

## PRELIMINARY MEMORANDUM OF UNDERSTANDING

This Preliminary Memorandum of Understanding (“Memorandum”) is entered into as of the 24th day of June, 2010, by and among the core collaborators of the Eastside Promise Neighborhood: United Way of San Antonio and Bexar County (“United Way”), Trinity University (“Trinity”), 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”), and ULI–San Antonio (the Urban Land Institute) (“ULI-San Antonio”) (collectively, the “Parties”). Parent and resident representatives from the targeted schools will be recruited during the Parent Leadership Academies to be conducted in Summer, 2010.

### 1. **Purpose of Memorandum.**

The purpose of this Memorandum is to set forth each Party’s *preliminary* understanding of its role in jointly pursuing a Promise Neighborhood Planning Grant (“Grant”), which would provide funding for a one year planning process (the “Planning Period”) to create a proposed Eastside Promise Neighborhood. 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;
- (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 residents of the geographic area would 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 September 15, 2010 for authorized signature.**

**2. Project Background.**

Representatives from each of the Parties convened a series of meetings to discuss strategies for a more effective and efficient integration of education, parent engagement, supportive service, and reinvestment initiatives in San Antonio's inner-city communities. After recognizing the extensive partnership initiatives already in place, the Parties chose to first focus this collaboration on San Antonio's historic Eastside, a cluster of contiguous neighborhoods just east of downtown, covering approximately 2.2 square miles and bound by I-37, I-35, Commerce Street and the AT&T Center Parkway, and five schools (three elementary, one middle, and one early childhood). The Eastside is characterized by an abundance of social problems, consistently poor academic achievement, and dropout and poverty rates that are dramatically higher than the rest of the city. Despite these challenges, the Parties see great potential in making improved educational outcomes the centerpiece for the Eastside's revitalization.

**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 the most effective way to break the cycle of urban poverty and neighborhood decline is to focus primarily and intensely on the educational and social development of children within a specific neighborhood, by providing them with an unbroken continuum of wraparound services from the

cradle to college to career. Our theory of action is to engage each of the Parties, along with the neighborhood residents (and especially parents) during the Planning Period to objectively quantify the community's needs and assets, and propose a plan for the implementation of a continuum of opportunities and services that will result in improved educational outcomes and support the healthy growth and development of the neighborhood's children. We expect that this will in turn incentivize families to remain in the neighborhood, thereby stabilizing the community and ultimately creating an opportunity for reinvestment and neighborhood transformation. The proposed activities for the project will be discussed in Section 5 below.

4. **Financial Commitments.**

A. **Cash Pledges.** On June 23, 2010, United Way volunteers gave preliminary approval for up to \$100,000 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 the three Issue Councils at United Way: Early Childhood, Education and Family Financial Stability Issue Councils. Several of the Parties have previously pledged the following dollar amounts in cash to Trinity University to be spent on the needs assessment and community engagement process [REDACTED]: City: \$35,000; SAISD: \$35,000; SAHA: \$35,000; VIA: \$5,000; and Trinity: \$25,000; for a total of **\$135,000**, \$35,000 of which will be expensed after October 2010.

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

(i) United Way. In anticipation of this opportunity United Way recently approved expanding its early childhood strategy, Play & Learn with KLRN, to include Tynan Early Childhood Campus (an SAISD public preschool Head Start and Early Head Start) as a site,

at a cost of \$43,953 (7/1/10 – 6/30/11). The Family-School-Community Partnership is a United Way funded initiative through Family Service and includes Wheatley, Tynan Early Childhood Campus and the three elementary schools in the attendance zone (Washington, Bowden, and Pershing) at \$26,000 annually (7/1/10 – 6/30/11). United Way investments are typically for three years, pending annual volunteer confidence, review and approval.

ii. Trinity University. Trinity University will provide, as in-kind support from existing funds, the expansion of the Trinity University Professional Development Model to enhance teacher and administrator effectiveness and the utilization of evidence-based curricula.

iii. City. The City of San Antonio included \$400,000 in its 2010 budget for the establishment of a Very Early Childhood Center; that funding has been allocated to Tynan for renovations to serve children ages 0-3. The City of San Antonio is proposing in its 2011 budget an additional \$200,000 in wrap-around services for Tynan, to include health and nutrition, parenting, financial education and training for early education specialists.

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.

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. These case managers will provide and coordinate educational resources and supportive services to children and youth as well as activities in the form of job training initiatives partnering with

service providers to develop customized trainings in the fields of technology, medical, office, construction, trades, hotel and hospitality, childcare, transportation and more. SAHA will also coordinate community involvement regarding the discussion of the expansion and preservation of affordable housing for low-income families living on the east side. In-Kind contributions will also be provided in the area of resident leadership and capacity building of resident leaders in our Public Housing communities. Finally, SAHA will partner with wellness agencies and develop a Community Action Plan (CAP) to fight obesity. The outlined in-kind contributions provided by SAHA equal \$49,972

vi. Family Service Association is committed to sharing the lessons learned over the past five years in parental engagement strategies and the resources of the Headstart Family Support Services.

vii. ULI-San Antonio is the local district council for the Urban Land Institute, a nonprofit education and research institute whose mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI-San Antonio will commit the time and expertise of its member volunteers: a diverse group of prominent attorneys, engineers, architects, real estate developers, urban planners, and business people.

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. Preliminary Overview of Planning Period

The Planning Period 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). The Advisory Board will construct a continuum of solutions that addresses each program or project need indicator determined during the planning process. The solutions will likely feature a combination of programs, policies, and services (“Programs”) selected for their capacity to stimulate achievement of the Project’s developmental, school, and community goals. Before the end of the Planning Period, the Advisory Board will construct a multi-year plan for implementing the selected solutions and developing the data management component, with the goal of significantly improving developmental and educational outcomes of all children in the neighborhood and eventually transforming the community.

6. Planning Period Commitments

A. United Way commits to ensure project accountability, governance and sustainability; 20% 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; work with the City and corporate partners to enhance broadband access, increase in-home computers in the attendance zone, and expand the existing co-funded “Model Classrooms” initiative at Family Service; fundraise for sustainability through grants, corporate and foundation support; provide access to and recruitment of volunteers as mentors through the Volunteer Center at United Way; donate marketing and media support; incorporate the current Parent Leadership Academies; offer lessons learned from its now 5 year experience in parental engagement and tutoring through the Family-School-Community Partnership, the work of the Children’s Issue Council to improve kinder-readiness, and the Families Issue Council to improve the financial self-sufficiency and capacity of families; and co-lead or lead on the stated Solutions A, B and C and indicators 1, 2, and 13 in the Grant

Application. United Way will commit senior staff to support the staffing of the Advisory Board, and further commits to recruiting a high-level, senior community volunteer as chair of the Advisory Board.

B. Trinity University, through the Eastside Promise Neighborhood grant funds, commits 25% of Dr. Christine Drennon's time as Project Research Coordinator to perform a comprehensive cradle-through-college-to-career needs assessment and asset inventory of the Eastside target area; engage qualified Trinity student interns to conduct research; conduct a segmentation analysis to analyze and categorize the needs and assets data and identify the most effective programs currently in place; and perform oversight for building and executing a data sharing system. Through existing other funds, Trinity will explore expanding the Trinity University Professional Development Model, designed to enhance teacher and administrator effectiveness and the utilization of evidence-based curricula, to one or more campuses in the Wheatley school cluster. Trinity will provide leadership on Indicators 6, 10 and 12 as outlined in the proposal.

C. The City commits to: work with United Way to expand the existing "Model Classroom Initiative" through the co-funded "Model Classrooms" initiative at Family Service; expand the capacity at Tynan Early Childhood Campus to include wraparound services funded through the city; enhance Tynan's library or initiate a joint project with San Antonio Library System; introduce Raising a Reader; increase the availability of mentoring and related student support programs (including Diplomas Count and the Mayor's Mentoring Matters); launch multiple planned, long-term municipal infrastructure enhancements; continue and expand successful community policing strategies; enhance walkability, bike routes and public transportation; continue and expand public works sweeps in the attendance zone; support

community solutions such as Citizens On Patrol (COPS); connect Eastside parents to the existing, easily accessed workforce development and asset building resources to foster long-term economic security; and generally expand the availability of other wraparound services in the neighborhood. Additionally, the City will work with the San Antonio City Council to offer the multiple financial incentives available for the Eastside, including CDBG grants (the Eastside currently has the highest priority for such grants), a \$12.3 million weatherization project with the local utility, various tax abatements, and the Lead Based Paint Remediation programs. A Complete Streets Policy is being used to leverage a grant from the Robert W. Johnson Foundation to reduce childhood obesity and diabetes by ensuring that public streets are safe for daily use by pedestrians, cyclists, wheelchairs, and motorists. The City will lead or co-lead Solutions A, C, D, and E; and Indicators 1, 2 and 18.

D. SAISD is committed to re-energizing Eastside neighborhood schools by (i) exploring a community school model for the Wheatley attendance zone that may include reconfiguring Wheatley Middle School to a 7<sup>th</sup> - 12<sup>th</sup> grade campus, contingent on demographic shifts, following a traditional small school model, and revising elementary feeder patterns; (ii) examining length of day and school year expansion options and staff utilization patterns to identify opportunities to enrich the learning environment and increase the availability of experiential learning opportunities, including content coordination with out-of-school programs; (iii) importing the successful SAISD Over-age Middle School Program to Wheatley; and (iv) exploring opening the school gymnasium and library to neighborhood residents. SAISD will lead or co-lead on Solutions B, C and D; and Indicators 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 14, 16 and 17.

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 (successful family engagement for five years and running); the Model Classroom initiative (co-funded by United Way and the City; Head Start Family and Community Support services (currently contracted with the City); 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 on-line 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 has invested and committed to further investments of resources for Eastside redevelopment, to include Sutton Homes I, which is currently under construction, and Sutton Homes II, which is in the early planning stages. SAHA is also committed to exploring the feasibility and modernization and redevelopment of Wheatley Courts. 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 proposed at Sutton Homes, residents will be asked to provide continuous feedback on areas and issues to consider and will receive quarterly updates on the progress of the Eastside Promise Neighborhood during planning and implementation. Also, SAHA operates the Moving to Work program, which contains four components that are particularly useful to the Eastside Promise Neighborhood: (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. SAHA will lead on Solution E and Indicators 15 and 18.

G. ULI – San Antonio is committed to facilitating educational and promotional seminars and workshops on the Eastside Promise Neighborhood for its members and the general public, and to recruiting developers, real estate professionals, and local businesses to contribute to the successful revitalization of the Eastside Promise Neighborhood, with particular sensitivity to its rich historic and cultural past. ULI-San Antonio’s Education Committee, tasked with maintaining an ongoing dialogue between the local real estate community and inner-city schools, will coordinate ULI-San Antonio’s efforts to educate and inform the public and will also work to secure private fundraising for the long term sustainability of the project. ULI-San Antonio’s Young Leaders group (selected annually) will contribute to the cradle to college continuum by participating in career days at the target schools, beginning in the Headstart Center, and will explore adopting the Wheatley cluster schools as mentor sites for Young Leaders and other ULI members.

7. Commitment to Sharing Data

Subject to applicable laws and regulations, all Parties agree to share aggregate data as requested 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 14 member Advisory Board will oversee the planning process. The initial Advisory Board will be comprised of the following representatives of the core essential participants:

(1) Trinity University: Dr. Christine Drennon, Associate Professor, Sociology and Anthropology Department;

(2) San Antonio Independent School District: Dr. Robert Duron, Superintendent;

(3) United Way of San Antonio & Bexar County: Toni Van Buren, Senior Vice President; (A senior level community volunteer to be recruited);

(4) San Antonio Housing Authority: Lourdes Castro Ramirez, CEO;

(5) City of San Antonio City Manager's Office: Peter Zanoni, Assistant City Manager;

(6) The Office of San Antonio Mayor Julian Castro: Jeanne Russell, Education Policy Advisor;

(7) City Councilperson, District 2 (includes target neighborhood): Ivy Taylor; and

(6) Family Service Association: Nancy Hard, CEO; and

(9) ULI-San Antonio: John Norman, Member of Executive Committee and Chair of Education Committee.

In addition, the following Advisory Board members will be recruited in the summer of 2010 and asked to sign the final MOU to formalize their appointment to the Advisory Board:

(10) Parent from Wheatley Middle School to be identified at Summer Parent Academies;

(11) Parent from Washington Elementary School to be identified at Summer Parent Academies;

(12) Parent from Bowden Elementary School to be identified at Summer Parent Academies;

(13) Parent from Pershing Elementary School to be identified at Summer Parent Academies;

(14) Parent from Tynan Early Childhood Center to be identified at Summer Parent Academies;

(15) President of Wheatley Courts Resident Council, neighborhood resident;

(16) President of Sutton Homes Resident Council, neighborhood resident; and

(17) Principal of Wheatley Middle School.

Other members may be identified and recruited as the planning process proceeds.

B. Advisory Board Function. The Advisory Board will provide overall project governance and strategic direction. The total Advisory Board will meet at least monthly throughout the project planning period to make joint decisions regarding the planning process (es), program strategy and implementation. Sub-groups of the Advisory Board may pursue specific strategies.

C. Neighborhood Participation. The Advisory Board is a “representative body” by having 8 parent and neighborhood residents (50% of the board), including one public official (Councilperson Ivy Taylor). To facilitate and encourage active participation in project governance, 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.

*[Signatures appear on the following page.]*

The Parties execute this Memorandum to be effective as of June 24, 2010.

United Way of San Antonio and Bexar  
County

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

Urban Land Institute

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

Trinity University

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

City Manager's Office, City of San Antonio

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

San Antonio Independent School District

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

San Antonio Housing Authority

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

Family Service Association of San Antonio,  
Inc.

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_