

PRELIMINARY *PSJA PROMESAS DEL VALLE* INITIATIVE

MEMORANDUM OF UNDERSTANDING

This Preliminary Memorandum of Understanding ("Memorandum") is entered into as of the 8th day of October, 2015 by and among the core collaborators of the *PSJA Promesas del Valle Initiative (PSJA PVI)*. The lead entity is the City of Pharr (Pharr). The Primary Partners are: City of Alamo (Alamo), City of San Juan (San Juan) and Pharr San Juan Alamo Independent School District (PSJA ISD). The evaluation partner is Region One Educational Services (Region 1 ESC). The Implementation Partners are: South Texas College (STC), University of Texas Rio Grande Valley (UTRGV); Pharr Housing Authority (PHA); San Juan Housing Authority (SJHA); Alamo Housing Authority (AHA); Pharr Economic Development Corporation (PEDC); San Juan Economic Development Corporation (SJEDC); Alamo Economic Development Corporation (AEDC); Workforce Development (WS); Doctors Hospital at Renaissance (DHR), Valley Initiative for Development and Advancement (VIDA) and The County of Hidalgo Judges' Office; (collectively, the "Parties"). The PSJA PVI Advisory Committee will oversee the implementation of the PSJA PVI strategic plan.

I. Purpose of Memorandum. The purpose of this Memorandum is to set forth each Party's role in jointly implementing the *PSJA PVI*. The U.S. Department of Housing and Rural Affairs ("HUD") provides said designation to establish a Promise Zone to revitalize the zone within a ten-year period. As required by the Application for Designation under the U.S. Department of Housing and Urban Development, 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 PSJA PVI utilizing strong evidence-based theory and practice;
- (ii) Each Party's financial and programmatic commitments; and

(iii) The governance structure of the proposed Promise Zone, including how the advisory board is representative of the geographic area proposed to be served, and how PSJA 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 immediately upon award. At present the community is leveraging \$60,550,758 annually in resources to accomplish the goals and objectives of the project.

II. Project Background. The City of Pharr seeks an award as the lead entity on behalf of the *PSJA Promesas del Valley Initiative* Primary and Implementation Partners to receive a promise zone designation that will give Federal funding priority and bring strategic coordination and resources to the PSJA area, to help revitalize the area by reducing poverty, unemployment and crime and improving economic development, housing, health and educational opportunities in the Proposed Promise Zone.

III. Vision, Theory of Change, and Theory of Action of PSJA PVI.

The PSJA PVI vision is a stable, safe, and economically vibrant community with healthy, college ready children, adults that have obtained a post-secondary education resulting in an increase of economic activity in the area. The PSJA PVI theory of change integrates Collective Impact and Cradle to College & Career strategies to form the PSJA PVI Logic Model (attached). The results are healthy, employed, PSJA citizens are healthy, employed, and their children have access to schools that produce college ready students and their neighborhoods are livable and safe with clustered and abundant resources which meets physical, social and economic needs. Then PSJA families will Stay, Grow, Graduate, Develop and Invest as the formula for revitalization. The PSJA PVI theory of action is to establish an integrated framework for existing and planned PSJA PVI revitalization, by using school improvement and reform in a specific feeder pattern, Sustained Systemic Transformation based on strong evidence based theory and

practice is the springboard for community transformation that inspires neighborhood families to claim better futures through proven job creation strategies to improve employment opportunities, economic development, strategic police intervening activities to help reduce crime, improved housing, improved access to healthcare for healthy outcomes and improved educational opportunities for better educational outcomes from Cradle to College in the PSJA Promise Zone. All Parties affirm that the proposed strong, evidenced based PSJA PVI vision, theory of change, theory of action and existing activities align with each partner's vision, theory of change and theory of action.

IV. Financial Commitments/ Roles and Responsibilities

A. Cash Pledges from Lead Agency

City of Pharr -The City of Pharr has committed \$2,280,000 in cash to be used for programs that help with job creation, increase economic activity, and reduce serious crime. These funds are to be used to leverage the community impact work being conducted in the PSJA PVI.

B. Roles & Responsibilities with In-Kind Contributions of Partners

The Parties have also pledged the following in-kind contributions:

1. **City of Pharr**, a Triple Crown designated city, will serve as the lead entity and coordinate the PSJA PVI. Will be responsible for initiating data collection plan, coordinate relationship with the federal government Promise Zone designees, facilitate project communication and insure project reporting. The City of Pharr will also implement the full plan in the census tracts corresponding to the City of Pharr. Pending City Council Approval, the City of Pharr is proposing aligning city ongoing activities which is \$460,000 from its 2016 budget. Additionally, the City of Pharr has designated 59 acres for the Public Safety Academy which is \$2.500,000 in kind contribution, to be constructed in 2016.
2. **City of San Juan** will coordinate implementation plan within the San Juan designated census tracts, coordinate project communication, implementation and coordination full

participation of San Juan Housing Authority and San Juan EDC. The City of San Juan will align ongoing activities directly to the PSJA PVI plan with particular attention to the San Juan Targeted Gang Project for crime reduction. The City of San Juan has committed of leveraged \$4,219,213 resources to be used for programs and infrastructure that help with job creation, increase economic activity, and reduce serious crime, particularly gang prevention and intervention.

3. **City of Alamo**, the five-time Playful City USA designee and home to the Santa Ana Wildlife Refuge will coordinate implementation plan within the Alamo designated census tracts, coordinate project communication, implementation and coordination full participation of Alamo Housing Authority and Alamo EDC. The City of Alamo will focus particular attention to the development of eco-tourism opportunities. The City of Alamo has committed \$5,715,721.00 through in-kind leveraged resources that help with job creation, parks improvements, waste water treatment plant improvements, infrastructure upgrades, increase economic activity including eco-tourism, and crime reduction.
4. **PSJA ISD**, a nationally recognized leader in innovative education, will serve as the education coordinator of the PSJA PVI since it serves all three cities. PSJA ISD leverages the following, \$16,662,048 awarded from Texas Education Agency, to create the new PSJA STEM Academy' \$4,000,000 from the NIJ for school violence research and \$1,200,000 from Sure SCORE, a private public partnership for academic improvements. PSJA leverages greatest number of dual enrollment students in the State of Texas, and the efforts of 50 Parent Educators through the nationally recognized Parent Engagement Program which also serves as a key component for community engagement. PSJA ISD leads in area dropout recovery and College Success Modeling with all high schools functioning as Early College High Schools which will also create Sustained Systemic Transformation of all campuses leveraging \$1,700,000 for Early College High School Academies. PSJA ISD is contributing

of 10 acres and construction costs totaling, \$1,370,532.

5. **Workforce Solutions (WS)** will function as the workforce initiative coordinator for the PSJA PVI through multiple partnerships in the region. The focus will be youth and adult employment with a special emphasis on adult education and community college opportunities through the PACES, Parent Engagement Centers of PSJA ISD and the three Housing Authorities' Residents Councils. Annual leverage of investment for approximately 12,000 PSJA resident training is \$2,783,055 with \$4,364,697 in childcare assistance.
6. **South Texas College (STC)** has committed to continue to provide tuition waivers for students enrolled in dual enrollment college programs with PSJA ISD. This would amount to a conservative in kind donation of \$40 million for the next 10 years, \$4,000,000 annually. STC also will support with donation of equipment to the new PSJA ISD STEM Academy totaling, \$2,438,000. STC has passed a bond issue with a designation of \$4,200,000 for the construction of the Public Safety Academy in 2016.
7. **University of Texas Rio Grande Valley (UTRGV)** will serve as the education professional development coordinator of the PSJA PVI. UTRGV is leveraging \$30,000,000 in Department Education funding for Head Start Professionals which is the foundation rung of the education strategy.
8. **Region One Education Service Center (Region 1 ESC)** will serve as the evaluation and technical assistance adviser, meeting all HUD Promise Zone standards for data collection, storage, analysis, evaluation and reporting. ESC1 will also serve as disseminator of models and information for education initiatives from Laredo, Texas to Brownsville, Texas. Region 1 ESC provides a leadership network of superintendents, adult education and financial literacy education. Region One ESC leverages \$672,000 from the Gear Up which serves 1,002 PSJA ISD students. ESC, Adult Education and ECI funding for the tri-city area and will expand its online pilot program for families, a web-based college success initiative.

9. **Pharr Housing Authority (PHA)** will oversee the implementation of the PSJA PVI housing strategy in the census tracts of the proposed promise zone corresponding to the City of Pharr. PHA provides 235 units of varied types of assistance.

10. **San Juan Housing Authority (SJHA)** will oversee the implementation of the PSJA PVI housing strategy in the census tracts corresponding to the City of San Juan. SJHA will serve as key partner in community engagement with resident forums and provides housing assistance with 151 units of varied types of assistance.

11. **Alamo Housing Authority (AHA)** will oversee the implementation of the PSJA PVI housing strategy in the census tracts corresponding to the City of Alamo. AHA will serve as key partner in community engagement with resident forums and provides 164 units of housing assistance of varied types of assistance.

PHA, SJHA, AHA and the City of Pharr leverage partnerships with community based organizations such as the Affordable Homes, Habitat for Humanity RGV and Proyecto Azteca, which assist PSJA residents collectively with \$1,000,000 in housing assistance.

12. **Pharr Economic Development Corporation (PEDC)** will serve as the lead agency for the implementation and coordination of the PSJA PVI economic development plan. PEDC will coordinate the achievement of the goals and objectives related to the economic growth opportunities associated with the international bridge with Mexico located within one of the City of Pharr census tracts. PEDC leverages multiple partnerships, public and private. Revolving loan fund leverage is \$37,200 as evidenced by the MOU of the PSJA EDC Revitalization Coalition in the attachments.

13. **San Juan Economic Development Corporation (SJEDC)** will oversee the implementation and coordination of the PSJA PVI economic development plan in the census tracts with the City of San Juan boundaries. SJEDC will captain small business development opportunities through multiple partnerships. Revolving loan fund leverage is \$37,200 as

evidenced by the MOU of the PSJA EDC Revitalization Coalition in the attachments.

14. **Alamo Economic Development Corporation (AEDC)** will oversee the implementation and coordination of the PSJA PVI economic development plan in the census tracts with the City of Alamo. AEDC will captain training through multiple partnerships. Revolving loan fund leverage is \$37,200 as evidenced by the MOU of the PSJA EDC Revitalization Coalition in the attachments, as well as the continued revolving of \$586,164.25. The AEDC has committed \$2,182,000.00 through in-kind leveraged resources that help with job creation, parks improvements, streets improvements and investment in human capital.

15. **Valley Initiative for Development and Advancement (VIDA)** will serve as the community based organization partner which provides leveraged partnerships with business and industry to provide skilled labor for high demand occupations and case management of low income, non-traditional college students.

16. **Doctors Hospital at Renaissance (DHR)** will serve as the private sector implementation partner. DHR leads many public health initiatives which include UTRGV Medical School Residency Program and facilitate the expansion of the PSJA ISD School Based Clinic System. DHR has invested \$1,000,000 annually to the clinics and Nursing Education Pipeline which includes a Nursing Lab with equipment. DHR also provides faculty and personnel to fund the student training with at least \$160,000 annually extending the life of the Promise Zone designation totaling, approximately \$1,560,000.

IV. Overview of Implementation Period. The PSJA PVI Strategic 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 PSJA PVI Advisory Board, that addresses each program or project need indicator determined during the planning process. During year one, the Management Team and

PSJA PVI 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 of all PSJA PVI goals and objectives.

V. Implementation Period Commitments

Upon award each partner agency will ratify this MOU within the first month of award notice. The awarded VISTA students will be shared among the six workgroups as implementation facilitators. From the first month forward, PSJA PVI will rely on the wisdom and guidance of resident feedback. Each workgroup associated with a strategic goal, job creation, economic development, education, crime reduction, housing and health respectively. Two key components of the community engagement are the Housing Authorities' Resident Councils and the PSJA ISD Parent Engagement Program. PSJA ISD, VIDA and each City Housing Authority will serve as strategic plan implementation partners in community engagement. Letters of Support from City Executives support the Implementation Plan and Timeline. LUPE, a community advocacy non-profit will serve as a support partner for community engagement also.

VI. Commitment to Sharing Data. Subject to applicable laws and regulations, all Parties agree to participate in the PSJA PVI Data Sharing Information Committee to jointly develop the PSJA PVI Data Sharing Infrastructure and to share all 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.

VII. Commitment to Cooperate with National Evaluator. All Parties are committed to fully cooperate and work with the Department of Housing and Urban Development 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.

VIII. Governance Structure.

A. Advisory Board Composition. A twenty-five member Advisory Board will oversee the implementation of the PSJA PVI Plan. The Advisory Board will be comprised of the following representatives of the primary partners and key implementation partners.

<i>PSJA PVI - Advisory Board of Primary and Implementation Partners</i>	
The Honorable Dr. Amos Hernandez	City of Pharr Mayor
The Honorable San Juanita Sanchez	City of San Juan Mayor
The Honorable Diana Martinez	City of Alamo Mayor
Dr. Daniel P. King	Pharr, San Juan, Alamo ISD, Superintendent
Dr. Narciso Garcia	Pharr, San Juan, Alamo ISD, Deputy
Noel DeLeon	Pharr Housing Authority, Executive Director
Ruben Zavala	San Juan Housing Authority Executive Director
Mary Vela	Alamo Housing Authority
Ann Cass	Proyecto Azteca
Sergio Contreras	Pharr Economic Development Corporation
Luciano Ozuna	Alamo Economic Development Corporation
Roberto Rodriguez	San Juan Economic Development Corporation
Chief Ruben Villescás	City of Pharr, Police Chief
Lt. Albert Caballero	City of Alamo, Police Department
Chief Juan Gonzalez	City of San Juan Police Chief
Dr. Shirley Reed	South Texas College President
Dr. Guy Bailey	University of Texas Rio Grande Valley

Dr. Cornelio Gonzalez	Region One ESC, Executive Director
Frank Almaraz	Workforce Solutions RGV, Executive Director
David DeAnda	Lonestar National Bank, Private Sector Rep.
Dr. R. Armour Forse	Doctors Hospital at Renaissance, Private Sector
Priscilla Alvarez	VIDA, Training Community Based Org. Rep.
Juanita Valdez Cox	LUPE, Community Engagement Colonias Rep.
Jordana Barton	Broadband Initiative Project Representative
The Honorable Ramon Garcia	Hidalgo County Judge

B. Advisory Board Function.

The Advisory Board will provide overall project governance and strategic direction, and review quarterly data reports and convene at least quarterly to make joint decisions regarding the progress and direction of the implementation. Sub-groups of the Advisory Board may pursue specific strategies with workgroups. An executive committee of the four primary partners, includes the three cities and the education partner, PSJA ISD and the evaluation partner, ESC1, will be convened to represent the initiative to the federal partners and make time sensitive decisions. The management structure is intended to ensure implementation and effective accomplish of the project objectives with well-defined partner roles, timelines and milestones. The project will be guided by leading agency, the City of Pharr. A highly skilled Project Director will be hired to coordinate the Advisory Committee meetings. The Project Director will work closely with the evaluation partner, ESC1.

The parties executed this Preliminary Memorandum effective, October 8, 2015.

PRIMARY PARTNERS

City Manager's Office, City of Pharr

Signature: _____

Name: Juan Guerra

Title: City Manager

City Manager's Office, City of San Juan

Signature: _____

Name: Ben Arjona

Title: City Manager

City Manager's Office, City of Alamo

Signature: _____

Name: Luciano Ozuna

Title: City Manager

Pharr San Juan Alamo Independent School District

Signature: _____

Name: Daniel P. King, PhD

Title: Superintendent

IMPLEMENTATION PARTNERS

Dr. Cornelio Gonzalez, Executive Director, Region One ESC – Evaluation Partner

Dr. Guy Bailey, University of Texas Rio Grande Valley, President–Higher Learning Partner

Dr. Shirley Reed, President South Texas College – Higher Learning Partner

Mr. Frank Almaraz, Workforce Solutions, Inc. Executive Director – Workforce Dev Partner

Dr. R. Armour Forse, CAO, Doctors Hospital at Renaissance – Private Sector Partner

Victor Vasquez, VIDA Executive Director – Community Based Organization Partner

The Honorable Judge Ramon Garcia – County Partner