

## PRELIMINARY MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (“Memorandum”) is entered into as of the 1<sup>st</sup> day of September, 2011 by and among the core collaborators of the Eastside Promise Neighborhood (EPN): United Way of San Antonio and Bexar County (“United Way”), City of San Antonio (“City”), San Antonio Independent School District (“SAISD”), San Antonio Housing Authority (“SAHA”), Family Service Association of San Antonio, Inc. (“Family Service”), City Year San Antonio (City Year), P16Plus Council of San Antonio (P16Plus) and Community Information Now (CI:NOW) (collectively, the “Parties”). The EPN Planning Grant Advisory Committee will continue to serve on the EPN Advisory Committee for the Implementation Grant.

**Purpose of Memorandum.** The purpose of this Memorandum is to set forth each Party’s understanding of its role in jointly implementing the Eastside Promise Neighborhood Plan. The U.S. Department of Education Implementation Grant (“Grant”) provides funding to build a Promise Neighborhood with a cradle to career continuum of solutions over a three to five year period, based on the research conducted during the planning grant. As required by the Application for Grants under the U.S. Department of Education Promise Neighborhoods Program, this Memorandum describes:

- (i) Each Party’s commitment to the project’s vision, theory of change, and theory of action, and to the alignment of each Party’s existing activities with those of the proposed Eastside Promise Neighborhood plan;
- (ii) Each Parties financial and programmatic commitments; and
- (iii)The governance structure of the proposed Promise Neighborhood, including how the advisory board is representative of the geographic area proposed to be served, and how EPN residents will have an active role in the organization’s decision-making.

**This Memorandum represents a preliminary commitment by the Parties; each Party is expected to present the final Memorandum to its respective governing entity by December 31, 2011 for authorized signature.**

**2. Project Background.** The United Way of San Antonio and Bexar County (United Way), a 2010 Promise Neighborhood Planning grantee, seeks funding as the lead entity on behalf of the Eastside Promise Neighborhood Advisory Board, to implement a continuum of solutions intentionally selected to improve specific educational and developmental outcomes in 5,925 children and youth from San Antonio's historic Eastside and their families. The solutions feature cradle-to-career educational school reform initiatives that will yield micro (individual children and families) and macro-level (school system and neighborhood revitalization) change with the potential to scale this to multi-district, county-wide school systems in partnership with our local P16Plus Council.

**3. Vision, Theory of Change, and Theory of Action of Eastside Promise Neighborhood.**

The Parties' vision for the Eastside Promise Neighborhood is a stable, safe, and economically vibrant community full of healthy, high achieving children who will graduate ready for college, careers and self-sufficiency. Our theory of change posits that *when Eastside children are healthy and ready for school success, and their parents engage in their education, and the schools they attend have effective teachers that set high expectations, and students are motivated and engaged in learning both in and out of school, and they subsequently graduate from high school and college and have and seize opportunities for careers and self-sufficiency, and their neighborhoods are livable and safe with clustered and abundant resources to meet physical, social and economic needs, then Eastside families and children will **Stay, Grow and Graduate.***

Our theory of action is to establish an integrated framework for existing and planned Eastside revitalization, using school improvement and reform in a specific feeder pattern, Pre-K

to High School, as a springboard for community transformation and inspiring neighborhood families to reclaim their Eastside. Weaving, leveraging and coordinating existing and, where necessary, new strategies and solutions in the context of a cradle to career pipeline will create a strengthened, integrated educational experience for the students in the EPN.

All Parties affirm that the proposed EPN vision, theory of change, theory of action and existing activities align with each partner's vision, theory of change and theory of action.

#### **4. Financial Commitments.**

**A. Cash Pledges.** On August 31, 2011, United Way volunteers gave approval for up to \$300,000 in cash to be used as matching funds for the Eastside Promise Neighborhood grant, pending award. These funds are to be used to leverage the community impact work being conducted in the EPN in the three Issue Councils at United Way: Early Childhood, Education and Family Financial Stability Issue Councils.

**B. In Kind Contributions.** The Parties have also pledged the following in-kind contributions:

(i) United Way. United Way volunteers have approved funding to: 1) continue the Family School Community Partnership (FSCP) in 4 EPN feeder schools (Pershing ES, Bowden ES, Washington ES and Wheatley MS), and expand to the Tynan Early Childhood Campus and Sam Houston High School (\$379,286); expand the Children's Issue Council Parenting Program to EPN schools, to be conducted in the EPN parent rooms (\$75,000); and match the SAISD investment to bring City Year to Wheatley Middle School (\$50,000).

(ii) P16Plus Council of Greater Bexar County. The P16Plus Council brings together educational leaders from pre-kindergarten through college alongside business and community leaders to push for higher educational standards across San Antonio. P16Plus will contribute the license for and training in the Education Resource Group (ERG)'s Desktop Analyst System in the 2011-2012

school year (\$39,000). P16Plus will work with EPN, SAISD and ERG to assist with resulting data implications on student and teacher performance.

(iii) City. The City of San Antonio is proposing in its 2012 budget an additional \$100,000 in wrap-around services for Tynan, to include health and nutrition, and parenting education. The City supports exploring a satellite of Café College at Sam Houston High School. The City commits its investment of Head Start dollars in the EPN at Tynan Very Early Childhood Center to serve as match for the grant (\$1,864,000). The City supports exploring a satellite of Café College at Sam Houston High School. (Approved by San Antonio City Council on Oct. 6, 2011.)

(iv) SAISD. The San Antonio Independent School District will continue its parent engagement partnerships with the United Way and commits to contributing to the revitalization of the target area in concert with public and private partners to enhance educational opportunities and outcomes for the area's neighborhoods. SAISD will invest, over the next three years, in security and technology enhancements at five of the EPN schools as per the 2011 Bond agreement (\$2,950,194). SAISD agrees to take a leadership role in developing the EPN Data Share infrastructure that will include a data-sharing agreement of student-level data that enables EPN partners to establish an early warning and response system without breaching FERPA laws.

(v) SAHA. The San Antonio Housing Authority is one of only 32 PHAs in the country designated as a Moving to Work (MTW) agency. Due to this designation, SAHA will provide, as in-kind support from existing funds, comprehensive case management services to individuals and families living within our Public Housing communities on the east side (\$49,972). SAHA recently received a Choice Neighborhood Planning Grant from HUD. SAHA and the other EPN stakeholders have created a framework for aligning the housing redevelopment of Choice Neighborhoods with the education reforms of Promise Neighborhoods. (\$125,000).

(vi) Family Service Association is committed to contributing the services of its Youth Against

Gang Activity Program, Intensive Case Managers (2) at Sam Houston High School and Wheatley Middle School (\$76,987); and its Family-School-Community Project, (1) Parent Facilitator at Tynan Early Childhood Center and Sam Houston High School (\$29,796), for a total in-kind contribution of \$106,783.

(vii) City Year San Antonio is committed to contributing the services of its Whole School, Whole Child (WSWC) program at Sam Houston High School and Wheatley Middle School to the Student Support Teams at the respective campuses (\$251,000). The program will provide data driven, peer-to-peer interventions in attendance, behavior and course performance.

The in-kind contributions that will be leveraged for this grant integrate funding streams from multiple public and private sources from the federal, state and local level: federal (Housing and Urban Development, Education, National Corporation for Community Service), state (One Star Foundation) and local (school bond funds, foundations, corporations, philanthropic organization).

No Party will be obligated to spend any money or pledge any in-kind contributions on this project or any other matter in connection with this Memorandum, other than the dollar amounts and in kind contributions specifically listed above.

5. Overview of Implementation Period. The Implementation Plan will consist of a series of well-organized steps delineated in the proposal narrative that will culminate in the creation of a continuum of organized sequential and responsive solutions, with oversight by the Eastside Promise Neighborhood Advisory Board (defined in Section 9), that addresses each program or project need indicator determined during the planning process. During year one, the Management Team and EPN Partners will develop the data management component, with the goal of designing and providing a warning system that will be used as a tool to provide tailored interventions to students to improve the developmental and educational outcomes of all EPN

children and eventually transforming the way providers (including SAISD) implement programming and interventions for both students and families.

6. Implementation Period Commitments

A. United Way commits to ensure project accountability, governance and sustainability with 25% time of two senior level management staff with federal, state and foundation grants management experience; offer its long-standing experience with administering governmental and foundation grants; fundraise for sustainability through grants, corporate and foundation support; offer lessons learned from its work in the Family-School-Community Partnership, early childhood, kinder readiness and the family financial self-sufficiency. United Way further commits to recruiting a high-level, senior community volunteer as chair of the Advisory Board.

B. The City commits to: work with United Way to identify resources and explore expansion and quality improvements in the “Model Classrooms” effort; the Tynan Early Childhood Campus to include wraparound services and library resources; mentoring and related student support programs (including Diplomas Count and Inspire U and Café College); launch multiple planned, long-term municipal infrastructure enhancements; continue successful community policing strategies; enhance walkability, bike routes and public transportation; continue public works sweeps in the attendance zone; and generally expand the availability of other wraparound services in the neighborhood. Additionally, the City will explore the feasibility of offering financial incentives available for the Eastside, including CDBG grants (Eastside within the City’s CDBG Reinvestment Policy Target Area). See Letters of Support from Mayor Julian Castro and City Councilperson Ivy Taylor. (Approved by San Antonio City Council on October 6, 2011)

C. SAISD is committed to re-energizing Eastside neighborhood schools by (i) exploring an internal charter application for Wheatley Middle School to include reconfiguring to a P-8 grade

campus with a technology focus, contingent on demographic shifts, following a traditional small school model, and revising elementary feeder patterns; (ii) examining staff utilization patterns to identify opportunities to enrich the learning environment and increase the availability of STEM experiential learning opportunities, including content coordination with out-of-school programs; (iii) importing the SAISD Over-age Middle School Program to Wheatley; and (iv) taking a leadership role in developing the EPN Data Sharing Infrastructure that will provide an early warning and response system for all EPN schools.

D. CI:NOW, a National Neighborhoods Indicators Partnership member, will construct a data warehouse and a multi-user bridge to enable the EPN effort *to meet the federal intent for collecting and reporting program and project indicators*. CI:NOW will provide expertise on merging SAISD's academic, environmental and community information and enabling data entry and the review of relevant student and family indicators (without compromising the confidentiality of student academic information) on a continuous basis and from multiple locations, e.g., childcare centers, schools, community sites, Wheatley Courts. CI:NOW has significant experience pooling and sharing information without breaching HIPAA and FERPA privacy barriers. This expertise will advise SAISD's creation of a centralized data warehouse capable of tracking impact and costs at the student, family, and school levels.

E. Family Service is committed to sharing best practices learned from its on-the-ground experience providing a vast array of project relevant social, behavioral, health and family supporting services, including the Family-School-Community Partnership; the Model Classroom initiative (co-funded by United Way and the City; Head Start Family and Community Support services; and the local Annie E. Casey Foundation Making Connections project.

F. SAHA is committed to: collaborating with other non-profit and for-profit affordable housing developers and rehabilitation developers to bring a range of affordable housing options to keep

families, especially those transitioning from public housing, in the neighborhood; deepen the relationship between the schools and neighborhood associations; and support student retention initiatives. SAHA is also committed to exploring the feasibility and modernization and redevelopment of Wheatley Courts through its Choice Grant. SAHA has agreed to use HUD's community service requirement to incentivize parent participation in the schools in the target area. Through the active Resident Council at Wheatley Courts and Sutton Homes, residents will be asked to provide continuous feedback on areas and issues to consider in the EPN plan. Also, SAHA operates the Moving to Work program, which contains four components that are particularly useful to the EPN: (1) increased availability of adult education, job training and employment opportunities for Wheatley residents; (2) increased availability of quality child care in the neighborhood; (3) establishment of a "Gateway to College" pilot; and (4) preservation and expansion of affordable housing in the neighborhood.

7. Commitment to Sharing Data. Subject to applicable laws and regulations, all Parties agree to participate in the EPN Data Sharing Information Committee to jointly develop the EPN Data Sharing Infrastructure and to share child-level data as stipulated in the separate Data Sharing Agreement, to be developed and approved by all Parties, that specifies the roles and responsibilities required to meet the needs of the proposed project implementation.

8. Commitment to Cooperate with National Evaluator. All Parties are committed to fully cooperate and work with the Department of Education and with a national evaluator. The Project Director will ensure access to relevant program and project data sources (e.g., administrative data and program and project indicator data). The Project Director also will work with the Parties to ensure the evaluator has a credible comparison group and a plan for collecting reliable, valid baseline data for both program participants and the comparison group.

9. Governance Structure.

A. Advisory Board Composition. A 32 member Advisory Board will oversee the implementation of the EPN Plan. The Advisory Board will be comprised of the following representatives of the core essential participants:

San Antonio Eastside Promise Neighborhoods - Advisory Board	
[REDACTED]	United Way of San Antonio, Bexar County, Senior Vice President
[REDACTED]	San Antonio Independent School District, Superintendent
[REDACTED]	City of San Antonio, City Council
[REDACTED]	San Antonio Housing Authority, CEO
[REDACTED]	Mayor's Office, City of San Antonio
[REDACTED]	Director, City of San Antonio Department of Human Services
[REDACTED]	St. Phillip's College, President
[REDACTED]	Family Service Association , CEO
[REDACTED]	Wheatley Courts Resident Council
[REDACTED]	Wheatley Middle School, Principal
[REDACTED]	Sam Houston High School, Parent Representative
[REDACTED]	Wheatley Middle School, Parent Representative
[REDACTED]	Bowden Elementary School, Parent Representative
[REDACTED]	Pershing Elementary School, Parent Representative
[REDACTED]	Washington Elementary School, Parent Representative
[REDACTED]	Tynan Early Childhood Center, Parent Representative
[REDACTED]	Sam Houston High School, PTA President
[REDACTED]	Arts and Culture, Resident
[REDACTED]	Dignowity Hill Neighborhood Assn, President
[REDACTED]	Government Hill Alliance Neighborhood Assn
[REDACTED]	Government Hill Community Group Neighborhood Assn
[REDACTED]	Harvard Place Neighborhood Assn, President
[REDACTED]	Eastwood Village Neighborhood Assn, Senior Resident
[REDACTED]	SAGE, Executive Director
[REDACTED]	Faith Based Representative – Antioch Baptist Church
[REDACTED]	Faith Based Representative – HIS Bridgebuilders
[REDACTED]	Faith Based Representative – Calvary Baptist Church
[REDACTED]	[REDACTED] Daycare - Business, Resident
[REDACTED]	[REDACTED] - Business
[REDACTED]	San Antonio Council on Literacy, Retired Teacher, Resident
[REDACTED]	[REDACTED] – Business, Resident

B. Advisory Board Function. The Advisory Board will provide overall project governance and strategic direction, and review monthly reports and convene at least quarterly throughout the project period to make joint decisions regarding the progress and direction of the implementation. Sub-groups of the Advisory Board may pursue specific strategies.

C. Neighborhood Participation. The Advisory Board is a “representative body” by having 7 parent and 17 neighborhood residents (75% of the board), including one public official

████████████████████ All Advisory Board meetings will be held on dates and times, and at locations, convenient to the parent/resident representatives; transportation assistance, childcare and bilingual translation services will be available at all Advisory Board meetings.

The Parties execute this Preliminary Memorandum to be effective as of September 1, 2011.