

## **Planning a Tulsa Promise Neighborhood**

Preliminary Memorandum of Understanding

between

Community Action Project of Tulsa County (applicant)

and the following partners:

Tulsa Public Schools; Oklahoma State Department of Education; University of Tulsa; University of Oklahoma School of Community Medicine; Oklahoma State University Center for Health Sciences; Community Health Connection; Community Service Council of Greater Tulsa; Tulsa Educare; Crosstown Learning Center

**Commitments:** We, the undersigned, as leaders of organizations implementing academic programs and family and community supports in the Kendall-Whittier and/or Eugene Field Neighborhoods (hereinafter collectively “Tulsa Promise Neighborhood”), affirm our commitment to significantly improve the educational and developmental outcomes of all children living in the distressed areas to be served by planning and implementing a Promise Neighborhood. We acknowledge that our commitment includes: (1) Contributing to the process of gathering data about children and families to inform needs assessments, segmentation analyses, and a longitudinal data management system; (2) Supporting efforts to improve child outcomes and helping to ensure that results data is analyzed on an ongoing basis by members of the local community; (3) Developing organizational capacity to achieve results and to foster a college-going culture in the target neighborhoods; (4) Helping to build a complete continuum of cradle-through-college-to-career solutions, linked and integrated seamlessly, based on the best available evidence, and with strong schools at the center; (5) Breaking down agency silos so that programmatic solutions are implemented efficiently across agencies; (6) Supporting the efforts

of other community organizations and working with local government to build the infrastructure needed to scale up effective solutions across the broader region; (7) Committing to work long-term to implement and ensure continued success of the Promise Neighborhood plan and creating a system for holding all partners accountable for meeting performance goals; (8) Working with public and private organizations and individuals to build community involvement and to leverage resources needed to support the financial sustainability of the Promise Neighborhood plan; and (9) Participating in a rigorous evaluation of the continuum of solutions deployed in the target neighborhoods by working with a national evaluator in order to inform the national community about the relationship between particular strategies in Promise Neighborhoods and student outcomes.

**Governance & Decision Making:** We, the undersigned, further acknowledge that governance of the proposed Tulsa Promise Neighborhood will be administered through the structure of the Tulsa Promise Neighborhood Advisory Board, a special committee previously established by the governing board of Community Action Project of Tulsa County and representative of the geographic areas proposed to be served. At least 1/3 of the Advisory Board is comprised of a combination of residents of the target neighborhoods, residents earning less than 80% of the area's median income, and/or public officials serving the target neighborhoods, and includes: Jose Tabarez (resident), Paul Thomas (resident and Tulsa Area Community Schools Initiative coordinator), Diana Downing (resident), Nereyda Gijon (resident), Priscilla Ochoa (resident), Peggy Chisholm (resident), Jim Hess (Vice President and Chief Operating Officer of the Oklahoma State University Center for Health Sciences), Laurie Paul (Executive Director of Community Health Connection/La Conexión Médica), Brian Hunt (President, Board of

Education of Tulsa Public Schools), Susan Neal (Associate Vice President and Director of Government and Community Relations – University of Tulsa), Seneca Scott (resident and State Representative for House District 72), Caren Calhoun (Executive Director, Tulsa Educare), and Sharon Gallagher (Vice President of Community Investments – Tulsa Area United Way). Under the auspices of Community Action Project of Tulsa County, the Advisory Board is responsible for: frequency, time, and location of meetings (subject to the *Oklahoma Open Meeting Act*); composition and membership; officers and duties; collaborative agreements with partner organizations; and all other matters germane to the governance structure of the proposed Tulsa Promise Neighborhood. A primary function of the Advisory Board is to seek the involvement during shared decision-making opportunities of residents with competence and confidence to participate fully in deliberations and who are connected to constituencies in the target neighborhoods to whom they are accountable. A deliberative democratic evaluation approach will guide neighborhood stakeholders' and residents' authentic participation in planning, design, information sharing, and outreach to foster inclusion, dialogue, and deliberation to assure valid conclusions are reached when there are conflicting views.

**Partners in Planning & Implementing the Tulsa Promise Neighborhood:**

Tulsa Public Schools' vision statement is Excellence and High Expectations with a commitment to All - a standard endeavored in the target areas at Kendall-Whittier Elementary, Sequoyah Elementary, Eugene Field Elementary, Clinton Middle School, Daniel Webster High School, and Will Rogers High School. The District's programmatic commitment to a Promise Neighborhood includes 303 certified teachers serving children in the Kendall-Whittier and Eugene Field Neighborhoods and is enhanced by a range of national partnerships including: Battelle for Kids,

an organization that provides expert counsel on complex educational-improvement challenges, which is working in Tulsa to create strategies that advance the development of human capital, the use of strategic measures, and the implementation of effective practices in schools - initially in regards to evaluating teacher effectiveness as it relates to students' statistical progress; Teach For America, which currently provides schools in the target neighborhoods with 20 corps members committed to eliminating educational inequity by going beyond traditional expectations to lead students to significant academic achievement; ACT and America's Choice, which have been enlisted to design a *College and Career Readiness Instructional System* to provide rigorous core syllabi, formative assessment tools, intervention and acceleration programs, and professional development - all tailored to prepare students to be ready for college and careers without need for remediation; and the Coalition for Community Schools at the Institute for Educational Leadership, in which the Kendall-Whittier and Eugene Field Elementary Schools are each designated as a community school participating in the *Linkage Project* to help build an effective bridge between early childhood experiences and the initial school years with a focus on creating a continuum of quality, developmentally appropriate opportunities for children aged 0-8 years by crafting mutually supportive policies and practices that link early care and learning systems to public education. The District's financial commitment includes the portion of its overall \$510,705,334 budget used to administer and operate the aforementioned six public schools serving the neighborhoods, in addition to staff time, office space, furniture, and technology for those working on the Promise Neighborhood initiative, professional development opportunities, student mentors, language translation services, grant writing services, budget analysts, and access to hundreds of volunteers. The District's theory of change is that by committing to effort-based intelligence and education strategies to guide school administration and operation, the

culture can be transformed into one in which high academic performance is expected, resulting in long-term overall improvements in student achievement. The District's theory of action is to use quantifiable data to make the most informed decisions in an effort to implement innovative and transformational education strategies in a sustainable way (such as pay-for-performance teacher compensation).

Oklahoma State Department of Education's vision is to make children Oklahoma's top priority through quality services to students, schools, and communities; leadership for education reform and school improvement; and regulatory flexibility focused on accountability and improving student success. The State Department's goal is to ensure that all students graduate ready to succeed in college, begin a career, and become informed citizens able to contribute to their communities. The State Department's programmatic commitment includes the continued monitoring and support of the public schools serving students in the Tulsa Promise Neighborhood to ensure the alignment of instructional strategies to Oklahoma's Priority Academic Student Skills (PASS) and the implementation of the Common Core State Standards for college and career readiness. The State Department will continue to invest in early education through the Oklahoma Pilot Early Childhood Program for children ages birth through three. The Department's investments in Pre-Kindergarten through 12th grade include foundation aid for six schools in the Kendall-Whittier and Eugene Field Neighborhoods. The State Department's theory of change is that by establishing and enforcing evidence-based standards and best practices for teachers, curricula, and facilities, student test scores will reflect desired improvements and rates of high school graduation and college readiness will significantly increase. The State Department's theory of action is that by improving the educational

component of a broader support system for children, learning opportunities can be maximized and reinforced by comprehensive approaches to improving child development and well-being.

University of Tulsa's vision is to educate all students to think critically, behave ethically, succeed in their careers, act as responsible citizens, and remain lifelong learners. From a 200-acre campus located in the heart of the Kendall-Whittier Neighborhood, the University provides excellence in scholarship to 4,000+ students and has launched an expanded service initiative to link faculty and students with volunteer opportunities, such as tutoring children at risk of school failure, in the surrounding area. Programmatic commitment includes involvement with a range of after-school enrichment programs, beautification projects, legal services, food drives, and community events, an annual financial commitment of \$100,000, plus volunteer support from 600 students and staff. The University's theory of change is that investments today in K-12 school systems will build a continuum of academic, family, and community supports resulting over time in a college-going culture in the neighborhood. The University's theory of action is to engage the community by connecting its civic-minded students and faculty with local service-oriented agencies to magnify the resources available to effectuate desired changes.

Tulsa Educare's vision is to break the cycle of poverty with a nationally renowned program in early childhood education and through transfer of best practices to other programs in Tulsa. Since 2006, Educare has operated a 30,000 sq. ft. facility in the Kendall-Whittier Neighborhood and their programmatic commitment includes full day, year-round early education, family support, and medical care for 200 infants, toddlers, and preschool age children, an annual financial commitment of \$3M for ongoing operations, plus community access to meetings rooms

and parent support classes including GED and job training. Educare's theory of change is that children living in poverty are dramatically more likely to exhibit age-appropriate development if they are provided intensive educational opportunities at a very early age. Educare's theory of action includes increasing participation in broader coordinated efforts with other local service providers to complement and reinforce the gains made by children while attending Educare.

Crosstown Learning Center's vision is that children of all economic levels will have access to quality educational opportunities in a nurturing environment, a goal pursued by providing NAEYC-accredited care for children at birth through pre-kindergarten combined with parent education programs. For 42 years, Crosstown has operated in the Kendall-Whittier Neighborhood and their programmatic commitment includes early education and family support services to 65 children, an annual financial commitment of \$1.2M for ongoing operations, plus the use of facilities and agency staff/volunteers. Crosstown's theory of change is that children's earliest years of life are the most crucial to their long-term success, and that investments in early education return stronger, less distressed communities. Crosstown's theory of action is to leverage more investments from local philanthropic groups by demonstrating current success in order to decrease reliance on public reimbursements so that the agency's capacity and impact within the surrounding neighborhood may be increased.

University of Oklahoma - School of Community Medicine's vision is to improve the health of the Tulsa community through medical education and care, an objective sought by operating a school-based clinic inside Educare that serves as a patient-centered medical home for children enrolled both at the early childhood center and at Kendall-Whittier Elementary, their parents and

siblings, and residents of the neighborhood. The School's programmatic commitment includes 8-hour, 5 days per week, year-round staffing of the health clinic, an annual financial commitment of \$400,000 for ongoing operations, plus benefits from the Center for Medicare and Medicaid Innovation Duals (Medicare and Medicaid eligible) \$ 900K planning grant and the \$12M *Beacon Community Program* grant awarded to Tulsa for the strengthening of medical infrastructures in underserved communities. The School's theory of change is that medical professionals working in collaborative teams across multiple disciplines provide the best opportunity to break the cycle of intergenerational poverty. The School's theory of action is to employ emergent design, community engagement, and quality improvement principles to merge education, health care, and economic development to achieve desired results.

Community Service Council of Greater Tulsa provides leadership for mobilizing efforts that improve the lives of Oklahomans each day, in part through operation of the Tulsa Area Community Schools Initiative (TACSI) and Tulsa's Early Childhood and Community School Linkages Project. The vision of TACSI is that community schools serve as centers of community life offering integrated services to students, families, and their surrounding neighborhoods to help ensure that every student will graduate from high school equipped with the academic, physical, social and emotional skills needed to achieve success. The vision of Linkages is that seamless and healthy transitions for children and their families from one learning environment to the next, whether from the child's home, an early learning program, or a formal school setting, will ensure that every school community has the necessary resources and knowledge to develop ready schools, ready families, and successful children. The Community Service Council's programmatic commitment includes continuation of its existing staffing, implementation, and

management of community school activities and transition strategies at both the Eugene Field and Kendall-Whittier Elementary Schools, which are primarily predicated on: early care and learning; health education; mental health/social services; family/community engagement; youth development/out-of-school time; neighborhood development; and lifelong learning. Financial commitments include approximately \$137,500 annual budgets for TACSI and Linkages at each target school, in addition to coordination and recruitment of volunteers and community partners, TACSI Resource Center staff, a community school coordinator, and Linkage transition specialist. The Community Service Council's theory of change is that community schools are highly effective vehicles for promoting access to and continuity of quality programming across early care and learning programs and the early grades to ensure that all children are prepared for success in school and life. The Council's theory of action is that coordination of efforts including community awareness, advocacy, and advance research-based strategies that create purposeful partnerships between school, home and community resources can improve learning and social development among children and their families.

Oklahoma State University Center for Health Sciences' vision is by 2015 to have pushed itself to a higher level of performance and reputation with such institutional characteristics as national recognition as one of the top ten medical schools in both primary care and rural medicine, thereby further positioning OSU as the premier comprehensive university in Tulsa. The Center for Health Sciences' programmatic and financial commitment includes the ongoing, existing services and activities derived in part from its \$150 million annual operating budget including: operation of a family medicine clinic across the street from the Eugene Field Elementary School, which has over 30,000 patient visits annually; assignment of a Nurse Practitioner to the Eugene Field Elementary School; a pediatric program providing thousands of immunizations free of

charge; delivery of over \$2 million annually in uncompensated care in the community; and operation of a teaching hospital within a mile of the neighborhood providing comprehensive in-patient and emergency room services. The Center is also a consistent provider of meeting space and facilities for organizations within the community and has a number of faculty and staff involved as volunteers in the neighborhood's efforts such as health fairs, diagnostic screenings, immunizations, and free clinics. OSU-CHS' theory of change is that organizations must be "change-ready" entities, that are responsive to local needs by placing their resources accordingly - such as our commitment to locating clinical services in the Eugene Field Neighborhood due to the concept that the community cannot improve without adequate health care services. OSU-CHS' theory of action is driven by a "management by strategic initiatives" approach in which the institution develops a strategic plan and then asks each unit within the organization to develop tactics and initiatives to accomplish the goals and vision of the organization, with resources then allocated to achieve those objectives within the plan.

Community Health Connection/La Conexión Médica's vision is to be THE connection to health care by providing quality and accessible health care across all life cycles that respects the dignity and culture of the community regardless of an individual's ability to pay. The Federally Qualified Health Center's programmatic commitment includes the operation of a 16,000 sq. foot clinic about to open in the Kendall-Whittier Neighborhood which will provide a primary health care medical home for approximately 4,000 patients of all ages plus mental health care, prenatal care, and preventive dental care to the neighborhood in a language appropriate and culturally sensitive manner – soon to be existing activities that align with those of the proposed Promise Neighborhood strategy. CHC's annual financial commitment includes an approximately \$2M

operational budget (combined between its two health centers in Tulsa), along with continued staff involvement as volunteers on neighborhood task forces and coalitions, and a large meeting room that the community can utilize for meetings and events at no charge. The health center's theory of change is that preventive, comprehensive health and mental health care are essential for children to meet their developmental milestones and to be successful in school and other activities in the long term. The health center's theory of action is to leverage available resources such as Medicaid, Medicare, private insurance, and its FQHC status to ensure health care is attainable for all residents in the surrounding neighborhood.

Community Action Project of Tulsa County's vision, financial and programmatic commitments, theory of change, theory of action, and existing activities are detailed substantially in the Promise Neighborhood application narrative, as lead applicant of the Tulsa Promise Neighborhood proposal.

**Approval of Partnership:** In August & September of 2011, on behalf of the organizations represented, the following authorized signatories acknowledge their commitments to planning for implementation of a Tulsa Promise Neighborhood, as outlined above. It is understood that partnership includes both financial and programmatic commitments, along with alignment of services across a continuum of proposed solutions, as governed by the Tulsa Promise Neighborhood Advisory Board.

Signature: -- <b>signature removed</b> --	Printed Name: Dr. Keith E. Ballard
Title: Superintendent of Schools	Organization: Tulsa Public Schools

Signature: -- <b>signature removed</b> --	Printed Name: Janet C. Barresi
Title: Superintendent of Public Instruction	Organization: OK State Department of Education

Signature: -- <b>signature removed</b> --	Printed Name: Kevan C. Buck
Title: Executive Vice President	Organization: University of Tulsa

Signature: -- <b>signature removed</b> --	Printed Name: Caren Calhoun
Title: Executive Director	Organization: Tulsa Educare

Signature: -- <b>signature removed</b> --	Printed Name: Debbie Guilfoyle, Ed.D
Title: Executive Director	Organization: Crosstown Learning Center

Signature: -- **signature removed** --

Printed Name: Gerard P. Clancy, M.D.

Title: President, Univ. of Okla., Tulsa campus

Organization: OU School of Comm. Medicine

Signature: -- **signature removed** --

Printed Name: James D. Hess

Title: Chief Operating Officer

Organization: OSU Center for Health Sciences

Signature: -- **signature removed** --

Printed Name: Laurie Paul

Title: CEO

Organization: Community Health Connection

Signature: -- **signature removed** --

Printed Name: Phil Dessauer

Title: Exec. Director

Organization: Community Service Council

Signature: -- **signature removed** --

Printed Name: Steven Dow

Title: Executive Director

Organization: Community Action Project