

PRELIMINARY MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (“Memorandum”) is entered into as of the 1st day of September, 2017 by and among the core collaborators of the Westside Promise Neighborhood (WPN): United Way of San Antonio and Bexar County (“United Way”), City of San Antonio (“City”), San Antonio Independent School District (“SAISD”), San Antonio Housing Authority (“SAHA”), Bethel Prevention Coalition, a Drug Free Communities program operating in San Antonio (“Bethel”) (collectively, the “Parties”). The WPN Advisory Committee will serve as the governance and oversight for grant implementation.

Purpose of Memorandum. The purpose of this Memorandum is to set forth each Party’s understanding of its role in jointly implementing the Westside Promise Neighborhood Plan. The U.S. Department of Education Implementation Grant (“Grant”) provides funding to build a Promise Neighborhood with a cradle to career continuum of solutions over a five-year period, based on the research conducted during a needs assessment and assets inventory. As required by the Application for Grants under the U.S. Department of Education Promise Neighborhoods Program, this Memorandum describes:

- (i) Each Party’s commitment to the project’s vision, theory of change, and theory of action, and to the alignment of each Party’s existing activities with those of the proposed Westside Promise Neighborhood plan;
- (ii) Each Parties financial and programmatic commitments; and
- (iii) The governance structure of the proposed Promise Neighborhood, including how the advisory board is representative of the geographic area proposed to be served, and how WPN residents will have an active role in the organization’s decision-making.

This Memorandum represents a preliminary commitment by the Parties; each Party is expected to present the final Memorandum to its respective governing entity by January 31, 2018 for authorized signature.

2. Project Background. The United Way of San Antonio and Bexar County (United Way), a 2010 Planning and 2011 Implementation grantee, seeks funding as the lead entity on behalf of the Westside Promise Neighborhood Advisory Board, to implement a continuum of solutions intentionally selected to improve specific educational and developmental outcomes for the 1,881 Lanier, 710 Tafolla and 756 JT Brackenridge children and youth from San Antonio's historic Westside and their families. The solutions feature a cradle-to-career continuum that will build on and expand educational school reform initiatives piloted in another geography to a new neighborhood/school feeder pattern, that will yield micro (individual children and families) and macro-level (school system and neighborhood revitalization) change with the potential to continue to scale this to a multi-district, county-wide school system.

3. Vision, Theory of Change, and Theory of Action of Westside Promise Neighborhood.

The Parties' vision for the Westside Promise Neighborhood is a stable, safe, and economically vibrant community full of healthy, high achieving children who will graduate ready for college, careers and self-sufficiency. Our theory of change asserts that *when Westside children are healthy and ready for school success, and their parents engage in their education, and the schools they attend are safe, full service schools with well-developed holistic educational approaches to prepare students for post-secondary education and the workforce, students are motivated and engaged in learning both in and out of school, and they subsequently graduate from high school and college and have and seize opportunities for careers and self-sufficiency..*

Our theory of action is to establish an integrated framework for existing and planned Westside revitalization through the Westside Planning process, using City Bond and

Infrastructure improvements, SAISD school improvement and reform in a specific feeder pattern, Pre-K to 14 +, as a springboard for community transformation and inspiring neighborhood families to reclaim their Westside. Weaving, leveraging and coordinating existing and, where necessary, new strategies and solutions in the context of a cradle to career pipeline will create a strengthened, integrated educational experience for the students in the WPN.

All Parties affirm that the proposed WPN vision, theory of change, theory of action and existing activities align with each partner's vision, theory of change and theory of action.

4. Financial Commitments.

A. **Cash Pledges.** United Way currently invests in the WPN through a range of community-based programs that provide basic needs, youth development and a range of supports to families. United Way's estimated \$3 million current allocations in the neighborhood will be used as matching funds for the Westside Promise Neighborhood grant, pending award.

B. **In Kind Contributions.** The Parties have also pledged the following in-kind contributions, final amounts will be listed in letters of support:

(i) **City.** The City commits its investment of Head Start for children residing in the 78207 footprint in the WPN to serve as match for the grant. The City supports utilizing funding approved in the Bond for zip code 78207 as matching funds for the WPN grant over the next 5 years.

(ii) **SAISD.** The San Antonio Independent School District will invest in significant bond-funded infrastructure improvements to the target schools over the next five years (add new data here). SAISD will leverage its U.S. Department of Education's Teacher Incentive Fund grant (or TIF), one of only 13 grants awarded by the fund for fiscal year 2016. SAISD's grant was one of the highest awarded, and will be paid out over five years, beginning with the 2017-18 school year (Add TIF at Lanier). SAISD agrees to take a leadership role in developing the WPN Data

Share infrastructure that will include a data-sharing agreement of student-level data that enables WPN partners to establish an early warning and response system without breaching FERPA laws.

(iii) SAHA. The San Antonio Housing Authority is one of only 32 PHAs in the country designated as a Moving to Work (MTW) agency. Due to this designation, SAHA will provide, as in-kind support from existing funds, comprehensive case management services to individuals and families living within our Public Housing communities on the west side, leverage its programs and investments in the Jobs Plus, Family Self Sufficiency and ConnectHome programs at its Alazan Apache complex. SAHA will work with the WPN Advisory Board to transfer lessons learned and best practices from its Byrne PSE program.

No Party will be obligated to spend any money or pledge any in-kind contributions on this project or any other matter in connection with this Memorandum, other than the dollar amounts and in-kind contributions specifically listed above.

5. Overview of Implementation Period. The Implementation Plan will consist of a series of well-organized steps delineated in the proposal narrative that will culminate in the creation of a continuum of organized sequential and responsive solutions, with oversight by the Westside Promise Neighborhood Advisory Board (defined in Section 9), that addresses each program or project need indicator determined during the needs assessment and the first six months planning process. During year one, the Management Team and WPN Partners will develop the data management component, with the goal of designing and providing a warning system that will be used as a tool to provide tailored interventions to students to improve the developmental and educational outcomes of all WPN children and eventually transforming the way providers (including SAISD) implement programming and interventions for both students and families.

6. Implementation Period Commitments

A. United Way commits to ensure project accountability, governance and sustainability with 25% time of two senior level management staff with federal, state and foundation grants management experience; offer its long-standing experience with administering governmental and foundation grants; fundraise for sustainability through grants, corporate and foundation support; offer lessons learned from its work in the Eastside Promise Neighborhood, our 12 year investment in the Family-School-Community Partnership in SAISD, early childhood, kinder readiness and the family financial self-sufficiency. United Way further commits to recruiting a high-level, senior community volunteer as chair of the Advisory Board.

B. *Pending City Council Approval on*, The City commits to: work with United to launch multiple planned, long-term municipal infrastructure enhancements; continue successful community policing strategies; enhance walkability, bike routes and public transportation; continue public works sweeps in the attendance zone; and generally expand the availability of other wraparound services in the neighborhood. Additionally, the City will explore the feasibility of offering financial incentives available for the Westside, including CDBG grants (Westside within the City's CDBG Reinvestment Policy Target Area). See Letters of Support from Mayor Ron Nirenberg, City Manager Sheryl Sculley and District 5 City Councilperson Shirley Gonzales

C. SAISD is committed to re-energizing Westside neighborhood schools by (i) implementing a P-Tech model for grades 9-14 model; (ii) examining staff utilization patterns to identify opportunities to enrich the learning environment and increase the availability of STEM experiential learning opportunities, including content coordination with out-of-school programs; (iii) expanding the school day and school year to enrich opportunities for students to take full advantage of the college and career preparation strategies; and (iv) taking a leadership role in developing the WPN Data Sharing Infrastructure that will provide an early warning and response system for all WPN schools.

D. SAHA is committed to collaborating with other non-profit and for-profit affordable housing developers and rehabilitation developers to bring a range of affordable housing options to keep families, especially those transitioning from public housing, in the neighborhood; deepen the relationship between the schools and neighborhood associations; and support student retention initiatives. SAHA is also committed to exploring the feasibility, modernization and redevelopment of Alazan Apache Courts through future HUD Choice Grant opportunities. SAHA has agreed to use HUD's community service requirement to incentivize parent participation in the schools in the target area. Through the active Resident Council at Alazan Apache Courts, residents will provide continuous feedback on areas and issues to consider in the WPN plan.

SAHA also operates a JobsPlus program in the Alazan Apache Courts, which contains the four Moving to Work components that are particularly needed in the WPN:

- (1) the increased availability of adult education, accelerated job training and demand occupation opportunities for residents;
- (2) increased availability of quality childcare in the neighborhood;
- (3) establishment of a "Gateway to College" pilot;
- (4) participation in an earned income disregard program that allows families to transition to financial independence and away from public benefits over time rather than all at once ("the benefits cliff") over time and
- 4) preservation and expansion of affordable housing in the neighborhood.

E. Bethel Prevention Coalition will work with the WPN Advisory Board to guide them in the building of a coalition that mobilizes the community and engages multiple sectors to work together to prevent youth drug abuse, with a particular focus on the severe heroin issue on the west side.

7. Commitment to Sharing Data. Subject to applicable laws and regulations, all Parties agree to participate in the WPN Data Sharing Information Committee to jointly develop the WPN Data Sharing Infrastructure and to share child-level data as stipulated in the separate Data Sharing Agreement, to be developed and approved by all Parties, that specifies the roles and responsibilities required to meet the needs of the proposed project implementation.

8. Commitment to Cooperate with National Evaluator. All Parties are committed to fully cooperate and work with the Department of Education and with a national evaluator. The Project Director will ensure access to relevant program and project data sources (e.g., administrative data and program and project indicator data). The Project Director also will work with the Parties to ensure the evaluator has a credible comparison group and a plan for collecting reliable, valid baseline data for both program participants and the comparison group.

9. Governance Structure.

Advisory Board Composition. A XX member Advisory Board will oversee the implementation of the WPN Plan. The Advisory Board will be comprised of the following representatives of the core essential participants: R=Resident

San Antonio Westside Promise Neighborhoods - Advisory Board		
1.		United Way of San Antonio, Bexar County,
2.		City of San Antonio, Mayor's Office
3.	<i>Resident 1</i>	City of San Antonio, City Council District 5
4.		City of San Antonio City Manager's Office
5.	Resident 2	San Antonio Independent School District Board Member
6.		San Antonio Independent School District, Superintendent
7.		Alamo Colleges
8.		San Antonio Housing Authority, CEO
9.		Texas A&M, President
10.	Resident 3	Westside Economic Dev, Executive Director
11.	Resident 4	Inner City Dev Corp

12.	Resident 5	Alazan Apache Resident Council
13.	Resident 6	Alazan Apache Resident Council
14.		JT Brackenridge Elementary School, Principal
15.	Resident 7	JT Brackenridge Elementary School, Parent Representative
16.	Resident 8	JT Brackenridge Elementary School, PTA
17.		Tafolla Middle School, Principal
18.	Resident 9	Tafolla Middle School, Parent Representative
19.	Resident 10	Tafolla Middle School, PTA
20.		Lanier High School, Principal
21.	Resident 11	Lanier High School, Parent Representative
22.	Resident 12	Lanier High School, PTA
23.		Lanier HS Alumni Association
24.	Resident 13	Neighborhood Business
25.	Resident 14	Neighborhood Business
26.	Resident 15	Pastor, Our Lady of Guadalupe Church
27.	Resident 16	Neighborhood Association
28.	Resident 17	Neighborhood Assn
29.	Resident 18	Guadalupe Cultural Arts Center
30.	Resident 19	Historic Westside Residents Association
31.	Resident 20	Bethel Prevention Coalition (Drug Free Schools) Faith Based Representative –
32.		Mayor's Housing Task Force rep

B. Advisory Board Function. The Advisory Board will provide overall project governance and strategic direction, and review monthly reports and convene at least quarterly throughout the project period to make joint decisions regarding the progress and direction of the implementation. Sub-groups of the Advisory Board may pursue specific strategies.

C. Neighborhood Participation. The Advisory Board is a “representative body” by having 6 intentional slots for parents and 19 for neighborhood residents and businesses (63% of the board), including two resident public officials (Councilperson Shirley Gonzales and SAISD Board Member Patti Radle). All Advisory Board meetings will be held on dates and times, and

at locations, convenient to the parent/resident representatives; transportation assistance, childcare and bilingual translation services will be available at all Advisory Board meetings.

The Parties execute this Preliminary Memorandum to be effective as of September 1, 2017.

United Way of San Antonio and Bexar County By: _____ Name: _____ Rice _____ Title: _____ City Manager's Office, City of San Antonio By: _____ Name: <u>Peter Zaroni</u> Title: <u>Deputy City Manager</u>	San Antonio Independent School District By: _____ Name: _____ Title: _____ San Antonio Housing Authority By: _____ Name: _____ Title: _____ Bethel Prevention Coalition (Drug Free Schools) By: _____ Name: _____ Title: _____
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