planning. Will link MLCC services to defined solutions.

B Financial- value of these services: $ 35,000

C Data- Will share all relevant data resources with the Promise Neighborhoods Partnership

D To work with the NB Partnership in identifying neighbor/residents to serve on the Advisory Board

[redacted] 6-8-2010

Harold McGoon

Executive Director, Lawrence, Methuen Community Coalition Date

MOU Promise Neighborhoods Partner: Massachusetts Society for the Prevention of Cruelty to Children

Vision/Mission/Goals of the Partner:

- MSPCC is a private, nonprofit society dedicated to leadership in protecting and promoting the rights and well being of children and families.

Partner's theory of change

MSPCC employs a culturally-diverse staff of individuals working with multicultural and linguistic minority families; research shows that 99 percent of the families served say workers understand their culture.

Partner's theory of action

MSPCC provides child abuse and intervention programs, mental health treatment and adoption services that are provided in the home and in community based locations. MSPCC makes a difference by providing effective services that touch the lives of children and families:

1. family support and child abuse prevention
2. early intervention services
3. Mental Health and Child Abuse intervention
4. Day care and After School Support
5. After hours hot line
6. Healthy Families

Commitment of Family Service, Inc.

A Programmatic – Will work as a partner in developing the Promise Neighborhoods plan, which will link the expertise of MSPCC with Promise Neighborhoods solutions.

B Financial- MSPCC will participate as a partner in planning for Promise Neighborhoods and will contribute in –kind costs related to staff participation.

C Data- Will share all relevant data resources with the Promise Neighborhoods Partnership (in accord with confidentiality standards and policies).

[redacted]

Signature and title

Pres | CEO

22 June 2010

date