Memorandum of Understanding

This Memorandum of Understanding ("MOU" or "Agreement") formalizes a multi-organization partnership to develop and implement the Buffalo Promise Neighborhood ("BPN") and to apply for funding through the federal Promise Neighborhood ("PN") Implementation Grant program.

Preamble A) The Westminster Foundation ("WF") meets the definition of a nonprofit under 34 CFR 77.1(c) and is the eligible applicant as defined in the "Promise Neighborhoods Implementation Grant Application" issued by the U.S. Department of Education Office of Innovation and Improvement; B) The partners under this Agreement are the Westminster Foundation, M&T Bank, City School District of The City of Buffalo ("Buffalo Public Schools" or "BPS"), City of Buffalo, State University of New York at Buffalo ("UB"), United Way of Buffalo & Erie County ("United Way"), Catholic Charities, Buffalo Urban League, The John R. Oishei Foundation, Community Health Center of Buffalo ("CHCB"), Erie County, Belmont Housing Resources For WNY, Jeremiah Partnership and Westminster Community Charter School ("WCCS") (herein individually or collectively called "Partner" or "Partners"); C) the Partners' goal is to provide the BPN community access to superior schools and family and community supports preparing them to attain an excellent education and successfully transition to college and a rewarding career.

Now, therefore, in return for the mutual promises contained herein, the Partners shall undertake a public/private collaboration to carry out the BPN initiative and hereby agree: 1) The WF shall be the grant applicant and managing entity of the BPN initiative. The WF and Partners hereby commit to obtaining matching funds or in-kind donations equal to at least 100% of its grant award as required by the PN Implementation Grant program. Notwithstanding anything contained in this MOU which could be construed to the contrary, Erie County and The City of Buffalo are not hereby obligating themselves to formal financial or formal programmatic

commitments. Only formal actions of the City of Buffalo Common Council, The City School District of The City of Buffalo and, if applicable, the Buffalo Fiscal Stability Authority would be sufficient to make financial commitments. Programmatic commitments will need to be specifically identified and considered on a case by case basis. Any data sharing or collecting is discretionary and subject to applicable rules of confidentiality/privacy. 2) The Partners agree to support BPN's neighborhood strategy for 5 years, contingent on Promise Neighborhood Implementation grant funding, supporting the boundaries of the Phase 1 Neighborhood (described below), the Phase 2 Neighborhood (the entire 14215 zip code including five additional schools) and the Phase 3 Neighborhood (equivalently needy geographic area on the West side of Buffalo). The Phase 1 Neighborhood is in the east side of Buffalo bordered by Main Street (to the west), Winspear Avenue (to the north), Eggert Road (to the east) and Kensington Avenue/Parkridge Avenue/East Amherst Street (to the south) including the students attending WCCS, Highgate Heights School 80, and Bennett High School.

The Partners agree to transform those communities by: A) Identifying and increasing the capacity of organizations focused on achieving results for children and youth throughout an entire neighborhood; B) Building a complete continuum of cradle-through-college-to-career solutions of both educational programs and family and community supports, with outstanding schools at the center; C) Implementing ambitious, rigorous, and comprehensive interventions to improve, transform, and sustain effective instruction at the three BPN schools; D) Integrating programs and breaking down federal, state and local agency ''silos'' so solutions are implemented effectively and efficiently across agencies; and E) Developing the local infrastructure of data, systems and resources needed to sustain and scale up proven solutions across the broader region beyond the initial neighborhood.

In addition to above, the Partners' individual *financial and programmatic commitment, vision, theories of change and action*, and current relevant activities are noted in **exhibit 1**.

Confidentiality; Publication and Publicity

Partners agree that the provision of financial and/or programmatic commitment under this Agreement will be treated as confidential; disclosure by the Partners of the Partner's performance under this Agreement shall not be used for publicity or promotional purposes, unless prior written approval has been given by the WF. All publications must acknowledge the program is sponsored by the WF. Copies of publication(s) must be furnished to WF prior to publication. Partners will comply with all federal, state and local privacy and data security related laws, rules, guidance and regulations. The Partners warrant that it has no conflict of interest with the WF or the BPS, or any other relationships with the WF or the BPS that could, directly or indirectly, impair its ability to provide support under this Agreement. The Partner further warrants that it shall notify the WF of any change in the Partner's status and/or relationships which could, directly or indirectly, impair its ability to provide supports under this Agreement.

The Governance Structure of the Westminster Foundation (Governing Board, Advisory Board, and Management Team) The Partners agree on a flexible approach to generating change by identifying neighborhood issues and creating neighborhood-centered solutions. The Partners believe solutions reside in the collective experience of the Partners and the implementation of solutions must be based on a comprehensive assessment of the data. Residents play a critical role in both the data (or needs) and the solutions. Collectively, the Partners and residents will provide input into the solutions and implementation of solutions. The Partners also agree once solutions are implemented, a reassessment of needs must occur to determine if solutions are effective and should be replicated and/or expanded in BPN. The WF

Governing Board will oversee activities of BPN. The Board's duties include but are not limited to, establishing BPN strategic objectives, reviewing and evaluating service provider programs in BPN, managing financial resources and annual budget, and ensuring accountability of WF and Partners to BPN's stakeholders. The WF Governing Board will be advised by members of the BPN Advisory Board on issues concerning the community's needs and feedback.

The BPN Advisory Board will serve as the entity primarily representative of the Buffalo Promise Neighborhood. The Advisory Board will advise and serve as a communication link between the WF Governing Board and community, assist in developing community partnerships, identify and voice community needs, evaluate program/service effectiveness and make recommendations to the Governing Board. Further, the BPN Advisory Board will assist in raising the presence of the BPN initiative within the community. The Advisory Board is made up of at least one third of a combination of residents who live in the BPN, residents of the city who are low-income or public officials serving the BPN (representing no more than half) – as noted in the Advisory Board chart below with an asterisk. The BPN Advisory Board will be supported by BPN's Steering Committee comprised of parent representatives from WCCS, Bennett H.S. and Highgate Heights, Block Club leaders, Community and Faith Based organizations, Local Business leaders, Councilmember and Police.

The goal of the overall governance structure is to work collaboratively to meet the community's academic, social, developmental and health needs.

During implementation, a continued emphasis will be placed on growing a stronger network of BPN residents, church leaders, block club presidents and others beyond BPN's current and valued representatives.

Boards and management team follow:

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Westminster Foundation Governing Board

1	Director	Dr. James Williams	Superintendent, City School District of The City of Buffalo
2	Director	Rev. Richard Stenhouse	President, Jeremiah Partnership
3	Director	Robert Gioia	President, The John R. Oishei Foundation
4	Chairman	Mark Czarnecki	President, M&T Bank
5	Vice Chairman	David Chamberlain	Senior VP, M&T Bank
6	Director	John Carmichael	COO, Westminster Foundation
7	Director	Dr. Yvonne Ragan	President, BPN

Buffalo Promise Neighborhood Advisory Board

1	Belmont Housing Resources for WNY	Elizabeth Huckabone	President
2	Bennett High School	David Mauricio*	Principal
3	Buffalo Public Schools	Will Keresztes*	Assoc. Superintendent for Education
4	BPN Steering Committee	Thelma Roberts*	Retired Executive Director of Homespace/Resident
5	Buffalo Urban League	Brenda McDuffie*	President/Resident
6	Catholic Charities of Buffalo	Dennis Walczyk	CEO
7	City of Buffalo	Byron Brown*	Mayor
8	Erie County	David Rust	Deputy Commissioner Youth Services
9	Highgate Heights P.S. 80	Gayle Irving-White*	Principal
10	M&T Bank	David Chamberlain	Senior Vice President
11	State Univ. of Buffalo	Mara Huber	Spec. Asst. to the President
12	United Way of Buffalo/Erie	Michael Weiner	President
13	University District	Bonnie Russell*	Councilmember/Resident
14	Westminster Community CS	Carlos Gordon*	Parent/Resident
15	Westminster Community CS	Mark Bower	Principal
16	Westminster Foundation	Tanya Perrin-Johnson*	Dir. Community Affairs/Resident

Officers (Management Team)

1	Chairman	Mark Czarnecki	President, M&T Bank
2	Vice Chairman	David Chamberlain	Senior VP, M&T Bank
3	COO	John Carmichael	COO, Westminster Foundation
4	President	Dr. Yvonne Ragan	President, BPN
5	Dir.of Community Affairs	Tanya Perrin-Johnson	Director of Community Affairs
6	Treasurer	Patrick Mansfield	Assistant VP, M&T Bank

Memorandum of Understanding

Exhibit 1

Belmont Housing Resources for WNY: financial and/or programmatic commitment that support BPN include, but are not limited to, section 8 housing choice voucher program, housing opportunities for renters, homebuyer counseling, financial education, and housing and community development. Our vision is to expand affordable housing opportunities in Western New York by assisting low and moderate income households to obtain housing by producing and preserving housing units and by professionally managing affordable housing. We provide products and services that improve quality of life throughout the community by making housing accessible to those with limited resources through promotion of equal opportunity and fair housing.
City School District of The City of Buffalo: (refer to PN application Appendix F for financial and programmatic commitment.) BPS envisions working with the Partners to create and extend the full-service community school model used at the Westminster Community Charter School to Highgate Heights P.S. 80 and Bennett High School in Phase I (as well as additional district schools in phases II and III). BPS agrees to work with BPN during the implementation year to provide the authorities and conditions required for the BPN initiative to fulfill the requirements of Priority 1 of the Promise Neighborhood application.
The Buffalo Urban League: financial and/or programmatic commitment that support BPN include, but are not limited to, family stabilization and support, health education and disease prevention, housing services (for homeowners and renters), job training and employment, financial literacy, business technical assistance and loans and youth education and service programs. Our vision is for all individuals in the Buffalo Niagara Region to participate in higher levels of the economic and social mainstream community by building strong and stable families to serve as the foundation for a successful community. The Buffalo Urban League provides services to help families to break the cycle of poverty in the community. The Buffalo Urban League's services address the educational, economic, family and social challenges faced by the youth and their families.
Catholic Charities of Buffalo: financial and/or programmatic commitment that support BPN's activities include, but are not limited to, family assistance, parenting skills and youth development programs. Our vision is to empower individuals, children and families to achieve and maintain meaningful, healthy and productive lives by serving as a community leader in providing quality, effective and efficient human services. As an all-inclusive human service provider, Catholic Charities advocates for those most in need and most vulnerable by employing best practices, quality improvement and staff development to attain the best outcomes for those being served.
The City of Buffalo: programmatic commitment that support BPN include, but are not limited to, education and workforce skills, financial literacy, neighborhood improvement, and youth crime prevention programs. Our vision is to increase educational attainment, provide pathways to jobs, foster economic opportunity and success, and build quality neighborhoods by engaging the community in a comprehensive and coordinated approach to reduce poverty. Jobs are the cornerstone of the Buffalo blueprint, buttressed by social, training and educational programs that support the ultimate goal of assuring that all residents have an opportunity to work and thrive.
Erie County: programmatic commitment that support BPN include, but are not limited to, adult and child protective services, child care subsidy assistance, youth engagement services, domestic violence, food stamps, temporary assistance, employment assistance, juvenile delinquency services and Medicaid services. The County will continue to conduct categorical and means-

tested programmatic eligibility and services subject to available funding. We envision a community where children, adults and families are healthy and safe and enjoy a quality life. As a responsive and efficient organization, we seek to continually engage the community in defining the role of Social Services. Collaborative efforts among the government, the private sector, and not-for-profits in our community have laid the important groundwork toward achieving economic development benefiting our residents and programs
Jeremiah Partnership: financial commitment and/or programmatic commitment that support BPN include, but are not limited to, housing refinancing projects, community based projects, etc. The Jeremiah Partnership is a collaboration of seven East Side churches: Greater Refuge Temple of Christ, Mount Olive Baptist Church, New Mount Ararat Temple of Prayer, Pentecostal Temple of God in Christ, Bethesda World Harvest and Bethel AME Church and True Bethel Baptist Church. The partnership is committed to identifying and tackling community projects on Buffalo's eastside. Our intention is to improve neighborhood assets and revitalize the local economy.
The John R. Oishei Foundation: financial and/or programmatic commitment that support BPN include, but are not limited to, leveraging and pooling resources to identify and implement innovative, effective solutions. Our vision is to enhance economic vitality and the quality of life for the Buffalo Niagara region by serving as a catalyst for change. In addition to grantmaking, the Foundation is committed to: devoting time, people and networks to convening stakeholders around issues; initiating support and collaboration; sharing knowledge; building nonprofits' organizational capacity; and supporting the development of promising leaders in all communities and sectors. All of these activities would be used to support Buffalo Promise Neighborhood.
M&T Bank: financial and/or programmatic commitment that support BPN include, but are not limited to, executive leadership, skilled volunteers, coalition building, and systems development. M&T strives to be the best company employees ever work for, the best bank customers ever do business with and the best investment shareholders ever make. The Bank understands that the vitality of the communities in which we do business is crucial to our continued success. That's why the Bank works in partnership with not-for-profit organizations that improve the quality of life and increase economic opportunities where our customers and employees live and work.
The State University of New York at Buffalo ("UB"): financial and/or programmatic commitment that support BPN include, but are not limited to, accelerated learning opportunities that engage youth in STEM pathways (science, technology, engineering, and math), college preparation workshops, mentoring, tutoring, work force development, etc. Other activities include neighborhood safety, adult education, and community services. Our vision is to enlarge not only its school's enrollment from within Buffalo and outside, but also attract top faculty and researchers in order to regenerate the economic future of the region. This enables UB to address community needs and mobilize resources that strengthen academic preparation and college access.
United Way of Buffalo & Erie County ("United Way"): financial commitment and/or programmatic commitment supporting BPN include, but not limited to, highly effective, performance-driven education, family, and community support services. The vision of the United Way is to become a world-class organization transforming quality of life in Buffalo and Erie County by identifying community challenges, convening a "community table" to develop local strategies, serving as the community's fund raiser, and measuring success using Results-Based Accountability methodology. The United Way will provide technical assistance and training support related to program and performance measurement and will work to identify and

secure appropriate partners for this work.
The Westminster Community Charter School ("WCCS"): programmatic commitment that support BPN include, but are not limited to, sharing best practices, professional development programs for educators, and youth service programs. Our collaborative vision is that all students graduate with the necessary foundation to be successful in high school and/or higher educational institutions and to become productive and contributing citizens in our society and community. A culture of learning and nurturing, which emphasizes the continuous development of the whole child, is achieved by creating and maintaining a successful partnership between students and their parents, the staff, the community and private industry.
The Westminster Foundation: financial and/or programmatic commitment that support BPN include, but are not limited to, overall coordinating role, partnership grant writing, data planning and management, and youth service programs. Our vision is to coordinate and convene educational and social service agencies working collaboratively to provide academic, family and community supports to the Buffalo Promise Neighborhood. The Foundation provides financial support and administrative services as well as analyzing data and other inputs to help the partners make informed decisions around services for children, families and the community. The Westminster Foundation provides a number of the solutions from the continuum of solutions in the Buffalo Promise Neighborhood including after-school services and summer program services.

CITY OF BUFFALO

BYRON W. BROWN
MAYOR

September 9, 2011

Larkin Tackett
Deputy Director
Office of Innovation and Improvement
U.S. Department of Education
400 Maryland Ave., S.W., Rm. 4W338, LBJ Building
Washington DC 20202

Dear Mr. Tackett:

I am writing in support of the Westminster Foundation's multi-organization partnership to develop and implement the Buffalo Promise Neighborhood (BPN) and its application for funding through the federal Promise Neighborhood Implementation Grant Program. The purpose of the partnership and its grant submission is to provide this community access to superior schools coupled with family and community supports to prepare them to attain an excellent education and successfully transition to college and career.

I personally commit to join and support the partnership in their efforts to transform the Buffalo Promise Neighborhood, as stated in the Partnership's Memorandum of Understanding, by: "A.) Identifying and increasing the capacity of organizations focused on achieving results for children and youth throughout an entire neighborhood; B.) Building a complete continuum of cradle-through-college-to-career solutions of both educational programs and family and community supports, with outstanding schools at the center; C.) Implementing ambitious, rigorous, and comprehensive interventions to improve, transform, and sustain effective instruction at the three BPN schools; D) Integrating programs and breaking down federal, state and local agency "silos" so solutions are implemented effectively and efficiently across agencies; and E) Developing the local infrastructure of data, systems and resources needed to sustain and scale up proven solutions across the broader region beyond the initial neighborhood."

I'm proud to report that, since 2006, the city of Buffalo has invested well over $3,694,405 in the targeted area with additional projects currently being planned. The money was spent to improve infrastructure like roads and sidewalks and quality of life programs such as neighborhood Clean Sweeps and youth employment programs.

Buffalo's Clean Sweep program targets neighborhoods with quality of life issues including: abandoned houses, vehicles; slum and blight; drug houses, and other criminal activity. Clean Sweeps are made possible through collaboration between city, county, state, federal, not-for-profit and private sector partners. The program is comprised of various law enforcement and government agencies: the City of Buffalo's Law Department, Buffalo Police Department, Erie County District Attorney's Office, NYS Attorney General's Office, NYS Parole Division, US

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Marshal's Office, and the US Attorney's Office. In 2011 alone, the City of Buffalo allocated $1,854,800 to perform five Clean Sweeps in the Promise Neighborhood target area.

Since 2006, the City of Buffalo has spent $1,339,605 in the targeted area as part of the Mayor's Summer Youth employment program which employed 1,520 low income youth. This successful program placed the youth ages 14 -21 at many of Buffalo's City, State and Federal government buildings and not-for-profit organizations, in a variety of positions including office and clerical aides, recreation and playground aides, classroom aides, day care aides, teacher assistants, health service support aides, youth counselors, research assistants, and grounds, landscaping and conservation workers.

As a result of our nation's economic downturn, frequently young people lack access to entry level employment opportunities needed to develop the skills required to succeed in today's global economy. Investing in job training and employment services for youth will provide work experience and enduring benefits to our youth and to our city.

One of the single most important tools a city has to revitalize a neighborhood and improve its overall quality of life is infrastructure improvements. Well maintained sidewalks and roads increase home property values, safety, and vitality of neighborhoods. In the last three years, the City of Buffalo has spent over $500,000 to improve the targeted area's infrastructure.

As the third poorest city in America with a high school graduation rate of 47.7%, Buffalo requires innovative solutions to preparing and educating our residents for an increasingly competitive workplace. We must focus on a holistic approach to education. Promise Neighborhoods and similar programs are the key to Buffalo's prosperity. Please accept this letter as my strong commitment to the Buffalo Promise Neighborhood.

Sincerely,

Byron W. Brown
Mayor, City of Buffalo