

Sunset Park Promise Neighborhood Program - Planning

Memorandum of Understanding

This Memorandum of Understanding provides documentation of Lutheran Family Health Centers' intent to form a collaboration with partner organizations as part of its effort to develop and implement a Promise Neighborhood in the Sunset Park community of Brooklyn, NY. Lutheran Family Health Centers is the lead applicant, applying to the U.S. Department for Education for its Promise Neighborhoods Program.

Purpose: The purpose of the proposed Sunset Park Promise Neighborhood is to improve significantly the educational and developmental outcomes of children in Sunset Park and transform the community by:

- 1) Supporting efforts to improve child outcomes and ensure that data on those outcomes are communicated and analyzed on an ongoing basis by leaders and members of the community;
- 2) Identifying and increasing the capacity of organizational entities and individuals who are committed the goals of the Promise Neighborhoods program, and focused on achieving results and building a college-going culture in the neighborhood;
- 3) Building a complete continuum of cradle-through-college-to-career solutions, which has both academic programs and family and community supports, with a focus on developing and maintaining strong schools at the core of this effort. The continuum also must be based on the best available evidence and include programs, policies, practices, services, systems, and supports that result in improving educational and developmental outcomes for children from cradle through college to career;
- 4) Integrating programs and breaking down agency “silos” so that solutions are implemented effectively and efficiently across agencies;

- 5) Working with local governmental bodies and elected officials to build the infrastructure of policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region; and
- 6) Learning about the overall impact of Promise Neighborhoods and about the relationship between particular strategies in Promise Neighborhoods and student outcomes, including a rigorous evaluation of the program.

Activities: To meet the above goals, Lutheran Family Health Centers/Lutheran Medical Center is requesting funding to support an intensive strategic planning strategy that will engage community stakeholders in an intensive process to develop the infrastructure for the formation of the Sunset Park Promise Neighborhood Program. The goal of the planning process will be the submission of an application to the U.S. Department of Education to fund the full implementation of the Sunset Park Promise Neighborhood. The activities of the proposed planning strategy are to:

- 1) Conduct a comprehensive needs assessment of children along the cradle-college-career continuum and includes the collection of data and the establishment of baseline for key academic, family, and community indicators;
- 2) Conduct a segmentation analysis of the needs in Sunset Park to better target solutions for children;
- 3) Develop a plan to deliver the continuum of solutions that addresses the challenges and gaps identified
- 4) Work with all manners of stakeholders to gather and leverage resources to support the financial sustainability of this plan.
- 5) Identify strategies to build upon and leverage high quality programs; federal resources; and

other investment opportunities in neighborhood revitalization efforts;

- 6) Build community support for and involvement in the development of the plan;
- 7) Securing commitments from existing as well as newly identified partners to work long-term to implement the plan, ensure programmatic success, and promote accountability for meeting performance goals and milestones, and support sustainability;
- 8) Plan and build a comprehensive, longitudinal data management system, while abiding by Federal, State, and other privacy laws and requirements, for demographic data and academic and family and community support indicators.
- 9) Work with a national evaluator for Promise Neighborhoods to ensure that the project design and data collection plan allows for a rigorous evaluation of the overall impact of the Promise Neighborhoods Program and the relationship between solutions and student outcomes.
- 10) Participate in a community of practice with other Promise Neighborhood planning grantees that will afford us the opportunity to meet, discuss, and collaborate with others to solve a persistent problem or improve practice in a specific area.

Governance: Lutheran Family Health Centers, as the applicant of the proposed Sunset Park Promise Neighborhood Planning Project, will bear responsibility for administering and monitoring the project under the leadership of its governing board, the Sunset Park Health Council. The Sunset Park Health Council is composed of 17 members who are enrolled patients of the Lutheran Family Health Center network and/or representatives from community-based organizations. The composition of the membership reflects the ethnic mix of the service area population, and many members are business or civic leaders in the community. The Board is responsible for the entire LFHC delivery system.

If funded, the proposed Sunset Park Promise Neighborhood program will form an Advisory

Board to serve as the governance structure needed to ensure accountability for the results proposed in the application. As with LFHC's board, the membership of the Promise Neighborhoods Advisory Board will be comprised of stakeholders that are representative of the community, including ethnicity, family composition, socioeconomic status, and organizational affiliation. We are committed to a membership that at least one-third of the members of the advisory board will be Sunset Park residents, Brooklyn residents who are identified as low-income, and elected officials representing Sunset Park.

LFHC as lead agency will serve as the 'hub' of a wheel, with spokes connecting to the partners who carry out certain tasks. The Advisory Board will include sub-committees and workgroups tasked with addressing key focus areas within the initiative. Examples of subcommittees activities include: (1) Assessing community needs and strengths; (2) Identifying measurable results and indicators; (3) Gathering data and setting benchmarks; (4) Developing an integrated mix of strategies along the continuum of solutions; (5) Designing and executing strategies for financing the work; (6) Monitoring and evaluating progress toward improving results; and (7) Planning for and overseeing replication. The Board's Steering Committee will include multi-agency and stakeholder representation to oversee the Promise Neighborhoods work.

Shared Philosophy: The following agencies have committed to the proposed planning process and are dedicating in-kind resources to achieve the goals as detailed in this Memorandum of Understanding. Each agency has committed to the following tenets, which will guide the proposed planning process. As a group, we are committed to:

- A primary focus on promoting child outcomes, building a college-going culture in the neighborhood, and supporting families in raising children in an environment that fosters their

full potential

- The ideal that as a collaborative we are more powerful than as individuals or individual entities
- A collaborative process that is based on open communication, transparency in intention, and a common purpose
- The recognition that each individual and entity brings its own culture, philosophy, and specialization to the initiative, thus fostering diverse perspectives and solutions
- The understanding that our schools and neighborhood will experience a transformation that will focus efforts on achievement and success

Commitment of Schools and Organizational Partners

Lutheran Family Health Centers / Lutheran Medical Center (LFHC), as the lead applicant for the Promise Neighborhood planning initiative, will be responsible for overseeing the Promise Neighborhoods planning initiative, assuring grant compliance, fiscal management, and fidelity to the process and outcomes delineated in this MOU. Under the department of Community-based Programs LFHC will hire a team of staff, including a project director, parent organizing coordinator, data manager, and project assistant, to conduct the daily activities of the grant and coordinate partnership activities. The programmatic and financial match contributions are as follows:

- | | |
|--|--------|
| ▪ Director, Family Literacy Services (20% effort) | 13,175 |
| ▪ Director, Adolescent & Youth Services (20% effort) | 20,074 |
| ▪ Director, Family Support Services (20% effort) | 17,848 |
| ▪ Director, Adult Education & Training (15% effort) | 13,620 |

▪ Assistant Director, Community-based Programs (10% effort)	10,437
▪ Director, Community-based Programs (20% effort)	28,218
▪ Chief, Pediatrics & Adolescent Health (15% effort)	41,095
▪ Even Start Family Literacy Coordinator, P.S. 24 (20% effort)	10,437
▪ Indirect	20,047
Total:	174,951

Center for Family Life

Established in 1978, Center for Family Life is a neighborhood-based organization with a long history of service to the youth and families of Sunset Park. The Center is committed to understanding individual human needs in a relational context—holding to the belief that the individual is ultimately understood in the context of relationships with significant others and in the broader community and society. The Center’s work is grounded in a long-term commitment to community building. Its programs not only connect participants with services and supports, but also with each other, fostering the development of social networks that increase family and community cohesion and serve as a powerful platform for advocacy to address shared concerns. The Center acts as a supportive catalyst – helping families gain access to tools and resources that promote family stability and economic security, individual growth, and community development. Together, the Center’s programs strengthen families, foster positive youth development, and build community.

As a partnering organization in the Promise Neighborhood initiative, Center for Family Life in Sunset Park will make an in-kind contribution of \$50,000, comprised of salary and fringe benefit costs for staff who will contribute to the initiative. Staff positions include: Co-Director

for Family and Community Services (15% of time) to engage in needs assessment and planning efforts; Co-Director for School-based Youth Development Services (10% of time) to engage in needs assessment and planning efforts; Development Coordinator (15% of time) to engage in project-related research and contribute to the development of the implementation proposal; and Data Manager (10% of time) to support the development of a longitudinal data system and its alignment with existing data systems used by the Center.

The Center will identify and align components of its programs with the Promise Neighborhood initiative to ensure that both students in the target school and other children in the neighborhood have access to a continuum of solutions that improve educational and developmental outcomes. These programs include: (1) School-based youth development programs at four neighborhood public school sites (PS 1, PS 503/PS 506, MS 136/MS 821, and Sunset Park High School), including afterschool programs, summer camps, neighborhood centers and educational partnerships; (2) Family and community supports, including counseling services for individuals and families; parenting skill development and support groups; job readiness training and placement services; assistance to obtain public benefits for food, housing and health insurance; legal and financial counseling; and emergency food resources.

P.S. 24

P.S. 24 is a K-5 elementary school located in the heart of Sunset Park. The school serves a largely immigrant, predominantly Latino, population with high poverty and low literacy rates in both English and in their native languages. PS 24 is classified under No Child Left Behind as in the phase: Planning for Restructuring - Year 1. The school has made good progress in student achievement, yet only half of the students reach levels 3 and 4 in the ELA. In addition to the

school's general curriculum, there is a dual-language program through which participants become fully literate in English and Spanish. The school has many collaborating organizations that provide services for families, including after-school and summer programming.

As our focus school, the following school staff will be available to participate in the planning process: Principal (10% effort), Assistant Principal (10% effort), parent coordinator (15% effort), guidance counselor (5% effort), dual language coordinator (5% effort), and social worker (5% effort).

Sunset Park Alliance for Youth

The Sunset Park Alliance for Youth consists of six community-based agencies currently serving, in aggregate, approximately 1,300 young adults in Sunset Park, Brooklyn. These six partner agencies collaborate around a shared set of values and outcomes for disconnected youth. Together we align our unique set of services to create a multi-tiered, comprehensive service delivery system, ensuring that each young person gets the right programming at the right time. This system assures there is no “wrong door” to services for young people.

The concept of “One Neighborhood” is at the heart of the Alliance model. This model recognizes that while young adults may be disconnected from school and/or work, they deeply identify with Sunset Park. The Alliance enables us to work together as ‘sister organizations’ to proactively reconnect young people to community services and supports so that they can maximize their strengths and potential in the community and beyond. All Alliance partner agencies acknowledge that each organization brings a specific set of youth services to the table, as well as a unique culture and philosophy when it comes to working with this population.

Therefore, the purpose of the Alliance is to collectively strengthen each organization by creating a new model for collaboration--not to 'merge' our organizations into one.

The Alliance's primary goals and objectives are closely aligned with that of Promise Neighborhoods. They include:

- Strengthening services available to young adults by developing the capacity for these services at each individual agency and by promoting the development of a 'campus' model where youth can receive varied services at multiple agencies in a seamless way;
- Tracking youth outcomes as they move through the SPA pipeline;
- Providing professional development on areas including education, career development, case management, youth development to expand the capacity at partner agencies;
- Increasing the numbers of pre-GED slots available at the partner agencies;
- Developing programming that increases the employability of youth;
- Engaging local business leaders to inform planning, training, and program development, and expand work opportunities for youth;
- Launching an Alliance-wide college preparatory and access program in partnership with our post-secondary partner, Kingsborough Community College (CUNY);
- Conducting our pre-GED and college readiness program called SPIN (Supporting Potential in our Neighborhood) to prepare out-of-school youth to successfully transition to the GED classroom and ultimately college or job skills training programs.

The Alliance will make an in-kind contribution of \$21,777 comprised of salary and fringe benefits (19%) for staff that will contribute to the initiative. Staff positions include: Executive Director (10% of time) to engage in needs assessment and planning efforts; Support Services Coordinator (10% of time)) to engage in needs assessment and planning efforts, particularly

with a focus on the Promise Neighborhood *cradle to college* pipeline; and Senior Case Manager (10% of time) to participate in needs assessment and planning efforts, particularly as they related to the outreach and recruitment of youth

Community District 7

Community Board 7/Brooklyn is a NYC government agency that serves the southwest Brooklyn communities of Sunset Park and Windsor Terrace. Over the past few years our fifty volunteer Board Members and small office staff have taken on a variety of issues of great importance to the community in order to improve the everyday life of ordinary community residents. These issues include: lobbying for construction funding and created a task force to decide upon themes, programming and administration at the only public high school in the community and selecting potential sites for two additional schools in the community. Other efforts have included the development of the CB7 197-a Plan, a comprehensive study of our waterfront and local economic and recreational needs; led a public education campaign on zoning that led to the rezoning of nearly our entire residential community; held forums and speak outs on public safety and transportation issues; pioneered oversight at the Community Board level of local building construction projects; worked in concert with community-based organizations to defeat an enormous power plant and, with local CBOs, negotiated with another power plant for a community benefits agreement; lobbied for approval and funding for Bush Terminal Park (under construction). Community Board 7 has more than a dozen active committees that foster partnerships with agencies and CBOs and work on local and city-wide issues. For example, our Youth Committee last week held a Gang Awareness Forum with the 72nd Precinct, the District Attorney's office, SPA and the Red Hook Community Court. The committee is also putting

together a local youth program directory.

The creation of the Sunset Park High School Task Force and subsequent creation of the school is emblematic of the open approach our Board takes to address local issues. The task force is made up of local organizations, Board Members elected officials and members of the public. It meets monthly to discuss numerous issues surrounding the construction and curricula of the school and has been an extremely open and rewarding process with meetings of more than sixty participants, from early teens to octogenarians, all of whom are encouraged to speak and share their thoughts, opinions and experiences..

As a partner in the Promise Neighborhoods program, CB7 will make its committees available for public airing of issues, its office staff for implementation and our local expertise for outreach to the extremely diverse community of Sunset Park. Community Board 7 is committed to providing approximately .05 FTE on average to the Promise Neighborhood planning. If more work is required, we will accommodate.

Sunset Park High School

The Sunset Park High School is a diverse and inclusive school that prepares all students for college and for meeting the challenging demands of a changing world. The school is dedicated to growing future leaders and is committed to: success for all students; partnership with the community; high expectations; and service to local and global communities. The driving values of SPHS are equity, collaboration and community.

Sunset Park High School – our neighborhood’s first public high school – is the result of the collective efforts of community residents and neighborhood organizations seeking equitable access to quality education for youth in Sunset Park. After successfully advocating for a school

building, the Sunset Park High School Task Force identified community priorities for the school's design and gained hard-won support from the Department of Education for a unified high school model.

The driving values of the Task Force – equity, collaboration and community – are reflected in the school's design. Sunset Park High School is a diverse, inclusive school that seeks to prepare all students for college and to cultivate an ethic of service to local and global communities. English Language Learners and special education students are mainstreamed with the general student population in mixed-ability classes. The school is organized in three, theme-based Small Learning Communities focusing on business and entrepreneurship; health and human services; and performing and visual arts. The school recently completed its first year of programming with 375 9th grade students. The school will expand to its full enrollment of 1,500 9th – 12th grade students by September 2012.

As part of the Promise Neighborhood planning project, the High School is committed to collaborating with the planning team to identify academic and other youth-focused indicators; providing access to relevant data to the project evaluator; and supporting a culture of academic success, college readiness, and workforce development in Sunset Park.

Sunset Bay Community Services

Sunset Bay Community Services, an affiliate of Lutheran Medical Center, was established to offer low-income families an educational, supportive, and nurturing environment for their children. Serving almost 300 children ages 3 months to 12 years old and their families, Sunset Bay operates a network of 3 publicly-funded community-based learning centers in southwest Brooklyn. Our philosophy is based on the belief that children learn from active engagement in

their environments and through meaningful interactions with peers and adults. Our inclusive settings focus on the whole child so that his/her social, emotional, physical, and cognitive needs can be met. The curriculum aims to enrich children’s development with sensitivity to individualized abilities and learning styles. We recognize that the child’s family, culture, and community play a vital role in their development. Our goal is to create an environment where each child develops a greater sense of self, a respect for others, and a lifelong love of learning.

As a partnering organization in the Promise Neighborhood initiative, Sunset Bay Community Services will make the following financial and programmatic commitments as part of the planning process:

Director, Early Childhood Services (20% effort)	\$18,044
Director, Magical Years Early Childhood Center (10% effort)	6,223
Director, St. Andrew's Community Day Care (10% effort)	6,732
Total:	\$30,999

Center for the Study of Brooklyn

The Center for the Study of Brooklyn, based at Brooklyn College, is the first and only research center devoted exclusively to the study of public affairs in the borough. The Center’s practice of strategic planning emphasizes our role as *facilitator*; recognizing the import of those engaged in specific programming and advocacy serving as the content-experts in the process. Further, one of the Center for the Study of Brooklyn's principal goals is to be the primary resource for accessible and useful Brooklyn data and research so that it may support more informed program development, enhanced fundraising, knowledge sharing and public policy decisions for and among the institutions and organizations that serve Brooklyn. Unlike other research institutions, the Center is in the unique position of focusing exclusively on the provision of Brooklyn-based

data, as well as the prioritized research needs and policy challenges of Brooklyn-based groups. Groups have used the Center's custom reports to support funding proposals, advocacy initiatives, programming and marketing decisions, research and publications, and targeted outreach to constituencies.

The combination of the Center's strategic planning services with the ability to provide customized data analysis and mapping services for the Sunset Park Promise Neighborhood program will empower our partners to make strategic decisions that are simultaneously grounded in their expertise, experience, *and* are data driven.

In partnership with Lutheran Family Health Centers and the other Sunset Park community partners, the Center for the Study of Brooklyn will facilitate strategic planning, a community needs assessment and produce supporting data analyses and reports- including graphical and mapping presentations where relevant- to ensure that both students in the target school and other children in the neighborhood have access to a continuum of solutions that improve educational and developmental outcomes. As consultants to the project, the Center for the Study of Brooklyn staff resources will include the Director, Senior Research Associate, Research Associate and Research Assistant (project budget of \$60,000).

School of Education - Brooklyn College

Part of the City University of New York, the School of Education at Brooklyn College prepares teachers, administrators, counselors, and school psychologists to serve, lead and thrive in the schools and agencies of this city and beyond. Through collaborative action, teaching and research, we develop our students' capacities to create socially just, intellectually vital, aesthetically rich and compassionate communities that value equity and excellence, access and

rigor. We believe that teaching is an art that incorporates critical self-reflection, openness to new ideas, practices and technologies, and that focuses on the individual learner's needs and promotes growth. Our collective work is shaped by scholarship and is animated by a commitment to educate our students to the highest standards of professional competence.

The School of Education at Brooklyn College has a well-documented record of working in partnership with schools and communities in Brooklyn and beyond. These partnerships have focused on a range of programs for students and families, including but not limited to developing three small high schools with New Visions, the Woodrow Wilson Foundation, the Gates Foundation and/or the Department of Education; expanding the Early Childhood Center into a campus lab school using technology with Kingsborough Community College; developing placed-based learning opportunities with the National Parks of New York Harbor across all undergraduate and graduate teacher preparation programs; creating an Urban Community Teachers Program with the Political Science, CUNY Black Male Initiative and The Schott Foundation and we are currently planning for a new Teacher Education Institute in partnership with the National Latino Education Research Agenda Project.

Our faculty is nationally known in the areas of literacy for language minority children, mathematics and science education, students with special needs, evaluation and assessment and program development. We will draw down from their expertise and others within the college community as needed during the planning year. As academic consultant to this initiative, the School of Education will provide commit the guidance of its Dean (5% effort) in conjunction with 540 consultation hours to provide assistance with improving low performing schools; professional development for the teachers and staff in your partnership schools; evaluation and assessment of educational programs; guidance on programming, including family literacy

services and dual language programs; resource development including tutors, teachers, and building leaders for partnership schools in Sunset Park; best practices in school counseling and school psychology services; and development of college readiness services. Because of the dynamic needs of the initiative, consultation services will be provided by a variety of faculty and staff, based on the identified need.

