

**Promise Neighborhoods Memorandum of Understanding**

- I. **Purpose:** Fresno Promise Neighborhoods' collaborating agencies, community members, and school staff share the common vision of providing quality cradle-to-career programming to children and families in an effort to promote educational, health, and social well-being.
  
- II. **Governance Structure:** Reading and Beyond is the Lead Agency for the Fresno Promise Neighborhoods. The Steering Committee is composed of 10 individuals that are representative of the geographic area proposed to be served, five residents, and five staff persons of organizations that serve this area; moreover, residents of the geographic area have an active role in decision-making.
  
- III. **Key Collaborative Partners:** Key collaborative partners agree to: 1) participate in the overall planning, design, and structure of Fresno Promise Neighborhoods; 2) share in program management and oversight by participating in regular ongoing collaborative meetings; and 3) identifying additional resources, services, and partners that will build toward the sustainability of Promise Neighborhood programming. Collaborative partners bear no responsibility for managing the U.S. Department of Education (USDE) grant funding or grant reporting; nor is responsible for ensuring compliance with terms of the USDE grant funding.

**IV. Theory of Action:** The Fresno Promise Neighborhoods' **theory of action** is based upon Harvard Family Research Project's complementary learning approach. The complementary learning approach centers on the philosophy that schools cannot do it alone. Children need multiple opportunities to learn and grow—at home, in school, and in the community. Complementary learning is a comprehensive strategy for addressing all of these needs and ensuring success for all children and youth. Complementary learning is the idea that a systemic approach—which intentionally integrates both school and nonschool supports—can better ensure that all children have the skills they need to succeed.

Fresno Promise Neighborhoods' complementary learning approach provides and aligns these beneficial opportunities: Effective schools, Supportive families and opportunities for family engagement, Early childhood programs, Out-of-school time activities (including sports, arts, mentoring programs, etc.), Health and social services, Community-based institutions (including community centers, faith-based institutions, cultural institutions such as museums and libraries, and partnerships with the business community), and Colleges and universities.

**V. Theory of Change:** The theory of change underlying the Fresno Promise Neighborhoods' model requires the coordinated application of all five of its core principles:

1. Target a specific neighborhood based upon needs and assets – and work comprehensively and at scale. Engaging an entire neighborhood helps to achieve three goals: it reaches children in numbers significant enough to affect the culture of a

community; it transforms the physical and social environments that impact the children's development; and it creates programs at a scale large enough to impact the local need.

2. Implement a complementary learning approach through the alignment of cradle-through-college-to-career learning opportunities – linking school, community, and family systems. Support the development of effective schools and link with community-wrap-around programs and services. In addition provide additional programs that support families and the larger community.
3. Build meaningful, effective collaboration among children and families (residents of target geographic area), institutions, and stakeholders, thus breaking down the silos between systems that don't normally work together, thereby creating an environment necessary for children's healthy development
4. Create a data and information rich system that integrates the maintenance of a comprehensive, longitudinal database management system and stringently evaluating program outcomes that will be used in improving and refining program services, as well as ensuring that children with the highest needs receive appropriate services to meet academic and developmental outcomes.
5. Foster a college-going culture a culture, embedded in leadership, accountability, and collaboration.

Following are the key collaborating organizations / individuals who are committed to partner:

| Organization, Contributions, Roles, and Responsibilities  | Authorized Representative   |
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| <p><b>As lead agency, Reading and Beyond commits to the following:</b></p> <ul style="list-style-type: none"> <li>• Manage grant fiscal oversight and responsibility;</li> <li>• Ensure the successful completion of stated goals and objectives;</li> <li>• Lead efforts to guarantee opportunities for ongoing collaborative communication between the key collaborative partners; and</li> <li>• Implement accountability procedures, data collection, and program monitoring for evaluation purposes.</li> </ul>  | <p>Luis Santana,<br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p> |
| <p><b>As a Partner, Fresno Unified School District during the planning phase agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Participate in discussions related to the planning of a comprehensive, longitudinal management system for neighborhood and school data;</li> <li>• Participate in the development of partnership standards and an accountability system to hold partners accountable for meeting performance goals and milestones;</li> <li>• Provide aggregated student data and assist in the development of a proposal for the implementation phase;</li> <li>• Participate in the development of a proposal for the second phase of the program that might include providing facility space at targeted areas to conduct programs for children and parents; and</li> <li>• Provide feedback during the planning phase and assess participation in the implementation proposal at the completion of the planning phase</li> </ul> | <p>Michael<br/>Hanson,<br/>Superintendent</p> <hr/> <p>Signature/Date</p>   |

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| <p><b>As a partner, I agree to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Assist in development of Comprehensive Early Network Plan</li> </ul>   | <p><b>Cynthia LoMonaco,</b><br/>Chairperson</p> <p>Childcare and<br/>Development Local<br/>Planning Council</p> <p>Signature/Date</p> |
| <p><b>As a partner, Fresno County Childcare and Development Local Planning Council (FCCD-LPC) agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist with the development of a Comprehensive Early Learning Network plan;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align FCCD-LPC initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul> | <p><b>Wilma Hashimoto,</b><br/>Associate Director of<br/>Early Care and<br/>Education</p> <p>Signature/Date</p>                       |

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| <p><b>As a partner, Housing Authority agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align Housing Authority initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul>                                    | <p>Allysun<br/>Williams,<br/>Chief Planning<br/>&amp; Community<br/>Development<br/>Officer</p> <hr/> <p>Signature/Date</p> |
| <p><b>As a partner, Fresno Healthy Communities Access Partners (HCAP) agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Participate in regular collaborative meetings;</li> <li>• Align HCAP initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area.</li> </ul>   | <p>Norma Forbes,<br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p>   |
| <p><b>As a partner, United Way of Fresno County agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align United Way of Fresno County initiatives, programs, and/or resources that target the Fresno Promise Neighborhoods geographic area.</li> </ul> | <p>R. Michael<br/>Alexander,<br/>President &amp;<br/>CEO</p> <hr/> <p>Signature/Date</p>                                    |

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| <p><b>As a partner, Boys and Girls Clubs of Fresno County agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Provide facility space to hold collaborative meetings as in-kind;</li> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align Boys and Girls Clubs of Fresno County initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul> | <p>Diane Carbray,<br/>Director</p> <hr/> <p>Signature/Date</p>              |
| <p><b>As a partner, Big Brothers Big Sisters of Central California (BBBSCC) agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align BBBSCC initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul>   | <p>Brooke Frost,<br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p> |
| <p><b>As a partner, Union de Familia agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> </ul> <p>Align Union de Familia initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</p>  | <p>Araceli<br/>Almazan,<br/>President</p> <hr/> <p>Signature/Date</p>       |

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| <p><b>As a partner, Fresno Barrios Unidos agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align Fresno Barrios Unidos initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul>           | <p>Socorro Santillan,<br/>Executive Director</p> <hr/> <p>Signature/Date</p> |
| <p><b>As a partner, Resources for Independence-Central Valley (RICV) agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align RICV initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul> | <p>Bob Hand,<br/>Executive Director</p> <hr/> <p>Signature/Date</p>          |



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| <p>As a Partner, <b>Encourage Tomorrow</b> agrees to commit to:</p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region; and</li> <li>• Align Encourage Tomorrow initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul>                           | <p><b>Suzanne Moreno</b><br/>Executive Director</p> <p>Signature and Date</p> |
| <p>As a Partner, <b>Every Neighborhood Partnership</b> agrees to commit to:</p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region; and</li> <li>• Align Every Neighborhood Partnership initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul>   | <p><b>Artie Padilla</b><br/>Executive Director</p> <p>signature and Date</p>  |
| <p>As a Partner, <b>Fresno Center for New Americans</b> agrees to commit to:</p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region; and</li> <li>• Align Fresno Center for New Americans initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul> | <p><b>Lue Yang</b><br/>Executive Director</p> <p>Signature/And Date</p>       |

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| <p><b>As a partner, Fresno Regional Workforce Investment Board (FRWIB) agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in the design of the infrastructure, policies, practices, and systems needed to sustain and "scale up" proven, effective solutions across the region;</li> <li>• Make available information regarding FRWIB programs to residents of the Fresno Promise Neighborhoods geographic area</li> </ul>  | <p>Blake Konczal,<br/>Director</p> <hr/> <p>Signature/Date</p>  |
| <p><b>As a partner, Fresno Bridge Academy Board agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and "scale up" proven, effective solutions across the region;</li> <li>• Participate in regular collaborative meetings;</li> <li>• Align Bridge Academy Board initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area.</li> </ul>  | <p>Peter Weber,<br/>Director</p> <hr/> <p>Signature/Date</p>    |
| <p><b>As a partner, InterLink International Incorporated agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Provide in-kind facility space at the InterLink community center located across the street from target school site Webster Elementary School</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and "scale up" proven, effective solutions across the region;</li> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Align InterLink initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area.</li> </ul> | <p>Patricia Beard,<br/>Director</p> <hr/> <p>Signature/Date</p> |

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| <p><b>As a partner, Hands On Central California agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align Hands On Central California initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul>  | <p>Cathy Caples,<br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p>   |
| <p><b>As a partner, Fresno Institute for Urban Leadership agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during the one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align FIFUL initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area;</li> <li>• Provide access to facilities at designated sites</li> </ul>       | <p>Phil Skei,<br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p>      |
| <p><b>As a partner, Catholic Charities agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Provide facility space to hold collaborative meetings as in-kind;</li> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align Catholic Charities initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul> | <p>Kelly Lilles,<br/>Agency<br/>Administrator</p> <hr/> <p>Signature/Date</p> |

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| <p><b>As a Partner, California Charter Schools Association (“CCSA”) agrees to commit to:</b></p> <ul style="list-style-type: none"> <li>• Assist, as determined by CCSA, during the one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist, as determined by CCSA, in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region;</li> <li>• Collaborate with Fresno Promise Neighborhoods’ programs and initiatives;</li> <li>• Explore the alignment of existing and future California Charter Schools Association initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area.</li> </ul> | <p><b>Jeff Sands</b><br/>Senior Manager<br/>of School<br/>Development</p>                  |
| <p><b>As a Partner, Fresno Compact agrees to commit to:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in the planning of a comprehensive, longitudinal management system for neighborhood and school data;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region; and</li> <li>• Align Fresno Compact initiatives and/or programs (including our local STRIVE initiative, based upon the STRIVE Cincinnati model) with Fresno Promise Neighborhoods</li> </ul>  | <p><b>Dr. Tom Crow</b><br/>Executive<br/>Director</p> <p>Signature and Date<br/>9-9-11</p> |

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| <p><b>As a Partner, Children’s Services Network (CSN) agrees to commit to:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region;</li> <li>• Align existing and future CSN initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area; and</li> <li>• Align existing and future resources with Fresno Promise Neighborhoods.</li> </ul> | <p><b>Lupe Jaime</b><br/>Deputy Director</p> <hr/> <p>Signature and Date</p> |
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| <p><b>As a partner, First 5 of Fresno County agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align First 5 of Fresno County initiatives, programs, and/or resources targeting the Fresno Promise Neighborhoods geographic area.</li> </ul> | <p><b>Kendra Rogers,</b><br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p> |
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| <p><b>As a partner, Fresno County Economic Opportunities Commission agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align Economic Opportunities Commission initiatives and/or programs targeting the Fresno Promise Neighborhoods geographic area</li> </ul> | <p><b>Brian Angus,</b><br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p> |
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| <p><b>As a Partner, City of Fresno agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Continue to support programs targeting the Fresno Promise Neighborhoods geographic area;</li> <li>• Work with Fresno Promise Neighborhoods to help identify and secure available facility space for conducting easily-accessible programs for children and parents; partnerships with other community-based organizations (including, local businesses and faith-based organizations) will be sought to provide facility space and resources.</li> </ul> | <p>Ashley<br/>Swearengin,<br/>Mayor<br/>City of Fresno</p> <hr/> <p>Signature/Date</p> |
| <p><b>As a partner, Fresno Regional Foundation (FRF) agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist during one-year Planning Phase, including participating in regular collaborative meetings;</li> <li>• Assist Reading and Beyond in acquiring funding to support program goals;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Make a good faith effort to align FRF initiatives and/or programs with the Fresno Promise Neighborhoods geographic area.</li> </ul>   | <p>Daniel<br/>DeSantis,<br/>Executive<br/>Director</p> <hr/> <p>Signature/Date</p>     |

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| <p><b>As a partner, California State University-Fresno agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Assist with data collection/analysis for Needs Assessment and Segmentation Analysis;</li> <li>• Assist with developing an evaluation plan for 10-year Implementation Phase;</li> <li>• Assist in the development of a longitudinal database management system;</li> <li>• Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the region;</li> <li>• Align University-led programs targeting the Fresno Promise Neighborhoods geographic area.</li> </ul> | <p>Dr. John Welty,<br/>President</p> <hr/> <p>Signature/Date</p>        |
| <p><b>As a partner, Fresno City College agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Participate in the Fresno Promise Neighborhoods’ Planning Phase and in regular collaborative meetings;</li> <li>• Assist in developing the Fresno Promise Neighborhoods’ infrastructure to sustain and “scale up” proven, effective solutions across the region; and</li> <li>• Collaborate with Fresno Promise Neighborhoods programs and initiatives</li> </ul>   | <p>Tony Cantu,<br/>Interim President</p> <hr/> <p>Signature/Date</p>    |
| <p><b>As a Partner, The California Endowment agrees to commit to the following:</b></p> <ul style="list-style-type: none"> <li>• Participate in the Fresno Promise Neighborhoods’ Planning Phase and in regular collaborative meetings</li> </ul>   | <p>Sarah Reyes,<br/>Program<br/>Manager</p> <hr/> <p>Signature/Date</p> |

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| <p><b>As a partner, Fresno County Office of Education agrees to commit to the following:</b></p> <ul style="list-style-type: none"><li>• <b>Participate in the Fresno Promise Neighborhoods' Planning Phase and in regular collaborative meetings.</b></li><li>• <b>Assist in building the infrastructure and aligning policies, practices, systems, and resources needed to sustain and "scale up" proven, effective solutions across the region;</b></li><li>• <b>Collaborate with Fresno Promise Neighborhoods' programs and initiatives;</b></li><li>• <b>Provide results, as appropriate, of FCOE-sponsored programs in support of the Fresno Promise Neighborhoods' plan</b></li></ul> | <p><b>Larry Powell,</b><br/><b>Superintendent</b></p> <hr/> <p><b>Signature/Date</b></p> |
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