

**Preliminary Memorandum of Understanding (FINAL DRAFT, 6-17-2010)
For the Promise Neighborhood Planning Grant – Saint Paul, Minnesota**

“A community where all children succeed in school and life.”

1. Applicant

1.1 **The Amherst H. Wilder Foundation.**

2. Governmental Organizations

2.1 **Saint Paul Public Schools.**

2.2 **City of Saint Paul.**

2.3 **Ramsey County.**

3. Community Organizations

3.1 **District 7 Planning Council (Frogtown Neighborhood Association).**

3.2 **Summit University Planning Council.**

3.3 **Saint Paul Public Schools Foundation.**

3.4 **Other Community Partners.**

4. Project Goals

4.1 **Develop a Plan.** To develop an implementation plan to create a *college going culture and network of cradle to career support* surrounding the Jackson Preparatory Magnet and the Maxfield Magnet elementary schools in St. Paul’s Frogtown and Summit/University neighborhoods.

4.2 **Scale Up.** To develop a plan to implement a phased scale up of the *Promise Neighborhood initiative* by (a) integrating the new work at Maxfield and Jackson with the successful *Achievement Plus community school* model that has been implemented by the Wilder Foundation (Wilder) and Saint Paul Public Schools (SPPS) at John A. Johnson Elementary, Daytons Bluff Elementary, and the

University Academies for Boys and Girls at North End Elementary; and by (b) integrating *Promise Neighborhood* work with the neighborhood-based *Learning Campuses* being developed and implemented by the City of Saint Paul.

5. Financial and Program Commitments

Wilder and its governmental and community collaborators have made the following financial and programmatic commitments to accomplish the collaboration's project goals of the St. Paul Promise Neighborhood initiative. The financial commitments are specific to the planning grant phase of the project. The listed program capacities are related to the implementation phase and reflect the various strategies that may be used as solutions for required program and project indicators, and reflect some of the current program activities of each signatory to this Preliminary Memorandum of Understanding (MOU).

5.1 The Amherst Wilder Foundation.

- a) Financial: \$30,000 in-kind for staff time.
- b) Programs: Achievement Plus, Incredible Years, Primary Project, Project Kofi, Hlub Zoo, FAST, School-linked mental health, Youth Leadership Initiative, Strengthening Multi-Ethnic Families and Communities
- a) Role/Responsibilities: Lead applicant; project oversight and management, including supervisory responsibility for the Project Director; lead planning process; lead and coordinate efforts to conduct needs assessment, segmentation analysis, and create longitudinal data management system in accordance with applicable Health Insurance Portability and Accountability Act (HIPAA), Family Educational Rights and Privacy Act (FERPA), and Minnesota Government Data Practices laws; work with the national evaluator;

lead efforts to create financial sustainability and build community support for the for the plan; provide program services during implementation stage; commit to work with U.S. Department of Education and the national evaluator on data collection and evaluation, including access to data sources, so data collection and program design align with the national evaluation.

5.2 Saint Paul Public Schools.

- b) Financial: \$28,687 cash to pay for project director's benefits.
- c) Programs: Jackson Preparatory Magnet, Maxfield Magnet Elementary School, Achievement Plus, Community Education, ALC
- d) Role/Responsibilities: Assign staff as Project Director to have an office at and supervision provided by Wilder; provide education-related strategic guidance to the Project Director and leadership for the project; assure coordination and alignment of district School Improvement and school reform efforts in the Promise Neighborhood with the project; assist in revenue development for the project; participate in efforts to create effective tracking, data sharing, and evaluation system in accordance with applicable HIPAA, FERPA, and Minnesota Government Data Practices laws; work with U.S. Department of Education and the national evaluator on data collection and evaluation to align with national evaluation.

5.3 City of Saint Paul.

- a) Financial: \$51,313 cash to pay for community organizing and outreach.
- b) Program: Community Investment Campuses, Invest Saint Paul, Learning Campuses, St. Paul Libraries, St. Paul Parks and Recreation Department

- c) Role/Responsibilities: Provide political leadership at neighborhood and city-wide level to build sustained support; coordinate city-services to support Promise Neighborhood goals; secure public funds and organizational commitments to support neighborhood revitalization efforts in the Promise Neighborhoods; participate in efforts to create effective tracking, data sharing, and evaluation system in accordance with applicable HIPAA, FERPA, and Minnesota Government Data Practices laws; lead efforts on policy reform.

5.4 Ramsey County.

- a) Program: Income Maintenance, Social Services, Mental Health, Public Health
- b) Role/Responsibilities: Provide leadership on issues related to government funded social service programs; coordinate county services to support Promise Neighborhood goals; develop effective strategies to integrate government funded social services into “cradle to career” pathway of support; participate in efforts to create effective tracking, data sharing, and evaluation system in accordance with applicable HIPAA, FERPA, and Minnesota Government Data Practices laws.

5.5 District 7 Planning Council (Frogtown Neighborhood Association).

- a) Program: Summer of Peace, Frogtown Garden, Frogtown Events
- b) Role/Responsibilities: Community outreach and engagement, specifically via four sets of community meetings, in the planning process; build community support; identify and support development of neighborhood leaders.

5.6 District 8 Planning Council.

- a) Program: Summer of Peace, Roots in Reading, Community Building

- b) Role/Responsibilities: Community outreach and engagement, specifically via four sets of community meetings, in the planning process; build community support; identify and support development of neighborhood leaders.

5.7 Saint Paul Public Schools Foundation.

- a) Financial: \$7,500 in-kind for staff time.
- b) Program: Tutoring Partnership for Academic Excellence
- c) Role/Responsibilities: Assist in building community support and obtaining organizational commitments; assist in revenue development for the project; facilitate creating a “community of practice” of organizations that are participating in the Promise Neighborhood initiative.

5.8 YWCA St. Paul.

- a) Financial: \$7,500 in-kind for staff time.
- b) Program: Leap Forward, Youth Achievers Program, Youth in Motion, Project Achiever, YW Reads, Transitional Housing Program, Permanent Supportive Housing.
- c) Role/Responsibilities: Lead efforts to engage youth in planning process; assist in developing continuum of “cradle to career” system of support; provide community-based education and social services during implementation phase.

5.9 Other Community Organizations. There are many other organizations currently involved in supporting academic and social success at Jackson and Maxfield Elementary Schools and in the surrounding neighborhoods. These organizations and others will be engaged in the planning process via Solution Advisory Groups and enlisted in a coordinated fashion during the implementation phase of the

project. (See MOU Addendum-B)

6. Vision, Theory of Action, Theory of Change, and Alignment of Existing Resources

“Here for Good.” Wilder’s motto speaks to the spirit and long-term commitment of the people, organizations, and government entities that make up the St. Paul Promise Neighborhood initiative.

- 6.1 **Vision.** The collaborators are committed to a place-based strategy to do “whatever it takes” to create a “community where all children succeed in school and in life.”
- 6.2 **Theory of Action.** The collaborators have developed a shared strategy to create a “college going culture” in St. Paul’s poorest neighborhoods by developing an integrated network of family and community supports from “cradle to career.” At the heart of strategy are great schools in safe and vibrant neighborhoods. The strategy is based on the Achievement Plus model, which brings together government, education, business, community-based organizations, and neighborhood leaders and residents to identify challenges and opportunities, develop goals and strategies, secure resources, measure results, and most importantly, to inspire, engage, and mobilize youth and families to be the primary actors in their social and educational success. The collaborators will draw on lessons learned and successes of Achievement Plus schools to implement a comprehensive “cradle to career” network of support around Jackson and Maxfield elementary schools. Based on lessons learned and resources secured, the partners will scale up the model as part of the development of Learning Campuses on St. Paul’s East and West Side.

6.3 **Theory of Change.** The collaborators share the belief that to accomplish the long-term goal of creating “a community where all children succeed in school and in life” will demand demonstrating and documenting early success. To create a cultural tipping point, parents will have to experience a different outcome – their child who was not reading at grade level will now be reading at grade level; their teenager who was about to drop out of school will now graduate and go to college. To win over parents, students, and the community, results must be real and tangible. To win over funders, results must also be measured. To bring Promise Neighborhood to scale in St. Paul, the collaborators will analyze early and intermediate outcomes; document what works and does not work; to mobilize and inspire students and their families by engaging the passion, conviction and leadership of those whose lives were changed by the Promise Neighborhood initiative; create an effective collaborative infrastructure coordinated and led by Wider to provide “cradle to career” opportunities; fully engage community-based organizations as collaborators; and secure the full support of the City of St. Paul, SPPS, and Ramsey County to make the policy and program changes and funding commitments to implement the changes in the schools, city services, and social support systems that help to transform lives.

6.4 **Alignment of Existing Resources.** The collaborators are committed to aligning existing (and future) resources to accomplish Promise Neighborhood goals. This has been demonstrated in past work related to Achievement Plus, in emerging Community Investment Campus work around Jackson and Maxfield, and in the development of the Learning Campuses. These comprehensive efforts are being

coordinated through the Mayor’s Education Leadership Team. Activities will be aligned and coordinated at the neighborhood level by the Promise Neighborhood Advisory Board.

7. Governance Structure

- 7.1 **Advisory Board.** Wilder will establish an Advisory Board to govern the implementation of the Promise Neighborhood planning grant.
- 7.2 **Composition of the Advisory Board.** The Advisory Board will be composed of neighborhood residents, teachers, parents, elected officials, business and community leaders, and organizational partners. They shall be appointed by the President of the Wilder Foundation and shall meet the “geographic area requirements” of the grant. (Addendum MOU–A for a list of the Advisory Board.)
- 7.3 **Governance.** The Advisory Board will provide guidance and direction to the project. It will select and institute a decision-making standard (e.g. Robert’s Rules;, 60% approval). The Board will be responsible for oversight of the budget, approval of significant adjustments to the planning process, and endorsing the implementation plan that will be brought forward as recommendations to each party of the MOU for action. The Advisory Board does not have the power to compel or commit action by any signatory to the MOU. The Wilder Foundation Management and Board have ultimate accountability for the fiscal and operational integrity of the project.

8. Commitment to Support “Continuum of Solutions” and to “Scale Up” What Works

The collaborators agree to work with Wilder (applicant) to secure the commitment from local, state, and federal government leaders to support the “continuum of solutions” in the

Promise Neighborhood and to “scale up” what works. This will be done by involving local, state, and federal officials on the Advisory Board and by enlisting their ideas and securing their funding, policy, and program commitments during the planning phase of the project. The governmental and community collaborators that are part of this MOU are committed to working with the applicant to implement a rigorous evaluation consistent with applicable data privacy laws that evidences and justifies the use of tax dollars to support the “continuum of solutions” and to support that “scale up” of the Promise Neighborhood initiative.

9. Additional Terms of the Collaborators

9.1 **Deliverables.** The deliverables of the Promise Neighborhood planning grant include:

- *Implementation Plan:* A multi-year, comprehensive implementation plan for Maxfield and Jackson and the surrounding Promise Neighborhood. This plan shall include the following: (1) needs assessment, (2) segmentation analysis, (3) a plan to deliver “cradle to career” solutions, (4) a plan to leverage resources to sustain the plan, (5) identified strategies to leverage high-quality academic programming, family and community support, and existing and anticipated federal resources, (6) a plan to build community support and involvement, (7) securing commitment from partners, and (8) designing, building and creating a longitudinal data management system.
- *Scale-Up Plan:* To develop a plan to implement a phased scale-up of the Promise Neighborhood Initiative into other Saint Paul neighborhoods.

9.2 **Assurances.** As applicable, the parties agree to comply with Section 427 of the General Education Provisions Act (GEPA) in addition to the Civil Rights Act of 1964 (P.L. 88-352) and all other federal and state law.

9.3 **Further Assurances.** The parties to the MOU agree that this is a preliminary agreement and that it does not set forth the parties' full and complete understanding. If the applicant is awarded the Promise Neighborhood planning grant, the parties intend to memorialize their agreements that delineate their understanding into one or more formal written agreements that delineate their legal relationships and their respective rights, responsibilities, obligations, and liabilities, including, but not limited to, obligations from insurance and indemnity, if any.

9.4 **Relationship of Parties.** The relationship between and among the parties to this MOU is that of independent entities agreeing with each other solely for the purpose of effecting the requirement for the Promise Neighborhood planning grant application. None of the parties, or any of their respective officers, directors, agents or employees, shall be construed to be the agent, employee or representative of the other. Further this agreement shall not be construed to create a partnership, joint venture, or like relationship between the parties hereto. The parties expressly disavow any intent to create a partnership, joint venture relationship or any other legal entity.

9.5 **Effective Date.** October 1, 2010.

9.6 **Expiration Date.** September 30, 2011. Any party to this Memorandum of Understanding may, upon 15 days written notice to the President of the Wilder Foundation and to the Promise Neighborhood Advisory Board, terminate their participation in this Memorandum of Understanding.

10. Signatures/Authorized Representatives

The Amherst H. Wilder Foundation

MayKao Y. Hang
President

The City of Saint Paul

Christopher B. Coleman
Mayor

Saint Paul Public Schools – District 625

Valeria S. Silva
Superintendent

Ramsey County

Victoria Reinhardt
Chair, Ramsey County Board of
Commissioners

Summit University Planning Council

Irna Landrum
Executive Director

District 7 Planning Council

Tait A. Danielson Castillo
Executive Director

Saint Paul Public Schools Foundation

Michael W. Anderson
Executive Director

Saint Paul YMCA

William L. Collins Jr.
Executive Director

MOU – ADDENDUM – A ADVSIORY BOARD

As the Promise Neighborhood Advisory Board, the following individuals or their designees will meet the first two months of the planning year and bi-monthly thereafter, for a total of seven meetings during the planning year.

PN (or City/County Low-Income) Resident

Target School (Maxfield) Parent

Target School (Maxfield) Teacher

Target School (Maxfield) Neighbor

Target School (Jackson) Parent

Target School (Jackson) Teacher

Target School (Jackson) Neighbor

Faith Community Representative

Business Community Representative

Additional Members

Wilder President/CEO

SPPS Foundation Executive Director

YWCA St. Paul Executive Director

Local Initiative Support Corporation (LISC) Executive Director

Public Official Serving PN

Saint Paul Public Schools - Superintendant

City of St. Paul - Mayor

Ward 1 - City Councilmember

District 4 - Ramsey County Commissioner

District 3 - Ramsey County Commissioner

Ramsey County - County Manager

Board Chair - District 7 Planning Council

Board Chair - District 8 Planning Council

City of St. Paul - Education Director

MOU – ADDENDUM – B OTHER COMMUNITY ORGANIZATIONS

The following organizations are currently involved with Jackson and Maxfield Elementary and the neighborhoods surrounding the schools:

Programs at Jackson and Maxfield Schools and the Promise Neighborhood:

Minnesota Reading Corps	Children’s Dental Services	Saint Paul YWCA
Hmong American Partnership	Cultural Wellness Center	Saint Paul YMCA
Lutheran Social Services	Family Resource Center	Project Voice
Minneapolis Children’s Theater	College of Visual Arts	Experience Corp.
St. Paul Children’s Collaborative	St. Paul Youth Services	America Reads
Saint Paul Conservatory of Music		
Ramsey County Sheriff’s Department		
Saint Paul Area Council of Churches (Project Spirit, Freedom School)		
Network for the Development of Children of African Descent		
University of Minnesota (Children, Youth, and Family Consortium, 4H Extension Service, Department of Public Health)		

Programs in Learning Campus 3:

Local Initiative Support Corporation	Hallie Q. Brown Center
Hmong Youth Education Services	Lifetrack Resources
Head Start	Steppingstone Theatre
Walker West Music Academy	Penumbra Theatre
Mt. Airy Boys and Girls Club	Art are Us
St. Paul Youth Services	Science Museum of Minnesota
Aurora-St. Anthony Community Development Center	