



Proyecto Pastoral at Dolores Mission

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Boyle Heights, Los Angeles, California: Promise Neighborhoods Absolute Priority One Planning Grant Application Memorandum of Understanding, June 22, 2010

As partners in the success of the Boyle Heights community, we agree to participate in the proposed Promise Neighborhoods initiative. We are committed to collaborating with each other and adult and youth residents to achieve our common vision of a Boyle Heights that:

Is a healthy, safe, empowered community where children and their families, thrive and enjoy a high quality of life even in the face of economic and social adversities. Community conditions encourage youth to achieve a college education and residents to stay in the community and continue to strengthen it. It is a place where residents, businesses, schools, public institutions and entitlement programs, and community-based organizations collaborate to create relevant, culturally and linguistically appropriate, preventative systems that ensure access to high quality, affordable, consistent health and mental health care, education, social services, housing, transportation, and sustainable economic opportunities. Boyle Heights is a gateway to the American dream where immigrants, including the undocumented, enact transformative social change, and evolve toward a sustainable future.

Our work is driven by a theory of change that is based upon three core, shared beliefs: 1) Those most impacted by the problems in our community are in the best position to identify current barriers and propose solutions. 2) Youth and families must be at the forefront of educational and community transformation processes at every stage. 3) Sustaining systemic change requires that residents and organizations develop and work towards a common vision of community transformation together.

We believe that if we are to ensure every child and family a high quality of life, we must all take ownership of that vision and feel accountable to it. This requires that we are intentional in including youth and adult residents as leaders in the transformation process. Our theory of action uses strategies that have been shown by research and our own local experiences (See application) to be effective for achieving our goals. These action strategies include: Community Organizing, Youth & Adult Resident Leadership, Key Stakeholder Collaboration. This combination approach to our planning process will lead to informed, communal decisions that lead to authentic systems improvements to policies, services, outreach and access in all areas of the continuum. When we achieve and sustain those changes, we will reach our outcomes of excellent schools, integrated services, supportive families and community, and engaged youth on track for college/career success. In addition, the very process of creating ongoing dialogue, building community leadership and fostering trusted connections among residents and organizations is the process of creating a safe, empowered community where children and families thrive.

We each commit to participating in the Boyle Heights collaborative governance structure that includes a General Body, a Steering Committee, and sub-committee Work Groups. This structure has been designed specific to our Promise Neighborhoods initiative and is based upon the success and lessons learned from our governance plan for Building a Healthy Boyle Heights (BHBH), our health and safety place-based project funded by The California Endowment's Building Healthy Communities initiative. This structure creates a bridge between community voices and services/systems/policy experts so that our decision-making is first grounded on the personal experiences of those most affected and, second involves those responsible for shaping policies and practices that impact children and families. Each group is described below.

General Body: Will lead the planning and implementation for Promise Neighborhoods and be the decision-making body for the initiative – serving the role defined by the U.S. Department of Education (DOE) as the “Advisory Board.” This group is already formed because it consists of a sub-set of members from our current BHBH General Body. Since that place-based initiative includes all of Boyle Heights and is focused on community-level issues specific to health and safety, the PN sub-set includes only key stakeholders who live and/or work in the smaller PN target area (See application for area description and map) and we added school staff representatives since they do not currently participate on the BHBH. Specifically, the PN General Body includes a total of 80 members: 45 adult and youth residents from the target area (represents 56% of the governing board, exceeding DOE’s 1/3 requirement), 10 staff from the target schools of Hollenbeck Middle School and Mendez Learning Center, 15 representatives from local organizations, and 5 representatives of public institutions’ local BH offices. It also includes representatives from the 5 local public officials who serve the target PN area, though they do not have decision-making rights on the General Body (also represent only 8% of the board, well below DOE’s maximum). The General Body will hold organizations, schools and institutions accountable for their role in the planning process and for the quality and efficacy of their services and work in the target area. This group is not just about coordinating activities, it is about establishing a group through which true consultative, inclusive and democratic community engagement occurs. The General Body will ratify any recommendations brought forth by the Steering Committee and Work Groups through a consensus process (see page 5). The General Body will hold six half-day meetings throughout the planning year, and will be facilitated by a professional facilitator who has experience assisting the BHBH General Body with their process.

Work Groups: One of our primary lessons learned about collaborative projects is that while relationship-building and decision-making can occur within large meetings, it is more difficult to accomplish all the work that needs to go into being ready to make those decisions. To that end, we will also have three Work Groups that will each be assigned a part of the continuum planning work. These groups will undertake the work of reviewing data on needs, strengths and gaps specific to their area, identifying priority issues and effective solutions, and reaching out to appropriate partners who can help implement those solutions, whether those be services, policy advocacy or more targeted outreach. Each group will consist of approximately 10-15 people from the General Body, including a resident and organization representative to co-facilitate. Work Group meetings will also be open to residents and organizations that are not part of the General Body but who have an interest or expertise in the area. The Work Groups will then provide policy and program recommendations to the General Body for ratification. To help start the Work Groups out with a common language and understanding about the initiative and our planning year goals, the General Body will participate in a joint training on Promise Neighborhoods at the start of the year. Each Work Group will meet 4-6 times during the year.

Steering Committee: Will consist of approximately 12-15 people, including Proyecto as the lead agency, representatives from partners with key roles in the planning process (see agency-specific section of this MOU), resident co-facilitators of the Work Groups, and any other General Body members with interest and willingness to commit to regular participation. This group is responsible for providing the administrative leadership for the General Body. It is not a decision-making group, but rather ensures that the General Body has what it needs to make informed decisions and monitor the workplan progress. For example, they will be responsible for jointly overseeing the budget, providing direction to PN staff and consultants, setting General Body

meeting agendas, providing information and data to inform issue and solution discussions, and making certain that the entire planning process is inclusive and transparent. This group was responsible for developing this PN proposal. They will meet one to two times a month.

The General Body will use a consensus-based decision making process that uses a “gradients of agreement” tool. For example, once discussion has led to a choice the group must make, the facilitator will take the temperature of the room to see where participants are leaning. If there is disagreement, the facilitator will ask participants to categorize themselves on an agreement scale. Members can strongly agree or can disagree yet be willing to stand aside and follow the recommendation. On the other hand, participants can disagree so strongly that they are willing to block the decision and the group will re-examine the proposal to find new common ground. It is important in the development of long-lasting relationships that no one group feels alienated by a particular decision. This process addresses concerns and builds group ownership of decisions.

Each partner in this MOU is included because they: a) currently provide services in the target area that are important to the academic and/or family and community support continuum; b) have an expertise that is critical to engaging the community and key stakeholders and to providing information on best practices, potential policy issues, funding opportunities, data sharing approaches, etc.; c) already share a history of collaboration in Boyle Heights and have a long-term resource commitment to the area, and d) can help bring other organizations to the table that the General Body decides are needed to fill an important role in the continuum plan. The General Body will engage these other organizations during the planning year as they work on the community transformation priorities.

We each commit to the following responsibilities of PN Planning Partners:

1. Participate in General Body and Work Group planning meetings

2. Do Work Group “homework” (i.e., gather and bring requested information to meetings)
 3. Share data on the capacity and efficacy of our services in the target area
 4. Support the General Body’s decisions about priorities for adding and changing services and addressing policy and systems changes
 5. Sustain our services to the Boyle Heights target area
- Participate for the long-term, throughout implementation
- Mobilize our staff, membership and clients to participate in the Promise Neighborhoods planning and implementation phases

Following is a brief summary of how each partner’s work fits into the Boyle Heights PN vision, theory of change and action and the PN continuum. It also includes specific programmatic commitments – in addition to the list above – and financial commitments to the planning process. (Note that the financial commitment only includes an estimate for participation in planning activities. All also provide services that will continue but we have not estimated those contributions since this is the planning stage.) Please also see the Match letters for more specifics on each partner’s financial commitment to the planning process.

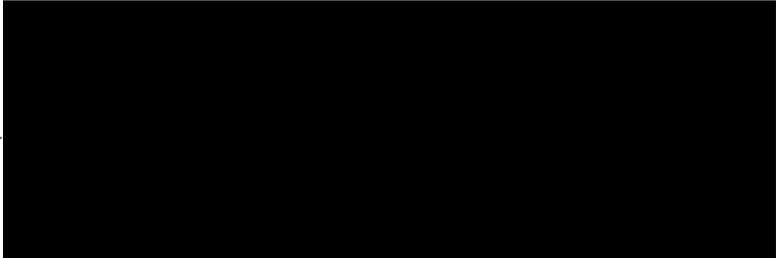
Please see Attachment 1 for more information from the Los Angeles Promise Neighborhoods Public Sector Workgroup.

Proyecto Pastoral at Dolores Mission, a non-profit founded by Boyle Heights residents and the California Province of Jesuits, is the Promise Neighborhoods lead agency. Its mission is to empower the Boyle Heights community personally and socially by developing grassroots projects in education, leadership, and service. Proyecto's focus on BH and Pico Aliso, emphasis on education, and action strategies of advocacy and community leadership make them the right fit. Continuum services: IMPACTO after school program, Early Childhood Education Centers, Safe Passage, Civic Engagement, Leadership Training, Health Workshops, Homeless Project, Employment, Parent Engagment/Support. *Commitment:* Executive Director & Development Director time to lead project and participate in planning & Steering Committee, IMPACTO and ECE Center Director time to engage youth/parents/schools in planning, meeting space. In-kind planning estimate: \$66,300.

Name/Title: Cynthia Sanchez, Executive Director Signed: 

East LA Community Corporation (ELACC) is a non-profit community development corporation whose mission is to advocate for economic and social justice in Boyle Heights by building affordable housing, grassroots leadership, self-sufficiency and access to economic development opportunities. As lead agency for BHBH, ELACC will help ensure neighborhood revitalization occurs simultaneously with the PN work with schools, families and youth. In line with our PN theory of action, they use collaboration and community organizing to accomplish their goals. Continuum services: Affordable Housing Development, Homebuyer and Financial Literacy Education, Neighbors Building Neighborhoods. *Commitment:* Executive Director time to participate in planning and Steering Committee and translation equipment use for meetings.

In-kind planning estimate: \$7,769.

Name/Title: Maria Cabildo, President Signed: 

White Memorial Medical Center (WMMC) is a not-for-profit, faith-based, teaching hospital that provides a full range of inpatient, outpatient, emergency and diagnostic services to communities in and near downtown Los Angeles. Located in Boyle Heights since 1913, it demonstrates its commitment to the community by providing a number of free, voluntary and/or low-cost medical and educational health services to residents. WMMC's goals closely align with two PN areas - to maximize the community's health and educate the next generation of physicians and nurses Like BH PN, WMMC believes that collaboration leads to success. Continuum services: Health services, information and advocacy, Medical career workforce development and certificate programs, Wellness and prevention, ER gang intervention program. Commitment: 2 staff to participate in planning process, support for data acquisition and analysis, and space and refreshments for Work Group meetings . In-kind planning estimate: \$21,000.

Name/Title: Beth Zachary, President & CEO Signed: _____

InnerCity Struggle (ICS) mission is to promote safe, healthy and non-violent communities by organizing youth and families to build power and influence in Boyle Heights and other areas of East Los Angeles to work towards economic, social and educational justice. Their success in using parent and youth organizing to create educational systems changes in local schools and the district was recently recognized in a policy report by the National Committee for Responsive Philanthropy. ICS's involvement is vital to our plans to change how schools work through the leadership of youth and parents. Continuum services: United Students civic engagement, academic assistance, leadership training and college/career preparation, Familias Unidas civic engagement and leadership training. Commitment: Executive Director time to participate in planning and Steering Committee. In-kind planning estimate: \$3,000.

Name/Title: Maria Brenes, Executive Director Signed: _____

Union de Vecinos is a grassroots community based organization that promotes civic participation, democracy, and the development of community power in Boyle Heights and Maywood. They organize a Network of Neighborhood Committees with 1,950 volunteers, and in 2000 won a *United Nations' Huairou Commission* Best Practice award for its community organizing model. Continuum services: Civic Participation, Tenant Rights, Housing Improvement and Preservation, Neighborhood Safety and Improvement. Their involvement will help ensure we engage and support the leadership of tenants, homeowners, families, youth, seniors, immigrants, low-income families, working class families, and small business owners. *Commitment:* A percentage of the Executive Director's time to participate in planning and Steering Committee, plus meeting space and materials. In-kind planning estimate: \$3,500.

Name/Title: Elizabeth Blaney, Executive Director Signed: 

Partnership for Los Angeles Schools (PLAS) is a non-profit organization that formed in late 2007 and represents a first-of-its-kind collaboration between the City of Los Angeles and the Los Angeles Unified School District. PLAS manages six schools in the Boyle Heights school feeder pattern. The schools are "transformation" reform models: they are managed independently of the district and have autonomy over budgets and curriculum to ensure teaching and learning are transformed so all students have a foundation for academic and professional success. The schools still have access to the wide range of district health and human services. Continuum services include all 11 components of DOE's Comprehensive School Reform evidence-based model (See application). *Commitment:* 10% of an FTE to manage planning commitments and attend Steering Committee, additional staff time to participate in planning, office use, data sharing, survey distribution to students and parents. In-kind planning estimate: \$10,000.

Name/Title: Marshall Tuck, CEO Signed: 

Hollenbeck Middle School serves children from the target area who are in grades 6 to 8. It is a Title I, Program Improvement Los Angeles Unified School District public school that has been under the management of the Partnership for Los Angeles Schools (PLAS) since 2008-09. The school shares in the PN vision because its goal is to improve the academic and personal success of students. Its theory of action includes youth and parent leadership, exemplified by their choice to become a transformation school under PLAS. Continuum services: Education in Core Subjects, Physical Fitness, Parent Engagement, Out-of-School-Time Youth Activities. *Commitment:* Staff time to manage project commitments, use of school space, distribution of surveys to students and parents. In-kind planning estimate: \$3,000.

Name/Title: Christina Rico, Principal Signed:  _____

Felicitas and Gonzalo Mendez Learning Center serves children in grades 9-12 from the target area. It is a new school that opened in 2009-10 to relieve over-crowding at Roosevelt High School. It is a Title I Los Angeles Unified School District public school that consists of two small schools, one focused on science/math and one on technology/engineering. It opened under the Partnership for Los Angeles Schools (PLAS), and was designed using PN strategies of collaboration and community engagement. The school also shares the PN vision because its goal is to improve student academic and personal success and community awareness. Continuum services: Education in Core Subjects, Physical Fitness, Parent Engagement, Out-of-School-Time Youth Activities, College/Career Preparation. *Commitment:* Facilities, custodial time, photocopying, clerical time and child care space for meetings/trainings/focus groups, teacher time to provide workshops/focus groups. In-kind planning estimate: \$5,000.

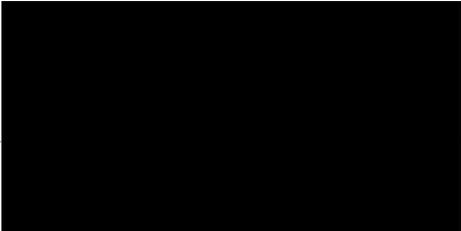
Name/Title: Marilyn Gavin, Principal Signed:  _____

Name/Title: Dr. Christopher Ortiz, Principal Signed:  _____

Violence Intervention Program, LAC+USC Medical Center is a non-profit, hospital-based program located in East Los Angeles at the LAC+USC Medical Center whose goal is to address the multifaceted health and mental health needs of children so they can engage fully in their education and other activities that will move their lives forward toward success. As the first Family Advocacy Center in the United States, VIP's goals are aligned with PN and they offer services that help meet the target area needs related to safety and stability. Continuum services: Medical, mental health, forensic, and support services to victims of interpersonal violence, community and school-based violence prevention and early intervention programs, school-based health assessment, monitoring and services, Commitment: Participation in planning. In-kind planning estimate: \$50,000

Name/Title: Kelly Armaly, COO Signed: 

Boyle Heights Learning Collaborative (BHLC) was founded by Boyle Heights organizations to raise academic achievement in Boyle Heights by means of strengthening parent capacity, developing student leadership, operating across the preK-12 pipeline of schools, and fostering a supportive civic environment. Like PN, BHLC's theory of change is that all people living and working together must assume a common responsibility for children's success. BHLC's trusted role in BH as an education convener and their relationships with local colleges is critical for our PN success in bringing schools, families and organizations together to create systemic change. Continuum services: Society of Students leadership program, Parent Workshops on MS/HS Transition, English Learner Transition, K Readiness, Education Collaborative Commitment: Executive Director time to participate in planning and Steering Committee. In-kind commitment for planning year: \$3,965.

Name/Title: Lester Garcia, Executive Director Signed: 

The County of Los Angeles believes that a shared responsibility approach is needed to strategically address the many educational challenges facing our children and youth. 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 Boyle Heights 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. *Commitment:* Carrie Miller, Director of the County's Education Coordinating Council, will provide 55 hours of service on the General Body for the planning year. In-kind estimate: \$6,600.

Signatory Name & Title: William T Fujioka, Chief Executive Officer

Signature: _____



California Emerging Technology Fund (CETF) provides leadership statewide to close the "Digital Divide" by accelerating the deployment and adoption of broadband to unserved and underserved communities and populations. CETF's goals align with outlined collaboration strategy, fill an important gap in the Boyle Heights community related to a lack of 21st century learning tools, believes in - and currently uses - data for achieving and tracking results. Continuum services: Digital Literacy and broadband services. *Commitment:* CETF will provide their expertise and resources to the planning process. Specifically, CETF will contribute 10% of the Director of Education Applications as an in-kind contribution of \$10,000(\$100,000*.10).

Name/Title: Agustin Urgiles, Director of Education Applications

Signature: _____

Los Angeles Unified School District is committed to helping the Boyle Heights neighborhood of Los Angeles, California achieve its Promise Neighborhoods vision. We share in this vision because our goal is to create school communities in which all children graduate college and career ready. Our commitment is extensive, as described in the letter of support from the Los Angeles Promise Neighborhoods Public Sector Workgroup of which we are a member. We also specifically commit our Student Health and Human Services department to participating in the planning process and supporting the improvement of health care coverage enrollment, school-based health services, and services for foster and homeless youth in the neighborhood.

Commitment: Participation of four SHHS staff in planning activities. In-kind planning estimate: \$24,960.

Signatory Name & Title: Ramon C. Cortines, Superintendent

Signature: _____



Office of Mayor Antonio R. Villaraigosa, City of Los Angeles shares in the Boyle Heights PN vision because the Mayor's goal is to turn around failing schools and improve student achievement within the Los Angeles Unified School District (LAUSD). The City of LA also believes, like PN, that the future success of children is sustainable only if distressed communities coalesce to repair their broken infrastructure, which includes improving the safety, healthy, skill sets and engagement levels of the members. Within Boyle Heights, specific city initiatives related to the continuum include: Gang Reduction and Youth Development (GRYD), Summer Night Lights, Lucille Becerra Royal FamilySource Center, El Centro de Ayuda FamilySource Center, Boyle Heights Technology Center, Benjamin Franklin Library. Commitment: The Mayor's Office of Strategic Partnerships, the Office of Education, and GRYD have each committed to spend at least 8 hours per month working with Boyle Heights Promise Neighborhood partners. In-kind planning estimate: \$18,486

Signatory Name & Title: Antonio R. Villaraigosa, Mayor

Signature: _____

