

MEMORANDUM OF UNDERSTANDING

Community School Partnership: Bucyrus City School District and United Way of North Central Ohio

This Memorandum of Understanding ("MOU") is entered into this ____ day of _____, 2026 by and between United Way of North Central Ohio, a non-profit organization with an address at 198 East Center St. Marion, OH 43302 ("United Way") and the Bucyrus City School District Board of Education, with an address at 170 Plymouth Street, Bucyrus, OH 44820 ("BCS" or "District").

WHEREAS, United Way and the District are entering into this MOU for the purposes of providing a coordinated effort to identify and provide resources ("Intervention Programs") to the following populations:

1. Bucyrus City Schools students (hereinafter "BCS students") who are at-risk of any one or more of the following:
 - a. Performing below grade level in reading and math skills;
 - b. Exhibiting poor attendance; and/or
 - c. Experiencing behavioral, emotional, mental or health issues.

These students will be provided with in-school and out-of-school intervention programs to address any of these specific and related concerns.

2. The families of BCS students who are at-risk and/or in need of health and social services to improve their ability to be better parents and become financially self-sufficient.
3. The members of the community within the District who are at-risk and/or in need of health, social and personal development services, where appropriate, to become financially self-sufficient.

The Intervention Programs shall be coordinated by the Community Hub School Coordinator ("CHSC"), and delivered by community- based organizations, which are not parties to this MOU; delivery of such programs to individual students shall be subject to District policies and procedures including written consent pursuant to applicable federal and state privacy laws. All of the foregoing shall be referred to-herein as the "Partnership"; and

WHEREAS, United Way will provide funding to employ CHSCs at no cost to the district, help fund Community School related strategies, and assist with the implementation of the Community School Model as needed with no cost to the District; and

WHEREAS, the goals of the Partnership are to:

1. Establish more equitable and organized Intervention Programs for BCS students;
2. Standardize partnership responsibilities, and deliverables relating to Intervention Programs;
3. Implement and integrate high-quality, data-driven Intervention Programs as part of key District initiatives;
4. Improve the overall student performance within the District; and
5. Assure exchange of information as described in this MOU and within conformance with federal and Ohio privacy laws regarding the identification of BCS students, evaluation of BCS student progress after enrollment in Intervention Programs, and the overall effectiveness of the Partnership; and

WHEREAS, United Way and the District wish to accomplish the foregoing goals through use of the Community School Model, as set forth in the Description of Services ("Appendix B"); and

WHEREAS, one component of implementing the Community School Model at the District is through the hiring of a CHSC who will work in their assigned school and collaborate with the Director of District Partnerships ("Director") and the Community School Leadership Team ("CSLT") to guide the ongoing needs and resource assessments guide Community School programming to ensure it is aligned with identified needs that reflect the school specific community; the CHSC shall be an employee of United Way; and

WHEREAS, United Way and the District wish to outline their respective rights and obligations with respect to the Partnership in a formally executed MOU.

NOW, THEREFORE, BE IT RESOLVED, the parties to this MOU agree as follows:

I. Term

The term of this MOU shall commence on **July 1, 2026**, or the date it is last approved or ratified by the Board and United Way (the "Effective Date") and shall expire on **June 30, 2029**, unless otherwise terminated as set forth herein.

II. Budget & Payment

Each party to this MOU shall be obligated to contribute those funds or in-kind consideration as further outlined in Appendices A and B.

III. Responsibilities of BCS and United Way

The Responsibilities of BCS and United Way are outlined in this Section and in further detail in Appendix B.

A. Information Sharing - Student Education Records, Personally Identifiable Information, and De-Identified Information.

For purposes of this MOU, the following terms shall be defined as set forth in the Family Educational Rights and Privacy Act (20 USC §1232g et seq), as follows:

1. “De-identified records and information” - Education records or information after the removal of all personally identifiable information after the BCS has made a reasonable determination that the student's identity is not personally identifiable, whether through single or multiple releases, and taking into account other reasonably available information.
2. “Education records” - Those records that are directly related to a student and maintained by BCS.
3. “Personally identifiable information” - The term includes, but is not limited to (a) The student's name; (b) The name of the student's parent or other family members; (c) The address of the student or student's family; (d) A personal identifier, such as the student's social security number, student number, or biometric record; (e) Other indirect identifiers, such as the student's date of birth, place of birth, and mother's maiden name; (f) Other information that, alone or in combination, is linked or linkable to a specific student that would allow a reasonable person in the school community, who does not have personal knowledge of the relevant circumstances, to identify the student with reasonable certainty; or (g) Information requested by a person whom BCS reasonably believes knows the identity of the student to whom the education record relates.

Release of Records Information to United Way: United Way and BCS have entered into a Data Sharing Agreement (“DSA”), which DSA is identified as Exhibit A and attached to this MOU. The DSA authorizes the release by the District of personally identifiable information (“PII”) from education records of BCS students to United Way's “Data and Evaluation Staff” to allow them to conduct a study or studies for or on behalf of the District to evaluate whether the Intervention Programs being implemented each year in the District's Community Schools are effective, whether the Community School Model generally is

effective and beneficial to students, families and their community, and to otherwise conduct studies to develop, validate or administer predictive tests, to administer student aid programs, or improve instruction on behalf of the District in accordance with the Family Educational Rights and Privacy Act (“FERPA”) at 34 C.F.R. § 99.31 {a}(6)).

Release of Records or Information to CHSCs: BCS agrees to share student education records with the CHSC to the extent necessary to allow the CHSC to meet the intent and purpose of this MOU.

B. Communications.

1. Community School Leadership Team meetings – The Partnership shall convene the Community School Leadership Team (“CSLT”) meetings among BCS, United Way, and the CHSC no less frequently than quarterly. Participants shall include the Director, the CHSC and other United Way representatives (“Leadership Team”). Other designees from BCS may also attend the CSLT meetings.
 - a. The purpose of the CSLT meetings will be to provide opportunities for the CSLT to: a) discuss the intervention programs, b) share timely information, c) work together to solve problems, d) evaluate the effectiveness of the Partnership, and e) plan for the future. The CHSC shall be prepared to report detailed program updates at such Leadership Team meetings. No student personally identifiable information shall be disclosed at CSLT meetings.
 - b. Notes must be taken at all CSLT meetings and distributed to all CSLT members in a timely manner.
2. District and United Way Monthly Planning Meeting: United Way and the Superintendent and/or Designee shall participate in a “District and United Way Monthly Planning Meeting.” This meeting shall occur at least once per month, although both Parties may agree to cancel any monthly Planning Meeting if deemed not necessary.
3. The District will review policies and procedures to best serve students according to the community school model, subject to approval by the BCS Board of Education
4. The District will review policies and procedures to best serve students according to the community school model, subject to approval by the BCS Board of Education.
5. The Parties may hold other optional meetings throughout the year including, but not limited to, Corporate Partner Collaborative Meetings

and Partnership meetings at the school level, as deemed appropriate by BCS, the Director or United Way.

6. BCS and United Way will each identify a designee to coordinate communications as it relates to the Partnership in order to ensure clear communication among the parties and BCS students and their families. BCS and United Way should actively and collaboratively work together on communications to media partners, interested parties and stakeholders to proactively promote and educate on the Partnership.
7. BCS and United Way agree to notify one another and schedule time to discuss planning and new ways of working when organizational changes, including but not limited to program or initiative scope, staffing, or activities, could affect the Partnership and work.

C. Partnership Programs.

CHSCs and BCS will identify those BCS students in need of Intervention Programs. CHSCs will coordinate Intervention Programs and the facilitation of services provided by various community-based organizations and/or pre-approved Community Partners; however, CHSCs must confirm written consent from the BCS student parents/legal guardians as required by FERPA and the Individuals with Disabilities Education Act (“IDEA”) and any other applicable law prior to enrolling any BCS students in Intervention Programs as part of the Partnership. All services and Intervention Programs identified by CHSCs must be approved by the Superintendent and/or Designee prior to the Intervention Program or service being made available to BCS students. CHSCs will be responsible for ensuring that legal requirements necessary to provide services are adequately met by the community-based organizations. United Way agrees to assist in the facilitation of the partnership agreement process and communication efforts between parties, as well as the record keeping of program partnership paperwork.

IV. Confidentiality

A. Confidentiality Requirements Relevant to United Way:

1. If United Way receives de-identified records and information from BCS and/or the CHSC within the meaning of 34 C.F.R. §99.31(b)(1), the FERPA prior written consent and confidentiality rules do not apply.
2. If United Way requests (and receives) from BCS student education records which contain personally identifiable information for purposes of program evaluation and/or any other purpose necessary for United Way to meet the intent and purposes of this MOU, United Way shall be considered to be an “organization conducting studies for, or on behalf of, educational agencies or institutions for the purpose of ... administering student aid programs, and improving instruction ...” for the benefit of BCS pursuant to §1232g (b)(1)(F) of the Act and 34 C.F.R. §99.31(a)(6). If United Way receives personally identifiable information for this purpose, United Way agrees it will conduct its study using that information in a manner that does not permit personal identification of parents and students to individuals other than representatives of the United Way who have legitimate interest in the information. Personally identifiable information shall be destroyed when no longer needed for the purposes for which the study was conducted. United Way and BCS have entered into a Data Sharing Agreement, attached hereto as Exhibit A, to ensure compliance with FERPA and any other applicable federal and state student privacy laws.

United Way acknowledges that the BCS is a public entity subject to the requirements of the Ohio Public Records Act, Ohio Revised Code Section 149.43. Accordingly, records created, received, or maintained by the BCS in connection with this MOU may constitute public records and may be subject to disclosure upon request, unless a specific statutory exception applies. United Way further acknowledges that the BCS must comply with its obligations under applicable public records laws and that the BCS cannot guarantee the confidentiality of any documents or information provided to or maintained by the BCS except as permitted by law.

B. Confidentiality Requirements Relevant to CHSCs:

1. For purposes of this MOU, BCS considers CHSCs to be “school officials” with a “legitimate educational interest,” within the meaning of 34 C.F.R. §99.31(a)(1), to whom student education records may be disclosed in order for the CHSC to be able to fulfill their professional responsibility in implementing the intent and purpose of this MOU.

- a. BCS shall exercise direct control with respect to the CHSCs' use and maintenance of personally identifiable information from student education records.
 - b. CHSCs shall comply with BCS confidentiality policies, FERPA, and applicable state privacy laws and shall not re-disclose personally identifiable information from student education records to any third party, unless otherwise authorized by law.
 - c. CHSCs shall sign a Non-Disclosure Agreement to ensure their compliance with FERPA and applicable state privacy laws to maintain confidentiality of protected student information. A copy of said Non-Disclosure Agreement is attached to this MOU and marked as Exhibit B.
- 2. If CHSCs receives de-identified records and information from the BCS within the meaning of 34 C.F.R. §99.31(b)(1), the FERPA prior written consent and confidentiality rules do not apply.
- C. Upon the expiration of this MOU, all student education records and information shall be returned to BCS or destroyed. If requested, United Way, on behalf of the CHSC, shall provide written verification that all copies of student education records and any other documents, including electronic or other media versions, have been returned to BCS or destroyed. United Way shall, however, be allowed to continue to possess aggregate numbers and statistics created based on student education records used to measure the effectiveness of the Partnership; however, no such aggregate information shall contain any BCS student personally identifiable information as defined by FERPA or applicable state privacy laws.
- D. United Way understands that if BCS determines that United Way has violated provisions of this MOU, BCS shall be entitled to immediately cease providing data for the Program. In such a case, United Way must promptly destroy or return any BCS student education record in its possession.
- E. BCS understands that United Way may conduct both qualitative and quantitative research to determine the effectiveness of the Partnership, so long as such research and resulting studies will not permit the release of personal identification of any students and their parents by persons other than representatives of United Way, BCS, and the CHSC as set forth in this MOU. Any publication of reports relating to the Partnership by any of the parties shall involve only aggregate data and not any personally identifiable information that could lead to the identification of any students and their parents. United Way acknowledges that any qualitative or quantitative research conducted by them is done independently and is in no way conducted on behalf of BCS.

Prior to the publication, presentation, or public dissemination of any report, study, or other written material that specifically references or identifies the BCS, United Way shall provide the BCS with a copy for review and comment within a reasonable period of time. The District's review shall be limited to identifying confidential information, personally identifiable information, or factual inaccuracies relating to the District.

- F. BCS acknowledges that records pertaining to the provision of healthcare services are governed by federal and state confidentiality laws which, in certain circumstances, prohibit United Way staff from disclosing healthcare information to third parties without the patient's (or his/her parents') consent. BCS agrees that United Way's inability to disclose these records to BCS without prior written consent when required by applicable privacy laws shall not be deemed to be a violation of the information sharing provisions of this MOU.

V. Background Checks, Required Medical Exams and Volunteer Requirements

- A. United Way represents that it has obtained and shall maintain, throughout the term of this MOU, all criminal record checks required by Ohio law for its employees, volunteers, and independent contractors who may have routine interaction with a child or regular responsibility for the care, custody, or control of a child while providing services or fulfilling obligations under this MOU ("Personnel"). Although such individuals are not employees or contractors of BCS, United Way agrees that personnel who have such contact with students shall meet the same criminal records check requirements applicable to individuals working in Ohio schools.

Criminal records checks shall be conducted in accordance with Ohio Revised Code 3319.39 and 3319.391 and shall include both an Ohio Bureau of Criminal Identification and Investigation (BCI) check and a Federal Bureau of Investigation (FBI) check.

BCS may require documentation demonstrating that the required criminal records checks have been completed and that the individual is not prohibited under Ohio law from working in a school setting. Upon request, United Way shall provide such documentation to the Superintendent or the Superintendent's designee. BCS retains authority to determine whether any individual may provide services in District schools consistent with applicable law and District policy.

- B. At any time during the term of this MOU, BCS reasonably believes that any United Way Personnel assigned to provide services under this MOU may have been arrested for or convicted of a criminal offense that could disqualify the individual from working in a school under Ohio law, BCS may request verification that the individual has completed the required criminal records checks under Ohio Revised Code 3319.39 and 3319.391. United Way shall cooperate with such request and provide confirmation of compliance within a reasonable time.

BCS may require that the individual temporarily refrain from providing services under this MOU pending review of the information necessary to determine whether the individual is eligible to work in a school setting under applicable law.

- C. United Way further agrees that it shall notify BCS promptly, and in no event later than seventy-two (72) hours after becoming aware, if any United Way Personnel assigned to provide services under this MOU:

1. Is arrested or convicted of a criminal offense that may constitute a disqualifying offense under Ohio Revised Code 3319.39 or any other Ohio law; or
2. Becomes subject to any other legal restriction that would prohibit the individual from providing services in a school or having contact with students.

Upon such notice, the Parties shall cooperate to determine whether the individual may continue providing services under this MOU consistent with applicable law and District policy.

- D. United Way agrees that its Personnel providing services under this MOU shall comply with applicable BCS policies and state law requirements relating to background checks, health and safety requirements, and mandatory child abuse reporting training in accordance with Ohio Revised Code 2151.421.

1. United Way Personnel assigned to serve as Community School Directors or in similar roles shall comply with BCS requirements regarding obtaining and maintaining required background checks in accordance with this section and shall ensure that such checks are renewed as required to avoid any lapse in coverage.
2. United Way shall ensure that any subcontractors, partners, or other organizations engaged to provide services in BCS schools under this MOU comply with the applicable requirements outlined in this section.

VI. Intellectual Property

A. Copyright.

Each Party retains ownership and copyright in the written and electronic materials it develops under this MOU, including materials created by its employees within the scope of their employment. Such materials may not be copied, reproduced, or distributed without the prior written permission of the Party that developed them.

Notwithstanding the foregoing, United Way's ownership of materials developed under this MOU shall not include any personally identifiable information of BCS students.

B. Trademark and Trade Name. This MOU does not give United Way any ownership rights or interest in BCS trade names or trademarks, nor does it grant BCS any ownership rights or interest in United Way's trade names or trademarks.

C. Use of BCS Name or Trademarks. United Way may use BCS's name for the purposes of identifying BCS as a partner in publications, including but not limited to advertisements, reports, and website postings for the duration of the MOU.

As an external organization seeking funding for a project that directly involves BCS in any capacity, United Way shall not include BCS in a proposal or other supporting documentation without BCS's prior written approval.

United Way will notify BCS of any media interest and/or opportunities that relate to the relationship between BCS and United Way, as described in this MOU.

D. Use of Names or Trademarks of United Way. United Way agrees to permit BCS to feature the names and/or logo in listings of its after-school partners in various BCS communications, including but not limited to advertisements, reports, publications and web postings. BCS will notify United Way of any media interest or opportunities related to the Partnership between BCS and United Way as described in this MOU.

VII. Indemnification and Insurance

Each party shall be responsible for the acts and omissions of its own officers, employees, agents, volunteers, and contractors in the performance of activities under this MOU. Nothing in this MOU shall be construed to require either Party to indemnify or hold harmless the other Party. Each Party shall remain entitled to any defenses, immunities, and limitations of liability available under applicable law, including those set forth in Ohio Revised Code Chapter 2744, and nothing in this MOU shall be construed as a waiver of such protections.

Each Party shall maintain, at its own expense and during the term of this MOU, insurance coverage, Comprehensive General Liability Insurance and Property Insurance for personal injury and property damage with no less than \$1,000,000 coverage for each occurrence and \$3,000,000 aggregate coverage for personal injury and property damage. Upon reasonable request, each Party shall provide the other with a certificate of insurance or other documentation evidencing such coverage. Failure to maintain the required coverage may constitute a material breach of this MOU.

VIII. Independent Contractors

The Parties agree that they are independent entities and that this MOU does not create an employment relationship between the employees, staff, agents, or volunteers of one Party and the other Party. Each Party shall be solely responsible for the recruitment, hiring, supervision, direction, compensation, and discipline of its own employees, staff, agents, and volunteers, and for compliance with all applicable federal, state, and local laws relating to employment, including but not limited to laws governing wages, taxes, unemployment insurance, and workers' compensation.

The employees, staff, agents, and volunteers performing services under this MOU shall remain under the direction, control, and supervision of the Party that employs or retains them and shall not be considered employees or agents of the other Party for any purpose, including eligibility for compensation, benefits, or other employment-related rights.

Nothing in this MOU shall be construed to create a partnership, joint venture, or principal-agent relationship between the Parties, and neither Party shall have the authority to bind or obligate the other in any manner unless expressly authorized in writing.

Notwithstanding the foregoing, the Parties acknowledge that the school district shall maintain authority and control over the use, disclosure, and maintenance of personally identifiable information from student education records in accordance with applicable federal and state law.

IX. Assignment

No party may assign or otherwise transfer, voluntarily or by operation of law, this MOU without the prior written consent of the other party.

X. Termination

This MOU may be terminated by any party at any time for any reason upon written notice to the addresses set forth in Section XIV. Termination of this MOU shall not affect the rights and obligations of the Parties which have accrued hereunder prior to termination.

XI. Entire Understanding

This MOU contains the entire agreement between the parties, and there are no oral promises or other representations inducing its execution or qualifying its terms. Any prior agreement or similar type of agreement between the parties, oral or written, is hereby superseded and terminated.

XII. Modification or Amendment

This MOU may not be altered or modified in any way by any practice or course of dealing, but may be modified or amended in writing and duly executed by the parties.

XIII. Conflict

In the event of any conflict, ambiguity or inconsistency between this MOU and any other document which may be annexed to it, the terms of this MOU shall govern.

XIV. Notices

All notices required or sought to be given under this MOU shall be in writing and shall be deemed given when a) delivered personally; b) sent by nationally recognized overnight courier with tracking; c) sent by United States mail, postage prepaid; d) transmitted by electronic mail to the addresses designated below. Notices sent by electronic mail shall be deemed received on the date transmitted, provided that the sender does not receive a message indicating that delivery was unsuccessful.

Either party may update its notice information by providing written notice to the other party. Notices shall be addressed as follows:

FOR BUCYRUS CITY SCHOOL DISTRICT:

Robert A. Britton
Superintendent
170 Plymouth St.
Bucyrus, OH 44820
(419)562-4045
rbritton@bucyrusschools.org

FOR UNITED WAY:

Amber Wertman
Chief Executive Officer
198 East Center St.
Marion, OH 43302

XV. Governing Law

The laws of the State of Ohio govern the validity, performance, and enforcement of this MOU.

XVI. Non-Discrimination

The parties agree that, in the performance of their responsibilities under this MOU, they shall comply with all applicable federal and state civil rights and non-discrimination laws, including but not limited to Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and applicable provisions of Ohio Revised Code Chapter 4112.

The Parties shall not discriminate on the basis of race, color, national origin, sex, disability, age, religion, ancestry, military status, genetic information, sexual orientation, gender identity, or any other characteristic protected by applicable federal or Ohio law in any program or activity carried out pursuant to this MOU.

XVII. No Third-Party Beneficiaries

This MOU is entered into solely for the benefit of the Parties. Nothing in this MOU, express or implied, is intended to or shall be construed to confer any rights, remedies, or benefits upon any person or entity other than the Parties. No third party shall be deemed a third-party beneficiary of this MOU.

XVIII. Severability

Each article, paragraph, provision, term, and condition of this MOU, and any portions thereof, shall be considered severable. If, for any reason, any portion of this MOU is determined to be invalid or contrary to any applicable law, rule, or regulation, the remaining portions of this MOU shall be unimpaired, remain binding on the parties, and continue to be given full force and effect.

XIX. No Waiver

No failure of a party to exercise any power reserved to it by this MOU or to insist upon strict compliance by the other party with any obligation or condition hereunder, and no custom or practice of the parties at variance with the terms hereof shall constitute a waiver of a party's right to demand strict compliance with any of the terms of this MOU. Waiver by a party of any particular default shall not affect or impair a party's right to exercise any or all of its rights and powers herein, nor shall that constitute a waiver by that party of any right hereunder, or of its right upon any subsequent breach or default to terminate this MOU prior to the expiration of its term.

XX. Headings

The section headings contained in this MOU are for convenience of reference only and shall not affect the meaning or interpretation of this MOU.

IN WITNESS WHEREOF, the parties have executed this MOU on the date first written above.

Robert Britton
Superintendent
Bucyrus City School District

Date

Amber Wertman
Chief Executive Officer
United Way of North Central Ohio

Date

Appendix A: Budget & Payment

1. CHSCs shall be employed or engaged by United Way. United Way shall pay the CHSC annual base salary of no less than \$51,000/year, plus benefits, through the term of the MOU. Payment is contingent upon the MOU not being terminated before the end of term.
2. The CHSC position shall be a 200 work day, 8 hours per day, annual assignment. While most duties will occur during regular business hours, the employee may be required to attend and participate in meetings, conferences, presentations, community events and other assigned activities held outside regular working hours. Such obligations are inherent to the position and will be scheduled as necessary in support of program and district needs.

Appendix B

Full Description of Services

The Partnership is intended to transform a public school into the hub of the community through the use of a *coordinated* effort to *integrate* and *align* comprehensive *academic, social* and *health* programs and services around a *common vision for serving students, families* and *community members* ("Community School Model"). The ability to respond to the needs of students, families and community members in a *results-focused* manner is possible due to the partnerships forged with community-based organizations, local nonprofits, institutions of higher education, other public or private entities and BCS.

This MOU shall serve to support the continued implementation of the full-service community school model in Bucyrus City School District through funding, training and other support coordinated and brokered by United Way .

CHSCs shall work with the building administration, staff, students and families of their designated school and community-based organizations, subject to the provisions of this MOU.

The primary duties and responsibilities of the CHSC include, but are not limited to:

- Oversee and implement data driven interventions related to the key priority areas that have been identified by the Leadership Team.
- Use positive youth development resources to improve student attendance, behavior and/or academic performance.
- Coordinate or assist with family engagement nights and events.
- Coordinate with building staff, program partners, case managers and other stakeholders to support the Community School model and all services included therein.
- Lead Community School Tours, inviting outside partners and individuals to observe and learn about the Community School Model in coordination with United Way's Resource Development team.
- Guide high-quality program development and management.
- Oversee programs for all partnership activities in the school.
- Broker and strengthen relationships with all stakeholders
- Lead systemic evaluation of program, activity and event effectiveness.

- Generate reports on outcomes for various stakeholders.
- Collaborate with United Way's Data and Evaluation Staff to collect, review and analyze student data to develop new strategies and plan for continuous improvement of existing programs and resources through Annual Progress Reports.
- This includes surveying all stakeholders and working with United Way's Data and Evaluation Team.
- Support the alignment of United Way funding to support school needs.

Services Provided by United Way

United Way of North Central Ohio will serve as the "backbone" organization for the Community School Model for Bucyrus City School District. As the backbone organization, United Way provides technical assistance, maintains partner alignment, drives impact, measures results, ensures clear communication and assures that work is implemented with fidelity by all partners.

In this capacity, United Way a) will be the liaison between the schools, corporate partners and other community players; b) will oversee all the moving parts and make sure that the various elements of the partnership are working together and c) hires CHSCs and other staff in relation to or support to the Community School Model.

The importance of a backbone organization to a highly collaborative, collective impact initiative like the Community School Model cannot be overstated. As noted by Stanford University, "The expectation that collaboration can occur without a supporting infrastructure (backbone) is one of the most frequent reasons why collective impact (the model for Community Schools) fails."

United Way brings a specific set of skills and staff to the role of the backbone organization. Because United Way staff is separate from the other organizations, staff can plan, manage, and support the Community Schools "family" through ongoing facilitation, data collection and reporting, communications support, professional development, technical assistance, meeting coordination with the district, United Way staff, and other partners as needed, administrative assistance, fundraising support, programmatic evaluation etc. - activities and functions that the school district and other partners simply cannot do.

United Way of North Central Ohio will provide the following services as the backbone organization:

- Employment of a CHSC with benefits package.
- Training and technical assistance, including at a minimum the following at no additional cost to the Partnership:

- o Community School Model orientation and training for any BCS employee or independent contractor identified as integral to the success of community schools.
 - o Training in data management, use, and results.
- Assistance with Program Partnership process.
 - o Staff at United Way will acquire organizational information from outside partners seeking to provide programming to Community Schools.
 - o Staff at United Way will send program partnership paperwork to be approved by the BCS and signed by the Superintendent.
 - o Staff at United Way will ensure program and organization information is complete and accurate.
 - o Staff at United Way will keep all program partnership paperwork on file for record-keeping and reference purposes.
- Data collection and analysis including a needs assessment, preparation and distribution of reports tracking the success of BCS Students and the Community School Model, subject to the terms of the Data Sharing Agreement between BCS and United Way.
- Marketing support to a) communicate the strength and results of the initiative, and b) engage partners and community members.
- Resource development support including engagement of potential local and national funders; efforts to secure key in-kind resources; and re-alignment of United Way funding to the Community School Model where appropriate.
- Active participation in site-based Community School Leadership Team meetings.
- Notify the Superintendent or Designee in writing within one (1) day of any CHSC leaving his/her position.
- Agreement that the CHSC will follow BCS academic calendar for non-instructional staff related to inclement weather and will refer to United Way's attendance policy on all other days in coordination with the supervising representative from United Way of North Central Ohio.

- Submission of required Eligibility Reports to BCS Human Resources Department prior to any United Way employee, volunteer and/or independent contractor having direct contact with BCS students.

Services Provided by BCS

The Superintendent and/or Director of District Partnerships and the Principal will positively and effectively support the implementation of the Community School Model through consistently demonstrating acts to incorporate the six conditions of learning and a collaborative, data-driven approach to problem solving and meeting identified needs. Schools, together with their communities, must work to fulfill the Four Pillars of Community Schools set forth by the Learning Policy Institute, but amended to address the specific needs of the Bucyrus City School District. These Four Pillars are:

1. Positive environment for wellness and learning
 - a. Improved school readiness
 - b. Improved school attendance
 - c. Increased access to health and wellness supports
 - d. Improved school culture
2. Expanded learning times and enrichment opportunities
 - a. Increased access to enrichment opportunities
 - b. Increased access to expanded learning
 - c. Improved alignment between core academic curriculum and enrichment
3. Authentic family engagement
 - a. Improved family partnerships and involvement
 - b. Improved family connections to community resources
4. Community & neighborhood partnerships
 - a. Improved neighborhood support of Community Schools
 - b. Improved community partnerships

Superintendent/Director of District Partnerships

The Superintendent or, upon his designation, and the Director of District Partnerships ("DDP"), shall be consulted on the implementation of programs, services, or strategies related to the Partnership and shall be consulted for final decision-making on all aspects of partnership growth and change.

Specifically, the Superintendent/DDP shall demonstrate commitment to the implementation of this model by:

- Resource development support, where appropriate; engagement of potential local and national funders; and efforts to secure key in-kind resources.
- Reasonable release time for the Principal, faculty and staff to participate in trainings and regular meetings, as appropriate and at the discretion of the Superintendent.
- Agreement to assist with the creation and distribution of community school stakeholder surveys to all Staff/Parents/Students during each contract year.
- Participation in identifying needs and impact, providing data access as needed to drive decisions and planning for success, consistent with the provisions of the MOU and applicable state and federal law.
- Agreement to provide the CHSC with access to BCS shared drive, databases and BCS email system through an individually created account, including an email account for the CHSC to perform his/her duties for BCS and the Partnership as described by this MOU.
- Dedicated office space, desk, computer, phone, ample space for a community closet where possible, and related supports for the CHSC, said contributions constituting a portion of BCS' in-kind consideration to the Partnership.
- Permission to access and use BCS facilities for programs and services directly related to the implementation of the Partnership, subject to BCS's facilities use policy/ies.
- Custodial/Security support for use of BCS facilities for programs, services and activities directly related to the implementation of this MOU and the Partnership, when said programs, services and activities are authorized. This cost is part of BCS's in-kind consideration to the Partnership.
- Active promotion of Community School Model: assessing needs and progress of Community Schools, and, active participation in meetings at least monthly.

Principal

Specifically, the Principal shall demonstrate commitment to the implementation of this model by:

- Provision of on-going training and support opportunities for CHSC to ensure professional development. This includes:
 - o Participation in the hiring process of a CHSC, provided, however, that the ultimate hiring decision remains within the purview of the United Way.
 - o Orientation to the BCS mission and goals, and individual school improvement plan.
 - o Orientation of the CHSC to all relevant database systems and reporting mechanisms, including but not necessarily limited to BCS's Student Information Management System (SIMS)
 - o Ongoing orientation to all new facets of curriculum that impact the BCS staff and students.
 - o Inclusion in all relevant faculty and staff meetings to enhance and move the work towards positive outcomes.
- Provision of on-going training and professional development of BCS School staff in all aspects of the Community School Model including relevant database systems, reporting mechanisms and out-of-school time activities occurring at BCS Community Schools.
- Provision of input for consideration of United Way in ongoing and annual performance reviews of the CHSC, provided, however, that the United Way shall retain sole authority over performance reviews, supervision, and/or discipline with respect to the CHSC.
- Regular informal meeting time with CHSC for the purposes of maintaining open communication as well as one (1) hour per month dedicated face to face meeting to strategically process growth and needs and plan for further community school development.
- Active participation in site-based Community School Leadership Team meetings.
- Active promotion of Community School Model: assessing needs and progress using agreed upon standardized forms.
- Collaborate with United Way to formalize partnerships with the school.

- Participation in identifying needs and impact, providing data access as needed to drive decisions and planning for success.
- Active collaboration with CHSC and CSLT in bi-annual Impact Investment Process application ensuring school funding/budgets are consulted prior to incorporating strategies and gap funding requests in United Way's Impact Investment Process application.
- Support and participate in scheduled community school tours.

Exhibit A- Data Sharing Agreement

Exhibit B - Non-Disclosure Agreement