

Los Angeles Promise Neighborhood Memorandum of Understanding (MOU)

With the Youth Policy Institute (YPI) and Partners

This Memorandum of Understanding (MOU) is hereby entered into for the purpose of implementing a Promise Neighborhoods planning grant in the Pacoima community of the City of Los Angeles. The L.A. Promise Neighborhood will also scale up and replicate our successful Pacoima efforts in the high-poverty community of Hollywood, where lead agency Youth Policy Institute (YPI) operates a FamilySource Center as part of the City's signature poverty program. The Los Angeles Promise Neighborhood will prepare to significantly improve the educational and developmental outcomes of children and families as described in this Memorandum of Understanding (MOU). Such collaboration will provide planning for the implementation of comprehensive educational, social, and health services for students, families, and communities.

The goal of this project is to support efforts to improve child outcomes. The project will establish a comprehensive plan for a complete continuum of cradle through college through career services - a "continuum of solutions" that provides both academic programs and family and community supports. Services provided will include high quality prenatal and early childhood education; school transformation services; K-12 programs to support all public schools in the targeted neighborhoods; programs that promote parental involvement and family literacy activities; mentoring and other youth development programs; parenting education and parent leadership; community service and service learning opportunities; programs that prepare children for college and career success; mental health services, counseling, housing support, and other services to stabilize families in the targeted communities.

The consortium consists of Lead Agency Youth Policy Institute, a community-based nonprofit organization in Los Angeles, public sector partners, institutions of higher education, as

well as community-based organizations and nonprofit organizations. All collaborative partners signing below also agree to support the Promise Neighborhoods program by participating in the planning/design and management/ oversight, delivering services, sharing client data resources as permitted by law, attending Advisory Board, Working Group, and Steering Committee meetings and providing feedback on program plans throughout the planning year. To this end, partners will participate in planning and development of the Promise Neighborhood program by attending partnership meetings and providing feedback on programming and delivery plans as required by the Lead Agency and the U.S. Department of Education. They will help plan, recruit resident participation in planning and attend community meetings. They will help promote the program and recruit participation by students, families, and community members served by the partnering organizations; facilitate quality improvement processes and evaluation by participating in related activities and providing access to and integration with data and data systems as needed during the grant period to build an integrated longitudinal data system for the Promise Neighborhood. They will continue to work on sustainability of this program with YPI during the term of this grant and afterwards.

More than one-third of the Governance Board of Lead Agency YPI are residents of the communities served or residents of the city or county in which the neighborhood is located but who live outside the geographic area proposed to be served, and who are low-income. The Los Angeles Promise Neighborhood also has an Advisory Board. This Advisory Board is made up of a minimum of at least one-third members who are a combination of residents of the communities served or residents of the city or county in which the neighborhood is located but who live outside the geographic area proposed to be served, and who are low-income. The Full Advisory Board is included in Appendix. Residents will have an active role in decision making by serving

on the Advisory Board, on Working Groups, and by serving on Program Development Steering Committees that will plan all program services over the course of the Planning Year. In addition, residents will provide feedback on program goals, objectives, and outcomes before they take final form at the end of the Planning Year in community forums, focus groups and surveys completed over the course of the year.

The Youth Policy Institute and each partnering agency signing this MOU share a unified theory of change and theory of action to implement structured change and services to meet unified goals and outcomes established for the Promise Neighborhood program. The **theory of change** includes key principles. Each agency accepts that effective change can be most successful through a process of serving an entire well-defined neighborhood that reaches a majority of eligible youth and family residents. This includes youth from before birth to young adulthood (age 0-20). Change will be expected and measured in common goals, objectives, and outcomes on the individual, family, and community level. This change is best achieved through strategies that include a well thought out pipeline of services offered by YPI and partners as described in the narrative to help children succeed from before birth to young adulthood. The theory of change includes building active community support and involvement in program services through resident and family participation. This involvement is enhanced through a continuous feedback loop through surveys and real time program data assessment through the integrated data management solution. This will be assessed by YPI and partners on a weekly to monthly basis in Working Groups for Pacoima and Hollywood, as well as program service planning groups (the Steering Committees). The Advisory Board comprising residents, partners and public officials will provide quarterly feedback on planning activities during the year.

Specific services provided by partners will have common outcomes across program services, a focus on similar milestones, support during transitional time periods, and no time or resource gaps, as described in the narrative. This integration seeks to break down agency “silos” to develop cross agency solutions for clients from YPI and partners. It creates a culture of success brought about through a partnership with all stakeholders: community partners, families, residents, schools, public partners, and others. Each partner signing agrees with this theory of change and provides specific programs in support of it, as described in this MOU.

The **theory of action** describes a plan for specific actions affecting overall outcomes for the Promise Neighborhood. Partners, families and other community residents will work with YPI during the planning year as part of the Advisory Board. YPI and partners will conduct a full needs assessment and segmentation analysis of the targeted communities (including surveys and focus groups) to establish baseline information for needed services, with each partner contributing information for services they provide in the neighborhood. These specific activities and services are detailed below and will become part of the full implementation plan. The program will provide professional development for data collection and integration for staff for a continuous feedback loop to analyze success of ongoing efforts and to gather required community and program information needed for implementation.

Agency-Specific Roles

Youth Policy Institute (YPI)

YPI will be the Lead Agency and Fiscal Agent for the Promise Neighborhood Grant. The vision and mission of YPI is to provide education, technology, and training services to lift low-income families out of poverty. Relevant programs and support services for youth and families in support of the theory of change and theory of action include afterschool programs, school

transformation programs at San Fernando Middle School in partnership with the Los Angeles Unified School District, preschool and early childhood services, direct-funded charter schools, tutoring programs, job training programs, adult education, parenting education, college preparation services, technology support and computer ownership programs, and community and supportive services offered through the City of Los Angeles Hollywood FamilySource Center. These include case management, referrals, legal support, tax preparation, financial literacy, and youth leadership. YPI will be responsible for grant administration and for reporting and gathering of information. YPI personnel will attend required conferences related to grant services. YPI will work with partners to hire and employ the Program Director and personnel. YPI will coordinate Year 1 Planning by working with the Promise Neighborhood partners, the schools in the target neighborhoods, and other partners to conduct a community assessment. Working with the Advisory Board, YPI will implement planning objectives. YPI will coordinate with the independent evaluator to integrate indicators into the structure of our efforts and ensure evaluation occurs and is disseminated both to the Department of Education and to partners.

The mission of **Communities in Schools (CIS)** is to bring the community together to reduce violence, promote peace, and create safer environments for the development of children and young adults. CIS works to provide intensive case-management to an average of 350 youth each year with other direct services targeting 830 youth annually. CIS will recruit out of school youth and families to assist at-risk youth in Pacoima. Current services and programs include a Boxing Academy, a DJ/HipHop Academy, crisis intervention services in partnership with six LAPD divisions located in the San Fernando Valley, gang awareness presentations at target schools, a *Safe Passages* program at target middle schools, a youth job training center, and a counseling program in partnership with the Sylmar Juvenile Court System. As a City of Los Angeles Gang

Reduction and Youth Development (GRYD) provider for the San Fernando Valley, CIS will provide referrals of eligible clients for case management as well as consultation and client conferencing of GRYD staff for services in the Promise Neighborhood.

David L. Moguel, Associate Professor in the Department of Secondary Education at the CSUN Michael D. Eisner College of Education, will work with college access specialists to plan and create a two-pronged program for college access training and success. One prong will be a program to train adult stakeholders, including high school college counselors, guidance counselors, lead teachers in core academic subjects, and YPI advisors in innovative practices for effective college access counseling to support high school and college students. A second prong will be the direct training of students in the information, practices and technology required to successfully navigate the modern college access process, from the middle school timeline (academic plan, summer programs, test prep, etc.) to the high school one (advanced coursework, test preparation, transcript review, summer commitments, campus visits, essay and application preparation, etc.). During the planning year, he will work to integrate college preparation services into the Implementation model developed by the Planning Team.

Phoenix House is one of the largest non-profit substance abuse agencies in the nation, treating more than 7,000 persons each day in over 150 programs. Since 1979, Phoenix Houses of California (PHC) has offered a comprehensive system of substance abuse treatment and prevention for Southern California. During the planning period, Phoenix House will collaborate with YPI in program development for future services, such as researching, working to develop supportive services, and supporting the community assessment. Services will be available to clients during implementation services may include Residential Treatment for youth with substance abuse and mental health issues with comprehensive family services in English and

Spanish as well as outpatient treatment with substance abuse and mental health issues. Phoenix House may offer Behavioral Health Treatment for youth, using cognitive-behavioral evidence-based programs, including anger management (Aggression Replacement Therapy), trauma, disordered and criminal thinking evidence-based brief interventions for communication, life-skills and other areas. It can provide Drug and Alcohol Prevention Services as well as Family Services using the Strengthening Families evidence-based program.

The **Los Angeles Area Chamber of Commerce** has nearly 1,600 members that employ over 720,000 workers in more than 35 industry sectors in Los Angeles County. As part of outreach to build the education and training infrastructure of Los Angeles, the Chamber has spearheaded the L.A. Compact, a partnership of 18 major L.A. institutions to implement positive change in Los Angeles public schools, while preparing students for college and the 21st century workplace. The Chamber will work to provide outreach to businesses, publicize the program, while working with the Promise Neighborhoods collaborative to find additional private support for services.

The **Unusual Suspects** has 17 years of experience engaging hard-to-reach youth and deterring from gang life through a participatory arts program. The Unusual Suspects will increase cultural and social services access in the Promise Neighborhood by providing sequential learning opportunities for youth ages 9-18 and multi-generational free community theatre workshops each year where adults will mentor approximately 30 youth in a 10-week theatre workshop. During the first planning year, The Unusual Suspects will leverage existing relationships with over 50 partners by continuing to invest significant resources into our grassroots community outreach. This outreach includes maintaining a regular presence at community meetings where partners set larger-scale goals and assess outcomes of past efforts. Our agency will support planning teams in building programs for implementation, while assisting with community outreach.

Friends of the Family Community Mental Health and Family Support Center has provided counseling services to families in the San Fernando Valley for the past 40 years, with a particular focus on Pacoima. For the Promise Neighborhood, Friends of the Family will provide implementation services that include case management, supportive counseling services for children and families delivered in individual, dyadic, family, or group format and provided on preschool and school campus, community center, partner agency, or in the home. Friends of the Family will work with the Planning Team to gather information for the community assessment, share relevant client data for data assessment and management within the limits of privacy guidelines, and work with the Working Groups and Steering Committees and on the Advisory Board to build implementation services. Programs to serve families may include 4Rs Boys & Girls Mentoring program, a FamilyRead family literacy program, an Infant & Toddler parent and child literacy program, Oaks to Acorns, a mother/daughter program, and Acorns to Acorns, a girl's afterschool program.

MEND - Meet Each Need with Dignity has worked since the early 1970's to support and transform the lives of the neediest children and their families in the San Fernando Valley. MEND will work in the planning year and during implementation to build strong neighborhood supportive resources in Pacoima for emergency food, clothing, medical, vision and dental care, job skills training and job placement assistance, English as a Second Language classes, youth activities, and a Christmas program.

Neighborhood Legal Services of Los Angeles County (NLS-LA), established in 1965, is a private, non-profit regional law firm. It is the primary legal assistance organization providing free attorney assisted legal services to poor families in the San Fernando Valley. During planning and implementation, NLS will work with the partnership to build services for families in targeted

Promise Neighborhoods that include legal assistance in housing, family law, employment, immigration, healthcare and public benefits.

Valley Economic Development Center (VEDC) seeks to create and sustain jobs and businesses in Valley communities by providing high-quality economic development services. As the largest non-profit business development corporation in the metropolitan Los Angeles area, VEDC will work during planning to support a community assessment of economic services in the neighborhoods and greater Valley community. VEDC will provide outreach to business owners to promote involvement in the Promise Neighborhood, and work during planning and implementation to foster job creation and economic stability for families through programs such as the San Fernando Valley Financial Development Corporation, the Pacoima Development Federal Credit Union, the San Fernando Learning Center, and the Pacoima Training Center.

Los Angeles Universal Preschool is an independent public benefit corporation, created in 2004 and funded by First 5 LA - the commission established by Proposition 10. LAUP's goal is to make voluntary, high-quality preschool available to every 4-year-old in Los Angeles County, regardless of their family's income by 2016. Key initiatives include improving existing preschools, increasing access to preschool, providing parent choice, and addressing special needs. LAUP will provide comprehensive needs assessment of current child care and preschool providers and services in the proposed catchment area, including capacity and need, as well as development of best practices model for early childcare incorporating LAUP's Star-Quality System. This system includes: child care facility license requirements and compliance with State licensing regulations as determined by the Community Care Licensing Division, all required inspections: fire, CPR, First Aid and others determined by CCLD; ratio and Group size requirements as determined by the State, Learning Environment/Program best practices, and

Staff Qualifications (teacher permits, AA and 24 ECE Units or BA in ECE or BS plus 24 ECE units). LAUP will also provide best practices for staff stability, and a research-based curriculum to support neighborhood families. LAUP provides direct funding and technical assistance for preschools to enhance the quality of their programs. Key LAUP programs to support the Promise Neighborhood will include Quality Coaching; Fiscal Provider Services; Parent Engagement services; Quality Assessment to develop and encourage exceptional preschool classrooms; our Starting Points 4 Preschool Program; and Workforce and Professional Development.

Northeast Valley Health Corporation (NEVHC) is one of the nation's largest federally funded community health centers. NEVHC is accredited by The Joint Commission and operates licensed community clinics providing primary health care services to all age groups, WIC services and Substance Abuse Services (Alcohol Community Prevention and Recovery and DUI Services). NEVHC will work during the planning year to provide information and outreach for the comprehensive community assessment and to plan for the infrastructure needed to provide direct medical and WIC services to the families in the target Promise Neighborhood. Services will be provided to adults, children and adolescents who are medically underserved. Services will be provided at NEVHC operated community health centers (e.g. Pacoima Health Center), at school based clinics (e.g. Maclay Middle School in Pacoima), and in community based locations such as NEVHC WIC clinics.

CSUN - College of Arts, Media & Communications performs for and works with youth and adults in the San Fernando Valley with programs ranging from classical to popular genres in the visual and performing arts. Art programs include: Faculty and student recitals; Matinee Series for the K-12 audiences; Art Exhibitions; Shakespearean Plays; Choral and Orchestral Performances;

Musical Theatres; Cinema Festivals; Special Guest Artists Series; and Intensive Summer Teenage Drama Workshops.

UCLA – Community-Based Learning will work with planning staff to develop college preparation and work experience programs for youth to prepare them for college, to succeed while in college and in careers exploration. This will include pre-vocational training; goal setting; career exploration and decision-making; job shadowing; job search skills, including building a resume; college visit program; writing college essays; and quarterly study habit workshops to help youth become better students and advocates.

UCLA Center X will work with planning staff to plan professional development services provided during implementation through collaboration with teachers, site and district administrators, parents, and community members to strengthen curriculum, deepen teacher content knowledge, improve instructional strategies, understand student learning, use data-driven inquiry and create a college-going culture to improve outcomes for students. The program will utilize Center X's comprehensive portfolio of professional development opportunities to plan school transformation at target schools.

UCLA - Center for Research on Evaluation, Standards, and Student Testing (CRESST) will conduct separate needs assessments on the communities of Pacoima and Hollywood to assess the appropriate mixture of services that is required to improve the educational and developmental outcomes of children in these two individual communities. CRESST will conduct cluster analysis and/or factor analysis to determine the relative need for the different intervention services across the different regions of these two communities and collaborate with urban planning professionals in conducting community mapping and segmentation analysis.

Process evaluation will be conducted by CRESST throughout the intervention period and include a discussion of the evaluation of system coordination.

Los Angeles Valley College – Job Training Office will work with the program to plan for implementation of job training services for parents and community residents in high wage and stable fields such as health care. Valley College has served 17,000 clients over 15 years and awarded over \$145,000 in college scholarships to 300 Los Angeles residents in the past year. Recognized by the State Board of Governors, the Workforce Investment Boards and the City of Los Angeles Mayor’s Office, Valley College’s Job Training program has trained and placed more than 12,000 job seekers in new positions, while providing pre-employment skills, as well as training upgrades to over 10,000 incumbent workers.

Los Angeles Valley College Child Development Department enhances the quality of family life for students, staff and parents in the Valley, while building the early childhood workforce. The Family Resource Center (FRC) faculty and staff of the Department have been trained by the Brazelton Touchpoints Center at Harvard University. In the planning year, the FRC will work with the partnership to develop services to be implemented that include Parent and Baby play sessions, parenting workshops, family social events; a baby clothing exchange; a private lactation room with refrigerator; prenatal support groups, information and community services; referrals from agencies for “at risk” babies; specialized training programs in high demand areas such as infant and toddler and special needs.

Champions: Adventure, After School & Sports Programs was formed in May 2001 and now works with over 150 organizations across the country. Champions operates award-winning programming in outdoor education, adventure retreats, after school enrichment, and physical

education. Champions will work with the Promise Neighborhoods partnership during planning to establish best practices for afterschool and out of school programs targeting the programming above. Champions will work to build and expand resources to address need in the following areas: elementary, middle and high school after school programs in the neighborhoods; summer camps; student arts celebrations; leadership retreats using adventure sports as a forum for teaching life/leadership skills; college access resources (tours, mentors, and online tools); teacher trainings on experiential education and game theory; physical education teachers and teacher professional development workshops; and parenting classes using adventure sports to explore trusting relationships.

The **Campaign for College Opportunity** is a California non-profit organization co-founded in 2003 by the Mexican American Legal Defense and Educational Fund, the California Business Roundtable, and the Community College League of California. The Campaign's mission is to ensure California produces one million additional college graduates between now and 2025 to meet the workforce demands of the future and ensure California's economic prosperity. The Campaign for College Opportunity will partner in the Promise Neighborhood to support implementation of the Early Commitment to College program to build early college awareness, notably at San Fernando Middle School and Maclay Middle School in Pacoima. Technical Services provided as part of this program may include: Copies of the Early Commitment to College Pledge in multiple languages; Template for launch events; “Best Practices” guide for implementation; College preparatory materials; Support for expansion to other middle schools within the Promise Neighborhood zone.

Hollygrove has 130 years of experience serving children and families in crisis. These services are child-focused, strength-based, solution-focused, culturally relevant and family-centered, and are delivered almost exclusively in community-based settings. Hollygrove has developed expertise in trauma treatment; in promoting permanency and safety for abused and neglected children in foster care; in helping overstressed caregivers to parent effectively; in teaching skills to promote healthy attachment; and in strengthening families to help them manage challenging behaviors. Services include a wide variety of community-based mental health and social service treatment programs; psychosocial, educational and rehabilitative service interventions, medication support, crisis intervention, Therapeutic Behavioral Services (TBS), Full Service Partnerships, Wraparound, and school-based mental health services, all of which employ evidence-based and promising practices. These programs embrace a “Whatever It Takes” service philosophy to meet the complex needs of vulnerable youth and families in collaboration with non-professional treatment team members and community partners.

The mission of **Aviva Family and Children’s Services** is to provide diverse and culturally sensitive therapeutic and educational programs to help at-risk youth and families. Aviva will work with the Promise Neighborhood during the planning year to develop Community Mental Health Services (CMHS) targeting psychotherapeutic services for children and families. This will include development of Outpatient Mental Health Services; Wraparound services in the home and community; school-based programs; Therapeutic Behavioral Services (TBS), psychiatric evaluation and med support for Medi-Cal eligible children.

The **Hollywood Community Studio (HCS)** is a community-based research project that studies the physical and social changes taking place in Hollywood. HCS helps coordinate investments in place and investments in people by linking local residents and small businesses with the

opportunities that arise from redevelopment (like new jobs and housing). HCS is supported by the Community Redevelopment Agency of the City of Los Angeles, and works closely with the Thai Development Community Center, the Hollywood Community Housing Corporation, and LA Voice to carry out its work in Hollywood. HCS will provide outreach support in the Hollywood neighborhood as it relates to engaging residents, small businesses and local organizations through the use of culturally appropriate communication materials and tools. These tools may include the use of flyers, on-line technology tools, focus groups, surveys and community meetings. Additionally, HCS will provide YPI its primary data that it has collected about community perceptions as well as support the project through data analysis.

MCS/Hollywood WorkSource Center will coordinate services for adult residents in the Hollywood neighborhood. The WorkSource Center will partner with the Promise Neighborhood team during the planning year to complete the community assessment for required supportive services. During implementation, services provided may include job search, labor market trends, direct placement, job clubs, and training to promote economic stability of families. The Center provides assistance to local Veterans, attaching them to training, supportive services, and job search assistance, with an emphasis on growth industries including healthcare and green technologies. Veterans are supported by MCS' Veterans Employment Assistance Program (VEAP) as funded by the California Department of Labor. Hollywood WorkSource has several staff from the Employment Development Department on-site, to provide direct job matching and Unemployment Insurance assistance for unemployed and underserved Adults and Veterans.

Thai Community Development Corporation will partner with the Promise Neighborhood to provide outreach and translation services for the large Thai community in the Hollywood neighborhood. Services will include outreach for community meetings, support for community

assessment of Hollywood as well as financial literacy and legal advocacy for youth and adults during implementation of services.

The Salvadoran American Leadership and Education Fund (SALEF) offers leadership and career development, college exploration, mentoring, tutoring as well as recreational and cultural activities for low-income youth in Hollywood. SALEF will assist with community assessment services and program design during planning. SALEF will provide enrichment and college preparation activities for Hollywood students and families during implementation.

Dr. Leo Estrada of the UCLA School of Public Affairs in Department of Urban Planning and his team will work during the planning year to create a series of GIS maps to inform the segmentation analysis of the community assessment the program will complete. The GIS Team will geo-code 911 calls and crime data to the U.S. census block groups and take socio-economic and demographic data and map them with information gathered from city, local business, and neighborhoods. Population density, availability of transportation, location of grocery stores, medical facilities will define the boundaries and locations of services. List of indicators for mapping and segmentation analysis may include: age and sex; race and ethnicity; educational attainment; academic performance (need by grade, ethnicity, subject, socioeconomic status, EL status for each target school); single head households with children; household size and type; home ownership; proportion of population w/below average education; households in labor force and unemployment status; median household income; and poverty.

Los Angeles Mission College (LAMC) remains the primary institution of higher learning serving the Northeast San Fernando Valley. Since its founding in 1975 the college has served over 190,000 students who have pursued their academic and career goals at our campus. LAMC

supports college to career and will work during the planning year aligning its transfer, general education and Career & Technical Education programs with our K-16 educational institutions. Our support for families and the community include our LAMC WorkSource Center co-located with Employment Development Center located in San Fernando offering job development and training, and the Subsidized Training & Employment Program. The Los Angeles Promise Neighborhood will also be supported by the following college programs: CalWORKs, Foster/Kinship Care, Summer Youth Program, CA Early Childhood Mentor Program, Career Technical Education Community Collaborative, Child Development Careers Works, Child Development Training Consortium, Family Child Care Homes Education Network, and the Career Pathways Projects.

Initiating Change in Our Neighborhoods Community Development Corporation (ICON CDC) operates projects in three areas of development: economic, community, and youth. The organization will work during the planning year to prepare program services including financial literacy and education workshops and outreach and awareness of environmental programs to local business owners in Pacoima. ICON CDC will work with residents, community stakeholders, parent/youth centers, and businesses to help identify recreational needs and desires to change adjacent properties of the Pacoima Wash from trash ridden wasteland to family friendly parks or gardens. ICON CDC will work in partnership with affordable housing developers to provide programs at community centers that focused on family based activities and continued learning.

Project NATEEN at Childrens Hospital in Los Angeles will work during the planning year as part of the partnership to plan programs in health education, parenting support and counseling for pregnant women (particularly pregnant teens). Children's Hospital is a nonprofit, academic,

pediatric medical center that serves over 93,000 youth each year. Services provided during implementation for the Promise Neighborhood may include prenatal care; health care for the teen and her child; housing assistance; assistance with public benefits; school and academic counseling; and vocational training. Project NATEEN has an on-site independent study program supported by the Los Angeles County Office of Education and also provides services through the Teen Parent Academy.

Victory Outreach Church of the San Fernando Valley has served the Pacoima community since 1975. A predominantly Latino congregation, the church will work with the Promise Neighborhood by providing outreach to families in need in the neighborhood, recruit residents to serve on the Advisory Board and other planning positions, and support community information meetings where residents can shape programs and services provided in the Promise Neighborhood during implementation.

Youth Speak Collective (YSC), a 501 (c)(3) non-profit organization, is a youth-driven initiative empowering low-income communities in the Northeast San Fernando Valley with the skills necessary to pursue higher education and create strong communities. Staff from YSC will work with the Promise Neighborhood collaborative specifically to develop strategic youth development, creative expression and community revitalization plans. Currently YSC works with high risk youth ages 11-19 living in the Pacoima community engages them in various youth empowerment and academic support services. YSC staff will work with planning staff to develop important opportunities for youth to engage in the community's civic activities and to give them a way to channel their intellect and ambition in a productive manner.

The **Pacoima Neighborhood Council (PNC)** seeks to improve the quality of life by promoting participation in city governance, facilitating the delivery of city services and empowering stakeholders through the sharing of information and education to make Pacoima a greater community. During the Promise Neighborhoods planning year, the members of the PNC will provide stakeholders with information about how to get more involved in city government and help the community to express its will to elected officials and have their voices heard. The PNC will also plan and coordinate local improvement projects to make Pacoima an even better place to live and work.

The mission of the **Pacoima Chamber of Commerce (PCC)**, a membership organization, is to meet the identified needs of the Pacoima business community; promote and support economic development; assist expanding local businesses and those who are developing or creating new businesses; work and maintain strong support for existing industries; and, ultimately be a voice to advocate for community prosperity. PCC's community core audience is made up of community residents, business owners/employees and community based organizations within the County of Los Angeles, and PCC will continue to educate community members during the Promise Neighborhoods planning year about goings-on in Pacoima to ensure their collective voice is heard.

The **City of Los Angeles** will partner with the Los Angeles Promise Neighborhood planning grant and lead agency Youth Policy Institute. The City of Los Angeles will support the program and offer partnerships with the City of Los Angeles services that operate in the targeted Promise Neighborhood and are listed below. City personnel from the Mayor's Office of Education and the Mayor's Office of Strategic Partnerships will commit staff to work with lead agency Youth Policy Institute (YPI) in its effort to conduct a comprehensive assessment of the resources available in the communities that will be utilized during implementation. Please see the separate City of Los Angeles match letter for a complete list of matching funds committed.

The Community Development Department (CDD) of the City of Los Angeles will partner to help promote the Promise Neighborhood and notify clients of its services, share program information, facilitate quality improvement processes, and promote evaluation. CDD will provide eligible clients opportunities to receive human services and employment services. This includes services provided by the City of Los Angeles FamilySource Centers, as well as WorkSource and OneSource Centers serving the Pacoima and Hollywood neighborhoods. Services provided will include pre-employment preparation, job placement services, ESL classes, job training, individual case management and career counseling, and supportive services for critical services such as childcare and transportation. In addition, the CDD will support program clients through access to ongoing workshops provided free of charge. Scheduled workshops include the Los Angeles Area Business Resource Fair and Expungement Workshop - Clean Up Your Record and Networking Session - among many others.

In Pacoima, the City of Los Angeles Recreation and Parks Department will work with the program at the following locations to build outreach and share information as well as enrichment, sports, and recreation programs: Roger Jessup Park, David M. Gonzalez Recreation

Center, Ritchie Valens Park, Branford Recreation Center, Hansen Dam Park, Hubert M. Humphrey Park, Fernangeles Recreation Center, Stonehurst Recreation Center, Panorama Recreation Center, Lake View Terrace Recreation Center, Hansen Dam Pool, and Hubert M. Humphrey Pool. The Los Angeles Public Library System will coordinate outreach, services, workshops and classes for residents at the Pacoima and Lake View terrace branches. The Housing Authority of the City of Los Angeles will partner to provide the support of and access to the San Fernando Gardens public housing project, including computer labs, meeting rooms, and access for outreach efforts to build community support, provide education and training services, and actively recruit residents for leadership positions. The CRA/LA will also partner with the Promise Neighborhood to share data and integrate economic development programs.

The Los Angeles Police and Fire Departments will partner through the Foothill Police Station and LAFD Station #77 to build outreach, gang prevention services, service learning and career pathways. WorkSource and OneSource Centers operated by the City of Los Angeles will partner to provide career development and job search services at the EI Proyecto del Barrio WorkSource Center and OneSource Center. The Pacoima FamilySource Center will partner to provide community assessment as well as linkages for case management, referrals, legal support, tax preparation, financial literacy, job support services, youth education support and youth leadership. The Pacoima Gang Reduction and Youth Development (GRYD) program will coordinate with the Promise Neighborhood to link gang prevention services for neighborhood youth age 10-15 to the broad array of services offered in Promise Neighborhoods. Support provided will include outreach, pooling of relevant data, and cross referrals of benefit to neighborhood families.

In Hollywood, the services provided by organizations to support the Promise Neighborhood are similar to those above and include City of Los Angeles Public Library services at the Hollywood and Will and Ariel Durant Regional Branches. For the City of Los Angeles Recreation and Parks Department, locations for service include the Hollywood Recreation Center (including the Hollywood Pool), the Poinsettia Recreation Center, and the Lemon Grove Recreation Center. Los Angeles Police and Fire Department locations partnering in Hollywood and surrounding communities include the Hollywood Community Police Station and Fire Stations #27, 41, 76, and 82. The MCS/Hollywood WorkSource Center will work with the partnership to develop adult workforce development services and career pathways.

The coordination of all of these services will be facilitated by two deputy mayors: Deputy Mayor of Education, Joan Sullivan and Deputy Mayor of Strategic Partnerships, Aileen Adams.

The **Los Angeles Unified School District (LAUSD)** is the second largest school district in the nation with 861 schools serving 687,534 K-12 students. LAUSD will partner with the Los Angeles Promise Neighborhood planning grant and lead agency Youth Policy Institute. As a leader in school reform, LAUSD is a strong partner in bringing about school transformation in the Pacoima and Hollywood communities of the Los Angeles Promise Neighborhood. LAUSD commits to the sharing of student and family data from District databases as privacy laws permit. This will include the linkage of the LAUSD data management system with the Social Solutions integrated system used by the project. District personnel will partner with the Promise Neighborhoods team to conduct a school and community assessment during the planning year, including a comprehensive academic assessment.

The Los Angeles Promise Neighborhood will partner with LAUSD to plan for school intervention and transformation models at San Fernando High School, which is classified as a persistently lowest-achieving school, and at low-performing schools in Pacoima (San Fernando Middle School and Maclay Middle School) and Hollywood (Hollywood High School, Bernstein High School, and LeConte Middle School). The Promise Neighborhoods collaborative of which LAUSD is a key member will use the planning year to explore possible school intervention models for the Promise Neighborhoods implementation grant beginning in 2011-12.

In addition to the target schools above, the Promise Neighborhoods partnership will provide support to every LAUSD school in the neighborhood with wrap-around "community school" services for students and families. Schools targeted in Pacoima include Haddon Ave Elementary School, Coughlin Elementary School, Telfair Avenue Elementary School, O'Melvcny Elementary School, Broadous Elementary School, and Pacoima Middle School. For Hollywood, schools include Selma Avenue Elementary School, APEX Academy, Grant Elementary School, Ramona Elementary School, Kingsley Elementary School, and Hollywood Primary Center.

LAUSD also commits to linking its existing resources and programs at the schools above with the planning and implementation efforts of the Los Angeles Promise Neighborhood.

The County of Los Angeles agrees to the following financial and programmatic commitments:

- **Carrie Miller**, Director of the County's Education Coordinating Council, will provide 55 hours of service on the Advisory Council for the planning year. **Cost estimate:** \$6,600.
- The County will coordinate its 38 County departments providing the majority of the social and health services throughout the County to support the planning of the Promise Neighborhoods Initiative, and work with the senior leadership of its departments to coordinate access to their regional level resources and information. It will also assist in identifying and rectifying policies and practices that currently hinder the flow of information and client service delivery across its various departments and between county entities, public schools, our local families, and our nonprofit partners.

June 21, 2010

U. S. Secretary of Education Arne Duncan

U.S. Department of Education

400 Maryland Avenue, SW

Washington, D.C. 20202

Dear Secretary Duncan:

On behalf of the *Los Angeles Promise Neighborhoods Public Sector Workgroup*, we are writing to express our strong support for **Youth Policy Institute** Promise Neighborhoods Program Planning Grant in **Pacoima and Hollywood**.

United Way of Greater Los Angeles recently released its “*Tale of Two Cities*” which describes both the scale and challenges in Los Angeles County:

- If L.A. County were a state, it would be the country’s 8th largest—with a population of about 10 million people.
- If L.A. County were a country, it would be the 19th largest economic power in the world. In 2008, the county’s Gross Domestic Product (GDP) was just over 513 billion dollars.
- The poverty rate in L.A. County is higher than the nation as a whole. Over 1.47 million or 15% of people in L.A. County are living in poverty, defined as an income of \$22,000 per year for a family of 4, compared to 13% for the nation.

- Nearly 4 in 10 poor people in L.A. County suffer extreme poverty. Over 570,000 people in L.A. County live in extreme poverty, defined as living on less than \$5,400 a year for a single person, or about \$11,000 for a family of four.
- We are the homeless capital of the nation. And the number one reason for homelessness is loss of a job.
- 1 in 5 of our children lives in poverty. This is slightly higher than the national rate of children living in poverty (about 18%).

The Los Angeles Promise Neighborhoods Public Sector Workgroup was formed in January 2010. Its purpose is to create a formal structure for public sector leaders to share critical information about current place-based neighborhood initiatives, identify opportunities for greater coordination, advance system changes that can support place-based cradle to college and career efforts in achieving better results for children and families, and proactively support viable applicants in their pursuit of the Promise Neighborhoods Program Planning Grant. Its membership includes all the major public systems, representing over 32 billion dollars in local public investment:

- Office of the Mayor, City of Los Angeles
- Los Angeles County Chief Executive Office
- Los Angeles Unified School District
- Los Angeles County Office of Education
- First 5 LA
- Los Angeles County Sheriff's Department

The Workgroup strongly supports the vision of the Promise Neighborhoods Program that *“All children growing up in Promise Neighborhoods have access to effective schools and strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college and career”*.

To achieve this vision in a place as diverse, complex, and expansive as Los Angeles with numerous highly distressed communities, the Workgroup recognizes that there needs to be a conscious and sustained effort to integrate and align public and philanthropic investments, while creating a space for consensus building among public systems, philanthropic partners, high performing, results driven non-profits, and neighborhood leaders and residents. We see Promise Neighborhoods as an opportunity to break down cross-sector “silos” and to establish the level of coordination and systems integration that will achieve significant, measurable improvements in outcomes for LA’s children and families.

In addition to working with Promise Neighborhoods applicants from Los Angeles in the coming months, the Workgroup will continue to seek opportunities for broader public/private partnerships that can effectively align and integrate investments, knowledge and networks between and within systems and sectors and improve coordination; strengthen place-based initiatives and investments; build political and public will; healthy development, and college and career success; and demonstrate results that will support academic achievement.

If awarded the Workgroup is committed to working with **Youth Policy Institute** and will provide the following support during the planning period:

- Work jointly to Integrate programs and break down “silos” to ensure that multiple systems within **Pacoima and Hollywood** are working together to share information ,

solutions are implemented effectively and efficiently across agencies; and that there is a continued focus on improving outcomes.

- Develop a plan to deliver a linked and integrated seamlessly continuum of cradle-through college-to-career solutions to challenges in **Pacoima and Hollywood**.
- Support the efforts of **Youth Policy Institute**, working with public systems in building the infrastructure of policies, practices, systems, and resources needed to sustain and “scale up” proven, effective solutions across the broader region and beyond the initial neighborhood;
- Serve as a portal for **Youth Policy Institute** to work with public and private agencies and leverage existing resources needed to support the financial sustainability of the plan, which will include identifying the sources and amounts of current Federal, State, and local funds, which can be used for the implementation of the project.
- Identify strategies for building upon and leveraging existing and anticipated investments in high-quality academic programs and family and community supports that are funded by federal agencies such as the U.S. Departments of Housing and Urban Development, Health and Human Services, Department of Labor and Justice.

We will ensure that outcomes are shared, communicated, and analyzed on an on-going basis, resulting in the increased efficiency, effectiveness, and accountability needed in a seamless and comprehensive services delivery system to address the needs of children and families in **Pacoima and Hollywood** and potentially for children throughout Los Angeles.

In conclusion, **Youth Policy Institute** has a demonstrated track record in building broadbased alliances of public and private stakeholders who share a commitment towards the same results;

the capacity to collect, analyze and utilize data; the vision and capacity to launch successful initiatives; the ability to coordinate multiple funding sources; the capacity to mobilize public will; and finally the ability to create a pipeline of high-quality, coordinated, accessible continuum of cradle-through-college-to-career solutions with the capacity to evaluate programs to facilitate continuous improvement.

The Los Angeles Promise Neighborhoods Public Sector Workgroup strongly supports **Youth Policy Institute** for the Promise Neighborhoods Program Planning Grant. Should you need more information about the Workgroup, please contact Ruben Gonzales at (310) 721-4895 or rubengnzls@aol.com. Thank you for your consideration.

Sincerely,

The Los Angeles Promise Neighborhoods Public Sector Workgroup

Antonio R. Villaraigosa, Mayor
City of Los Angeles, Office of the Mayor

Ramon C. Cortines, Superintendent
Los Angeles Unified School District

Evelyn V. Martinez, Executive Director
First 5 LA

William T Fujioka, Chief Executive Officer
County of Los Angeles, Chief Executive
Office

Darline P. Robles, Superintendent
Los Angeles County Office of Education

Leroy Baca, Sheriff
Los Angeles County Sheriff's Department