



Greater Lawrence Community Action Council, Inc.

FY 2009 – 2011

COMMUNITY ACTION PLAN

Approved by GLCAC, Inc. Board of Directors on Sept. 25, 2008

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MISSION STATEMENT

The **MISSION** of the Greater Lawrence Community Action Council, Inc. is to encourage and promote the improvement of community life for low-income residents within its service area.....to help those in need as they strive to achieve self-sufficiency for themselves and for their families.

Mission Statement
approved by the GLCAC, Inc. Board of Directors
on April 17, 2008

COMMUNITY PROFILE

DESCRIPTION OF SERVICE DELIVERY AREA:

The GLCAC, Inc.'s primary service delivery area is comprised of four communities: the cities of Lawrence and Methuen and the towns of Andover and North Andover. These communities are located in the northeastern section of Massachusetts, in the 5th Essex Congressional District, at the intersection of routes I-93 and I-495.

The characteristics of these four communities are very diverse.

- *Lawrence* is a historic textile mill town that was built in the 1840's as the nation's first planned industrial city. Known as the "Immigrant City", Lawrence has always been a multi-ethnic and multicultural gateway city with a high proportion of foreign-born residents.
- In 1725, *Methuen* became a community separate from the city of Haverhill. Methuen combines farm settings with suburban sub-divisions and urban neighborhoods. It also has a history as a mill town that produced hats, shoes, and textiles.
- Incorporated in 1646, *Andover* is one of the oldest towns in the country. Andover is home to many high-tech firms. It combines big town services for its corporate residents in attractive campus settings, and a small town atmosphere in high-quality residential neighborhoods to its family homeowners.
- In 1709 Andover was split into two parishes, the North Parish ultimately becoming *North Andover* in 1855. North Andover contains several industrial parks yet has retained its rural character and contains over 3,000 acres of preserved open space. The Lawrence Municipal Airport is located within the town of North Andover.

(Source: Dept. of Housing & Community Development Community Profiles.)

POPULATION:

According to Census 2000, the total population of the Greater Lawrence area was 174,281 (which has been updated to 184,429 following the Census Bureau's 2005 American Community Survey). The racial/ethnic composition of the four communities is similar. However, the number of residents from any given racial/ethnic group varies greatly by community. Not only does Lawrence have the largest overall population but also it has the largest percentage of minorities. Its Hispanic population exceeds that of North Andover, the town with the smallest Hispanic population, by almost eighty times. Lawrence's population also includes more Blacks/ African-Americans, American Indians and Alaskan Natives, and native Hawaiian or Pacific Islanders than the three other communities. The proportion of Whites in Lawrence (47% in 2000 and recomputed at 27% in 2005) is remarkably lower than that of all other towns in the area. The proportion of the White population for Methuen, Andover and North Andover measures 90%, 92% and 94% respectively. The Asian population represents the only group in which Lawrence has a lesser proportion than its neighbors. Andover has the largest Asian population of the four communities. The chart below lists the cities/towns in order of total population.

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Total Population by Race - US CENSUS 2000										
Town	Population	Persons of One Race:							Persons of 2 or more races	Persons of Hispanic origin (of any race)
		Subtotal (1 race)	White Alone	Black or African Amer. Alone	Amer. Indian and Alaska Native Alone	Asian Alone	Native Hawaiian or Pacific Islander Alone	Some other race Alone		
Lawrence	72,043	67,542	35,044	3,516	583	1,190	71	26,418	4,501	43,019
Methuen	43,789	42,990	39,126	591	97	1,040	5	2,131	799	4,221
Andover	31,247	30,938	28,621	234	19	1,791	11	262	309	567
North Andover	27,202	26,972	25,481	196	14	1,078	2	201	230	541
Region Totals	174,281	168,442	128,272	4537	713	5,099	89	29,012	5,839	48,348
Massachusetts	6,349,097	6,203,092	5,367,286	343,454	15,015	238,124	2,489	236,724	146,005	428,729
Lawrence 2005 *	82,191	80,716	22,508	5,284	0	1,894	0	51,030	1,475	56,460

*Information for States and some communities was updated on the Census website after completion of the 2005 American Community Survey (ACS)—the ACS had a + or - margin of error of 12% to 100+% (i.e. 100+% being the categories listing ‘zero’ residents).

The 2005 ACS included communities with populations over 65,000. Thus ACS data for Lawrence was available but not for Methuen, Andover or North Andover. However, information listed in a Mass. Dept. of Workforce Development report indicated that Methuen’s population had increased by 1.9%, Andover’s by 3.3%, and North Andover’s by 2.6% during the five year period. That report also indicated that Lawrence’s population had DECREASED by 1.0% in apparent contradiction to the ACS data. (Source listed for the report was the *Population Division, US Census Bureau, Release Date June 21, 2006 (Cities/Towns) and Dec. 22, 2006 (MA and US)*)

Total Population Changes 1990 - 2000				
Town	1990 pop.	2000 pop.	Difference	Percentage
North Andover	22,792	27,202	4,410	19.3
Methuen	39,990	43,789	3,799	9.5
Andover	29,151	31,247	2,096	7.2
Lawrence	70,207	72,043	1,836	2.6
Massachusetts	6,016,425	6,349,097	332,672	5.5

FOREIGN-BORN RESIDENTS:

In the early 1900s Lawrence was the world’s leading manufacturer of woolen textiles. It attracted immigrants from all over the world to work in its many mills. As factories began to relocate in the 1940’s in search of cheaper labor, first to southern states and eventually

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offshore, Lawrence lost thousands of manufacturing jobs and saw its population decline from a high of 100,000 in 1920 to a low of 63,000 in 1980. Over the past two decades Lawrence’s population has grown to over 72,000 and, as the Chart below shows, Lawrence continues to serve as a gateway for immigrants who come to the United States in search of better lives for themselves and their children. Lawrence ranks 6th in the state for total number of foreign-born residents and has the highest percentage in the state of foreign-born residents from Latin America according to Census 2000 data.ⁱ

Region of Birth of FOREIGN-BORN Residents ⁱⁱ	Andover	Lawrence	Methuen	North Andover
Europe	1,014	919	1,032	849
Asia	1,607	1,929	1,531	911
Africa	63	99	44	44
Oceania	23	10	30	0
Latin America*	232	18,509	1,862	220
Northern America	231	545	387	167
Total Foreign-Born Residents	3,170	22,011	4,886	2,191
Census 2000 data				
*Country of Birth for Latin American Residents ⁱⁱⁱ	Andover	Lawrence	Methuen	No. Andover
Cuba	24	329	104	13
Dominican Republic	31	15,438	1,196	33
Haiti	7	143	82	6
Jamaica	22	67	24	7
Other Caribbean	0	114	3	15
Mexico.	23	146	84	20
Costa Rica	14	25	0	0
El Salvador	0	92	21	0
Guatemala	10	891	131	0
Honduras	0	107	26	0
Nicaragua	0	0	22	0
Panama	7	6	0	4
Other Central American	0	7	0	0
Argentina	0	64	6	12
Bolivia	12	5	0	0
Brazil	52	78	0	66
Chile	0	0	23	0
Colombia	11	181	33	40
Ecuador	7	571	70	4
Guyana	12	5	6	0
Peru	0	159	17	0
Puerto Rico	169	15,816	1,691	133
Venezuela	0	74	20	0
Other South American	0	7	0	0
Census 2000 data				

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NOTE: Information provided in 2007 by key stakeholders in the community indicated a slight increase in the area's Middle Eastern and Asian populations, as well as an increase in the number of young adults coming from South American countries.

AGE:

Census 2000 indicated that the median age of the residents of Greater Lawrence is 35.9 years, with Lawrence having the youngest median age at 29.5 and Andover the oldest at 39.5. The ACS data indicates that Lawrence residents' median age has become even younger at 28.7 years in 2005 while the state's median age increased from 36.5 to 38.2 years.

(See two charts below.)

Age of Greater Lawrence Population					
	<i>Lawrence 2000</i>	<i>Methuen 2000</i>	<i>Andover 2000</i>	<i>North Andover 2000</i>	Total
Under 5 years	6,451	2,749	2,052	1,915	13,167
5 to 9 years	6,785	3,137	2,680	2,042	14,644
10 to 14 years	6,384	3,192	2,742	1,973	14,291
15 to 19 years	5,718	2,718	2,091	2,063	12,590
20 to 24 years	5,712	2,232	885	1,505	10,334
25 to 34 years	11,348	5,962	2,816	2,995	23,121
35 to 44 years	10,512	7,625	5,787	4,924	28,848
45 to 54 years	7,583	5,908	5,349	3,966	22,806
55 to 59 years	2,496	2,058	1,800	1,300	7,654
60 to 64 years	1,979	1,489	1,214	875	5,557
65 to 74 years	3,190	3,089	1,946	1,552	9,777
75 to 84 years	2,738	2,728	1,327	1,387	8,180
85+ years	1,147	902	558	705	3,312
Total Population	72,043	43,789	31,247	27,202	174,281
Median Age	29.5 years	37.5 years	39.5 years	37.2 years	
<i>Data from US Census 2000</i>					

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Comparison of by Age Lawrence Population 2000 to 2005	US Census 2000	US Census American Community Survey 2005	Comparison of age of GLCAC Clients (source: annual CSBG IS report)			
			Age Group	GLCAC clients 2000	GLCAC clients 2005	GLCAC clients 2007
Age Group	Lawrence 2000	Lawrence 2005	GLCAC clients Age Group	GLCAC clients 2000	GLCAC clients 2005	GLCAC clients 2007
Under 5 years	6,451	9,822	0-5 yrs	1,316	2,484	3,027
5 to 9 years	6,785	4,259	6-11 yrs	2,520	3,105	3,234
10 to 14 years	6,384	7,463	12-17 yrs	1,401	3,312	3,485
15 to 19 years	5,718	5,869				
20 to 24 years	5,712	8,216	18-23 yrs	817	1,863	1,939
25 to 34 years	11,348	12,578	24-44 yrs	5,016	5,382	5,125
35 to 44 years	10,512	11,153				
45 to 54 years	7,583	10,751	45-54 yrs	1,668	2,070	2,088
55 to 59 years	2,496	3,830				
60 to 64 years	1,979	2,272	55-69 yrs	1,135	1,448	1,568
65 to 74 years	3,190	2,888				
75 to 84 years	2,738	2,315	70+ yrs	1,226	1,035	1,123
85+ years	1,147	775				
				GLCAC Total 2000	GLCAC Total 2005	GLCAC Total 2007
Lawrence Total Population	72,043	82,191		15,099	20,699	21,589
Lawrence Median Age	29.5 years	28.7 years				
Massachusetts Total Population	6,349,097	6,182,860				
Massachusetts Median Age	36.5 years	38.2%				

INCOME AND POVERTY:

Census 2000 data indicates that the per capita income in Lawrence is \$13,360 (\$14,743 in 2005) which was 51% of the state average in 2000 and only 48% of the state average in 2005. The median household income was \$27,983 (\$31,007 in 2005), which was 55 % of the State average in 2000 as well as in 2005.

While per capita and median income for Methuen, Andover, and North Andover are significantly higher than the figures for Lawrence, there are still families in those communities who are living at poverty level. For example, the Methuen Arlington Neighborhood, Census Tract 2524, is a state designated ‘Mini Entitlement Area’. It borders Lawrence and shares many of Lawrence’s persisting problems, including crime, financial instability, educational barriers, health concerns, teen parenting, aging housing stock, and lack

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of family and social supports. According to Census 2000 data, the neighborhood has a population of 4,004 living within a one square mile area; 48% of neighborhood residents are of Hispanic/Latino descent; 17.9% are unemployed; 33% are considered to be at or below poverty level.

Community	Lawrence 2000	Lawrence 2005	Methuen 2000	North Andover 2000	Andover 2000	Mass. 2000	Mass. 2005
Per Capita	\$13,360	\$14,743	\$22,305	\$34,335	\$41,133	\$25,952	\$31,007
Median Household Income	\$27,983.	\$31,604	\$49,627	\$72,728	\$87,683	\$50,502	\$71,655
Total # Families	16,968	20,358	11,623	7,012	8,594	1,587,537	1,569,672
% Families in Poverty	21.2%	29.3%	5.8%	2.1%	2.5%	6.7%	7.6%
% of Families in Poverty with Children under 18	26.7%	38.1%	9.3%	3.4%	2.9%	12.2%	11.7%
% Single Mothers in Poverty with Children under 18	43.8%	55.5%	30.9%	16%	39.6%	45.4%	34.0%

Over 21% of the Lawrence’s families were living in poverty in 2000; that increased to 29.3% in 2005. In Lawrence 43.8% of families headed by a single mother with children under age 18 were living in poverty in 2000; that rose to 55.5% in 2005.

After factoring in inflation (cost of living rose a total of 16.1% from 2000 through 2005), Lawrence families are now in a worse position economically than they were at the time of the 2000 Census despite the increases in the Per Capita Income and Median Household Income indicated in the 2005 American Community Survey (ACS).

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SOURCES OF INCOME:

Information from Census 2000 and 2005 American Community Survey						2000 CSBG IS report	2005 CSBG IS report	2007 CSBG IS report
Source	Lawrence 2000	Lawrence 2005	Methuen 2000	Andover 2000	North Andover 2000	GLCAC Clients	GLCAC Clients	GLCAC Clients
			NUMBER OF HOUSEHOLDS					
Wages/Salary	18,308	22,214	12,718	9,531	8,010	2,503	3,536	3,966
Social Security	5,992	6,107	5,143	2,624	2,494	1,371	1,684	1,946
SSI	3,103	2,866	748	234	319	1,606	1,893	1,879
Public Assist*	2,204	1,718	464	151	132	1,151	1,143	993
Retirement	2,702	2,469	3,291	1,849	1,815	563	293	339
Other						1,575	1,105	1,232
No Income						3,809	1,894	1,414
% at or below poverty	21.2%.	29.3%	5.8%	2.1%	2.5%	47.3%	57.8%	49.9%

***PUBLIC ASSISTANCE:**

As of March 2005 the Lawrence Area DTA office was serving over 8,200 clients under the categories of Emergency Assistance (EA); Emergency Aid Elderly, Disabled & Children (EAEDC); Food Stamps (FS); Transitional Aid to Families with Dependent Children (TAFDC). A report received from the local DTA office in February 2008 indicated that the total now being served increased to 10,144 for 2007. (See chart below)

COMMUNITY	EA	EA	EAEDC	EAEDAC	FS	FS	TAFCC	TAFCC	TOTALS	TOTALS
	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007
Andover	0	1	3529	52	123	176	30	23	191	252
Lawrence	4	15	446	442	4,746	6,741	1,703	1,196	6,899	8,394
Methuen	0	5	84	89	693	1,020	203	141	980	1,255
No.Andover	0	0	24	19	146	196	46	28	216	243
Totals	4	21	593	602	5,707	8,133	1,982	1,388	8,286	10,144

HOUSING:

Information on housing needs was obtained from Census 2000, local housing authorities, City/Town halls and other public sources.

In Greater Lawrence, housing increased by 2,500 units between the time of the 1990 Census and the 2000 Census. However the growth was not evenly distributed throughout the four communities. Lawrence experienced a loss of 1,314 housing units in that ten-year period.

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The 2005 American Community Survey housing data indicates that there are 29,855 units of housing in Lawrence.....a 4,254 increase from Census 2000. The American Community survey lists a (+ or – margin of error of 2,531 or 8.5% for this number of 29,855).

Housing Supply:

(Source – Census 2000 and for Lawrence 2005 American Community Survey)

	Lawrence 2000	Lawrence 2005	Andover 2000	Methuen 2000	No. Andover 2000
Total Units	25,601	29,855	11,590	16,885	9,943
Vacancy Rate	4.4%	7.6%	2.5%	2.1%	2.2%
% of owner occupied units	32%	38%	79%	72%	73%
Median Value of owner occupied units*	\$114,100	\$237,700	\$344,900	\$159,000	\$316,500
% of Home owners paying more than 35% of income on housing*	20.5%	42.4%	15.3%	16.2%	15.1%
% of renter occupied units	68%	62%	21%	28%	27%
Median Rent	\$607	\$890	\$781	\$645	\$879
% of households paying more than 35% of income on rent	34.8%	63%	21.2%	25.5%	25.7%
# single units	23%	28%	74.9%	65.8%	62.9%
# 2 units	20.6%	21%	1.8%	13%	9%
# 3 to 4 units	30.7%	23%	4.2%	7.4%	5.6%
# 5 to 9 units	8.5%	11%	3.9%	3.6%	6.6%
# 10 to 19 units	5.6%	7%	3%	3.8%	10%
# 20 or more	11.4%	10%	5.5%	6.5%	5.8%
# mobile homes/ other	0.2%	0	8.4%	0.0%	0.2%
% that lived at the same residence in 2000 as in 1995	43%	n/a	66%	61%	54%

Census 2000 data indicated that 20.5% of home owners in Lawrence were paying more than 35% of their household income on housing; the 2005 American Community Survey revealed that the 42.4% were now paying more than 35% of their income on housing. In comparison, in 2000, 34.8% of renters paid more than 35% of their household income on rent; by 2005, according to the American Community Survey, that number had increased to 63% of renters paying more than 35% of their household income on rent. .

Foreclosure crisis: Over 100 respondents to various community assessment surveys conducted by GLCAC, Inc. in February and March of 2008 indicated that they have been impacted by the current foreclosure crisis, either as a property owner not able to make mortgage payments or as a renter facing eviction due to the owner’s inability to make mortgage payments.

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Number of foreclosures: Information from National Low Income Housing Coalition* and from local ForeclosuresMass.com** revealed that the area has been seriously impacted by foreclosures.

<i>Community</i>	<i>FY Sept 2005 to Sept 2006*</i>	<i>FY Sept 2006 to Sept 2007*</i>	<i>FY 2008 (first 6 months)**</i>	<i>Current Rank in State (highest number of foreclosures)**</i>
Andover	29	51	26	#39
Lawrence	276	704	427	#6
Methuen	136	235	123	#23
North Andover	40	58	32	#41
Totals	481	1,048	608	

Availability of Public Housing: In 2005 there were 2,552 public housing units and 1,708 section 8 housing vouchers available through local housing authorities. In 2008 that has decreased to 1,945 public housing units are available and 1,831 section 8 housing vouchers. Census 2000 data indicates that there are 13,875 low-income household in Greater Lawrence. (Low-income = Annual household income under \$25,000. per Census 2000) which means that over 10,000 low-income residents to compete for the few affordable housing rentals available through the non-profit housing developers in the area.

2005 Public Housing Availability for Families and/or Elders					
Community	# Public Housing Units	# Section 8 Vouchers	# on Waiting List- Public Housing	# on Waiting List - Section 8	Average Length of Wait
					3-5 years for residents 5+ years for non-residents
Andover	274	127	350	None at local level; use state list	
Lawrence	951	1,020	6,000 + closed	Planning to begin using state wait list in April 2008	
Methuen	426	551	1,000 closed	None at local level; use state list	
North Andover	294	133	243	closed	
Totals	1,945	1,831	7,593+		
<i>Source: Four</i>	<i>Local</i>	<i>Housing</i>	<i>Authorities</i>		

Rental Housing Affordability:

According to information taken from the National Low Income Housing Coalition (NLIHC) website^{iv}, the Fair Market Rent (FMR) in Massachusetts for a two-bedroom apartment is \$1,178. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, a household must earn \$3,927 monthly or \$47,122 annually.

Census 2000 listed the median rent in Lawrence as \$607 per month. The 2005 American Community Survey listed Lawrence’s median rent as having increased to \$890. Using the NLIHC standard of 30% of income for housing, an individual earning the Massachusetts minimum wage (\$8.00 an hour as of 1/1/08) would need to work an average of 86 hours per week to afford the median rent of \$890 per month in Lawrence.

(See Chart below for comparison of Census 2000 median incomes versus median rent)

Census 2000 Median Income and Rent Versus Extremely Low Income and Rent						
Town	Median Income	Median Rent		Extremely Low Income	Percent of Low Income Families	Affordable Monthly Rent for a Low Income Family
Lawrence	\$27,983	\$607		\$8,394	13.6%	\$209
Methuen	\$49,627	\$645		\$14,888	72%	\$372
North Andover	\$72,728	\$879		\$21,818	7.1%	\$545
Andover	\$87,683	\$781		\$26,304	6.9%	\$657

Housing Safety:

According to Census 2000 data, 55 percent of Greater Lawrence’s housing stock was constructed before 1960, with 33 percent constructed before 1940. In the low-income neighborhoods, many units have had no, or only minor, upgrades since they were constructed. Structures built before 1976 are at high risk for having lead-based paint and asbestos.

(See chart below)

Housing Structures - Year of Construction						
Community	1939 or earlier	1940-59	1960-79	1980-90	1990-2000	
Andover	3,260	1,990	3,567	1,608	1,195	
Lawrence	10,208	6,627	5,593	2,230	943	
Methuen	4,570	3,682	4,619	2,435	1,589	
North Andover	<u>1,827</u>	<u>1,476</u>	<u>3,640</u>	<u>1,599</u>	<u>1,401</u>	
Totals	19,865	13,775	17,419	7,872	5,128	
Source: US Census 2000						

LABOR FORCE:

Massachusetts Division of Employment and Training data indicates that three of the four Greater Lawrence communities experienced employment losses for the period between 2000 and 2007. Andover was the only one of the four communities to show a gain. (See chart below)

Number of residents employed: 2000-2007

Town	2000	2005	2007	Amount of change since 2000
Andover	16,032	16,044	16,409	377
Lawrence	28,831	26,046	26,233	(598)
Methuen	21,702	21,645	21,827	(125)
No. Andover	13,397	12,979	12,801	(596)

Unemployment Rates:

The 2001 unemployment rate for Lawrence was 10%, more than 2½ times the state average of 3.7%. In 2005, the state-wide unemployment rate increased to 4.8% while Lawrence’s rate increased to 10.1% -- still more than twice the state rate. Andover and North Andover rates tend to run slightly below the state rate while Methuen rates run somewhat above the state average.^v In 2007, the annual unemployment rate in Lawrence dropped to 8.9% which was still significantly higher than the state average of 4.8%; in April 2008 the rate was 8.5% again more than twice that of the state average of 4.1%.

Unemployment Rates by Community	2001 Annual Rate	2005 Annual Rate	2007 Annual Rate	April. 2008
Andover	3.9%	4.5%	4.0%	2.7%
Lawrence	10.0%	10.1%	8.9%	8.5%
Methuen	5.1%	6.4%	5.3%	4.9%
North Andover	3.7%	4.9%	3.9%	3.3%
Massachusetts	3.7%	4.8%	4.8%	4.1%

Top 3 Community Industries Providing the Most Jobs in 2001 as compared to 2006

(Source: Mass. Dept. of Workforce Development/ Division of Employment & Training: Division of Career Services)

Community	Industries Providing most Jobs	2001 Mass. DET Total Jobs	2001 Average Weekly Wage	2006 - Mass. DET Total Jobs	2006 Average Weekly Wage	Percentage of Change in Average Weekly Wage + or -	Percentage of Change in Number of Jobs + or -
Lawrence	* Health & Social Serv.	5,146	\$581	5,029	\$788	+ 38.0%	- 2.3%
	*Manufacturing	5,447	\$764	4,895	\$849	+ 11.1%	- 10.1%
	*Admin. & Waste Services	2,860	\$333	1,940	\$460	+ 38.1%	- 32.2%
Andover	*Manufacturing	9,115	\$1,292	8,842	\$1,697	+ 31.3%	- 3.7%
	*Professional & Tech.	4,063	\$1,489	5,229	\$1,711	+ 14.9%	+ 28.7%
	*Information 2001	2,967	\$1,354	1,984	\$1,792	+ 32.3%	- 33.1%
	*Health & Social Services 2006	1,358	\$591	2,065	\$657	+ 11.1%	+ 52.1%
Methuen	*Health & Social Serv.	2,922	\$643	2,892	\$792	+ 23.2%	- 1.0%
	*Retail Trade	2,374	\$414	2,362	\$465	+ 12.3%	- 0.51%
	*Manufacturing 2001	1,981	\$885	1,576	\$1,082	+ 18.2%	- 20.4%
	*Accommodation & Food Services 2006	1,278	\$245	1,692	\$271	+ 10.6%	+32.3%
North Andover	*Manufacturing	7,092	\$1,059	2,954	\$1,374	+ 29.7%	- 58.3%
	*Health & Social Serv.	1,704	\$757	1,739	\$823	+ 8.7%	+ 2.1%
	* Retail Trade	1,075	\$354	1,292	\$377	+ 6.5%	+ 20.2%

According to the *Labor Force Blueprint*^{vi} released in 2003 by the Merrimack Valley Workforce Investment Board (MVWIB), there were four critical industries in the Merrimack Valley: Health Care, Construction, Communications, and Manufacturing. There were also three emerging industries: Food Products, Medical Instrument & Supply Manufacturing, and Trucking/Warehousing. *According to the Blueprint*, all seven of these industries had job growth potential, strong career ladders, and self-sufficiency wage potential.

In June 2007, the MVWIB released the *Labor Force Blueprint Update*^{vii}. The *Update* showed changing trends among both the critical and emerging industries. The *Update* listed six critical industries in the Merrimack Valley: Health Care, Education Services, Manufacturing, Specialty Trade Contractors, Food Processing, and Distribution/Trucking. The criteria used were ‘largest workforce, average weekly wages near or above average, potential job opportunities for individuals with less than a bachelor’s degree.’ The *Update* listed three emerging industries: Medical Instruments/Supplies, Warehousing, and Financial Services. Of the six critical industries, four (Education Services, Specialty Trade

Contractors, and Food Processing) and NONE of the three emerging industries were NOT among the industries providing the most jobs in Greater Lawrence.

Anecdotal comments from local service providers reveal that many low-income residents, unable to find full time employment, may work two or three ‘temp’ jobs in order to support their families. The *Blueprint Update*, in its section on Workforce-related Issues, discusses the rising use of temporary employment agencies. “Temporary employment is becoming a key entry point to many area manufacturers. ‘Temp to perm’ employment practices are becoming increasingly popular.....in some cases, employers have reduced the number of positions they publicly post, instead filling positions from the pool of temporary workers with experience at the firm already.”

JOB READINESS:

A number of factors impact low-income residents seeking employment.

Employment Skills

The *Labor Force Blueprint* in 2003 identified a number of overarching human resource issues for the Critical and Emerging industries:

- The aging workforce: A number of critical and emerging industries noted that significant portions of their workforce were aging and that replacement workers were not readily forthcoming.
- A redefinition of basic skills: The basic requirements for entry-level jobs have risen dramatically over the past ten years. Candidates for entry-level employment are generally expected to have excellent verbal and writing skills, basic mathematics education, and a broad array of soft skills, including teamwork, communication, positive work ethic, and ability to accept supervision.
- Lack of appropriate occupational skills training and certification programs: There are currently gaps in the region’s offerings for occupational skills training to meet the needs of several of the critical and emerging industries.

The *Blueprint Update* in 2007 identified the following human resource issues:

- Rising use of temporary employment agencies.
- Demand for engineers – Merrimack Valley firms are finding it difficult to fill their engineering positions.....a necessity if the success of manufacturing in the region is to continue.
- Aging production workforce remains an issue with some manufacturers reporting that their production workforce has an average age above 55. In some instances collective bargaining agreements have made it difficult to cultivate a younger workforce; in other instances, it has been noted that the production environment is not drawing a younger generation seeking a ‘fun’ place to work.

The *Blueprint Update* also listed some specific education and training topics that have surfaced as needs in the region: ESL and literacy; modern manufacturing practices; problem solving; math skills; and CNC (computer numerically controlled) machinists skills.

Many low-to-moderate income residents in Greater Lawrence lack most of the basic and occupational skills needed to be the replacement workforce that these critical and emerging industries need. During Key Stakeholder interviews, representatives of Valley Works Career Center (Mass. Dept. of Education and Training) indicated that there is need for education/training beyond the certificate programs that the Career Center is able to provide in order for entry level employees to move up the career ladder. According to the Massachusetts College Transition Coalition, 80% of the 50 fastest growing occupations require education beyond high school; over 85% of jobs in the United States today are classified as skilled jobs as compared to 20% in the 1950s.

Educational Attainment:

In Massachusetts, the ratio of residents with no more than a high school diploma is comparable to that of residents with more than an undergraduate degree. The chart below indicates that the percentage of both Lawrence and Methuen residents with no more than a high school diploma is significantly higher than that of the state average and the total for those with more than a college degree is significantly lower than the state average. The contrary is true for Andover and North Andover. The 2005 American Community Survey revealed some gains for Lawrence with regard to the numbers with a high school diploma (29.6% in 2000 up to 31.4% in 2005 but the numbers with less than a 9th grade education also increased from 19.8% to 21.4%.)

Educational Attainment of Population over Age 25 (Source: Census 2000 & 2005 ACS)

Town	Less than 9 th grade	Less than high school	High School or GED	Some College	Associates Degree	Bachelors Degree	Graduate Degree
Lawrence 2000	19.8%	22%	29.6%	14.4%	4.3%	5.8%	4.1%
Lawrence 2005	21.4%	12.5%	31.4%	16.4%	7.3%	6.9%	4.1%
Andover 2000	1.8%	2.7%	14%	13%	6.1%	32.7%	29.9%
Methuen 2000	7.3%	10.9%	33.2%	16.7%	8.9%	15.7%	7.3%
No. Andover 2000	2.3%	4.7%	19.8%	16.4%	6.5%	29.5%	20.9%
Mass. 2000	5.8%	9.4%	27.3%	17.1%	7.2%	19.5%	13.7%
Mass. 2005	5%	7%	27.4%	15.9%	7.7%	21.1%	16%

The WIB’s *Labor Force Blueprint* states that “Enhancing the capacity and effectiveness of the Merrimack Valley region’s ESOL and ABE system is also important because language and math skills are often critical barriers to additional training.” The 2007 *Blueprint Update* states that “This situation has not changed in the years since the Blueprint was published” in 2003.

GED Testing Results:

The Lawrence Adult Learning Center is the local GED testing site. In 2005, the GED tests were administered to 139 individuals. Of those, 74 (53%) passed. In 2006, 500 individuals were tested and 202 passed...only 40%. The Spanish GED pass rate was 11%. Out of 113 tested, only 13 passed. The State-wide Spanish pass rate is 22%.

A key stakeholder interviewed in 2007 commenting on the GED pass rates indicated that she felt that people being referred to the Adult Learning Center to take GED tests were not being adequately prepared.

English Language Proficiency:

According to Census 2000 data, 64.4% of Lawrence residents over age 5 speak a language other than English at home and 31.1% of those Lawrence residents speak English ‘less than well’. In 2005 those numbers increased to 73.6% and 36.8% respectively. (See Chart below for breakdown by community. Numbers below include both native-born and foreign-born speakers of Spanish, Indo-European languages, Asian, Pacific Island and Other Languages.)

Community	Speak Language other than English at home	Speak English ‘less than well’
Andover	12.1%	3.4%
Lawrence	64.4% (Census 2000) 73.6% (ACS 2005)	31.1% (Census 2000) 36.8% (ACS 2005)
Methuen	19.6%	7.0%
North Andover	12.4%	3.8%
Massachusetts	18.7% (Census 2000) 20.3% (ACS 2005)	7.7% (Census 2000) 8.8% (ACS 2005)

Capacity to provide adult education programming:

According to a capacity study of literacy services in Lawrence conducted by Lawrence Literacy Works in the fall of 2004, there was a total of 981 ‘seats’ available in Lawrence literacy/adult education programs with a combined waitlist of 817. The primary adult education providers in Lawrence reported that their programs had the capacity to serve 967 individuals during 2007:

- 699 for ESOL (with a wait list of 870)
- 95 for Adult Basic Education / GED (with a wait list of 341)
- 94 for workplace education
- 59 for citizenship classes
- 20 in a transition to college program
- Plus an estimated other 100 ‘seats’ in various smaller programs throughout the Lawrence community.

The Methuen Adult Learning Center had 120 program slots in 2004 with a wait list of 200. For 2007 the Center had 145 program slots (32 for Adult Basic Education and 113 for ESOL) with a wait list of 140.

Access to Child Care/Child Care tuition subsidies

Greater Lawrence has a large network of early education and care providers, from part-day/part-week nursery schools to school year ½ day pre-school programs, to full-day/full year center based programs and family child care providers. Data provided in 2000 by the Child Care Circuit (the local Child Care Information and Referral agency) indicated that licensed center-based care and family childcare homes in the Greater Lawrence area had the capacity to serve 1846 infants & toddlers, and 2650 pre-schoolers. That represented 38 center-based programs, the public school pre-schools, and 394 family child care providers. According to Census 2000, the newborn through pre-school age population of Greater Lawrence numbered 13,167. Thus the capacity in legally operating centers and family day care homes could then serve only 34% of that population.

Updating Greater Lawrence Population for the 0-5 age group to include the 2005 American Community Survey numbers for Lawrence, the total 0-5 population increases to 16,538. Information received from the Child Care Circuit for 2007 indicated that there were 40 full time and 21 part time center-based early education and care programs, 8 public school pre-schools and 506 family child care providers with a combined capacity to serve 1222 infants, 1097 toddlers, 3930 full time in pre-school and 2569 part-time in pre-school. Thus for 2007 there was the capacity to serve 53% of local infants, toddlers, and pre-schoolers.

Additionally, respondents to the 2008 GLCAC, Inc. Community Survey indicated that the limited supply of affordable/quality care for infants and toddlers as well as before & after school care for kindergarteners and school-age children continues to create employment barriers. The percentage of respondents rating issue as a moderate to severe problem:

- Infant/toddler care – 46.9%
- Preschool care – 36.6%
- School age / after-school care – 37.4%

According to the 2005 American Community Survey, all parents in the family were working in 45% of the 10,498 Lawrence households with children under age 6 and in 71% of the 13,677 household with children ages 6 to 17. Over 56% of respondents to GLCAC's 2005 Community Resident Survey indicated that paying for child care was a *moderate to severe* problem. In the 2008 Survey, that number decreased to 45%.

Transportation:

Greater Lawrence is linked to other major cities by exceptionally good highways (I-495 and I-93) and rail facilities. A new transportation center was recently constructed just outside the downtown section of Lawrence with easy access to Rte 495. The Merrimack Valley Regional Transit Authority provides 30 fixed routes as well as para-transit bus service throughout its service area. Although there are 15 fixed bus routes for Greater Lawrence that include service to minority/low-income tracts in the two cities, hours of service for most routes are 5:00 a.m. to 7:00 p.m. with shorten hours Saturday and no Sunday service.^{viii} Anecdotal input from local service providers indicate that many low-income residents enter the workforce in second and third shift manufacturing jobs and in retail or food service jobs that require evening

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and/or weekend hours, when bus transportation is not available. Most of these individuals are low-income, without their own transportation, frequently use taxicabs as their primary means of transportation for food shopping, appointments for their children, and, for the individuals mentioned above, for transportation to &/or from work.

The MVRTA provides Special Employment Shuttles to Raytheon in Andover, Internal Revenue Service in Andover, and AT & T in North Andover; service originates from the Buckley Transportation Center in Lawrence and from the Washington Square Transit Station in Haverhill. Service is also provided to Ward Hill Industrial Park from the Washington Square Transit Station. There are also special programs that provide assistance with transportation to work. Unfortunately these services are not available to all low-income residents—most programs are targeted for individuals transitioning off of public assistance. While some of the ‘temp’ agencies provide van transportation, they may drop an employee off at the work site in the early morning and not return until mid afternoon even if that employee is only contracted to work a half day....thus the employee must wait a number of hours (unpaid) for his/her ride home.

Commuting to work (workers age 16 & over)	Lawrence Census 2000	Lawrence 2005 American Community Survey	Percentage of Change + or -
Drove alone	64.5%	65.3%	+ 0.8%
Carpooled	21.8%	23%	+ 1.2%
Public trans. (not taxi)	6.3%	3.1%	- 3.2%
Walked	3.3%	4.4%	+1.1%
Other Means	2.0%	2.9%	+0.9%
Worked at home	2.0%	1.3%	-0.7%
Mean travel time to work	21.8 minutes	22.1 minutes	Negligible

Youth Education

Public School Enrollment, Indicators, Per Pupil Expenditures:

There have been small increases over the past several years in enrollment of minority students in Andover, Methuen, and North Andover. White children continue to comprise most of the students in the area’s public school systems, with Lawrence being the exception.

PUBLIC SCHOOL ENROLLMENT 2004-05

Town	Total Enrollment	% White	% Hispanic	% Asian	% African American	% other	% Limited English Proficiency	% Low Income	% Special Education
Lawrence	12,235	9.1	85.41	3	2.4	0.09	19.7	84.6	16.7
Methuen	7,317	77	17.9	2.8	1.8	0.5	6.3	24.9	12.1
Andover	5,959	87.5	2.8	8.5	1.0	0.2	1.0	2.8	15.5
No. Andover	4,491	89.4	3.1	6.1	0.9	0.5	0.6	4.3	11.9
Massachusetts	975,911	74.2	11.8	4.8	8.9	0.3	5.1	27.7	15.9

PUBLIC SCHOOL ENROLLMENT 2007-08

Town	Total Enrollment	% White	% Hispanic	% Asian	% African American	% other	% Limited English Proficiency	% Low Income	% Special Education
Lawrence	12,301	7.0	88.2	2.5	2.1	0.2	23.5	82.9	18.9
Methuen	7,426	70.8	22.5	2.6	2.1	2.0	5.8	25.5	12.9
Andover	6,089	84.3	2.8	9.7	1.0	2.2	1.0	3.9	16.1
No. Andover	4,546	86.3	4.4	6.5	1.0	1.8	1.4	6.6	12.0
Massachusetts	962,766	70.3	13.9	4.9	8.1	2.8	5.8	29.5	16.9

Over the past two years, Lawrence has also seen increases in the percentage of Limited English Proficient students and the percentage of Special Education students while these percentages remained fairly stable in Andover, Methuen, and North Andover.

Per Public Expenditures by Community

Source: Massachusetts Dept. of Education Website – School Profiles

As the chart below indicates, per pupil expenditures increased significantly between 1999 and 2007 in all four school systems.

YEAR	ANDOVER	LAWRENCE	METHUEN	NORTH ANDOVER	MASSACHUSETTS
1999	\$6,386	\$6,580	\$5,916	\$5,635	\$6,692
2004	\$8,901	\$8,230	\$7,849	\$7,849	\$8,591
2007	\$12,025	\$12,039	\$9,652	\$9,661	\$11,868

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SCHOOL SYSTEM INDICATORS

From Massachusetts Dept. of Education School Profile Website

Indicator	YEAR	Andover	Lawrence	Methuen	No. Andover	Massachusetts
Dropout Rate	2003	1.3%	10.3%	2.4%	1.3%	3.3%
	2007	0.5%	14.8%	6.0%	0.6%	3.8%
Attendance Rate	2003	95.6%	94.1%	94.2%	94.8%	93.9%
	2007	96.3%	92.3%	94.4%	94.9%	94.6%
Average # days absent	2003	7.7 days	9.5 days	9.9 days	9.0 days	10.2 days
	2007	6.6 days	12.4 days	9.6 days	8.8 days	9.3 days
In-School Suspension Rate	2003	1.2%	9.4%	20.6%	1.1%	4.6%
	2007	1.1%	8.0%	5.5%	0.2%	3.2%
Out-of-School Suspension Rate	2003	2.1%	5.4%	13.1%	5.4%	6.7%
	2007	0.9%	10.1%	6.8%	4.3%	5.8%
Retention Rate	2003	1.0%	3.6%	1.9%	0.3%	2.6%
	2007	0.7%	6.3%	1.8%	0.5%	2.5%

High School Graduation – 4 year Rates

Below are Graduation Rates from the Massachusetts Dept. of Education School Profiles website tracking the classes of 2006 and 2007 from freshman year through senior year. Graduation rates for Lawrence are significantly lower than the other 3 communities and the state average.

Four Year graduation rates	Andover	Lawrence	Methuen	No. Andover	State
2006	94.7%	41.0%	79.1%	87.7%	79.9%
2007	95.4%	40.8%	75.7%	94.4%	80.9%

**COMPARISON OF GRADE 10 MCAS RESULTS FROM 2004 TO 2007.
(from DOE School Profile Website)**

Lawrence

GRADE 10 ENGLISH LANGUAGE ARTS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	1	4	1	2
PROFICIENT	20	26	27	29
NEEDS IMPROVEMENT	43	40	37	38
FAILING	36	30	35	31

GRADE 10 MATHEMATICS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	5	10	6	10
PROFICIENT	14	16	15	15
NEEDS IMPROVEMENT	34	30	26	28
FAILING	47	44	54	47

Andover

GRADE 10 ENGLISH LANGUAGE ARTS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	32	33	21	39
PROFICIENT	51	52	67	50
NEEDS IMPROVEMENT	16	13	10	9
FAILING	2	2	2	2

GRADE 10 MATHEMATICS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	56	59	68	72
PROFICIENT	27	26	20	19
NEEDS IMPROVEMENT	15	13	8	6
FAILING	2	2	3	3

Methuen

GRADE 10 ENGLISH LANGUAGE ARTS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	14	13	9	14
PROFICIENT	43	48	52	52
NEEDS IMPROVEMENT	32	28	33	28
FAILING	11	11	7	6

GRADE 10 MATHEMATICS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	17	27	29	35
PROFICIENT	33	28	28	24
NEEDS IMPROVEMENT	34	28	26	30
FAILING	16	17	17	11

North Andover

GRADE 10 ENGLISH LANGUAGE ARTS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	32	31	20	32
PROFICIENT	42	47	59	53
NEEDS IMPROVEMENT	22	18	16	11
FAILING	4	4	5	3

GRADE 10 MATHEMATICS				
PERFORMANCE LEVEL	2004	2005	2006	2007
ADVANCED	42	45	52	64
PROFICIENT	29	34	24	19
NEEDS IMPROVEMENT	19	15	15	13
FAILING	9	6	9	4

Examining tenth grade MCAS (Massachusetts Comprehensive Assessment System) results (as posted on the Massachusetts Dept. of Education’s School Profiles website^{ix}) reveals a tremendous need for educational improvement in Lawrence in comparison with other towns in the area as well as in comparison to other urban communities and state averages. A review of the 2006 MCAS results for 10th grade in communities throughout Massachusetts revealed that Lawrence had among the highest percentages of 10th grade students scoring at the “Failing” level. Among the 10 school systems with the highest percentage of students scoring at that level (Boston, Brocton, Fall River, Holyoke, Lawrence Vocational, Lawrence Public, Lowell, Lynn, New Bedford, and Springfield) Lawrence had the highest percentages at the Failing level for both English and Mathematics.

Youth Risk Behavior Survey (YRBS)

Key findings from the 2007 Lawrence and Methuen High School surveys included:

Note: 2005 was the most recent YRBS data available for state-wide data.

YRBS	State % 2003	Lawrence % 2003	State % 2005	Lawrence % 2007	Methuen % 2007
Involved in physical fight	30.7	26.2	28.6	33.2	32.6
Attempted suicide	8.4	12.1	6.4	16.3	28.6
Smoked cigarettes daily	14.6	10.7	13.7	10.2	15.4
First drink of alcohol before age 13	25.2	26.7	22.0	29.1	27.0
Had at least one drink of alcohol during lifetime	75.2	61.8	76.4	59.6	77.0
Used alcohol in past 30 days	45.7	37.8	47.8	35.5	50.2

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YRBS (continued)	State % 2003	Lawrence % 2003	State % 2005	Lawrence % 2007	Methuen % 2007
5 or more drinks in a row in past 30 days	26.9	22.3	26.5	23.4	30.0
Tried marijuana before age 13	10.7	8.2	9.4	8.7	11.7
Used marijuana one or more times during lifetime	46.7	26.8	45.2	25.0	39.1
Used marijuana during past 30 days	27.7	17.1	26.2	15.5	25.9
Used any form of cocaine	8.4	4.2	7.9	6.2	9.4
Used any form of inhalants	n/a	n/a	n/a	8.6	8.5
Used heroin	3.0	3.0	2.4	5.0	5.7
Used steroids	4.6	3.4	4.0	4.9	6.5
Used methamphetamines	6.1	2.9	4.4	5.2	7.6
Used ecstasy	9.1	5.3	n/a	7.1	9.1
Used a needle to inject any illegal drug	2.2	2.3	1.5	4.3	5.6
Ever had sexual intercourse	41.0	44.5	45.4	43.9	46.5
Had sexual intercourse for the first time before age 13	4.9	10.8	5.2	13.4	11.1
Had sexual intercourse with 4 or more people during lifetime	10.1	14.1	12.6	12.3	15.9
Taught in school about AIDS/HIV	91.6	74.4	92.7	63.3	88.5
Used condom during last sexual intercourse	24.8	11.0	23.2	10.7	22.4

The Youth Risk Behavior Surveys (YRBS) reveals an increase in physical fighting and suicide attempts, an increase in the percentage of students having sexual intercourse before age 13, and a decrease in the number reporting that they had AIDS/HIV education in school.

The YRBS indicated a decrease in the percentage of youth using alcohol. However, the YRBS also reveals an increase in the number of youth reporting that they had their first drink of alcohol before age 13.

The YRBS indicates a decrease in usage of marijuana, but an increase in usage of cocaine, inhalants, heroin, steroids, methamphetamines, and ecstasy as well as use of needles to inject illegal drugs.

HEALTH CARE & HEALTH ISSUES

The Greater Lawrence area is fortunate to have two hospitals: Lawrence General Hospital in Lawrence and Caritas Holy Family Hospital in Methuen. In addition, the Greater Lawrence Family Health Center (a primary health care provider for a large percentage of the area's low-income families) has health care facilities at four different sites and community support services in two other locations. There are also several walk-in medical centers located in the community and there is a large network of primary care and specialty physicians and dentists.

Health Insurance:

Lack of health insurance has been a major concern for many low-income residents of Greater Lawrence. A March 2005 Northeast Center for Healthy Communities Fact Sheet on Health

Care Access indicated that in 2004 over 34% of Lawrence area residents reported having no health insurance as compared to 24% in 2002. Almost 67% of respondents to our 2005 Community Resident Survey indicated that lack of health insurance was a moderate to severe concern. With the Commonwealth of Massachusetts instituting *Health Care for All*, all residents are now required to have health insurance. However, 40% of respondents to our 2008 survey indicated that affordable health insurance is still a moderate to severe concern. Staff of the GLCAC, Inc. MassHealth, Commonwealth Cares, Commonwealth Choice Enrollment Outreach Program report that many residents who obtained health insurance for the first time this past year are finding it difficult to understand how their initial premium rate could double or triple one year later. Many stop paying the premiums and then encounter problems when they need medical care and are told ‘you don’t have insurance’.

Health Issues:

A report from the Merrimack College Urban Resource Institute^x indicates that on virtually every standard measure of community health, Lawrence fares distinctly worse than neighboring towns, the state as a whole, and national targets. “The people who live in Lawrence are disproportionately vulnerable to negative health outcomes because of low income, leading to a greater likelihood of poor nutrition and inadequate access to preventive health care.”

The Urban Institute report also brings focus to the fact that “Lawrence has been subject to industrial damage to its environment. The impact on health includes direct threats from ingesting irritating or poisonous substances.” “The clearest environmental hazard in Lawrence is the persistence of lead paint flakes or lead dust in houses.” “It is estimated that 58% of the housing structures in Lawrence were built before 1950 and therefore would have been painted with lead-based paint.” The Northeast Center for Healthy Communities’ report *The Health of the Merrimack Valley 2003*, states that “Lead poisoning and elevated blood lead levels for the three Valley cities have been improving in recent years, but all remain above the state average. This was particularly true in Lawrence which had the highest rate of (lead) poisoning for any city in Massachusetts over the past five years.” Andover and North Andover rates were both below the state average while Methuen’s lead poisoning rate was above the state average only in the ‘moderately elevated category’. Data obtained from the MassCHIP website in May 2008 indicates that Lawrence’s lead poisoning rate continues to be twice the State rate, with 4 reported cases in 2006 of children ages 6 months to 5 years with blood lead levels equal or greater than 25 ug/dL. Andover, Methuen, and North Andover had no reported cases in 2006 of children with that blood lead level.

Data from MassCHIP CHNA 11 (Greater Lawrence) report:

- *Maternal & Infant Health* –CHNA 11 (Community Health Network Area which includes Greater Lawrence and Middleton) reported that the area birthrate was 65.3 per 1,000 women ages 15 to 44 compared to the State rate of 56.2 births; birth’s to Hispanic mothers was 87.2 compared to the State rate of 67.9; birth’s to adolescent mothers was 10.6 compared to the state rate of 6.2; the number of mothers not receiving pre-natal care in the

first trimester was 21.1 compared to the state rate of 17.9. Both the number of low birth-weight singleton births at 7.4 and the infant mortality rate at 4.5 were slight better than the State rates. The Lawrence WIC (Women Infants, and Children Nutrition Program) reports a steady increase in caseload of 2-3%. WIC is also seeing an increase in applications from families that are over its income eligibility guidelines. In previous years, Lawrence WIC might receive 3 over income applications for the year; now they are seeing an average of 4 per month. The conclusion drawn by staff of Lawrence WIC is that more families are becoming ‘food insecure’...the new terminology for families that are hungry/do not have sufficient money for food.

- *Child Health* - the CHNA 11 report indicated that the local rate for childhood hospitalizations, especially those related to respiratory disease, was far above the state average.
- *Teen Health* – CHNA 11 teens have a high number of births to mothers under age 18; they also have a high rate of sexually transmitted infections (Gonorrhea 113.6 as compared to state average of 110.5 and Chlamydia 1597.7 compared to state average of 1,079.6).
- *Adult Health* - CHNA 11 rates for newly diagnosed AIDS cases, AIDS/HIV related deaths, Hepatitis-B, Syphilis, and Chlamydia all were higher than the State rates. The rate of admissions to DPH-funded treatment programs was 1,219.9, somewhat lower than the State rate of 1,563.8. Hospitalization rate for Asthma at 118.2 was also lower than the State rate of 140.1; however, the hospitalization rate for bacterial pneumonia was 365.9 compared to the State rate of 337.2.

Lawrence Teen Births – 1990 & 2000 (information provided by Lawrence Teen Coalition from Mass. Dept. of Public Health sources)

Lawrence	Total Teen Births to mothers ages 15-19	Number of Births to mothers under age 15	Number of Births to mothers under age 17	Number of Births to mothers ages 18-19	Number of Births to Latino Teen mothers	Number of Births to Anglo Teen mothers
1990	347	9	160	178	244	83
2000	284	6	95	183	235	33
2005	209	n/a	76	133	189	20
2006	See	reference	to Boston	Globe	article	Below.

While the Teen birthrate to Lawrence mothers under age 17 declined dramatically between 1990 and 2004, it should be noted that Lawrence continued to be among the 3 cities in the state with the highest teen birth rates. Over the past several years there have been drastic reductions in state funding that supported teen pregnancy prevention programming. A March 2008 article in the Boston Globe reported that the teen pregnancy rates were on the rise around the country for the first time in 15 years. The article stated that the rate in Lawrence had increased by 12.4% between 2005 and 2006. Lawrence was listed as the community with the 2nd highest teen birth rate in the state.

In the report *MassConnect Needs Assessment of Lawrence 2005-06*^{vi}, published in April 2007, the top health concerns identified included diabetes, asthma, cardiovascular disease, substance abuse, violence, cancers particularly those related to HIV. The populations most affected

were the elderly, Southeast Asian groups, Latino youth, children, those underinsured and young mothers. Included in the barriers identified for improving people’s health were lack of access to health care, poverty, language barriers, and transportation.

The report *Air Pollution and Pediatric Asthma in the Merrimack Valley*^{xii}, released in February 2008, included data on a study of six communities – Andover, Dracut, Haverhill, Lawrence, Methuen, and North Andover. The specific aim of the project was to compare prevalence rates of pediatric asthma for children aged 5-14 in each study community with prevalence rates in comparison communities within Massachusetts that were demographically matched to serve as the comparison population. The prevalence of asthma was found to be 9.4% for the six study communities combined. Prevalence ranged from 6.5% to 12.2% in the individual study communities, with the highest prevalence in Lawrence at 12.2%. The rate for Andover was 6.5%, Methuen 6.4%, North Andover & Haverhill 8.0%. The rate for the 15 comparison communities was 7.7%.

Another significant community health concern is Childhood Obesity. Both the GLCAC, Inc. Head Start Health Advisory Council and the Community Partnership for Children Council have expressed concern with regard to the rapidly increasing prevalence of childhood obesity nationally and locally. Data from the American Family Physician website (www.aafp.org/afp) reveals that a 2002 “National Health and Nutrition Examination Survey estimates that 20.6% of children 2 to 5 years of age, 30.3% of children 6 to 11 years of age, and 30.4% of adolescents and young adults 12 to 19 years of age are overweight or at risk for becoming overweight. These figures represent a major increase in obesity over the past 30 years. In 1970 less than 5% of children were considered overweight. Black and Hispanic children are much more likely to be overweight than white children.” (See table below with regard to the Prevalence of Overweight in Children and Adolescents).^{xiii}

Prevalence of Overweight in Children and Adolescents Nationally

Sex	Age	Whites	Blacks	Hispanics
Male	6 to 11	12.0%	17.1%	27.3%
	12 to 19	12.8%	20.7%	27.5%
Female	6 to 11	11.6%	22.2%	19.6%
	12 to 19	12.4%	26.6%	19.4%

An article by Rafael Perez-Escamilla of the University of Connecticut’s Nutritional Sciences & Cooperative Nutrition Extension reports similar data and discusses the serious short and longer-term health consequences for obese children, including increased likelihood of high blood pressure, Type 2 diabetes, respiratory infections, orthopedic, and psychosocial problems.

In September` 2005 Harvard Pilgrim Health Care Foundation sponsored a seminar that featured a panel of speakers including Charles Deutsch, ScD, MAT, Principal Investigator for Partnerships for Children’s Health, and Elsie Tavares, MD, Harvard Pilgrim Health Care. Information presented at the seminar mirrored the findings of the National Health and Nutrition Examination Survey.

According to CHNA 11 data provided by our WIC program, 20.05% of children in the Greater Lawrence are at risk for being overweight and 17.46% are actually overweight. In comparison, the state averages are 17.08% at risk and 16.07% actually overweight.

Of the children participating in the GLCAC, Inc. Head Start program during school year 2005, 18% were overweight according to public health pediatric weight charts. This represents an increase of 3% over the previous year's rate. During school year 2007-08, the GLCAC, Inc. Head Start program implemented a *I'm Moving, I'm Learning* project throughout the program including not only the classrooms but also with the Policy Council, the Parent Center Committees and the Head Start Adult Education classes. The obesity rate for Head Start this past year was down to 15.7%.

In an July 1, 2008 article, the Eagle Tribune highlighted a visit to Lawrence by U.S. Surgeon General Steven Galson who visited the Greater Lawrence Family Health Center to congratulate the Center and New Balance Foundation for their efforts to fight childhood obesity. The article quoted Dr. Jeffrey Geller, a physician at the Greater Lawrence Family Health Center who said that more than half of the children treated at city health clinics are overweight and that children in the city also fall below statewide averages for nutrition and exercise standards.

PUBLIC SAFETY

Lawrence is located in a high intensity drug trafficking area. With the Lawrence Police Department, Essex County District Attorney's Office, and Essex County Sheriff's offices serving as participating agencies, there were 249 reports of seized narcotics between September 2004 and February 2005; 99% of these seizures were from arrests.^{xiv} The chart below details a comparison of the total number offenses in various categories for each of the four Greater Lawrence Communities for 2002 through 2005.

Statistics from the Massachusetts Annual Crime Report			
Index Offenses	Andover 2003	Andover 2004	Andover 2005
Murder	0	0	0
Rape	2	2	6
Robbery	1	1	3
Aggravated Assault	6	6	21
Burglary	60	47	63
Larceny	348	310	382
Motor Vehicle Theft	35	17	23
Index Offenses	Lawrence 2003	Lawrence 2004	Lawrence 2005
Murder	8	4	0
Rape	26	22	17
Robbery	153	129	159
Aggravated Assault	262	294	408
Burglary	467	518	601
Larceny	831	613	577
Motor Vehicle Theft	1209	397	533

Greater Lawrence Community Action Council, Inc.
2009 – 2011 COMMUNITY ACTION PLAN

Continued

Index Offenses	Methuen 2003	Methuen 2004	Methuen 2005
Murder	0	0	1
Rape	8	1	3
Robbery	19	9	27
Aggravated Assault	50	45	52
Burglary	165	126	205
Larceny	803	606	711
Motor Vehicle Theft	188	100	86
Index Offenses	North Andover 2003	North Andover 2004	North Andover 2005
Murder	0	0	0
Rape	0	0	0
Robbery	0	3	0
Aggravated Assault	15	8	3
Burglary	72	30	144
Larceny	182	162	179
Motor Vehicle Theft	10	4	21

Although review of the above information indicates increases in some categories, a representative of the Lawrence Mayor's office who participated in a key stakeholder interview, reported that auto theft in the City is at its lowest rate since 1969; arson is at its lowest rate since 1970; and property crime is at its lowest rate since 1969. He further stated that Lawrence had been ranked third on the list of communities with the most improved crime rates.

COMMUNITY
NEEDS
ASSESSMENT

Assessment of Community/Client Needs:

The 2008 assessment of community and client needs was conducted through a two-fold process of collecting primary information internally from within the agency and externally from community residents, local service providers, and city/town governmental sources. Secondary information was gathered from the U.S. Census, Child Care Circuit, Merrimack College Urban Institute, National Low-Income Housing Coalition, local Housing Authorities, Institute for Community & Workforce Development, Massachusetts Division of Employment and Training, Massachusetts Department of Education, Massachusetts Department of Public Health, Massachusetts Department of Public Safety, United Way of the Merrimack Valley, Elder Services of the Merrimack Valley, and the Northeast Center for Healthy Communities.

The GLCAC, Inc. CAP Committee, comprised of Board Members and Staff participated in the collection of secondary information, conducted surveys/interviews, held focus groups and an open forum. Community Resident/Senior Citizen/Youth surveys were distributed through all GLCAC, Inc. Programs and affiliates, the Lawrence Public Schools Adult Learning Center, the Lawrence Senior Center, the Asian Center of the Merrimack Valley, and through local service providers in Lawrence, Methuen, Andover and North Andover.

A total of 1,324 individuals provided input into the community assessment.

Of the 1,063 respondents that completed the demographics section of the community assessment forms:

AGE	RACE / ETHNICITY	Language Spoken at Home	COMMUNITY	Household Income
13% were under age 18	0.4% were American Indian/Native American	33.3% - English	2.6% were from Andover	62.0% - under \$20,000
8% were age 18-20	7.9% were Asian	45.9% - Spanish	68.9% from Lawrence	24.0% - \$21,008 to \$30,000
16% were age 21-25	2.7% were Black/African American	9.8% both English & Spanish	22.0% from Methuen	8.9% - \$31,000 to \$50,000
40% were ages 26-45	72.9% were Hispanic/Latino	8.8% Asian Languages	4.0% from North Andover	4.0% - over \$50,000
13% were ages 46-65	14.0% were White (Non-Hispanic)	2.2% Other languages	2.5% from GLCAC's extended service area	
10% were over age 65	2.4% were 'Other'			

Surveys asked respondents to rank issues as ‘severe’, ‘moderate’, ‘small’, ‘no problem’, or ‘don’t know’. **The ten most significant areas of community need as determined by the combined number of survey responses under ‘severe’ and ‘moderate’ were:**

1. (856 responses) UNEMPLOYMENT / LOW PAYING JOBS / LACK OF JOBS
2. (706 responses) LIMITED ABILITY TO SPEAK ENGLISH
3. (705 responses) AFFORDABLE HOUSING
4. (665 responses) CRIME
5. (640 responses) HOMELESSNESS / DOUBLED-UP / OVERCROWDED LIVING CONDITIONS
6. (635 responses) GANG ACTIVITY
7. (628 responses) DRUG ABUSE
8. (626 responses) UNSAFE OR UNHEALTHY HOUSING
9. (584 responses) LACK OF HEALTH INSURANCE
10. (562 responses) EMOTIONAL, PHYSICAL, SEXUAL ABUSE

The areas of service identified most often as not being able to find or access were: (combined totals from all surveys)

- Housing (71 responses)
- Affordable Child Care (41 responses)
- Employment/Better Paying Job (34 responses)
- Education/Training (16 responses)

When analyzing Survey results in relationship to the *city/town of residence*, the top ten issues were seen as needs in all four communities. Other issues on the list in Andover - Lack of Dental Care, Consumer Fraud/Identity Theft, and Assistance Completing Applications; in Lawrence – Availability of Job Training and Transportation; in Methuen – Paying for Child Care, Asthma, and Transportation; in North Andover – Lack of Health Insurance, Lack of Dental Care, Availability of Job Training, and Teen Pregnancy.

June 26, 2008 Open Forum: 26 participants reviewed the list of the ten most significant areas of community need identified through the various surveys conducted. They also reviewed the list of top needs by sub-groups such as Seniors, Youth, Local Service Providers, etc. and the top needs by Community. After discussion of the topics identified, participants recommended that the top ten issues identified should be the primary focus of the GLCAC, Inc. Community Action Plan.

ANALYSIS OF DATA & INFORMATION COLLECTED:

Members of the Board's Planning Committee, the Agency Administrators and Program Directors reviewed and discussed the primary information gathered through the surveys and group sessions and analyzed the information in respect to the secondary information obtained through government/public sources and documents. This analysis resulted in the identification of six priority areas of community need.

Six Priority Areas of Community Need:

1. Limited English language skills / Limited Education / Lack of Employability Skills

In Massachusetts, the ratio of residents with no more than a high school diploma is comparable to that of residents with more than an undergraduate degree. The percentage of both Lawrence and Methuen residents with no more than a high school diploma is significantly higher than that of the state average and the total for those with more than a college degree is significantly lower than the state average. The contrary is true for Andover and North Andover. The 2005 American Community Survey revealed some gains for Lawrence with regard to the numbers with a high school diploma (29.6% in 2000 up to 31.4% in 2005 but the numbers with less than a 9th grade education also increased from 19.8% to 21.4%). According to Census 2000 data, 64.4% of Lawrence residents over age 5 speak a language other than English at home and 31.1% of those Lawrence residents speak English 'less than well'. In 2005 those numbers increased to 73.6% and 36.8% respectively. A report from the local Workforce Investment Board indicates that the basic requirements for entry level jobs have risen dramatically over the past ten years...now requiring excellent verbal and writing skills, basic math skills, and a broad array of employability skills.

2. Unemployment / Access to Good Jobs with Benefits (including Health Insurance)

Unemployment rates in both Lawrence and Methuen are consistently above the state average, with Lawrence's rate typically being double the state average. Many respondents expressed difficulty finding/being eligible for jobs that pay a living wage and provide benefits such as health insurance. Anecdotal comments from local service providers reveal that many low-income residents, unable to find full time employment, may work two or three 'temp' jobs in order to support their families. The basic requirements for entry-level jobs have risen dramatically over the past ten years. Candidates for entry-level employment are generally expected to have excellent verbal and writing skills, basic mathematics education, and a broad array of soft skills, including teamwork, communication, positive work ethic, and ability to accept supervision. Further complicating the issue, the literacy levels of many local job seekers are often too low to meet the requirements for entry into occupational skills programs.

3. Lack of Affordable Housing / Housing Assistance Services / Unsafe/Unhealthy Housing

Census 2000 data indicated that 20.5% of home owners in Lawrence were paying more than 35% of their household income on housing; the 2005 American Community Survey revealed that the 42.4% were now paying more than 35% of their income on house. In comparison, in 2000, 34.8% of renters paid more than 35% of their household income on rent; by 2005, according to the American Community Survey, that number had increased to 63% of renters paying more than 35% of their household income on rent. Waiting time for public or subsidized housing in all four communities is 3 or more years. Many of the expired use units have or will soon be expiring. Median purchase/rental costs far exceed the financial resources of low-income families. A fire this past year that destroyed a city block of housing and small businesses in Lawrence highlighted the difficulty in finding affordable housing for families without section 8 vouchers.

Over 100 respondents to various community assessment surveys conducted by GLCAC, Inc. in February and March of 2008 indicated that they have been impacted by the current foreclosure crisis, either as a property owner not able to make mortgage payments or as a renter facing eviction due to the owner's inability to make mortgage payments.

According to Census 2000 data, 55 percent of Greater Lawrence's housing stock was constructed before 1960 with 33 percent constructed before 1940. In the low-income neighborhoods, many units have had no, or only minor, upgrades since they were constructed. Structures built before 1976 are at high risk for having lead-based paint and asbestos.

Many area low-to-moderate income senior citizens are struggling to keep their family homes in safe and healthy condition. Fixed incomes and the raise in every-day expenses make it difficult for them to afford needed home repairs and/or needed accessibility renovations that will allow them to continue to be self-sufficient and remain in their homes.

4. Substance Abuse / Crime / Gang Activity

The Lawrence Crime and Disorder Analysis Unit reports that Lawrence is located in a high intensity drug trafficking area. There were 249 reports of seized narcotics between September 2004 and February 2005 of which 99% were from arrests. During a Drug Awareness Forum hosted by a local radio station, concerns about increasing inhalant abuse and increases in heroin/opiate use and addiction were highlighted. Other secondary information reviewed showed that Lawrence had the highest number of adult admissions to substance abuse treatment programs in the Merrimack Valley; 61.9% of licensing non-compliance incidents locally from 2001-2004 were for selling alcohol to minors^{xv}. The 2007 Youth Risk Behavior Survey (YRBS) reveals a decrease in the number of youth using marijuana but an increase in the numbers using cocaine, heroin, and inhalants. The YRBS also reveals an increase in the number of youth trying drugs/alcohol before age 13 and an increase in the number binge drinking alcohol.

Although the Massachusetts Annual Crime Report indicated increases in some categories, a representative of the Lawrence Mayor's office who participated in a key stakeholder interview reported that auto theft in the City is at its lowest rate since 1969; arson is at its lowest rate since 1970; and property crime is at its lowest rate since 1969. He further stated that Lawrence had been ranked third on the list of communities with the most improved crime rates.

Crime was ranked # 4 in the Top Ten issues from the community surveys and gang activity was ranked # 6.

5. **Health Issues / Access to Health Care / Lack of Affordable Health Insurance**

In the report *MassConnect Needs Assessment of Lawrence 2005-06*, barriers identified for improving people's health included lack of access to health care, poverty, language barriers, and transportation. CHNA 11 (Community Health Network Area for Greater Lawrence) rates for newly diagnosed AIDS cases, AIDS/HIV related deaths, Hepatitis-B, Syphilis, and Chlamydia were all higher than the State rates. The rate of admissions to DPH funded treatment programs was 1,219.9 which was lower than the State rate of 1,563.8. Hospitalization rate for Asthma at 118.2 was also lower than the State rate of 140.1, however, the hospitalization rate for bacterial pneumonia was 365.9 compared to the State rate of 337.2. Several years ago the local Community Health Network Area (CHNA 11) examined the potential links between asthma/respiratory disease and local environmental issues, identifying a number of 'triggers' found in older/non-rehabbed housing. Almost 20,000 housing units in Greater Lawrence were constructed prior to 1939 which also raises concerns about lead-based paint hazards. Lawrence's lead poisoning rate continues to be twice the State rate, with 4 reported cases in 2006 of children ages 6 months to 5 years with blood lead levels equal or greater than 25 ug/dL.

Over 2000 people received assistance accessing health insurance from the GLCAC, Inc. MassHealth, Commonwealth Care, Commonwealth Choice Enrollment Outreach Program during FY 2007 and the first six months of FY 2008. However, of the 1,324 people responding to the issue 'lack of health insurance' on the 2008 Community Assessment Surveys, 584 (44%) rated this as a moderate to severe concern for them; and 550 (45%) of the 1,213 responding to the issue 'lack of dental care' rated that issue as a moderate to severe concern.

6. **Emotional, physical, sexual abuse -**

According to the *Child Maltreatment 2006* report published by the U.S. Dept. of Health & Human Services^{xvi}, **national data** revealed that

- 64.1 percent of child victims nationally experienced neglect,
- 16.0 percent were physically abused;
- 8.8 percent were sexually abused,
- 6.6 percent were psychologically maltreated, and
- 2.2 percent were medically neglected.

- 15.1 percent of victims experienced such other types of maltreatment as abandonment, treats of harm to the child, or congenital drug addiction.

These maltreatment-type percentages total more than 100 percent because children who were victims of more than one type of maltreatment were counted for each maltreatment. For 2006, 48.2 percent of child victims were boys, and 51.5 percent were girls. The youngest children had the highest rate of victimization.”

State statistics found within the *Child Maltreatment 2006* report revealed that the number of children in Massachusetts who were victims of child abuse/neglect increased between 2002 and 2006 from 23.3% to 25%. The total number of victims in the state in 2006 was 36,151. Of that total:

- 4.9% were victims of physical abuse
- 82.1% were victims of neglect
- 1.8% were victims of sexual abuse
- 6.1% were victims of psychological abuse
- 11.2% were victims of multiple types of abuse

With regard to adults, statistics from the Massachusetts Department of Public Health’s MassCHIP website indicated that 89.9% (310) of weapon-related injuries within the Greater Lawrence area were intentional/assault related. The Massachusetts Annual Crime Report reveals that the number of Aggravated Assaults increased between 2003 and 2005: in Andover from 6 to 21; in Lawrence from 262 to 408; in Methuen from 50 to 52; with only North Andover showing a decrease from 15 to 3. The number of Rapes increased in Andover from 2 to 6 but decreased in two communities: in Lawrence from 26 to 17; in Methuen from 8 to 3; with no rapes reported in North Andover during that same time period.

Of the 1,324 individuals responding to the “Emotional, physical, sexual abuse” question on the Community Assessment Surveys, 42.4% rated it as a moderate to severe problem.

During the GLCAC, Inc. Board and Staff Planning Committees’ analysis of the above information, a conclusion was drawn that a number of the priority areas of need were inter-related....contributing to the inability of many low-income residents to achieve self-sufficiency. Lack of education, English-language skills, literacy, and/or employability skills create barriers for many low-income residents in their quest to obtain good-paying jobs, with good benefits and opportunities for career advancement.

Not having a job that pays a living wage prohibits many residents from being able to afford decent housing in a safe and healthy neighborhood, from being able to afford quality child care, and from being able to afford health insurance. Risk factors such as these often result in families being under extreme stress which can contribute to increased incidences of domestic violence and child abuse. Crime, gang activity, and substance abuse negatively impact the safety and stability of our neighborhoods. Unstable neighborhoods result in a high mobility rate among residents, which in causes difficulties for neighborhood schools as they try to

serve children from families that continually move from neighborhood to neighborhood, from one community to another, and even one country to another. This far too often results in children not obtaining the educational skills necessary for this 21st Century economy and thus the cycle of poverty continues.

As a means of addressing these identified areas of need, GLCAC, Inc. Board of Directors at their June 26, 2008 meeting approved the Planning Committee/CAP Committee recommendation that the GLCAC, Inc. 2009-2011 Community Action Plan should focus on:

1. continued advocacy for additional resources and/or services for the community
... and ...
2. development or expansion of services to be provided by GLCAC, Inc. directly or in partnership with other local service providers

in order to:

- **improve child and adult education, literacy, English-language proficiency & financial literacy;**
- **upgrade residents' employability/work skills in order to increase their ability to secure jobs that pay a living wage and enhance their eligibility for career advancement;**
- **ensure that low-to-moderate income families' who are working or in training programs have access to high quality child care;**
- **provide youth with safe and positive alternatives to alcohol/substance abuse, gang involvement and street life—so that they are inspired to learn, grow, and achieve social, academic, and personal success;**
- **support community initiatives that focus on emotional, physical, and sexual abuse;**
- **support community initiatives that focus on health issues such as asthma, childhood obesity, lead poisoning, and teen pregnancy prevention/STDs;**
- **support community initiatives that ensure low-to-moderate income individuals have access to affordable health insurance and health care;**
- **increase access to housing services that inform and educate residents and that support housing acquisition/ housing development &/or rehabilitation/housing safety; and**
- **improve the quality of life in the community through safer, cleaner, blight-free neighborhoods.**

GLCAC, INC.
SERVICE DELIVERY
SYSTEM

GLCAC, Inc. Service Delivery System:

The Greater Lawrence Community Action Council, Inc. currently consists of an administrative division and six direct service areas:

- Administration and Finance Division
- Early Learning Services
- Education and Training Services
- Energy Services
- Health & Nutrition Services
- Housing Services
- Social Services

Each of the six direct service areas has a number of programs to address identified areas of community need. Great emphasis is placed upon quality, integrated services, tailored to meet the specific needs of individual clients. Strong linkages with other community agencies are a key component of the service delivery system.

1. Administration and Finance Division: This Division is responsible for administrative oversight of all agency and program operations including planning, program development, program reporting and accountability, fiscal management, human resources, affirmative action, equal employment opportunity, information technology and facilities management.
2. Early Learning Services: Early Learning Services implements strategies to address the early education and care needs of Greater Lawrence's youngest residents and also provides parenting education as a means of supporting the parents' role as the first teachers of their children. The Early Learning Services Division encompasses the following programs:
 - *Child Care Center*: The GLCAC, Inc. Child Care Center is a full day, full year program that has been in operation since 1971 and is designed to meet the community's needs. The goal of the Center is to support the family in educating and caring for its children while parents work, attend school or training programs, or through the direct referrals from the Department of Social Services. The Center serves 253 children ranging in age from 15 months to 11 years. The program is fully licensed and is accredited by the National Association for the Education of Young Children (NAEYC). The program is funded by the Massachusetts Department of Early Education and Care and is a recipient of Universal Pre-Kindergarten Grants in recognition of high standards and quality. All of the Center's programs (Toddler, Preschool, Kindergarten, and School-Age) follow a comprehensive curriculum that is aligned with the Massachusetts Curriculum Frameworks and NAEYC's criteria of developmentally appropriate practice. The Center accepts vouchers, basic and community partnership for children slots as well as private pays.

- *Community Partnerships for Children Program – Local Early Education and Care Council:*

The Greater Lawrence CPC Program (GLCPC) is a collaborative initiative which includes early education and care providers, social service agencies, libraries, faith-based organizations, business partners, and parents from Lawrence, Methuen, Andover, and North Andover. Through the provision of child care subsidies, ancillary services, staff training, and quality-improvement initiatives, including support for accreditation through NAEYC and National Association for Family Child Care, the GLCPC supports high quality part-day wrap-around school year and full-day full year programming for pre-school age children. Subsidies for early education and care services are provided to a total of 275 children and ancillary services are provided for approximately 1,900 children. Priority is given to children of low-income working families, families in training or educational programs who are on the DEEC Wait List and who are not eligible for child care paid through public assistance. GLCAC also provides tuition assistance for EEC staff to attend Northern Essex Community College and Fitchburg College in order to work toward an Associate's or Bachelor's degree.
- *The Parent-Child Home Program*, which is a part of the Michael B. Christensen Family Support Center for the Prevention of Child Abuse, is a home-based literacy and parenting program serving families challenged by poverty, low levels of education, language barriers and other obstacles to educational success. PCHP emphasizes the parent-child verbal interaction critical to early childhood brain development. Trained Home Visitors visit families with two and three year old children twice a week for two years. In play sessions with the parent and child, the Home Visitor demonstrates parenting techniques. The Home Visitor emphasizes verbal interaction and learning through play, using carefully chosen books and toys. Essential to the program is respect for the privacy and ethnic/cultural heritage of the family. Annually PCHP serves 64 families. PCHP received additional funding beginning in FY 2007 to collaborate with the Lawrence/Methuen Family Network to serve an additional 20 families who are experiencing homelessness.
- *Head Start Program:* The Greater Lawrence Head Start Program is currently serving 489 pre-school age children from low-income families as well as 40 low-income pregnant women, infants and toddlers through the Early Head Start option. Pregnant women who participate receive services focused on pre-natal care, parenting, and family preparation for the arrival of their new infant. After the birth of the child, the infant and family participate in Early Head Start services. Head Start provides a holistic program of education, health, nutrition, family development, special needs, family support services, and parental involvement. The program currently offers four primary program models: a 4.5 hour a day/school-year center-based option; a 2-day combination center-based option; and a home-based option for Early Head Start only plus a full-day full-year center-based model for toddlers and pre-schoolers. The full-day option requires that families have a Department of Transitional Assistance child care voucher or CPC child care subsidy. Head Start also accepts Supportive Care vouchers from the Massachusetts Dept. of Early Education and Care.

3. Education and Training Services: Currently, the Education and Training services are provided primarily through GLCAC, Inc. programs in other service areas.
 - Through the *TOPS Program* (Teaching Our Professional Staff), which is operated by Community Partnerships for Children in collaboration with Northern Essex Community College and Fitchburg College, training is provided for staff members of local early education and care programs participating in the CPC. Training includes coursework required for DEEC teacher and lead teacher certifications and coursework needed for Associate and Bachelors Degrees in Early Childhood Education or related fields.
 - *Pathways to Family Success: Coordinated Family Literacy and Family Support Pilot Project*. Lawrence is one of the five communities selected by the Massachusetts Family Literacy Consortium 6 years ago to receive funding for a pilot project that brings community human service providers together with local leadership in a broad-based community partnership that works to bridge the gaps between education, employment, health, and human services. As part of its coordination efforts, Pathways maintains an informational website: www.destinationervices.com plus a paper map showing the contact information for, and location of, various local education and human services agencies. Pathways seeks and coordinates financial support for family literacy projects patterned after the Even Start model.
 - Through the *Head Start Staff Development Program*, a varied menu of training is provided to program staff including ESOL (English for Speakers of Other Languages) for entry-level staff, course work required for Dept. of Early Education and Care teacher and lead teacher certifications; CDA (Child Development Associate) credentialing, course work needed for Associate Degrees and Advanced Degrees in Early Childhood Education, Human Services, and other Head Start-related fields.
 - Through the *Head Start Parent Education Program* ESOL, Adult Basic Education, and GED preparation classes as well as a CDL (Commercial Drivers License) Bus Driver Training program are offered for parents participating in Head Start.
 - Through the GLCAC, Inc. *Technology Center*, computer skills training is provided for GLCAC, Inc. staff and clients. The Tech Center also provides Computer-enhanced adult basic education for Head Start Parent Education Program participants.

4. Energy Services: Energy Services serve low and fixed income residents of Lawrence, Methuen, Andover, North Andover, Lowell, Dracut, Chelmsford, Billerica, Pepperell, Reading, North Reading, and Westford through its fuel assistance and energy conservation programs.

- *Low-income Home Energy Assistance Program (LIHEAP)* – This fuel assistance program provides residents with cash assistance to pay seasonal heating bills. Benefit levels are determined annually by the funding source. Approximately 6,000 individuals/families are served annually. Benefits are based on actual energy usage between November 1 and March 31 of each year. LIHEAP’s service area includes Andover, Lawrence, Methuen, North Andover, Reading and North Reading.
 - *Weatherization Assistance Program (WAP)*: This conservation program provides comprehensive services that help low-income homeowners and renters increase the energy efficiency and comfort level of their homes while lowering household heating bills. Services include caulking and weather-stripping, attic-wall-perimeter insulation, and in special circumstances, the installation of storm windows. Staff members perform energy surveys in eligible households to determine which measures are most cost effective and then arrange for approved work to be performed. WAP’s service area includes Andover, Lawrence, Methuen, North Andover, Lowell, Dracut, Chelmsford, Billerica, Pepperell and Westford.
 - *Heating Energy Assistance Retrofit Task Weatherization Assistance Program (HEARTWAP)*: This conservation programs provides eligible households with emergency burner repairs or replacement, system cleaning and tune-up, and heating systems repairs/replacement as needed.
 - *Massachusetts Electric Company Appliance Maintenance Program (MECOAMP)*—provides clients with new refrigerators and freezers if deemed eligible by Mass Electric. New energy efficient lighting is installed free of charge. Also, waterbeds are either insulated or replaced with conventional bedding.
5. Health & Nutrition Services: Currently Health Services include the Lead Poisoning Prevention Program, MassHealth, Commonwealth Care, Commonwealth Choice Enrollment Outreach Program and the Women, Infants, and Children Nutrition Program.
- *Merrimack Valley Lead Poisoning Prevention Program*: The MVLPPP provides lead poison screening and follow-up for children under the age of 6. The program provides residents, realtors, landlords, health care providers, and early childhood programs with information, referrals, and education on all aspects of the Massachusetts Lead Law and the hazards of lead paint. The MVLPPP offers regional technical assistance for deleading and as state certified inspectors, MVLPPP staff are authorized to cite homeowners whose properties have toxic conditions. The program provides services to 45 communities in the Merrimack Valley.
 - *MassHealth, Commonwealth Cares, Commonwealth Choice Enrollment Outreach Program*: This program helps connect eligible Massachusetts residents with approved health insurance plans and helps them pay for health insurance coverage through those plans.

- *Special Supplementary Food Program for Women, Infants, and Children (WIC):* The WIC Program serves pregnant, breastfeeding, and post-partum women, infants, and children up to 5 years of age who are deemed to be at ‘nutritional risk’. Staff provides nutrition and health education, individual counseling, breastfeeding support, and food checks for special supplemental food. WIC also provides special checks for WIC participants to use at the Farmers Market during the summer months. The WIC Program serves over 7,400 clients annually at three locations in Lawrence, Methuen, and North Andover (which serves Andover and North Andover).
6. Housing Services: This service area currently includes the Lawrence Lead Abatement Program and Project SENIOR (Serving Elders’ Needs In Our Region).
- *Lawrence Lead Abatement Program:* GLCAC, Inc. was instrumental in writing a grant application which resulted in the City of Lawrence receiving a second grant from the US Department of Housing and Urban Development to conduct a Lead-Based Paint Hazard Control Program through October 31, 2010. During its first 3 years, the program produced over 237 lead safe housing units and is committed to produce another 230 during the course of the second program. The City has again contracted with GLCAC, Inc. to provide oversight support for implementation of this expanded program. The mission of the Lead Abatement Program is to provide lead safe housing to the residents of Lawrence through community outreach, education, training and technical assistance. The Program provides financial assistance for lead abatement renovations to income-eligible owner-occupants and to investor owners whose tenants meet the income guidelines.
 - *Project SENIOR:* Project SENIOR provides home maintenance and repair services for low- to- moderate income elderly and/or disabled residents of Greater Lawrence in order to ensure the safety/accessibility of their homes and enable them to remain in those homes and live in dignity and with independence. The Project Coordinator does most of the repair work himself with occasional assistance on the larger projects from Youth Build (i.e. construction of handicap ramps).
 - In order to expand services in the housing area, funding is being sought to add a Housing Advocate position at the GLCAC, Inc. Community Service Center. As a first step in the process for implementing an affordable housing development initiative, GLCAC, Inc. has received its CHDO (Community Housing Development Organization) Designation from the City of Lawrence and has submitted a CDHO Designation Application to the City of Methuen.

Establishing an IDA program (Individual Development Account) would be the second step. GLCAC, Inc. is one of the partnering CAAs in a MassCAP funding proposal for an IDA program. If funded, GLCAC, Inc. would enroll individuals looking to become first time home buyers or small business owners.

7. Social Services: Social Services includes programs that provide assistance and advocacy for residents of Greater Lawrence and extended service areas.

- The *GLCAC, Inc. Community Service Center* provides advocacy, community organization, information, referrals, and direct emergency services to Latino and non-Latino community residents. The Program Director is the host of a local radio program, *La Voz del Pueblo* (Voice of the People) broadcast on WCEC. During Monday through Thursday morning broadcasts, the Program Director is able to share information on community resources, discuss community needs, and provide a platform from which residents can make their concerns known. Funding is being sought so that the Community Service Center can offer expanded services in the areas of immigration/citizenship and housing search/advocacy.

The *Roberto Clemente Little League*, coordinated by the Community Service Center, was established in 1993 as a means of strengthening the values of young children and uniting families. The league provides a positive alternative recreational activity for local families and their young children. The name “Roberto Clemente Little League” was chosen because parents felt it epitomized all the traits they wanted to ensure in their children--sportsmanship, community awareness, and family unity--traits evidenced by Roberto Clemente during his short lifetime. Over the past 15 seasons, the League has served over 2000 families from the Greater Lawrence area.

- The *Local Consumer Aid Program* is funded through the Office of the Massachusetts Attorney General. The program provides assistance and mediation services in dealing with consumer complaints; acts as an education, information and referral resource regarding consumer protection legislation; and assists consumers who file complaints in small claims court. The Consumer Program serves Lawrence, Methuen, Andover, North Andover, Middleton, Danvers and Peabody.
- The *Michael B. Christensen Family Support Center* is sponsored by the GLCAC, Inc. in partnership with the Exchange Clubs of the Merrimack Valley. With a focus on child abuse prevention, the program targets families who are at-risk for abusive situations and works to strengthen these families before they reach a state of crisis. This is accomplished by providing comprehensive services, which include Life and Home Management Skills Training, Parenting Groups, Crisis Intervention, Family-Based Case Management and Counseling, Information and Referral Services, Transportation, Emergency Services, and Parent Information and Support through the Center’s Parent Aide component. The Family Support Center serves residents of Andover, Lawrence, Lowell, Methuen, North Andover, Haverhill, Newburyport, Amesbury, Salisbury, Rowley, Georgetown, Merrimac, Groveland, Tewksbury, Dracut, Chelmsford, and Salem, NH.
- The *Lawrence/Methuen Community Coalition (L/MCC)* is a community-based ‘grass roots effort’ to identify the specific needs of neighborhood residents and mobilize activities to address those needs. L/MCC works closely with Neighborhood

Associations and Community Policing on activities such as National Night Out. L/MCC conducts the Lawrence ‘Clean-up Crusade’ a volunteer project focused on eliminating graffiti and other causes of blight in the neighborhoods. L/MCC also collaborates on ‘Project SENIOR’, with volunteer projects focused on providing assistance to low-income senior citizens with home repair and maintenance. L/MCC has developed a community empowerment initiative entitled *Neighbors In Action* that encompasses enhanced training for community residents on safety in neighborhoods as well as a public awareness campaign to engage residents in community-based projects. L/MCC is part of the City of Lawrence’s Anti-gang Initiative that provides juvenile diversion referrals to at risk youth. L/MCC has expanded its scope of services to include a Families & Youth Initiative (FYI) that concentrates on providing support services for families within a target neighborhood in partnership with the Massachusetts Department of Social Services. Two grant awards were recently received to add a youth substance abuse prevention focus to FYI.

- *Methuen Arlington Neighborhood, Inc.* (MAN, Inc.): The mission of MAN, Inc. is to increase and enhance entrepreneurial opportunities, neighborhood investment, revitalization activities, and self-sufficiency of low- to moderate income residents of the Methuen Arlington Neighborhood. Main focus areas include public safety, youth programs, affordable/quality housing, social services, transportation, employment and child care. MAN, Inc. programs include: Safe Haven Computer and Homework Center, Summer Parks Program, Karate Program, Satellite Library, Police Summer Basketball League, Job Training, Saturday Movies and Crafts program, Food Basket/Adopt a Family Program. MAN, Inc. also participates in Methuen’s National Night Out activities. MAN, Inc. currently operates the agency’s FEMA Emergency Housing Assistance program and will be the site for the IDA program if the MassCAP funding proposal is approved.

NOTE: MAN, Inc. and the GLCAC, Inc. Head Start program have been working with the City of Methuen and the Gill Avenue Neighborhood Association in Methuen, helping to re-energize that Association through its work with Head Start to develop a plan to construct a Head Start Center on Gill Avenue as part of efforts to reduce blighted conditions in the neighborhood.

- *VITA (Volunteer Income Tax Assistance) Program:* Volunteers working out of the GLCAC, Inc. Technology Center provide low-income residents assistance preparing and filing federal/state income tax returns, including the earned income tax credit.

THREE YEAR GOALS
AND STRATEGY
DEVELOPMENT

STRATEGIES TO BE TAKEN OVER THE NEXT THREE YEARS TO ADDRESS PRIORITY AREAS:

Priority area #I: EDUCATION & LITERACY

Issue Statement# 1: Many local low-income adults lack the education and English-language proficiency needed to support their efforts to attain self-sufficiency.

Strategies: The GLCAC, Inc. will:

- Continue its involvement with the Massachusetts Family Literacy Consortium and its Pathways to Family Success initiative in order to advocate for, and support the development of, additional adult education and literacy opportunities for local residents.
- Continue to provide adult basic education, including ESOL (English for Speakers of Other Languages) and GED (General Equivalency Diploma).
- Develop programming to provide financial skills training that will support low-income residents' efforts to attain/maintain self-sufficiency.

Issue Statement #2: Many local low-income children and youth are not attaining levels of academic competence that will allow them to pass the MCAS tests required to receive a high school diploma and/or pursue higher education/job training that will lead to their own self-sufficiency.

Strategies: The GLCAC, Inc. will:

- Seek new and continuation funding to support current child/family-focused education/literacy initiatives, such as the
 - Child Care Center;
 - Community Partnerships for Children Program;
 - Early Head Start Program;
 - Head Start Program;
 - Parent-Child Home Program;
 - Pathways to Family Success: Coordinated Family Literacy & Support Program
 - Roberto Clemente Little League (family education project wrapped around Little League baseball).
- Seek new and continuation funding to support youth-focused education and training initiatives, such as the:
 - L/MCC Families & Youth Initiative and Families & Youth *In Action*
 - MAN, Inc. Youth Programs

Priority Area #II: EMPLOYMENT & WORKFORCE DEVELOPMENT

Issue Statement: In Greater Lawrence, many low-income residents lack the skills needed to obtain employment that will pay a living wage and/or offer opportunities for career advancement.

Strategies: The GLCAC, Inc. will:

- Expand the scope of Workforce Development programming under the Education and Training Service area in order to provide a wider range of work-related training and skill development opportunities for both clients and staff.
- Seek new and continuation funding to support current GLCAC, Inc. workforce development initiatives, such as the:
 - Community Partnerships for Children’s TOPS Program (Teaching Our Professional Staff);
 - GLCAC, Inc. Computer Skills Training;
 - Head Start’s staff development program;
 - Head Start’s parent education projects; and
 - The Lawrence Lead-Paint Hazard Prevention Program’s Training for Deleading Workers and Community Education activities;
- As a support for parents who are working or in training programs:
 - continue to support those who advocate to improve low-to-moderate income families’ access to high quality, affordable child care for infants/toddlers, pre-schoolers, and school-age children.
 - Seek new and continuation funding for GLCAC, Inc. early education & care and youth programs including:
 - the Child Care Center;
 - Community Partnerships for Children Program;
 - Head Start Program and Early Head Start Program;
 - L/MCC Youth programs; and
 - MAN, Inc. Youth programs.

Priority Area #III HOUSING

Issue Statement #1: In Greater Lawrence, the high cost of housing, aging housing stock, and an inadequate supply of affordable housing units has placed a strain on the financial resources of low-income families and has increased homelessness and borderline homelessness.

Strategies: The GLCAC, Inc. will:

- Maintain GLCAC, Inc.'s status as a Lawrence CHDO (Community Housing Development Organization) and pursue CHDO status in Methuen;
- Implement an IDA (Individual Development Account) Program and other services focused on first time home buyers;
- Develop Housing Advocacy services within the GLCAC, Inc. Community Service Center;
- Continue to operate the LIHEAP Fuel Assistance Program, Weatherization Program, Merrimack Valley Lead Poisoning Prevention Program, and FEMA Emergency Housing Assistance in order to support clients' efforts to maintain safe and affordable housing;
- Continue to partner with the City of Lawrence in the operation of its Lead Paint Hazard Abatement Program.

Issue Statement #2: Many low-to-moderate income senior citizens in Greater Lawrence are finding it exceedingly difficult to maintain their family homes in a safe and healthy condition. Inability to access maintenance and repair services that are *affordable* and *reputable* to perform various repairs and maintenance chores is forcing many seniors to give up their homes and go into subsidized housing or into expensive assisted living developments before there is a medical need for them to do so.

Strategy: The GLCAC, Inc. will:

- Seek continued financial support for Project SENIOR (Serving Elders Needs In Our Region) which provides low-to-moderate income elderly and/or disabled residents assistance with accessibility-related renovations and safety-related home repairs/maintenance.

Priority Area #IV

SUBSTANCE ABUSE, CRIME, GANG ACTIVITY

Issue Statement #1: Lawrence is located in a high intensity drug-trafficking area. Local service providers are concerned about increasing alcohol abuse, inhalant abuse and increasing heroin/opiate use/addiction among adults and youth. Despite reports indicating Lawrence's decrease in crime rates, data from surveys done with community residents and local service providers indicate that the community perception is that substance abuse, gang activity, and crime rates continue to be a serious concern.

Strategies: GLCAC, Inc. will:

- Continue to support and participate in community efforts to raise public awareness with regard to issues related to substance abuse, gang activity, and crime;

- Seek new and continuation funding to support the efforts of the Lawrence/Methuen Community Coalition and the Methuen Arlington Neighborhood, Inc. with projects focused on prevention of substance abuse, gang activity, and crime;
- Seek new and continuation funding to support the efforts of the Lawrence/Methuen Community Coalition and the Methuen Arlington Neighborhood, Inc. to provide youth with educational and recreational opportunities that provide safe, productive alternatives during out of school hours.

Issue Statement #2: The blighted condition of a number of Lawrence neighborhoods as well as sections of the Methuen Arlington and Methuen Gill Avenue neighborhoods has increased the instability of those neighborhoods leading to situations that support substance abuse, gang activity and crime.

Strategies: GLCAC, Inc. will:

- Continue to support efforts of the Lawrence/Methuen Community Coalition, MAN, Inc. and the Lawrence and Methuen Neighborhood Associations to address blighted conditions in those neighborhoods.
- Continue to support the efforts of the GLCAC, Inc. Head Start program in its work with the Gill Avenue Neighborhood Association to construct a Head Start Center in that neighborhood.

Priority Area #V: HEALTH ISSUES / ACCESS TO HEALTH CARE / LACK OF AFFORDABLE HEALTH INSURANCE.

Issue Statement # 1: On virtually every standard measure of community health, Lawrence fares distinctly worse than neighboring towns, the state as a whole, and national targets. Barriers identified for improving people's health included lack of access to health care, poverty, language barriers, and lack of transportation.

Strategies: The GLCAC, Inc. will:

- Continue involvement with CHNA 11 and advocate for programming focused on education and awareness of issues related to causes of respiratory diseases, in particular asthma;
- Seek new and continuation funding for lead poisoning prevention and lead abatement programming;
- Seek new and continuation funding for L/MCC and MAN, Inc. programming focused on the prevention of alcohol and substance abuse;
- Advocate for and support development of GLCAC and community efforts to address childhood obesity;
- Seek new and continuation funding for the Women, Infants, and Children (WIC) Nutrition program.
- Continue to advocate for return of state supported programming focused on prevention of teen pregnancy/STDs.

Issue Statement #2: Many residents who obtained health insurance for the first time this past year under the state’s new Commonwealth Care or Commonwealth Choice programs are finding it difficult to understand how their initial premium rate could double or triple one year later. Many stop paying the premiums and then encounter problems when they need medical care and are told ‘you don’t have insurance’.

Strategy: The GLCAC, Inc. will:

- Seek new and continuation funding for the GLCAC, Inc. MassHealth, Commonwealth Care, Commonwealth Choice Enrollment Outreach Program in order to assist low-to-moderate income residents to access and maintain health insurance.

Priority Area VI - EMOTIONAL, PHYSICAL, SEXUAL ABUSE

Issue Statement # 1 - Of the 1,324 individuals responding to the “Emotional, physical, sexual abuse” question on the Community Assessment Surveys, 42.4% rated it as a moderate to severe problem. State statistics found within the Child Maltreatment 2006 report revealed that the number of children in Massachusetts who are victims of child abuse/neglect increased between 2002 and 2006 from 23.3% to 25%. The total number of victims in the state in 2006 was 36,151. The Massachusetts Annual Crime Report reveals that the number of Aggravated Assaults increased between 2003 and 2005: in Andover from 6 to 21; in Lawrence from 262 to 408; in Methuen from 50 to 52; with only North Andover showing a decrease from 15 to 3. The number of Rapes increased in Andover from 2 to 6 but decreased in two communities: in Lawrence from 26 to 17; in Methuen from 8 to 3; and no rapes reported in North Andover.

Strategy: The GLCAC, Inc. will:

- Continue to support and participate in community efforts to raise public awareness with regard to issues related to emotional, physical, sexual abuse;
- Seek new and continuation funding for Family Support Center for the Prevention of Child Abuse Parent Aide Program and Parent Education Program.

ADDITIONAL SERVICE AREAS:

Issue Statement: In Greater Lawrence, low-to moderate income residents need a wide variety of individual and family services in order to support their efforts to achieve self-sufficiency and family stability, including services in such areas as: community resource information and referrals, advocacy, translation services, notary public, assistance completing applications and forms, employment search, housing advocacy, housing search, credit repair, consumer issues, identify theft, health care access, immigration/citizenship, etc.

Strategy: The GLCAC, Inc. will continue to seek new and continuation funding to offer client-focused services provided by the:

- GLCAC, Inc. Community Service Center and the
- Consumer Protection Program.

NATIONAL GOALS,
INDICATORS,
AND
OUTCOME MEASURES

National Goals, Indicators, and Outcome Measures:

The GLCAC, Inc. will use ROMA Goals and the National Indicators, and where needed, ROMA or Agency Outcome Measures as an accountability system for the agency. Each GLCAC, Inc. program has one or more chosen goals and uses National or Bureau of Neighborhood outcome measures and National Indicators to monitor progress in improving the condition of life for low-income people, promoting self-sufficiency, or improving agency/program capacity.

The following represent the CSBG National Goals, Indicators & Outcome Measures that GLCAC, Inc. programming will address over the next 3 years:

GOAL 1: LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT

Program / Activity	National Indicator/ Agency Outcome	Service Category & Service Delivery Type	Outcome Measurement Method
Lawrence Lead Abatement Program	1.1 A & B Number/percentage of low-income participants who get a job as a result of participation in the Lead Worker Training Program	<i>Employment</i> • Workforce training	Client Tracking: • Numbers completing training • Numbers obtaining employment
Head Start Commercial Drivers License-Bus Driver Training program	1.1 A & B Number/percentage of low-income participants who get a job as a result of participation in the CDL Training Program	<i>Employment</i> • Workforce training	Client Tracking: • Numbers completing training • Numbers obtaining employment
Technology Center Computer Training for staff & clients	1.2 A Number /percentage obtaining skills/ competencies required for employment	<i>Employment Supports</i> • Computer Training	Client Tracking: • Numbers completing training and receiving certificate
Head Start Parent Training Program (Adult Basic Education Programs)	1.2 B – Number / percentage receiving ABE/GED certificate	<i>Adult Education & Literacy.</i> • Adult education • Case Management	Client Tracking: • Numbers advancing to next level of ESOL or ABE • Numbers achieving a GED
Community Partnerships for Children / TOPS. Head Start Staff Training Program	1.2 C - Number / percentage of low-income participants completing post-secondary education program/obtaining certificate or diploma	<i>Adult Education & Literacy.</i> • Post-secondary education • Case Management	Client Tracking: • Numbers making progress towards Associates or Bachelors Degree • Numbers awarded Degree

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CONTINUED Program / Activity	National Indicator/ Agency Outcome	<i>Service Category & Service Delivery Type</i>	Outcome Measurement Method
Child Care Program	1.2 D – Number of parents receiving before or after school child care in order to acquire or maintain employment	<i>Employment Supports</i> <ul style="list-style-type: none"> • School age child care 	Client Tracking: <ul style="list-style-type: none"> • Number of parents working/in training whose school age children receive care
Child Care Program, CPC Program, -& Head Start / Early Head Start Program	1.2 E – Number of parents receiving child care in order to acquire or maintain employment	<i>Employment Supports</i> <ul style="list-style-type: none"> • Infant/toddler/ Pre-school child care 	Client Tracking: <ul style="list-style-type: none"> • Number of parents working/in training whose children receive care
Consumer Protection Program/ Consumer Aid Program	1.3– Economic Asset Enhancement & Utilization Number / percentage receiving restitution	<i>Income Management.</i> <ul style="list-style-type: none"> • Consumer Education • Advocacy • Mediation 	Client Tracking: <ul style="list-style-type: none"> • Number of clients acquiring consumer skills • Aggregate value of restitution
ViTA – Volunteer Income Tax Assistance Program	1.3 A Economic Asset Enhancement – Number /percentage in tax prep program who qualify for tax credits/refunds	<i>Income Management</i> <ul style="list-style-type: none"> • Financial Literacy • Income tax preparation 	Client Tracking: <ul style="list-style-type: none"> • Number qualifying for tax credits/refunds • Aggregate \$ amount of credits/refunds
IDA Program	1.3 B-2 Economic Asset Utilization – Number / percentage opening an IDA account	<i>Income Management</i> <ul style="list-style-type: none"> • Financial Literacy • Savings Program 	Client Tracking: <ul style="list-style-type: none"> • Number opening and IDA account • Aggregate amount of savings

GOAL 2: THE CONDITIONS IN WHICH LOW-INCOME PEOPLE LIVE ARE IMPROVED.

Program / Activity	National Indicator/ Agency Outcome	<i>Service Category & Service Delivery Type</i>	Outcome Measurement Method
Housing Services	2.1 Community Improvement & Revitalization – Increase in, or preservation of, opportunities, community resources, or services for low-income people in the community 2.1–B Safe and affordable housing units created	<i>Housing Assistance.</i> <ul style="list-style-type: none"> • <i>Community Housing Development</i> 	<ul style="list-style-type: none"> • Number & range of housing services provided • Number of affordable housing units created, alone or in partnership with other organization

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CONTINUED Program / Activity	National Indicator/ Agency Outcome	Service Category & Service Delivery Type	Outcome Measurement Method
<p>Lawrence Lead Abatement Program</p> <p>Merrimack Valley Lead Poisoning Prevention Program</p>	<p>2.1–C Safe and affordable housing units in the community preserved or improved through construction, weatherization, or rehabilitation achieved by community action activity or advocacy</p>	<p><i>Housing Assistance</i></p> <ul style="list-style-type: none"> • Lead paint hazard reduction conducted in partnership with the City of Lawrence • Lead inspection services • Lead Poisoning Prevention Education 	<p>Client Tracking:</p> <ul style="list-style-type: none"> • Number of units made safe through lead abatement • Number of units inspected • Number of LPP Education sessions
<p>Weatherization Assistance Program</p> <p>HEARTWAP</p> <p>Energy Conservation Projects</p>	<p>2.1–C Safe and affordable housing units in the community preserved or improved through construction, weatherization, or rehabilitation achieved by community action activity or advocacy</p>	<p><i>Energy Assistance</i></p> <ul style="list-style-type: none"> • Weatherization and Energy Conservation 	<ul style="list-style-type: none"> • Number of units improved through weatherization • Number of heating systems replaced • Number units improved through energy conservation services
<p>Lawrence-Methuen Community Coalition (LMCC)</p> <ul style="list-style-type: none"> • Community Connections • National Night Out • Clean-Up Crusade • Neighbors In Action <p>MAN, Inc.</p> <ul style="list-style-type: none"> • National Night Out • Neighborhood Clean-Up Days 	<p>2.2-E Increase in or preservation of neighborhood quality of life resources</p>	<p><i>Resident Participation</i></p> <ul style="list-style-type: none"> • Neighborhood Mobilization • Graffiti Removal • Empty lot clean-up 	<p>Client Tracking & Surveys</p> <ul style="list-style-type: none"> • Number of neighborhood-initiated events/projects • Number of structures improved through graffiti removal • Number of empty lots cleaned • Number of residents participating

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CONTINUED Program / Activity	National Indicator/ Agency Outcome	<i>Service Category & Service Delivery Type</i>	Outcome Measurement Method
Early Head Start / Head Start <ul style="list-style-type: none"> ▪ Neighborhood Watch Projects ▪ Construction of Head Start Center in Methuen 	2.1– Community Improvement & Revitalization – Increase in or preservation of services 2.1-E – Accessible, safe and affordable child care 2.2-E Increase in or preservation of neighborhood quality of life resources	<i>Resident Participation</i> <ul style="list-style-type: none"> • Neighborhood Mobilization 	<ul style="list-style-type: none"> • Number of residents involved in ‘neighborhood watch’ projects around various Head Start Centers • Number of residents involved advocacy efforts related to the development of plan to construct a Head Start Center in their neighborhood. • Number of infant, toddler and pre-school child care slots created or preserved

GOAL 3 LOW-INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY

Program / Activity	National Indicator/ Agency Outcome	<i>Service Category & Service Delivery Type</i>	Outcome Measurement Method
Administration – Human Resources	3.1 Civic Involvement – Number of volunteer hours donated to community action	<i>Resident Participation.</i> Volunteer Services provided to various GLCAC, Inc. programs	Client Tracking: <ul style="list-style-type: none"> • Number of volunteers • Number of hours volunteered
GLCAC, Inc. Board of Directors Head Start Policy Council L/MCC Board MAN, Inc. Board	3.2–A Number of low- income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts.	<i>Resident Participation.</i> Access to and support of low-income residents involvement on various GLCAC, Inc. advisory board, councils or committees	Participant Tracking <ul style="list-style-type: none"> • Number of low-income residents participating
L/MCC MAN, Inc.	3.2–D Number of low- income people engaged in non-governance community activities or groups created or supported by community action	<i>Resident Participation.</i> Support of low-income residents in activities such as Neighborhood Associations, National Night Out, Clean-up Crusade, etc.	Participant Tracking <ul style="list-style-type: none"> • Number of residents participating

GOAL 4 PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICE TO LOW-INCOME PEOPLE ARE ACHIEVED.

Program / Activity	National Indicator/ Agency Outcome	Service Category & Service Delivery Type	Outcome Measurement Method
Community Partnerships for Children	4.1 Expanding Opportunities through Community-wide Partnerships	<i>Linkages & Coordination</i> <ul style="list-style-type: none"> • Early Education & Care 	Number of organizations both public & private represented on CPC Councils and working together to promote family and community outcomes.
Family Support Center	4.1 Expanding Opportunities through Community-wide Partnerships	<i>Linkages & Coordination</i> <ul style="list-style-type: none"> • Child Abuse Prevention 	Number of partnerships developed or maintained.
Head Start	4.1 Expanding Opportunities through Community-wide Partnerships	<i>Linkages & Coordination</i> <ul style="list-style-type: none"> • Child & Family Development 	Participant Tracking: Number of community representatives serving on Policy Council and on Health Advisory Council.
Lawrence/Methuen Community Coalition	4.1 Expanding Opportunities through Community-wide Partnerships	<i>Linkages & Coordination</i> <ul style="list-style-type: none"> • Community organizing 	Number of organizations that are members of L/MCC Advisory Board
Pathways to Family Success	4.1 Expanding Opportunities through Community-wide Partnerships	<i>Linkages & Coordination</i> <ul style="list-style-type: none"> • Access to Family Literacy and Family Support Services 	Number of organizations that are members of Pathways Partnership

GOAL 5 AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS

Program / Activity	National Indicator/ Agency Outcome	Service Category & Service Delivery Type	Outcome Measurement Method
Administration	5.1 Broadening the Resource Base	<i>Other</i>	Number of dollars mobilized by community action <ul style="list-style-type: none"> • CSBG • Non-CSBG Federal • State • Local • Private Value of Volunteer Time

GOAL 6 LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATIONS, ACHIEVE THEIR POTENTIAL BY STRENGTHENING FAMILY AND OTHER SUPPORTIVE SYSTEMS.

Program / Activity	National Indicator/ Agency Outcome	Service Category & Service Delivery Type	Outcome Measurement Method
Project SENIOR	6.1 Independent Living for Senior Citizens 6.1 – A & B The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services	<i>Senior Programs / Housing</i> <ul style="list-style-type: none"> • Home Repair and Maintenance • Accessibility renovations for seniors and/or individuals with disabilities 	Client Tracking & Survey: <ul style="list-style-type: none"> • Number of senior/disabled home owners assisted • Number of participants stating that service helped them maintain independent living
FEMA Emergency Shelter Program	6.2 Emergency Assistance C - Shelter	<i>Emergency Assistance</i> <ul style="list-style-type: none"> • Rent/mortgage payment assistance 	Client Tracking: <ul style="list-style-type: none"> • Number of clients receiving service
Community Service Center	6.2 A – H Emergency Assistance	<i>Emergency Assistance</i> <ul style="list-style-type: none"> • Crisis Intervention • Disaster Assistance 	Client Tracking: <ul style="list-style-type: none"> • Number of residents served that sought emergency assistance
LIHEAP	6.2 Emergency Assistance B – Emergency fuel/energy	<i>Energy Assistance</i> <ul style="list-style-type: none"> • Financial Assistance to allay burden of home heating costs 	Client Tracking: <ul style="list-style-type: none"> • Number of high consumption household that realized a reduction in energy burden • Number of households in crisis whose emergency needs ameliorated • Number of clients referred to Weatherization Program

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CONTINUED Program / Activity	National Indicator / Agency Outcome	<i>Service Category & Service Delivery Type</i>	Outcome Measurement Method
Head Start & Early Head Start Child Care Center Head Start Child Care Center	6.3 A –1 Infants and children obtain age appropriate immunizations, medical and dental care A–3 Children participate in pre-school activities to develop school readiness skills	<i>Health and Child & Family Development</i> <ul style="list-style-type: none"> • Medical and Nutrition Services • Early Education and Care activities 	Client Tracking <ul style="list-style-type: none"> • Number of infants & children obtaining age appropriate immunizations, medical and dental care • Number of children that participate in pre-school activities to develop school readiness skills
MV Lead Poisoning Prevention Program	6.3 A-1 Infants and children obtain appropriate medical care	<i>Health</i> <ul style="list-style-type: none"> • blood lead-level screening • case management 	Client Tracking <ul style="list-style-type: none"> • Number of infants & children obtaining appropriate medical care
WIC	6.3 A-2 Infant and child health and physical development are improved as a result of adequate nutrition	<i>Nutrition</i> <ul style="list-style-type: none"> • Nutrition Education & Counseling • Vendor checks for supplemental foods 	Client Tracking Number of at-risk mothers who improve their prenatal health and/or the health of their newborn and young children
Family Support Center / Parent-Child Home Prgm & Joint Family Support Prgm.	6.3 A-3 Children participate in pre-school activities to develop school readiness skills	<i>Child & Family Development</i> <ul style="list-style-type: none"> • Interactive Family Literacy, role-modeling 	Client Tracking <ul style="list-style-type: none"> • Number of children that participate in pre-school activities to develop school readiness skill
Community Service Center – Roberto Clemente Little League	6.3 B-5 Youth increase athletic and social skills for school success by participating in out of school activities	<i>Youth & Family Development</i> <ul style="list-style-type: none"> • Athletic activities • Family Workshops 	Client Tracking <ul style="list-style-type: none"> • Number of youth improving athletic & social skills for school success

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CONTINUED Program / Activity	National Indicator / Agency Outcome	<i>Service Category & Service Delivery Type</i>	Outcome Measurement Method
Child Care Center – School age Prgm	6.3 B-5 Youth increase athletic and social skills for school success by participating in out of school activities	<i>Youth & Family Development</i> <ul style="list-style-type: none"> • After school and vacation-time academic enrichment, athletic and social skill building activities 	Client Tracking: <ul style="list-style-type: none"> • Number of youth that increase academic, athletic, and/or social skills for school success
Pathways to Family Success	6.3 B-5 Youth increase academic skills for school success by participating in after school programs 6.3 C-2 Parents and other adults learn and exhibit improved family functioning skills	<i>Youth & Family Development</i> <ul style="list-style-type: none"> • Family Literacy programming 	Client Tracking & Survey <ul style="list-style-type: none"> • Number of youth that increase academic skills for school success • Number of parents/other adults that report improved functioning
Lawrence/Methuen Community Coalition – Youth Programs	6.3 B-5 Youth increase athletic and social skills for school success by participating in out of school activities	<i>Youth & Family Development</i> <ul style="list-style-type: none"> • After school activities Activities focused on under age access to alcohol & substance abuse	Client Tracking: <ul style="list-style-type: none"> • Number of youth that increase academic, athletic, and/or social skills for school success
MAN, Inc. Youth Programs	6.3 B-5 The number of youth that increase academic, athletic, or social skills for school success by participating in out of school activities	<i>Youth & Family Development</i> <ul style="list-style-type: none"> • Homework Assistance Center • Karate Program • Saturday Arts/crafts & movie program • Summer Basketball League • Other youth-focused programs 	Client Tracking. <ul style="list-style-type: none"> • Number of youth that increase academic, athletic skills and social skills for school success
Family Support Center – Parent Education Program	6.3 C-1 Parents and other adults learn and exhibit improved parenting skills	<i>Education & Literacy</i> <ul style="list-style-type: none"> • Parenting Education groups 	Client Tracking <ul style="list-style-type: none"> • Number of parents that exhibit improved parenting skills

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CONTINUED Program / Activity	National Indicator / Agency Outcome	Service Category & Service Delivery Type	Outcome Measurement Method
Family Support Center – Parent Aide Program	6.3 C -2 Parents and other adults learn and exhibit improved family functioning skills	<i>Youth & Family Development</i> <ul style="list-style-type: none"> • Case Management • Child Abuse Prevention services 	Client Tracking & Survey: Number of families that report and exhibit improved family functioning
<p>Community Service Center</p> <ul style="list-style-type: none"> • I & R + Direct Services to Immigrants, Refugees, and other residents <p>Lawrence/Methuen Community Coalition</p> <ul style="list-style-type: none"> • I & R + Direct Services to residents of Lawrence and Methuen <p>MAN, Inc.</p> <ul style="list-style-type: none"> • I & R + Direct Services to residents of Methuen Arlington Neighborhood <p>MassHealth Enrollment Outreach Program</p> <ul style="list-style-type: none"> • Services to inform and assist residents to access and maintain health insurance 	<p>6.3 Additional Indicators – Family Maintenance</p> <p>Low Income clients overcome barriers by accessing needed services through information and referrals, advocacy, and direct services.</p>	<p><i>Linkages & Coordination</i></p> <ul style="list-style-type: none"> • Advocacy • I & R • Translations • Immigration & Citizenship assistance • Health Care Access • Health Insurance Access 	<p>Client Tracking:</p> <ul style="list-style-type: none"> • Number of individuals linked to needed services within the community

LINKAGES

Linkages, Partnerships, Collaborations

The GLCAC, Inc. has developed many linkages and partnerships with local service providers, public officials, private organizations, businesses, and the community at large. These relationships have been developed to coordinate services, eliminate duplication of efforts, share resources, and seek volunteers and community involvement. GLCAC, Inc. will continue to maintain existing linkages, partnerships, and collaborations as well as seek to develop new relationships that will provide services that support low-income families' efforts to become more fully self-sufficient.

Currently the GLCAC, Inc. has linkages, partnerships, and collaborations in the following areas:

GLCAC, Inc. Administration *is a member of -*

- CAP (Community Action Partnership)
- Friends of Merrimack College
- Greater Lawrence Boating Program, Inc.
- Holy Family Hospital Men's Guild
- Lawrence Boys/Girls Club Board of Directors
- Lawrence Exchange Club
- Local Early Education & Care Council
- MADCA (Mass. Association of Day Care Agencies)
- MassCAP
- Merrimack Valley Chamber of Commerce
- Merrimack Valley Chamber of Commerce – Human Resources Association
- Merrimack Valley Workforce Investment Board
- Merrimack Valley Workforce Investment Board P-21 Committee
- NCAF (National Community Action Foundation)
- Notre Dame High School Corporate Internship Program

Child Care Program

Works in partnership with –

- Local Early Education & Care Council
- Child Care Circuit
- Early Intervention – Professional Center & MSPCC
- Family Service, Inc.
- Andover Speech Pathology
- Lawrence Public Schools
- Community Health Education Center
- South Bay Mental Health Services
- New England CPR & First Aid
- Small Smiles Dental Clinic
- Massachusetts Department of Early Education & Care
- Massachusetts Department of Social Services

Child Care Center continued –

Benefits from the support of corporate sponsors including -

- Stride-Rite which annually provides shoes for children and Child Care families through product wear-testing program. Also, during annual community service days, Stride-Rite employees volunteer for special projects at the Child Care Center
- New Balance which occasionally donates shoes for children/families through their product wear-testing program.

Community Partnerships for Children Program Council

Members and partners include -

- Lawrence, Methuen, Andover, North Andover Public Schools
- Child Care Circuit
- Merrimack Valley YMCA
- YWCA of Greater Lawrence
- Merrimack River Community Child Care
- GLCAC, Inc. Child Care Center
- The Community Group/Community Day Care of Lawrence, Inc.
- Clarendon Family Childcare
- Merrimack Valley Workforce Investment Board
- Professional Center for Child Development – Early Intervention Program
Massachusetts Society for Prevention of Cruelty to Children Mental Health services
- Massachusetts Society for Prevention of Cruelty to Children Early Intervention
- Lawrence Recreation Department
- Family Service, Inc.
- Mass. Family Network
- Greater Lawrence Head Start Program (Lawrence, Methuen, Andover and North Andover)
- Lawrence Parent/Child Home Program
- PCHP & Lawrence/Methuen Family Network Joint Family Support Program (focus on homeless families)
- Northern Essex Community College
- Andover, Lawrence, Methuen, and North Andover Public Libraries
- Family Continuity Program, Inc.
- Community Day Charter School
- United Methodist Church – The Children’s Center
- Cammie’s Family Childcare
- Bethel Family Child Care System
- Maggie’s Child Care
- Fitchburg State College
- Pathways to Family Success
- Mass. Migrant Program
- Wee Care FCC collaborative
- Kids Count Preschool

CPC continued -

- The Kids Place
- Kid Start Child Care Center
- Kid Start FCC System
- Kathy Herward Center
- Little Sprouts Enrichment Center (Lawrence, Methuen, Andover/NorthAndover)
- Little Genius Child Care
- Growing Years, Inc.
- Shawsheen Extended Day Program
- Christ Church Children's Center
- Barefoot Family Child Care
- Smarty Pants Child Care Center
- Bright Horizons
- Next Generations Daycare
- Kinder Care
- Shawsheen School
- Andover/North Andover YMCA
- Early Childhood Directors Collaborative
- Andover Children's Academy
- Out Country Preschool
- Living, Loving, Learning Preschool
- Ballardvale Preschool
- YMCA Child Enrichment Center
- Circle of Love
- WIC
- L'Davinci Early Learning Center
- Rising Stars
- Chapel Kindergarten and Preschool
- Asian Center
- Libraries Lawrence, Methuen, Andover and North Andover
- Methuen Community Child Care
- Pheasant Hill Family Child Care
- Outdoor Endeavors
- Community Development and Education
- Methuen Family Self Sufficiency Program

Community Service Center:

Conducts programming in collaboration with -

- Lawrence Community Works Program
- Department of Transitional Assistance
- POWER 800 Radio
- Network Health
- International Institute
- Valley Works Career Center

Community Service Center continued –

- Greater Lawrence Family Health Center
- Lawrence Housing Authority

Sponsors the Roberto Clemente Little League in partnership with –

- 15 private citizens, businesses, and local organizations that each sponsor a team

Consumer Protection:

Program Director is a member of:

- Massachusetts Consumer Coalition
- Consumer Federation of America
- Merrimack Valley Chamber of Commerce

Works in collaboration with:

- Massachusetts Attorney General's Office

and uses

- Interns recruited by Merrimack College

Energy Programs:

LIHEAP (Low Income Home Energy Assistance Program)

Works in partnership with

- Energy Bucks

WAP (Weatherization Assistance and Energy Conservations Programs)

Is a member of

- Massachusetts Energy Directors Association

Works in collaboration with

- LEAN (Low-income Energy Assistance Network)
- MA Technological Collaborative

Head Start/Early Head Start works in partnership with -

- Rivier College – staff professional development
- Harvard University – long term study of child outcomes
- Lawrence Public School Adult Learning Center – Parent Education Program
- Child Care Circuit
- Massachusetts Department of Social Services

Head Start is a member of –

- Massachusetts Head Start Association
- New England Head Start Association
- National Head Start Association

Head Start continued -

and uses facilities provided by -

- Lawrence Boys/Girls Club
- Methuen School Department

and coordinates special educational services with –

- Andover, Lawrence, Methuen, No. Andover School Departments
- Professional Center for Child Development – Early Intervention Program
- MSPCC Early Intervention Program

and provides special needs services in conjunction with –

- Health South Braintree Rehabilitation Hospital
- Greater Lawrence Mental Health Center

and receives guidance from it Health Advisory Council members

- Serena Dee, MD, Head Start Medical Director
- Randall Davis, DDS, Head Start Dental Consultant
- Gail Frasca, RN, Holy Family Hospital Pediatric Clinic
- Ronnie Ginsberg PhD, Family Services, Inc.
- Director's Designee from MSPCC
- Dani Roubicek , MSPCC – Early Intervention
- Robert Glajzer, South Bay Mental Health
- Sandra Levine, Professional Center for Child Development Early Intervention Dr. Botero, Tallman Eye Associates
- Francine Pappalardo, Northern Essex Community College
- Anne Bradley, WIC Senior Nutritionist
- Evelyn Kocher-Ahern, WIC Director
- Linda LeBlond LPN, Andover Pediatrics
- Carmen Torres, MV Lead Poisoning Prevention Program
- Brian Zahn, Lawrence Public Health Dept.
- Diane Knight, Lawrence Tobacco Free Partnership
- Designee from the Methuen Health Department
- Susan Mangano, Lawrence Public Schools
- Kathy Defilippo RN, Lawrence Public Schools
- Judy Yelle, GLCAC Board of Directors
- Griselle/Angel Hernandez, Head Start Parents
- Kristen Duimaresq, CTI Head Start Haverhill

Lawrence/Methuen Community Coalition:

Conducts programming in collaboration with –

- Merrimack College Urban Institute
- MA Department of Social Services
- Lawrence Police Department
- Northeast Center for Healthy Communities

L/MCC continued -

- South Common Central Neighborhood Association
- Hands of Hope
- Northern Essex Community College
- American Red Cross
- ValleyWorks Career Center
- Northern Essex Community College
- Prospect Hill / Back Bay Neighborhood Association
- Lawrence Alma Arlington Neighborhood association
- Neighbors In Need
- General Donovan Neighborhood Association
- Community Day Care
- Lawrence Fire Department
- Lawrence Inspectional Services

Lawrence/Methuen Community Coalition's Families & Youth Initiative:

- Massachusetts Department of Youth Services
- Community Day Care
- Northeast Center for Healthy Communities
- Massachusetts Department of Social Services
- Leonard School
- Parthum School
- Tarbox School
- Leahy School
- Tabernaculo de Adoracion y Musica

Lawrence Pathways to Family Success:

Pathways Partnership Membership includes –

- Massachusetts Family Literacy Consortium
- The City of Lawrence, Mayor's Office
- Lawrence Public Library
- Lawrence Public Schools
- Lawrence Adult Learning Center
- Northern Essex Community College
- Asian Center of Merrimack Valley, Inc.
- Notre Dame Education Center
- International Institute
- Community Day Care, Inc.
- Greater Lawrence Community Partnerships for Children
- GLCAC Head Start Program
- MA Department of Education
- MA Department of Youth Services
- MA Department of Social Services

Pathways continued -

- MA Department of Transitional Assistance
- Girl Scouts of Spar and Spindle Council
- Lawrence/Methuen Community Coalition
- Leadership & Literacy Foundation
- Massachusetts Society for the Prevention of Cruelty to Children (MSPCC)
- Northeast Center for Healthy Communities
- GLCAC Family Support Center
- GLCAC Women, Infants & Children Program (WIC)
- GLCAC Childcare Center
- Greater Lawrence Community Action Council, Inc.
- Northeast SABES
- Valley Works One-Stop Career Center
- YWCA of Greater Lawrence
- Merrimack Valley Workforce Investment Board

Methuen Arlington Neighborhood, Inc.:

Conducts programming in partnership with -

- Methuen Police Department
- Nevin's Memorial Library
- Bread & Roses
- City of Methuen– all departments
- Community Development Block Grant (CDBG)
- District Attorney's Office
- Essex Community County Foundation
- Essex County Sheriff's Office
- Haverhill Community Violence Coalition (HCVC)
- Holy Family Hospital
- Howard Associates
- Jeanne D'Arc Credit Union
- Lawrence Methuen Community Coalition (LMCC)
- Massachusetts Association of Community Development Corporations (MACDC)
- Massachusetts Department of Housing & Community Development (DHCD)
- Merrimack Valley Chamber of Commerce (MVCC)
- Merrimack Valley Golf Course
- Methuen Community Network
- Methuen Council on Aging
- Methuen Cultural Council
- Methuen Exchange Club
- Methuen School Department
- Neighbors In Need
- New Balance Shoes
- PJ's Pizza and Sub Shop

MAN, Inc. continued

- Safe Neighborhood Initiative (SNI-AG's Office)
- St. Andrew's Church
- Target
- UPS
- ValleyWorks Career Center
- Wal-Mart
- Webster Family Foundation

Merrimack Valley Lead Poisoning Prevention Program:

Is a member of

- CHNA 11 (Community Health Network Area – Greater Lawrence)

Conducts programming in collaboration with –

- MA Department of Public Health
- MA Department of Social Services
- City of Lawrence, Division of Planning and Development
- City of Lowell, Division of Planning and Development
- City of Haverhill, division of Planning and Development
- Lawrence Lead Paint Hazard Reduction Program
- Greater Lawrence Family Health Center
- Northeast Center for Healthy Communities
- Kidstart Inc.
- Bethel Child Care Services
- LARE Training
- Home Health VNA
- Lawrence YMCA
- UMass Lowell
- Northern Essex Community College

Michael B. Christensen Family Support Center:

Conducts programming in partnership with -

- Exchange Clubs of the Merrimack Valley
- MA Department of Social Services
- MA Department of Early Education and Care
- MA Department of Transitional Assistance
- Lawrence/Methuen Family Network
- Lazarus House
- Fina House
- Child Care Circuit
- Early Intervention – MSPCC & Professional Center
- Network Health
- Andover/No. Andover/Methuen Self-Sufficiency Programs
- Holy Family Hospital Family Violence Prevention Program
- Massachusetts Society for the Prevention of Cruelty to Children

Woman, Infants, and Children Program:

Works in partnership with –

- Gr. Lawrence Family Health Center
- MSPCC
- Professional Center for Child Development
- Child Care Circuit
- Visiting Nurses Association
- WCCM Radio
- Lawrence/Methuen Family Network
- EFNEP - Expanded Food and Nutrition Extension Program

Contracts with -

- local Grocery Stores and Neighborhood Variety Stores
- local Pharmacies

Conducts programming in collaboration with -

- New England Medical Center
- Holy Family Hospital
- Lawrence General Hospital
- Lahey Clinic
- Children's Hospital
- Brigham & Woman's Hospital
- Mass General Hospital
- General Practitioners
- Pediatricians
- Obstetricians/Gynecologists

FUNDING STRATEGY

Funding Strategies:

Through funds received from federal, state, private, and local sources, the GLCAC, Inc. administers programs geared toward supporting the efforts of the economically disadvantaged to attain self-sufficiency.

Community Service Block Grant (CSBG) funds support a portion of the salaries and fringe benefits of GLCAC, Inc. administrative and technology staff, rental of facilities for GLCAC, Inc. programs, and expenses such as travel, equipment, and conference fees relevant to administration, fiscal management, planning and development.

Each year CSBG funds enable the GLCAC, Inc. to leverage funding for continuation of existing programs and implementation of new programs, i.e. CSBG funds support the GLCAC, Inc. Community Service Center, which provides a variety of advocacy, support, and emergency services to low-income residents from the Greater Lawrence area. CSBG funds also support the Lawrence Pathways to Family Success, a collaboration initiative which brings a wide variety of education and support service providers together to develop, plan, and implement family literacy projects.

Of the total current agency budget of \$23,269,925, 62% of revenues are derived from non-CSBG federal government sources, 29.1% from state government sources, 1.4% from CSBG, and the remaining 7.5% from private and local sources. In FY 2008, the ratio of non-CSBG dollars to CSBG dollars was almost \$69 to \$1.

The GLCAC, Inc. funding strategy for 2009-2011 includes:

- the pursuit of funding to support the expansion of Education and Training services in order to provide clients and staff with the skills needed to obtain/maintain employment and achieve self-sufficiency; this will include funding to expand the GLCAC, Inc. Technology Center to offer additional computer skills workshops and also technology-supported adult basic education, ESOL, and GED preparation;
- the pursuit of funding to support expanded Early Education and Care programming as well as School-age Youth programming;
- the pursuit of funding to expand Housing Services in order to provide clients with housing related information and support services; GLCAC, Inc. will also seek funding as a CHDO (Community Housing Development Organization) in order to develop the capacity as a single agency, or in partnership with an existing CHDO, to rehabilitate and/or construct affordable, safe housing;
- the development of a fund-raising campaign to raise unrestricted funds for general agency operations and/or for special program activities; and
- the continued pursuit of a more diverse funding base in order to decrease the agency's dependence on government funding.

VISION STATEMENT

The GLCAC, Inc. will continue to respond to the needs of low-income individuals through increased advocacy and through the provision of education, training, housing development, workforce development, and supportive services that will alleviate the affects of poverty and help people acquire the skills that will enable them to achieve self-sufficiency.

VISION STATEMENT:

By 2011, the GLCAC, Inc. envisions that:

- Education and Training Services will include a wider variety of education, early education & care, and family development activities that improve child and adult literacy, educational outcomes, and English-language proficiency;
- Housing Services will be creating and/or preserving affordable, safe, healthy housing within the community and providing clients with housing-related services including support for first time home buyers;
- Expanded partnerships and collaborative efforts will be in place that ensure:
 - that low to moderate income residents have access to affordable, high quality early education and care and school-age care;
 - that workforce development initiatives support residents efforts to upgrade employability / work skills in order to increase their ability to secure jobs that pay a living wage and enhance their eligibility for career advancement;
 - that the community initiatives provide youth with safe and productive alternatives to gangs, crime, and alcohol/substance abuse;
 - that community initiatives address health issues such as, childhood obesity, lead poisoning, respiratory diseases, and teen pregnancy prevention/STDs; and
 - that community neighborhoods are safer, cleaner, and blight-free.

COMMUNITY
ACTION PLAN
EVALUATION

Community Action Plan Evaluation:

Twice a year the GLCAC, Inc. Planning and Program Development Department prepares a progress report on agency activities related to the Goals and Strategies listed in the three year Community Action Plan. At the same time, the Planning Department also prepares a summary of the CSBG Work Plan Progress Report. These progress reports are review with the Board's Planning Committee and the Agency's Staff/Management Committee to ensure that appropriate and timely action is being taken with regard to all Goals and Strategies. A plan is then developed when any changes or corrective actions are indicated. The Planning Committee in turn shares these reports with the full Board along with any recommended changes or corrective actions.

The Community Needs Assessment and the Internal Assessment are updated periodically throughout the term of the three year Community Action Plan as need indicates or pertinent new information becomes available.

Annually the Board's Planning Committee and the Agency's Staff/Management Committee review the Mission Statement and Vision Statement to ensure that they are in line with the agency's current goals and objectives. Each year, during the process for development of the Annual CSBG Work Plan, the agency's Service Delivery System and CSBG Outcome Measures are reviewed by the Board's Planning Committee and the Agency's Staff/Management Committee to ensure that they are in line with the current needs of the service area population. The Planning Committee would report to the full Board on any recommended changes.

ENDNOTES

- ⁱ MassINC, Center for Labor/Market Studies: The Changing FACE of Massachusetts, June 2005
- ⁱⁱ Census 2000 – Summary File 3 – Table DP-2 Profile of Selected Social Characteristics
- ⁱⁱⁱ Census 2000 – Summary File 3 – Table PCT-19 Place of Birth for the Foreign-Born Population
- ^{iv} Website of the National Low-Income Housing Coalition - www.nlihc.org
- ^v Massachusetts Dept. of Employment and Training – Division of Unemployment Assistance 5/23/05
- ^{vi} Labor Force Blueprint, Merrimack Valley Workforce Investment Board, O. Steven Quimby, Director of Planning and Policy Research, 2003
- ^{vii} MVWIB Labor Force Blueprint Update, prepared for the Merrimack Valley workforce Investment Board by Mt. Auburn Associates, Inc., June 2007.
- ^{viii} Merrimack Valley Regional Transit Authority website.
- ^{ix} Massachusetts Dept. of Education School Profile Website - [Http://profiles.doe.mass.edu](http://profiles.doe.mass.edu)
- ^x Merrimack College Urban Resource Institute, The Context of Health in Lawrence, Massachusetts
- ^{xi} MassCONNECT Needs Assessment of Lawrence, MA 2005-2006, Prepared for the City of Lawrence Mayor's Health Task Force by the Massachusetts Community Networks to Eliminate Can Disparities through Education, Research, and Training, April 30, 2007.
- ^{xii} Air Pollution and Pediatric Asthma in the Merrimack Valley, Final Report, prepared by the Bureau of Environmental Health, Environmental Epidemiology Program, Massachusetts Department of Public Health, February 2008
- ^{xiii} American Family Physician, www.aafp.org/afp, Volume 69, Number 11, June 1, 2004
- ^{xiv} Information provided by Andrea Vey, Director of Crime and Disorder Analysis Unit at the Lawrence Police Dept. 3/8/05.
- ^{xv} Gouvei-Vigeant, T. 2005. Youth access to alcohol: Liquor law compliance data 2001-2004, Lawrence, MA. Northeast Center for Healthy Communities.
- ^{xvi} Child Maltreatment 2006- pg. 27, US Dept. of Health & Human Services, Administration for Children and Families, Children's Bureau. – updated April 3, 2008.