

Appendix C: Memorandum of Understanding

This document stands as a collaborative Memorandum of Understanding between the signing agencies and organizations for the purpose of significantly improving the educational and developmental outcomes of children and youth within the distressed Castle Park Neighborhood of Chula Vista, located in San Diego's South Bay in California. This answers the significant need for planning a "Promise Neighborhood" by building a complete continuum of cradle-through-college-to-career solutions of both educational programs and family and community supports. The partners share a common theory of change which has led us to develop a shared vision for reform: Schools alone cannot succeed in the quest to help economically disadvantaged children from troubled neighborhoods thrive and reach their highest potential. Schools alone cannot combat the poverty, homelessness, unemployment, crime, blight, and other stressors on a family that also affect a student's attendance, academic performance, college aspirations, and hope for the future. As the Harlem Children's Zone has demonstrated, in addition to educational reform to increase academic achievement, significant investments in wraparound social services that provide a broad range of family and community supports is also necessary in order to affect the factors that distress an entire community. Only through coordinated collaborative partnerships with multiple, cross-sector community agencies and organizations can we wrap a child, family, and neighborhood with the services necessary to bring about significant change.

Collaborating project partners include:

1. South Bay Community Services (SBCS)
2. South Bay Family YMCA (YMCA)
3. San Diego Workforce Partnership (SDWP)
4. San Diego Youth Symphony (SDYS)
5. The City of Chula Vista
6. Chula Vista Police Department (CVPD)
7. Health and Human Services Agency: Child Welfare Services
8. Family Health Centers of San Diego (FHC)
9. Scripps Mercy Hospital Chula Vista
10. Chula Vista Elementary School District (CVESD)
11. Sweetwater Union High School District (SUHSD)
12. Chula Vista Community Collaborative (CVCC)
13. San Diego Association of Governments (SANDAG)

1. Community-Based Organizations providing outreach, engagement and youth and family supportive services: South Bay Community Services, the South Bay Family YMCA, the San Diego Workforce Partnership & San Diego Youth Symphony

Founded in 1971 by caring community members, **South Bay Community Services (SBCS)** is a multi-service and community development 501(c)(3) organization with an annual budget over \$16 million, employing 300 professionals supported by over 200 community volunteers. SBCS touches the lives of almost 50,000 people a year in a community struggling with extreme poverty, located at the USA's busiest border (between San Diego, USA and Tijuana, Mexico), with high rates of domestic violence, gang violence, and substance abuse, and a desperate shortage of affordable housing. SBCS meets the needs of low-income, families and children by collaborating with a wide variety of agencies to provide a broad range of bilingual (Spanish/English), culturally and age appropriate services. Our flexible wraparound philosophy, including a "no wrong door" approach with staff out-stationed at multiple locations, helps us to stay responsive to emerging, localized needs, and

challenges. SBCS enjoys a high level of recognition and trust among low-income, at-risk, and Latino families. SBCS is the largest provider of comprehensive, culturally appropriate supportive services for youth and families in San Diego County's South Bay region. Our integrated, bilingual services include including individual, group, and family counseling; shelter, transitional living, and support services to develop self-sufficient lifestyles for homeless families, domestic violence victims and their children, and homeless youth who have aged out of the foster system; transitional and other affordable housing programs; youth employment training and assistance; drug & alcohol prevention; domestic violence prevention and intervention; community development services and projects; juvenile diversion; gang intervention; after-school programs; literacy/tutoring; mentoring programs; child abuse prevention and intervention; school-readiness services; and children's health and developmental screening, assessment, and treatment.

The **South Bay Family YMCA** is an individual branch of the YMCA of San Diego County and is the second largest YMCA Association in the United States. The YMCA of San Diego County offers one of the most diverse and comprehensive program offerings for youth, adolescents and teens in the non-profit community. The YMCA of San Diego County is a major provider of After School Programs, Day Camps and Recreational Sports programs in the South Bay Region. These programs include local and state wide college tours, comprehensive tutoring assistance as well as experiential learning programs such as Leaders In Training (job readiness), Youth & Government (civic engagement) and Earth Service Corps (Service Learning) which offer participants opportunities to gain valuable life skills and develop their individual leadership. The South Bay Family YMCA serves nearly 40,000 people every year, including students at PN target schools Castle Park Elementary School, Hilltop Middle School, and Castle Park Middle School and provides over \$40,000 in scholarship assistance to families in need every year. In addition, the South Bay Family YMCA is the largest childcare provider in the region serving more than 3,700 children per day at 42 Elementary, Middle and High School Campuses. In addition to its size and scope of operation the South Bay Family YMCA brings a rich history of over 50 years providing service to the Chula Vista Community. The mission of the YMCA declares it to be a resource for youth and families in underserved communities.

The **San Diego Workforce Partnership**, the region's local workforce investment board, has been developing and implementing regional workforce solutions for more than 30 years. Created under a Joint Powers Agreement by the City and County of San Diego, San Diego Workforce Partnership brings qualified employees, employers, and training providers together. Their mission is to work with community partners to create a comprehensive workforce development system that ensures a skilled productive workforce that supports a healthy regional economy. SDWP will continue to work collaboratively with the region's community based organizations to assist new workforce entrants as well as unemployed and dislocated workers served by the Partnership's regionally distributed One Stop Career Centers and WIA funded youth programs.

The **San Diego Youth Symphony** through its Community Opus Project provides music education to at-risk youth, with the goal of inspiring students to develop performance skills and character through music education and parent engagement. SDYS began its Opus Project at Otay and Lauderbach Elementary schools in Chula Vista, and provided music education for low-income students who otherwise would not have access to musical instruments and music instruction.

2. Local Government: The City of Chula Vista:

Through the leadership of the Mayor of Chula Vista, Cheryl Cox, and public/private partners, the City of Chula Vista is currently working on the Graduation Works! Campaign, which aligns with the goals of creating a Promise Neighborhood in the Castle Park area, and seeks to increase the percentage of high school graduates in Chula Vista, California. Increasing student and adult engagement are the main strategies to achieve this goal. Regardless of circumstance students succeed in school if they are embraced by three protective factors: caring relationships, high expectations, and meaningful opportunities to participate in school and the community. When a community helps provide students with these protective factors, the needs of the young people in the

community are met and they are led to positive outcomes such as college and career pathways to success after high school. In addition to the Graduation Works! Campaign, the City of Chula Vista will continue to offer access to computers, Free wi-fi, adult literacy and tutoring, and other supportive programs through the South Chula Vista Library Branch. The City of Chula Vista is dedicated to improving the lives of its citizens, beginning with its children, and is in full support of SBCS and other local partners in furtherance of the proposed Promise Neighborhoods project.

3. Law Enforcement Agency: Chula Vista Police Department

Chula Vista Police Department: The CVPD has experience bringing innovation through collaboration into the Chula Vista community. In 1991, the Department arranged for SBCS to place a Domestic Violence Prevention and Intervention Advocate on site at CVPD, and cooperated in getting DV reports to the Advocate the day after the incident, in order to facilitate the victim's access to services. SBCS continues to partner with the CVPD and has program staff from the Community Assessment Team, Juvenile Diversion Program, Gang Reduction and Intervention Program, and Domestic Violence Response Team placed on site at the PD. The CVPD also collaborates with SBCS in several other grants and projects including a gang-prevention program at PN target school Castle Park Middle, is a member of the Chula Vista Community Collaborative and sits on the Steering Committee of the South Bay Family Justice Network. The CVPD also provides an Olweus anti-bullying program at Hilltop Middle and High Schools, both PN target schools.

4. Health Agencies: Health and Human Services: Child Welfare Services, Family Health Centers of San Diego & Scripps Mercy Hospital Chula Vista:

The Health and Human Services Agency manages Child Welfare Services for the County of San Diego, and investigates all reports of children at risk of abuse, neglect or those exposed to domestic violence. CWS manages the Child Abuse Hotline, and employs trained social workers who respond to calls and make visits to homes where children may be at risk of or have experienced domestic violence, sexual assault or abuse and neglect. As a partner in several grants and projects such as Community Services for Families, a child abuse prevention and intervention initiative, CWS collaborates with SBCS regularly, sits on the Steering Committee of the South Bay Family Justice Network, and remains committed to the delivery of culturally competent, family-centered and child-focused protective services.

Family Health Centers of San Diego is private nonprofit community clinic organization with the mission to provide comprehensive, accessible, quality healthcare services in the San Diego region. FHC operates the Chula Vista Family Health Center, serving residents of the Castle Park neighborhood. As a partner of SBCS in multiple projects and grants, FHC is committed to helping to build a "Promise Neighborhood," through promotion of preventative health practices and the establishment of a medical home for Castle Park residents.

Scripps Mercy Hospital Chula Vista is the South Region's primary birthing hospital, where many Chula Vista mothers go for prenatal care and child delivery. In addition to medical services, Scripps also provides a Youth into Health Career Program in which students have access to the hospital, education about careers in the health field, and a mentoring component in which interested students are paired with health care professionals and learn first-hand about health care careers. Scripps Mercy Hospital Chula Vista has been a long-standing partner of SBCS, collaborating on grants and sitting on the South Bay Family Justice Network Steering Committee, and has experience partnering with the Castle Park schools.

5. Schools: Chula Vista Elementary School District & Sweetwater Union High School District:

In January 2005, SBCS and the CVESD were awarded a capital grant by the First 5 Commission of San Diego to build a new therapeutic preschool on the grounds of Lilian Rice Elementary School in Chula Vista. The school district owns the facility, and provides it at no cost to SBCS to operate "Mi Escuelita," a free

Therapeutic Children's Preschool Program tailored to the special needs of children aged 3-5 who have been victimized by family violence. Additionally, SBCS has staff out-stationed at Family Resource Centers on elementary school, middle school and high school campuses throughout Chula Vista, including Open Door which serves Castle Park Elementary, Fair Winds serving Castle Park Middle and High Schools, New Directions serving Hilltop Middle, and Beacon serving Hilltop High School. SBCS also works closely with both school districts for the provision of after-school programming and a range of school-based mental health services (EPSDT, AB2726, SED, etc) for children and youth attending their schools. SBCS was a key partner in developing the successful "Granger Model" to turnaround struggling schools, which will be the centerpiece of the Promise Neighborhood school improvement effort. As partners in a number of projects, SBCS, CVESD and SUHSD collaborate with local organizations to ensure quality services and education for the area's children and youth. All are dedicated to the success of the proposed Promise Neighborhoods project, targeting the distressed area of Castle Park, in which the schools will be at the heart of the reform movement.

6. Community Collaborative: Chula Vista Community Collaborative

The *Chula Vista Community Collaborative* was established in 1993 in response to a community assessment done by the Chula Vista Human Services Council in 1992, which concluded that the schools were the piece missing from social service efforts in the community. The initiative and impetus was strengthened by the commitment of a large number of community social services providers, community leaders, school staff, parents and community members, and the group applied for and received a 2-year Healthy Start Planning grant, followed by a 1995 3-year implementation grant. The Chula Vista Community Collaborative has more than 125 partner agencies and organizations. The collaborative runs the region's Family Resource Centers (FRCs), which bring together a comprehensive array of community resources and recreational activities. Most are located on elementary school campuses, and have formed close relationships with their surrounding neighborhoods, serving as the gateway to virtually all youth and family-oriented services available in the region. Culturally and linguistically competent services, designed to be family-friendly based on an understanding of our communities, encourage families to return before a crisis arises. The FRCs have shown themselves to be integrated parts of their neighborhoods, providing intakes and assessments then ensuring that families are connected with a large array of community services. Because of the large networks of agencies and organizations encompassed by the FRCs and the commitment to search out whatever a family needs, all participating entities are widely experienced in reaching out to low-income, Spanish-speaking families through the use of Promotoras (culturally and linguistically specific parent partners), referring for services, and following up to ensure service linkage has been accomplished. SBCS is the employing agency for CVCC and has staff outstationed at most of the FRCs.

7. Researchers/Evaluators: San Diego Association of Governments (SANDAG)

SANDAG is a forum for regional decision-making. Its members include an elected official from the County of San Diego and all 18 cities in the region, as well as other advisory members representing the military, Mexico, and other interests. SANDAG serves as a resource to the region by maintaining a large number of databases covering a variety of issues, including crime and justice. The agency is one of six Regional Census Data Centers in California, and also functions as the Clearinghouse for justice information and is a local resource for juvenile justice data and evaluations. The Applied Research Division of SANDAG has conducted analysis and program evaluation of crime, justice, as well as public health issues since 1977. In response to the natural nexus between the criminal justice work of the division and the broader quality of life work of the agency, the criminal justice research division expanded into the Applied Research Division. This expansion formalized the unique position the Division is in to conduct comprehensive, quality of life research and evaluation. Specifically, staff include social scientist, criminologist, statisticians, demographers, economist, and planners. The Division has expertise

in a variety of quantitative and qualitative research methods and is well versed in designing and implementing the most rigorous research designs, including random experimental and quasi-experimental designs, as well as conducting cost-effective studies and large scale survey research on local quality of life policy issues. The Division has been the recipient of many federal and state grants to conduct research on a variety of issues, including community supervision, community gang assessment, prison reentry, juvenile delinquency, gender-responsive services, drug treatment, gangs, crime victims, domestic violence, and effective public health strategies. Results of such research studies and evaluations are shared with decision-makers and stakeholders on a regular basis and lead to more informed decisions about investments in funding, resources, and programs that will have the greatest positive impact on the San Diego region. SANDAG has partnered with SBCS on numerous grants and projects including evaluation of CAT and Juvenile Diversion programs.

Clearly state the roles and responsibilities each organization or agency would assume to ensure the success of the proposed project; Describe the resources each partner would contribute to the project, either through time, in-kind contributions, or grant funds (e.g., office space, project staff, and training)

SBCS:

- Act as lead agency for administration and management of the proposed project.
- Provide 1FTE Program Manager to oversee the day to day operations of the planning project, facilitate the committees, and coordinate pilot programs for the project.
- Provide coordination and information sharing among the Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee.
- Provide and coordinate a continuum of services to the children and families identified by the project, which may include: assessment and case management; individual, group, and family counseling; employment assistance; financial literacy education; emergency food, clothing, and transportation; transitional and other affordable housing programs; youth employment training and assistance; drug & alcohol prevention; domestic violence prevention and intervention; community development services and projects; juvenile diversion; gang intervention; after-school programs; literacy/tutoring; mentoring programs; child abuse prevention and intervention; school-readiness services; and children's health and developmental screening, assessment, and treatment.
- Facilitate pilot programs for the project, including a Home Visiting project, Youth Symphony pilot, and implementation of the Granger Model in selected schools, as indicated by the needs assessment and segmentation analysis.
- Coordinate evaluation and data collection for the project, working closely with both SANDAG and the national evaluator on the needs assessment and segmentation analysis.
- Commitment to participate in a community of practice, and fundraising for the project.
- Provide a match valued at \$154,222 for staff time and non-personnel program costs associated with the proposed project.

YMCA:

- Provide and coordinate a continuum of services to the children and families identified by the project, which may include: after-school programs, tutoring assistance, job readiness, civic engagement, and recreation programs.
- Provide and share information as a means to support youth/family participation and progress.
- Provide cooperation and information for evaluation and measurement of components of the project, including the needs assessment and segmentation analysis, and cooperation with the national evaluator.

- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.
- Provide an in-kind commitment totaling \$39,736 for after-school programming at PN Target Schools: Castle Park Elementary, Castle Park Middle and Hilltop Middle Schools.

San Diego Youth Symphony:

- Provide weekly music instruction to Kindergarten students at Castle Park Elementary School, over a period of 35 weeks.
- Engage parents in support of music education and the arts through participation in instruction and performances.
- Provide and share information as a means to support youth/family participation and progress.
- Provide cooperation and information for evaluation and measurement of components of the project, including the needs assessment and segmentation analysis, and cooperation with the national evaluator.
- Provide 50% of the program costs for the Community Opus Project implementation at Castle Park Elementary School (\$25,000).

City of Chula Vista:

- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.
- Provide and share information as a means to support youth/family participation and progress.
- Provide cooperation and information for evaluation and measurement of components of the project, including cooperating with the national evaluator.
- Commitment to participate in a community of practice, and fundraising for the project.
- Provide an in-kind match of \$33,000 for the Chief Service Officer's time spent promoting and representing the Promise Neighborhood effort in the Mayor's office and other relevant city departments, as well as with community partners.

CVPD:

- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.
- Provide and share information as a means to support youth/family participation and progress.
- Provide cooperation and information for evaluation and measurement of components of the project, including the needs assessment and segmentation analysis, as well as cooperation with the national evaluator.
- Commitment to participate in a community of practice, and fundraising for the project.
- Provide an in-kind match of 50% of the time of the School Resource Officer stationed at Castle Park Middle School (\$62,000).
- HHSA: CWS, FHC and Scripps:
- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.
- Coordinate with SBCS regarding the provision of necessary follow-up services for the child(ren) and families within the target area with open CWS cases, Emergency Room visits, live births, and those deemed at-risk or in-need of health services.
- Provide and share information as a means to support youth/family participation and progress, including cooperating with the national evaluator (All data sharing will comply with HIPAA and HITECH regulations).

- Provide cooperation and information for evaluation and measurement components of the project, including the needs assessment and segmentation analysis.
- Scripps will provide an in-kind match of \$29,800 for the provision of Youth Career Workshops at PN catchment schools; Adult Career Workshops for parents at the South Bay Career Center; and the time of a Scripps representative to attend monthly planning meetings.
- FHC will provide an in-kind match of \$1,400 for staff time related to project planning.

CVESD & SUHSD:

- Provide access to students and parents at the five district schools located within our target area: Castle Park Elementary, Castle Park Middle, Hilltop Middle, Hilltop High and Castle Park High Schools.
- Commit to school reform utilizing the Granger Model, to be implemented first at Castle Park Middle and Elementary Schools as pilot programs during the planning grant period.
- Provide access, referral and coordination of a continuum of services to the children and families identified by the project as at-risk or in need.
- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.
- Provide and share information as a means to support youth/family participation and progress, including cooperating with the national evaluator.
- Provide cooperation and information for evaluation and measurement of components of the project by working closely with SBCS and SANDAG in furtherance of the needs assessment and segmentation analysis.
- The school districts will provide an in-kind match for staff time and classroom/computer lab use for parent meetings totaling \$10,032.

CVCC:

- Assist with outreach to the underserved, at-risk and in-need families within the target area utilizing Promotoras.
- Provide access, referral and coordination of a continuum of services to the children and families identified by the project as at-risk or in need, through the following Family Resource Centers which serve the target area: Open Door, Fair Winds, New Directions and Beacon.
- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.
- Provide and share information as a means to support youth/family participation and progress.
- Provide cooperation and information for evaluation and measurement of components of the project, including the needs assessment and segmentation analysis, as well as cooperation with the national evaluator.
- Commit to participate in a community of practice, and fundraising for the project.

SANDAG:

- Work closely with SBCS, community partners and the national evaluator to conduct a comprehensive needs assessment and segmentation analysis.
- Participate in regularly scheduled Advisory Board, Core Management Team, Data Team, Education Committee, Parent Advisory Committee and Fundraising Committee meetings, as appropriate.

Demonstrate a commitment on the part of all project partners to work together to achieve stated project goals;
Indicate approval of the proposed project budget by all signing parties;

The signatures below indicate the project partners' commitment to work together to plan a cradle-through-career continuum of services and solutions for Chula Vista, California's Castle Park Neighborhood. The signatures also indicate that the partners' approve of the proposed project budget, and assure compliance with all federal and state laws including HIPAA and the General Education Provisions Act.

Each party agrees to indemnify and hold harmless the other parties, their directors, officers, agents and employees from any and all claims, demands, and other liability including costs and attorneys fees, resulting from or arising out of its performance and/or non-performance under this agreement: performance and/or non-performance of its duties and responsibilities with respect to this agreement: and any other negligent or willful act or omission of its directors, officers, agents or employees.

This agreement is effective from the date it is signed by both parties and terminates when funding ends. Either party may terminate this agreement by giving 30 days notice.

We, the undersigned, as authorized representatives, do hereby approve this document.

[Redacted Signature]

Kathryn Lembo, President and CEO
South Bay Community Services (SBCS)

9/12/11
Date

[Redacted Signature]

Tina Williams, Executive Director
South Bay Family YMCA (YMCA)

9/9/11
Date

[Redacted Signature]

Mark Cafferty, President and CEO
San Diego Workforce Partnership

9/6/11
Date

[Redacted Signature]

Dalouge Smith President & CEO
San Diego Youth Symphony

September 2, 2011
Date

[Redacted Signature]

Cheryl Cox, Mayor
City of Chula Vista

9/12/11
Date

[Redacted Signature]

David Bejarano, Chief of Police
Chula Vista Police Department (CVPD)

9-6-11
Date

[Redacted Signature]

Rene Santiago, Deputy Director
San Diego County Health and Human Services Agency

9-12-11
Date

[REDACTED]
Fran Butler-Cohen, CEO
Family Health Centers of San Diego

Date

9/8/11

[REDACTED]
Tom Gammieri, CEO & Senior Vice President
Scripps Mercy Hospital

Date

9.7.11

[REDACTED]
Francisco Escobedo, Superintendent
Chula Vista Elementary School District (CVESD)

Date

9/11/11

[REDACTED]
Dr. Edward Brand, Acting Superintendent
Sweetwater Union High School District (SUHSD)

Date

9/9/11

[REDACTED]
Margarita Holguin, Director
Chula Vista Community Collaborative (CVCC)

Date

9/11/2011

[REDACTED]
Dr. Cynthia Burke, Director of Criminal Justice Research
San Diego Association of Governments (SANDAG)

Date

9/12/11