

PRELIMINARY MEMORANDUM of UNDERSTANDING

between

California State University East Bay (CSUEB) and the following: The City of Hayward, Hayward Unified School District, 4 C's of Alameda County, Chabot College, and the Eden Area Regional Occupational Program

SUBJECT: Hayward Promise Neighborhoods Partnership (HPNP) with CSUEB

1. **Purpose.** This document shall serve as a preliminary agreement between California State University East Bay (CSUEB) and the City of Hayward, Hayward Unified School District, 4 C's of Alameda County, Chabot College, and the Eden Area Regional Occupational Program (collectively, the "Partners") to set forth the agreed roles of the Partners of the Hayward Promise Neighborhood's Partnership (HPNP) planning proposal to develop a Comprehensive Neighborhood Revitalization Plan should the proposal result in an award to CSUEB from the U.S. Department of Education (DOE). The project will focus resources on improving child outcomes in South Hayward by increasing workforce and academic skills along the pre-school to college (P-20) continuum so that South Hayward youth can succeed in 21st century jobs.

2. **Governance structure.** The HPNP Management Team, comprised of representatives from each of the signatories to this MOU, will integrate input from an Advisory Board in all aspects of the planning process. The 17-member Advisory Board's composition is based on the vision of multiple communities and the developmental approach to change outlined in the proposal. The Advisory Board will hold at least four 2-hour meetings. If approved by DOE, youth, parents and other resident stakeholders will be paid a stipend for participation. Table 1 describes the composition of the Advisory Board, which includes 6 residents and 3 public officials.

Neighborhood and community organizations have an additional voice in HPNP via two grass roots neighborhood organizations: the South Hayward Neighborhood Collaborative (SoHNC) and the Hayward Neighborhood Partnership Program (HNPP). The Principal Investigator will participate in both sets of meetings to report the progress of the HPNP, and to obtain feedback on its progress.

Table 1: Advisory Board Composition and HPNP Neighborhood Representation

Entity	Name	Resident	Public Official
Early Childhood	<ul style="list-style-type: none"> Vincent Cheng, R&R Mngr, Steering Comm. Member Local Planning Council (4C's) and Area Rep. to State Contractors Grp for CDE Child Dev. Pgms. 		Yes
Youth	<ul style="list-style-type: none"> Dulce Andrade, Hayward Youth Commission President, Associated Students Chabot (TBN—not yet elected) 	Yes	
Parents	<ul style="list-style-type: none"> School Site Councils, Harder, Cesar Chavez, Tennyson 	Yes (3)	
K-12	<ul style="list-style-type: none"> Hector Garcia, Principal Harder Elementary 		
Workforce Development	<ul style="list-style-type: none"> Rosario Flores, workforce development specialist, Alameda County WIB Ana W. Solomon, Principal Hayward Adult School 		
Community Based Organization	<ul style="list-style-type: none"> Paul Frumkin, SoHNC and President HUSD School Board Betty DeForest, SoHNC and South Hayward Parish 	Yes Yes	Yes
Health and Fitness	<ul style="list-style-type: none"> Tammy Lee, Community Epidemiologist with CAPE (Public Health) Lori Baptista, Govt. Relations and Heath Policy, Tiburcio Vasquez Health Ctr. Kerrilyn Ely, Recreation Supervisor, HARD 		
City of Hayward	<ul style="list-style-type: none"> Mike Sweeny, Mayor (or his designee) 		Yes
Higher Education	<ul style="list-style-type: none"> Tram VoKumamoto, Dean, Chabot and HPNP Mgmt. Team, ex officio Nan Maxwell, CSUEB, HPNP Mgmt. Team and HPNP PI/PD, ex officio 		

3. Partnership and Collaboration. The partnership between CSUEB and each collaborator is reinforced by the Partners' (combined) \$176,397 in-kind match (See Table 2), and by the alignment of each Partner's vision and the HPNP's theory of change, theory of action, and existing activities, as summarized below. When the Partners' match is combined with that from other HPNP partners, it **exceeds** the required 50% match per proposal guidelines. Table 2 also summarizes the Partners' programmatic commitments to the HPNP. All parties agree to: 1) participate in a Promise Neighborhoods Committee of Practice (COP), as defined in the guidelines, 2) use data indicators and evidence-based decision making in identifying resources for the South Hayward neighborhood, and 3) uphold specified project commitments.

The HPNP **theory of change** is based on the premise that poor school performance can be traced back to distressed communities, an insight that suggests that school performance is affected by multiple factors that are rooted in economic poverty and social inequality. Resultant deficits put many children at risk for continuous academic failure and delinquency throughout grade school and high school. There are several strategies available to teachers to mitigate the classroom consequences of stress-based behaviors that build self-confidence and increase social integration. Parents also can acquire a greater awareness of effective child-rearing strategies at the onset of early childhood to increase academic skills. We plan to use this knowledge of early development as a point of departure in developing action plans to address subsequent milestones in the educational and social pathways that directly affect student outcomes.

We believe that the Promise Neighborhood initiative can succeed by reframing the relationship between students, schools, parents and the community. Our **theory of action** is steeped in the knowledge that the community should not be viewed as an external entity where negative forces are held at bay, but as an integral part of the educational process, as John Dewey proclaimed in *Democracy and Education*. In his conception, schools were the nucleus of the community that educated and provided life experiences for all its citizens. The bonds between parents and children must be reinforced to insure that parents enable each child at the onset of

Table 2: Financial and Programmatic Commitments of Partners

All partners in the Hayward Promise Neighborhood Partnership (HPNP) agree to work with South Hayward residents, community based organizations, service providers, and government agencies to develop a plan to implement a continuum of seamlessly integrated solutions and supports to revitalize the South Hayward neighborhood and help all its children achieve academic and workplace success.

To this end we commit to:

- Participate in a PN Community of Practice
- Use data indicators and evidence-based decision making in identifying resources for South Hayward
- Complete the following financial and programmatic commitments.

Partner	Financial Commitment (In-Kind Match)	Programmatic Commitment
CSUEB	10% time Maxwell (PI), 10% time Glass, 5% time Brizendine (Gateways), 8% time Dalton (Total \$33,517)	<ul style="list-style-type: none"> • Link Service Learning opportunities to South Hayward • Link HPNP to the Gateways Partnership
HUSD	10% time Chien Fernandez (\$10,807)	<ul style="list-style-type: none"> • Link Service Learning opportunities to South Hayward
City of Hayward	10% David Korth, 7% Sean Reinhart, 1% mayor, free use of meeting space and associated security costs, printing, and use of translation and other equipment/supplies: (\$55,253)	<ul style="list-style-type: none"> • Link HPNP to the City's Neighborhood Partnership Strategies
Chabot	10% time Dean Tram Vo-Kumamoto (\$15,420)	<ul style="list-style-type: none"> • Link Service Learning opportunities to South Hayward
4 C's	20 hours of Resource and Referral services (\$26,000)	<ul style="list-style-type: none"> • Provide early childhood services to South Hayward children
Eden ROP	300 hours of services (\$26,400) and 5% of the Superintendent's time (\$9,000) for total of \$35,400	<ul style="list-style-type: none"> • Provide Services to South Hayward youth

childhood to eventually attain his or her cognitive potential and emotional maturity. Children are more likely to reach their potential if they receive enriched experiences that build on their capacity to take the initiative and develop a well-defined sense of individual efficacy.

The HPNP proposal is designed to draw from the latest scientific research to launch an effective and sustainable community-based educational initiative that produces significant academic gains and positive social outcomes for its participants. Our **theory of change** rests on the premise that the milestones of early development crucially affect the quality of subsequent developmental processes and that an **action agenda** must enlist parents, educators and community leaders in concerted and coordinated efforts to guide student development towards the acquisition of positive and sustainable behaviors. These milestones continue across the entire cradle to career continuum. The HPNP vision, mission, and goals that result from **actions** supported by an award are:

Vision: All children growing up in South Hayward will have access to effective schools and strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college or post-secondary training and career.

Mission: Create a world class system cradle-to-career education and support system to ensure every South Hayward student will succeed in 21st century careers

Goals: Every South Hayward child will 1) Be prepared for school, 2) Be supported in and out of school, 3) Succeed academically, 4) Be enrolled in post-secondary education, including workforce training, and 5) Graduate from post-secondary education/training and enter a productive career.

The vision, mission, and goals align with the theory of change and theory of action described above, and with the existing activities of the Management Team as described below.

4. **Work plan/Tasks.** The work plan summarized in Table 3 outlines the role and responsibilities of each partner in the HPNP and includes existing activities that align with their theory of change and action.

Table 3. Partner Roles and Responsibilities

Entity	Key Responsibilities in Work Plan
CSUEB	<ul style="list-style-type: none"> • Act as Principal Investigator and Project Director of HPNP • Provide grant oversight and leadership • Interface with partners to further stated goals • Leverage fiscal resources • Work with National Evaluation Team to ensure compliance • Participate in the Living Cities P-20 and Promise Neighborhood Communities of Practice • Ensure fiscal and administrative compliance • Communicate grant’s progress internal and external stakeholders • Facilitate Management Team meetings • Work closely with Partnership Manager to guide grant implementation • Ensure data-driven, standards-based practices are used in HPNP • Ensure CSUEB programs help build a continuum of solutions to the HPNP neighborhood • Participate in the Promise Neighborhood Community of Practice
Chabot College	<ul style="list-style-type: none"> • Ensure Chabot programs help build a continuum of solutions to the HPNP • Participate in the Promise Neighborhood Community of Practice
City of Hayward	<ul style="list-style-type: none"> • Ensure City programs help build a continuum of solutions to the HPNP neighborhood • Participate in the Promise Neighborhood Community of Practice • Ensure Literacy Programs, After-school Tutoring Programs, and other available public library resources and services help build a continuum of solutions to the HPNP neighborhood

Entity	Key Responsibilities in Work Plan
HUSD	<ul style="list-style-type: none"> • Undertake day-to-day coordination of grant activities, as Partnership Manager • Work closely with the PI to ensure program activities are implemented • Communicate with partners to plan team meetings. • Work with HTA to ensure development of needs assessment and plan • Provide support to and facilitate the Advisory Board • Ensure data-driven, standards-based practices are used in HPNP • Participate in the Promise Neighborhood Community of Practice • Ensure HUSD programs help build a continuum of solutions to the HPNP neighborhood • Participate in the Promise Neighborhood Community of Practice
4C's of Alameda County	<ul style="list-style-type: none"> • Ensure Early Childhood programs help build a continuum of solutions to the HPNP • Participate in the Promise Neighborhood Community of Practice
Eden Area ROP	<ul style="list-style-type: none"> • Ensure ROP programs help build a continuum of solutions to the HPNP neighborhood • Participate in the Promise Neighborhood Community of Practice