

CHARLOTTESVILLE CITY OF PROMISE MEMORANDUM OF UNDERSTANDING-1

We commit to creating a community where all children are valued and have the support and the tools they need to make decisions that lead to their success. We envision a community where the color of children’s skin or the incomes or education levels of their parents does not limit their potential to achieve in school, work and life. We will work together to plan and create a Community of Practice with a seamless continuum of supports for children from birth through college to career to build on individual, family and neighborhood strengths to make that success possible. We believe that such a continuum will only be effective when residents in the neighborhood are full participants in the decisions that affect their children’s lives, and will create opportunities for such participation in the City of Promise. We will create a clear system of accountability among the partners and participants, based on specific metrics of efficacy, community support, and alignment with this vision.

CHILDREN, YOUTH & FAMILY SERVICES

Vision: Every child has value and a future rich with possibilities. *Mission:* Opening doors to bright futures for kids. *Theory of action:* CYFS improves the opportunities for low-income and at-risk children to reach their full potential with these strategies: highly accessible direct developmental services to children and family support services to help the healthy development and success of children. *Theory of change:* CYFS believes that all children are born with the potential to succeed, and that a range of supports for the child and family will mitigate or eliminate risk factors that threaten their healthy development. CYFS programs provide temporary supports to assist clients with learning to deal effectively with obstacles to their ability to succeed. **Commitment:** The Board of Directors agrees that the Steering Committee of the City of Promise, as described below, will be the governing board for the City of Promise, under

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the organizational umbrella of CYFS. CYFS will be responsible for overall fiscal management of the program. Participation is Comprehensive Local Early Learning Network. CYFS can contribute to the Promise Neighborhood planning year the following resources: 10 hours/month of Executive Director's time for planning and community engagement; 8 hours/month of ParentingMobile community engagement services. Minimum Value: \$8,505

CHARLOTTESVILLE CITY SCHOOLS

Vision: Personal and Academic Excellence Inspired by a Collaborative and Innovative Learning Environment. *Theory of Action:* CCS believes each child deserves an excellent education that prepares her/him for a complex, interconnected world. The division outlines strategies for action in its updated 2011-2017 Strategic Plan. The goals are: **Goal 1:** All students will graduate prepared for post-secondary education and active participation in society. **Goal 2:** Our schools will be partners with families and the community to meet the academic, physical, social, and emotional needs of every student. **Goal 3:** Our schools will be optimal teaching and learning environments, places of excellence and equity for all. **Goal 4:** Charlottesville City Schools will be an exemplary workplace that attracts and supports the best-qualified teachers, administrators, and staff members. Each year the Board and Superintendent set priorities, provide focused professional development, and allocate resources necessary to accomplish its goals. *Theory of Change:* Transformative change relies on data and access to relevant learning tools and practices for both teachers and students. Data are analyzed to inform and revise action plans, instructional targets, and resource allocations. Community involvement and virtual networks are critical to long-term, meaningful success. **Commitment:** Participation in the Comprehensive Local Early Learning Network, continued partnerships with local community agencies, information technology equipment and expertise, academic resources, professional development and training,

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parent outreach and engagement activities through the schools, data collection and analysis support. Minimum value: \$50,000 (in-kind services.)

CITY OF CHARLOTTESVILLE *Vision:* Charlottesville: A Great Place to Live for All of Our Citizens – • A leader in innovation, environmental sustainability, and social and economic justice; • Flexible and progressive in anticipating and responding to the needs of our citizens; • Cultural and creative capital of Central Virginia. *Theory of Action:* The Theory of Action is centered around the process P3: Plan, Perform, Perfect, which builds on its internal capacity to develop 1) departmental strategic business plans, 2) a performance measurement and management system, and 3) a means of reporting results to staff, management, Council and the public, all of which guide the organization. *Theory of Change:* Our Theory of Change involves the use of P3 as an ongoing process integrated in the organization's culture, keeping in place a system of management that enables the City to: focus on results; align results to the Strategic Vision and Initiatives; serve as a management tool to evaluate progress; create a more comprehensive budget process, with decisions based on data; and improve transparency.

Commitment: \$50,000 cash and \$65,000 Virginia Dept. of Criminal Justice Services grant.

CHARLOTTESVILLE DEPT. OF HUMAN SERVICES

Vision: To be the community's premier provider in meeting the therapeutic needs of at-risk youth. *Theory of action:* The organization promotes the healthy development and stability of at-risk youth and families. Our action derives from a charge to meet the locally determined needs. *Theory of change:* Assessment, focus on strengths, support and accountability, building relationships, skill-based training, insight and self awareness, therapeutic interventions, collaboration and coordination, community engagement, and outcome measurement promote the healthy development of children and families. **Commitment:** Staff time of the Director of

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Human Services and a Senior Social Worker in the Administrative Services Unit and the time of the CASASTART coordinator until 6/30/12. Minimum Value: \$10,000

YOUTH NEX / Curry School of Education, University of Virginia

Vision: The mission is to promote healthy youth development and reduce developmental risk through focused research, training and service. This work is integrated across areas to bring a holistic understanding of youth development to each specific focus. *Theory of Action:* Youth-Nex brings integrated and focused research, training and service to improve understanding about what promotes healthy and effective youth development. *Theory of Change:* Youth-Nex uses multi-investigator, cross-disciplinary research efforts to generate a new consolidated understanding of youth development and facilitate efficient advancement of knowledge with direct translation to practice and training. *Theory of Action.* The engagement of scholars with diverse skills and interests leads to new approaches and better consideration of how one area of concern affects and is affected by others; and it creates a more immediate and better alignment of the Center work to “real world” needs. **Commitment:** 65% Project Coordinator; 50% Data Manager; 5% Project Director; consultation, technical assistance, and/or management of the data sharing mechanism; identification of evidence-based practices and expertise in youth development/education; commitment to leveraging support (student support, grants, etc.) through the university; lead in data collection, management, report writing. Minimum Value: \$48,000

CHARLOTTESVILLE/ALBEMARLE COMMISSION ON CHILDREN AND FAMILIES

Vision: Identify community needs, resources, and trends related to children and families; plan and facilitate community strategies for improving child and family outcomes; implement coordinated initiatives to address needs; increase access to information on local conditions and services; recommend the investment of local resources. *Theory of Action:* CCF has a research-to-

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solution Theory of Action: Conduct research to identify community needs, determine best practices, and build capacity. *Theory of Change:* To convene and engage all stakeholders in meaningful discussion of community needs, listen carefully, build partnerships, foster collaboration, and create community will, commitment, and action to make change.

Commitment: Participation in Comprehensive Local Early Learning Network. Research, evaluation, capacity building, and implementation assistance. Minimum Value: \$42,588

SAFE SCHOOLS /HEALTHY STUDENTS

Vision: The Safe Schools/Healthy Students (SS/HS) project supports the implementation and enhancement of integrated, comprehensive community-wide plans that create safe and drug-free schools and promote healthy child development. *Theory of action:* Our theory of action is directly related to outcome measures, including six required Government Performance Results Act (GPRA) measures. *Theory of change:* The Safe Schools Project uses a logic model approach to report need, list objectives, activities and partners, develop process measures and then articulate desired outcomes. From the logic model, a time line for implementation is developed.

Commitment: Participation in Comprehensive Local Early Learning Network. Consultation and training in the evidence-based interventions, including bullying prevention, motivational interviewing, restorative practices, substance abuse and family engagement. 1/3 of the City's portion of the SS/HS grant allocated towards this project. Minimum Value: \$100,000

CHARLOTTESVILLE REDEVELOPMENT AND HOUSING AUTHORITY

Vision: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination. To provide families with safe, affordable, quality housing and foster opportunities for resident empowerment and self-sufficiency. *Theory of action:* If we are able to provide safe, affordable housing in a respectful and inclusive way, we will be able to

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positively impact the lives of our residents and allow them to pursue their individual goals.

Theory of change: True change for our residents must be accomplished through a comprehensive and holistic redevelopment plan. We will only be able to achieve change if we look at redevelopment as a process that must address services and opportunities for our residents in addition to changes to buildings. We are tackling the tough issues of service provision, economic opportunities, education, and demographics of our sites as we plan for redevelopment.

Commitment: Participation is Comprehensive Local Early Learning Network, use of Westhaven Community Center, Computer Lab. Minimum Value: \$1,000

SMART BEGINNINGS- United Way-Thomas Jefferson Area

Vision: SB partners with community leaders and nonprofits to address school readiness:

parent education, home visiting, screening, early care and education and kindergarten

transition. *Theory of Action:* SB's Theory of Action is an approach that includes private/public partnerships and leadership to implement Virginia's model of school readiness.

When families, schools, services and communities provide broad commitment to school readiness, the all children will be ready for school. **Theory of Change:** SB has community-

wide approach to increase school readiness. Focus priorities are to: increase quality and accessibility of child care and family services; improve ability to measure school readiness

and increase accountability; and strengthen public/private partnerships to enhance the efficiency of services and maximize resources. **Commitment:** Participation is Comprehensive

Local Early Learning Network and staff time for planning. Minimum Value: \$1,000

COMPUTERS 4 KIDS

Vision: C4K's mission is to improve youth's computer and learning skills through caring

mentorship, structured training, a vibrant learning environment, and access to a computer at

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home. The program uses technology as a catalyst for youth to challenge themselves and realize greater possibilities academically, professionally, and for their community. *Theory of action:* to provide long-term after-school mentoring that enables students to develop the technology skills essential in academic and career settings. *Theory of change:* through participation, students will develop an appreciation for their own skills and abilities leading them to use technology more effectively in academic and professional pursuits. **Commitment:** C4K will provide consultation for the Internet Connectivity Priority Area of the planning year. Minimum Value: \$1,000

BOYS & GIRLS CLUB

Vision: to enable all young people, especially those who need us most, to realize their full potential as productive, responsible, and caring citizens. *Theory of action:* Where there is a non-duplicating area of need for youth development, we seek to provide low or no-cost, high-quality enriching experiences. The main goals for youth participants are to: graduate on time; engage in meaningful service; and make healthy lifestyle choices. B&G achieves these outcomes by providing focused programming delivered by full-time. *Theory of change:* All kids are capable of excelling. Long-term, consistent exposure to adult role models and unique opportunities, allow Members to grow personally in a safe, supervised environment. Sweeping change is possible with collaboration among like-minded partners. **Commitment:** 10 hours of consulting time regarding youth development. Meeting space. Minimum Value: \$1,000

JEFFERSON AREA CHILD HEALTH IMPROVEMENT PROGRAM (CHIP)

Vision: Jefferson Area CHIP envisions a vibrant community of families whose children are healthy, confident, and ready for school. *Theory of action:* Meeting families of children 0-6 where they are, working with them to develop a service plan, identifying small successes, providing parenting education, and meeting goals of having children immunized and getting

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regular well care will achieve the vision that children are nurtured and enter school ready to learn. *Theory of change:* Families want what is best for their child and, if given enough support and education, will be able to give their child the skills to succeed in life. However, poverty, racism, financial stress, poor parenting and other risk factors present barriers. By offering families support systems through nurses and family support workers, by helping families identify and use resources, by establishing relationships that build confidence and security, we give families the chance to succeed. Collaboration and partnering with other agencies is crucial to success for families. **Commitment:** Participation is Comprehensive Local Early Learning Network. CHIP will contribute staff time toward planning. Minimum Value: \$1,000

CHARLOTTESVILLE-ALBEMARLE HEALTH DEPARTMENT

Vision: Healthy people in healthy communities. *Theory of action:* The health department prevents disease, promotes health and protects the environment through: disease surveillance and follow-up; public clinics; WIC nutrition program; community education to foster behaviors such as safe sleep, car seat safety, healthy nutrition and physical activity. *Theory of change:* The department collects and uses data and results to accomplish its long term goals by: determining priorities and reallocating resources as needed; creating new programs where identified needs and discontinuing others where duplicative; looking for new sources of funding; collaborating with other organizations to achieve common goals and/or creating new collaborations; improving efficiency and effectiveness of programs. **Commitment:** Participation is Comprehensive Local Early Learning Network and staff time for planning. Minimum Value: \$1,000

REGION TEN COMMUNITY SERVICES BOARD

Vision: A Better Life A Better Community. *Theory of action:* The theory of action is illustrated by our agency strategic plan which is written every five years and includes one year objectives to

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meet those goals. The objectives are revised annually to move completed objectives off the plan and address new objectives that move us closer to our primary goals. *Theory of change:* The theory of change is incorporated in our goal's section of our strategic plan. We reach goals by providing (1) effective behavioral health services and by (2) promoting advocacy. In order to do that, we must enhance our organizational infrastructure for efficiency and build/support an effective workforce. We provide the following evidence based programs for the Charlottesville Schools: Strengthening Families, Social Norms; Motivational Interviewing; Teen Intervene; Second Step. **Commitment:** Participation is Comprehensive Local Early Learning Network and 0.15 FTE Administrative Manager; Office space. Minimum Value: \$10,500

PARTNERSHIP FOR CHILDREN

Vision: To build a supportive community where children are nurtured in healthy families and arrive at school ready to learn. *Mission:* We make early childhood services better. *Theory of action:* Through a collaboration of multiple service agencies, the Partnership will be able to conduct needs assessments, develop action plans, and implement those plans to improve overall service delivery to children and families. The Partnership was intentionally designed to have upper level management and director positions in order to quickly make decisions and implement change. The Partnership is working with other groups to facilitate a web-based data system for tracking child and program outcomes. *Theory of change:* A coordinated, comprehensive system of supports for children and families from prenatal to kindergarten, gives children a better chance at success in life. All services should be culturally relevant, developmentally appropriate, affordable and accessible regardless of race, ethnicity, and income. Our efforts and work teams designed to address community engagement, planning services, and evaluation lead to more children being served more comprehensively and children succeeding all

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the way from cradle to career. **Commitment:** Participation is Comprehensive Local Early Learning Network. Staff time for planning. Minimum Value: \$1,000

MONTICELLO AREA COMMUNITY ACTION AGENCY

Vision: MACAA works to eradicate poverty and to improve the lives of people living in our communities *Theory of Action:* MACAA designs comprehensive programs to provide a pathway out of poverty. MACAA partners and with other entities that can provide additional resources to ensure a successful outcome. *Theory of Change:* The causes of poverty can be minimized and eliminated by strengthening individuals, families and communities through creative self-sufficiency initiatives and educational programs that are accompanied by comprehensive support services. **Commitment:** Participation is Comprehensive Local Early Learning Network and staff time for planning. Minimum Value: \$1,000

VIRGINIA ORGANIZING

Vision: A society in which people at every level are active participants in the solutions for their communities. *Theory of Action:* People who are directly affected by a problem in the community should be active participants in working toward a solution. Leadership development is necessary to and a product of that involvement. In addition to direct community organizing in communities throughout Virginia, staff serve as consultants to organizations working to address local community issues. *Theory of Change:* Systemic change is necessary to address longstanding inequalities. The best community policies come when a diverse group of constituencies – especially those traditionally left out – are involved in their creation. **Commitment:** 6 hours/month (Executive Director's time) to train program staff build community involvement or address community policy issues, plus \$500 for community engagement, outreach expenses and free copying and office supplies worth \$500. Minimum Value: \$7,000.

