

**NON-VOTING MEMBER
MEMORANDUM OF AGREEMENT**
Between

(Individual)

and

Norwalk ACTS

September 2017

The **mission** of Norwalk ACTS is to enrich and improve the lives and futures of all of Norwalk’s children and youth, from cradle to career. In doing so, it is our **vision** that Norwalk will be the healthiest city in America for a child to grow up in - academically, socially/emotionally and physically.

The Norwalk ACTS Membership, having adopted the principles of **Collective Impact** and the **StriveTogether Methodology** for building cradle to career civic infrastructure, is helping our community build an integrated system to address the academic, social/emotional and health/wellness needs of Norwalk’s children.

Principles of Collective Impact

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support

StriveTogether Methodology

- Shared Community Vision
- Evidence Based Decision Making
- Collaborative Action
- Investment and Sustainability

Our Collective Impact process, strategies, and initiatives are aimed at the achievement or increase in the %s of the following community level outcomes:

- Norwalk children enter kindergarten ready to learn.
- Norwalk students meet the goal level in 3rd grade reading.
- Norwalk students have the necessary skills to successfully transition from 5th to 6th grade.
- Norwalk students have the necessary skills to successfully transition from 8th to 9th grade.
- Norwalk students graduate from high school in 4 years ready for college, post-secondary training or full-time employment.
- Norwalk graduates are career-ready with a college degree or professional certificate.

Purpose

This Memorandum of Agreement (MOA) is intended to serve as an articulation of the shared intention of the Norwalk ACTS Membership to implement the mission. It outlines the roles and responsibilities of Members and those of the Backbone Staff, in support of our collective efforts at better outcomes for all of Norwalk's children.

The Members of Norwalk ACTS are entering into an MOA agreement with the organization and with one another, to ensure a foundation built on shared accountability, continuous improvement, solidarity, inclusion and respect.

To ensure better outcomes for children, we aim to foster the following:

- True system building
- Leadership and innovation
- Shared commitment to the methodology of Collective Impact
- Aligned productivity
- Cost effective practice
- Leveraged learning

Pledge

As a Member of Norwalk ACTS, I commit to building trust amongst Members and throughout the community, valuing and actively promoting equity, unity and modeling a commitment to our work by:

- Ensuring that the principles of Collective Impact and the methodology of *StriveTogether* guide our work
- Ensuring that data is used as information and evidence to support fact-based decision-making
- Ensuring that all sectors of the community are intentionally engaged in the work regardless of race, gender, age, income, geography, and role
- Ensuring open and candid communication, transparency, an ongoing spirit of innovation, optimism and positive thinking
- Ensuring a persistent commitment to sustainable, long term, systems change and continuous improvement

Benefits of Membership

As a Member of Norwalk ACTS, I can expect to receive the following:

- A unified advocacy position and greater community impact through the collaboration and alignment of best cross-sector practices, resources and services that will further inform member and community work
- Access to local programmatic data and other evidence-based data to support informed decision-making and Action Plan development and implementation
- Informed technical assistance and meaningful Professional Development opportunities
- Assistance with the identification, alignment and leverage of short and long term investment
- Publicity highlighting Norwalk ACTS Membership's impact to more effectively "lift up" and expand what is working

Responsibilities of Members

As a Member of Norwalk ACTS, I commit to:

- Working within the established principles of Collective Impact and Continuous Improvement
- Ensuring that Norwalk ACTS is a community of learning by participating in outreach activities, attending 75% of the Norwalk ACTS General Membership meetings and designating at least one staff person or representative to serve on at least one Community Action Network (CAN) or Strategy Workgroup
- Ensuring that there is no action without data. Within FERPA and HIPAA guidelines, I/we will:
 - Commit to data-informed decision-making and measurable impact

- Prioritize and rely on data to identify trends, define problems, test strategies, analyze results and persistently align activities and resources
- Identify ways to “lift up” what’s working locally and within other evidence-based practices
- Persistently reminding ourselves that behind every data point is a child. By taking a holistic approach to achieving our vision, I/we commit to making decisions that are focused solely on better outcomes for children
- Publicly advocating for the mission of Norwalk ACTS and my role as a Member
- Aligning organizational and programmatic interests with other Members wherever and whenever possible

Responsibilities of Backbone Staff

Norwalk ACTS, both in terms of how the Backbone supports the Membership and in terms of how the Membership supports the Community, is a **Convener, a Conduit and a Catalyst for Change.**

As a Convener, the Backbone Staff commits to:

- Convening Leaders/Members around data-identified need, prioritized initiatives or cohorts of children
- Providing staff and consultant facilitation to develop and implement Action Plans and outline the strategic direction of Norwalk ACTS’ initiatives
- Establishing a central location for notes, documents, and other relevant information that is easily accessible to Members
- Assisting Member organizations with their alignment with Norwalk ACTS’ mission and outcomes

As a Conduit, the Backbone Staff commits to:

- Providing Members with existing data in order to facilitate decision-making
- Actively collecting and analyzing data
- Facilitating the prioritization of data and providing Members with data as requested
- Working with members to establish/align a better system of data collection
- Providing data infrastructure/capacity, storage and communication

As a Catalyst for Change, the Backbone Staff commits to:

- Actively honoring Norwalk ACTS’ membership in the *StriveTogether* Network and our “Commitment to Quality” by:
 - Using the *StriveTogether* Methodology and Theory of Action as a guide for our work
 - Continuing to build and sustain a cradle to career civic infrastructure and to achieve improved outcomes for Norwalk’s children
 - Actively participating in a community of learning and practice, exchanging knowledge and expertise with peer cradle-to-career partnerships
- Identifying and leveraging investment opportunities around infrastructure, specific bodies of work and/or cohorts of children in order to sustain the organization and the work of our Members
- Fostering the development of emerging leaders
- Establishing partnerships to create opportunities for shared resources, leveraged investment and communities of learning
- Executing a comprehensive internal and external Communications plan in order to highlight the work of our Members and increase visibility and familiarity within the greater community
- Working with the Membership to develop an Advocacy Plan for greater community impact

This Memorandum of Agreement is a statement of intent only, and is not binding upon the parties. The agreement will be revisited annually.

Member Name, Organization, Title Date

Anthony Allison, Norwalk ACTS, Executive Director Date