



**Preliminary Memorandum of Understanding by and between
Implementation Partners of the South Los Angeles Transit Empowerment Zone (SLATE-Z) Collaborative**

1. INTRODUCTION

The purpose of this Preliminary Memorandum of Understanding is to delineate the roles and responsibilities of partner agencies and organizations participating in developing and implementing the Promise Zone in the South Los Angeles Transit Empowerment Zone (SLATE-Z) area of the South Los Angeles region within the City of Los Angeles. This is not a legally binding agreement.

SLATE-Z's mission is to revitalize the SLATE-Z area by moving residents to economic opportunity. The collaborative has 5 overarching goals: (1) Move 10,000 SLATE-Z residents into living wage jobs; (2) Grow the SLATE-Z area economy by investing in existing and new businesses and their leaders, and increasing investment in community economic development; (3) Increase SLATE-Z student attainment of certificates, degrees, and preparation for living wage careers by guaranteeing post-secondary career pathway enrollment and support; (4) Reduce violent crime in the SLATE-Z area through prevention, intervention, re-entry and community engagement; (5) Improve community infrastructure by increasing the safety, affordability, and use of public transit in the SLATE-Z area. To achieve these goals, multiple agencies and organizations from public, private, and non-profit sectors must fulfill their responsibilities to implement proposed activities.

2. PARTNERSHIP STRUCTURE

SLATE-Z is a robust inter-sectoral collaborative made up of public agencies, non-profit organizations, educational institutions, elected leaders, business associations, residents, and broad-based public support. We seek to facilitate multi-disciplinary and inter-agency collaboration to bring the full capacity of all sectors to bear on reducing poverty in the SLATE-Z area and cut through bureaucracies to tackle seemingly intractable problems.

The partnership is made up of Implementation Partner organizations (“Partners”) who will carry out the day-to-day work and activities of the SLATE-Z Promise Zone plan. Partners shall join at least one of the five Work Groups organized around the above 5 SLATE-Z goals, and participate in activities toward shared goals and metrics. Partners agree to track and report data on shared metrics relevant to SLATE-Z (see Section 4 below on Communication, Data Sharing, and Reporting).

Each Work Group shall have 2 Work Group Leads. Work Group Leads shall lead Work Groups to implement activities by: (a) Convening Work Group meetings at least every other month; (b) Supporting communication and data sharing across Work Group members; (c) Helping to identify and onboard new Implementation Partners; (d) Participating in fundraising efforts; (e) Providing thought leadership in the issue area; and (f) Liaising with elected officials and public agencies as needed to implement projects.

The Steering Committee will serve as leadership body providing oversight of the overall SLATE-Z Promise Zone plan implementation, and shall be comprised of a Mayor's Office Representative, the President of Los Angeles Trade Technical College (or his designee), the 10 Work Group Leads (2 each from 5 Work Groups), a representative from Community Coalition – the resident engagement lead organization, a representative of the Resident Advisory Committee, and a representative from an additional Implementation Partner. The purpose of the Steering Committee is to provide leadership and guidance on: (a) Inter-related policy issues across the five goals; (b) Issues pertaining to partnership structure and membership; (c) Communication and data sharing; (d) Reporting and evaluation; (e) Funding and financial sustainability; and (f) Promotion of activities of the partnership. Members of the Steering Committee will take a leadership role in SLATE-Z Promise Zone plan implementation, meet at least 4 times a year to review progress, and help set strategic direction.

In addition to the Work Groups and Steering Committee, SLATE-Z will have an Elected Officials Advisory Committee and a Resident Advisory Committee. All Work Group meetings shall be open to residents, and Work Groups will

specifically engage residents in its meetings on a quarterly basis to provide direct input into implementation of activities.

If the Promise Zone designation takes effect, details of the partnership structure may be further iterated or revised subsequent to the signing of this agreement by the SLATE-Z Steering Committee and General Assembly.

3. ROLES AND RESPONSIBILITIES

A. General Responsibilities. Each Party Shall:

1. Agree to the formation of the SLATE-Z Work Groups, Steering Committee and its roles and responsibilities outlined above.
2. Join at least one of SLATE-Z's five Work Groups (1. Jobs, 2. Economic Activity, 3. Education, 4. Violent Crime Reduction, 5. Transit); send a representative to the Work Group to provide input and leadership to create shared goals and workplans and coordinate priorities, actions, and resources; carry out day-to-day activities agreed upon within Work Groups.
3. Abide by the communication, data sharing, and reporting framework of SLATE-Z.
4. Fulfill responsibilities as a Steering Committee member, if appointed or elected.

B. Description of Specific Implementation Partners Roles. Upon signing this preliminary Memorandum of Understanding, Partners agree to take on the specific roles outlined below. While much of this work is already being carried out as a core part of each agency's longstanding work, SLATE-Z Partners agree to collaborate and coordinate with other Partners on projects towards the 5 SLATE-Z Goals – pending funding for joint projects. If a Promise Zone is designated, Partners will have the added role of collaborating with the HUD Community Liaison and pursuing federal funds offering Promise Zone preference points to further support SLATE-Z activities.

L.A. Opportunity Youth Collaborative convened by the Alliance for Children's Rights: Collaborate with SLATE-Z to create college and career pathways to transition-age foster and crossover youth.

Alliance for Community Transit Los Angeles: Provide policy research and outreach related to transit corridors in support of the SLATE-Z goal to increase economic activity.

All Peoples Community Center: Provide workforce development services to job seekers at Vernon-Central/LATTC WorkSource Center, including English language learners and others; provide college and career readiness services to youth; provide youth development programs to middle-school youth; provide FamilySource Center services to youth and families if future funding permits.

Amity Foundation: Provide reentry services to SLATE-Z residents returning from incarceration; share best practices; assist in developing a coordinated service model for reentry; collaborate with SLATE-Z to strengthen the capacity of the workforce development system to serve the reentry population.

Anti-Recidivism Coalition: Provide reentry services to SLATE-Z residents returning from incarceration; share best practices; assist in developing a coordinated service model for reentry.

Archdiocesan Youth Employment Services (AYE): Provide YouthSource Center services to youth toward attainment of diploma/credential, job placement, and summer jobs as funding permits.

Bixel Exchange: Provide advising, mentorship, and technical assistance workshops to tech entrepreneurs; design technology sector pathways with tech businesses. Provide business development support to businesses who receive loans or grants, if resources are secured for SLATE-Z business incentive fund.

Brotherhood Crusade: Provide youth development services such as college and career readiness, leadership skills, and specialized services for probation-involved youth; assist with development of coordinated service model for youth development.

California State University Dominguez Hills: Provide postsecondary career pathways and supports to students graduating from SLATE-Z high schools to increase attainment of college degrees and certificates – including transfer

pathways and concurrent enrollment for underserved students.

CDTech and CD9 Coalition: CD Tech-Collaborate with SLATE-Z to engage and gather input regarding SLATE-Z activities from community-based organizations, residents and businesses; provide Public Allies and youth services. CD9 Coalition-Serve as coalition of 23 community-based organizations serving residents in Council District 9 of SLATE-Z.

Center for Powerful Public Schools: Assist with innovating and expanding Linked Learning implementation, strategies, and programs in SLATE-Z schools.

City of Los Angeles: Mayor's Office - Serve as lead local government agency and liaise with LATTC on SLATE-Z Promise Zone implementation, including helping to convene relevant city departments and staff when necessary. In addition, (1) Building and Safety Dept. – participate in creating a score card to track overall community supportive investment in SLATE-Z TODs and help track data; (2) Bureau of Contract Administration – negotiate Project Labor Agreements (PLAs) with local hire and disadvantaged worker requirements; (3) Business Assistance Program – support bonding efforts in SLATE-Z activities to increase procurement contracts among businesses in SLATE-Z; (4) Economic and Workforce Development Dept. – collect and share data on employment and hires, oversee WorkSource and YouthSource Centers' work to provide job readiness training and placement assistance to SLATE-Z residents and refer qualified SLATE-Z residents to jobs with “train to place” strategies, provide support to summer youth jobs placements, and assist in providing workforce development to reentry populations; (5) Mayor's Office of Gang Reduction and Youth Development – fund and evaluate GRYD prevention and intervention programs, Summer Night Lights; (6) Mayor's Office Great Streets Initiative - work with SLATE-Z Partners on streetscape improvement planning and implementation in SLATE-Z; (7) Housing and Community Investment Dept. – help track overall community supportive investment in SLATE-Z TODs and help track data, (8) Personnel Dept. – convert appropriate jobs from “test to place” to “train to place” and provide SLATE-Z with lists of jobs and other employment opportunities; (10) Planning Dept. – help with planning in TODs and on streetscape improvements, including tracking overall community supportive investment in SLATE-Z TODs and help track data; (11) Police Dept. – provide policing, help implement community policing programs, and gather and provide crime data; (12) Mayor's Promise Zone Office – help LATTC and SLATE-Z Partners coordinate with existing Promise Zone on federal grant applications and strategies; (13) Dept. of Public Works – work with SLATE-Z Partners on creating sector pathways on construction and other public works jobs, (14) Mayor's Office of Reentry Services - collaborate with SLATE-Z on design and implementation of comprehensive reentry services, and assist in gathering crime and recidivism data from City depts.; and (15) Mayor's Office Veterans Coordinator – work with SLATE-Z Partners on improving workforce development systems to serve veterans seeking jobs.

Coalition for Responsible Community Development: Provide workforce development services at the Vernon-Central/LATTC WorkSource Center including access to jobs through local hiring and “train to place”; help build sector pathways in growing industries; strengthen workforce development services for vulnerable populations. Provide business development services in collaboration with CD9 Business Resource Center. Educate youth about college and career pathways and provide dual enrollment at CRCD Academy and South LA YouthBuild. Provide college completion support. Provide workforce development and summer jobs to out-of-school youth at VCN YouthSource Center. Provide alternative sentencing and youth development services for probationary youth to reduce crime and recidivism. Provide reentry services to youth and adults.

Community Build: Provide GRYD gang prevention services to middle school youth; provide GRYD intervention services to youth and families; provide FamilySource Center services to youth and families.

Community Coalition: Serve as lead organization responsible for resident engagement in SLATE-Z. Engage residents around local hire and “train to place” employment opportunities. Provide youth development programs to high school students. Collaborate with SLATE-Z to develop coordinated service models for youth development and reentry, including activities related to Proposition 47 sentencing reform implementation. Organize residents in policy advocacy campaign to address crime including Blue Ribbon Commission and Justice Equity Index.

City of LA Council District 9 Business Resource Center: Provide business development and entrepreneurship support services in collaboration with the Vernon-Central/LATTC WorkSource Center.

Economic Roundtable: Conduct study on impact of minimum wage increase on businesses and jobs.

Friends Outside Los Angeles County: Provide reentry services to SLATE-Z residents returning from incarceration; share best practices; assist in developing a coordinated service model for reentry; collaborate with SLATE-Z to strengthen the capacity of the workforce development system to serve the reentry population.

Going Beyond Boundaries (“GBB, Inc.”): Provide GRYD gang prevention services to youth.

Los Angeles Area Chamber of Commerce: Advocate for and support local business inclusion in public and private procurement. Educate youth about college and career pathways; strengthen and align dual enrollment as a strategy to increase degree/certificate completion; provide college preparation and completion support to increase degree completion; collaborate with SLATE-Z to increase summer youth job opportunities. In addition, the LA Healthcare Collaborative will collaborate with SLATE-Z to convene the health sector employers to build and strengthen career pathways in health.

LA County Bicycle Coalition: Collaborate with SLATE-Z to improve transit and streetscape infrastructure to increase use and safety of public transit.

Los Angeles Black Worker Center: Collaborate with SLATE-Z to increase access to quality jobs and career pathways for Black workers including union, non-union, immigrants, reentry, unemployed, and underemployed.

Los Angeles County Metropolitan Transit Authority: Provide support/funding for transit-oriented development in SLATE-Z. Collaborate with SLATE-Z to negotiate costs and implement bulk purchasing options for transit passes, and improve transit streetscape improvements around bus and rail stations.

Los Angeles County Sheriff’s Department (LASD): Community College Bureau (CCB) and Transit Policing Division-South (TPD-South) – provide policing services that incorporate crime prevention and intervention strategies at LATTC as well as transit lines within the Promise Zone. Assist with implementing gang crime reduction strategies; assist with gathering crime data.

Los Angeles/Orange County Building and Construction Trades Council: Collaborate with SLATE-Z to negotiate Project Labor Agreements and related policies.

LA’s Promise: Collaborate with SLATE-Z to build and strengthen career pathways in growing industries. Educate youth about college and career pathways; strengthen and align dual enrollment as a strategy to increase degree/certificate completion; provide college preparation and completion support to increase degree completion.

Los Angeles Trade Technical College: Serve as lead implementation agency for SLATE-Z; work closely with City of LA Mayor’s Office to promote successful implementation of Promise Zone; organize SLATE-Z Partners and resources; manage and house SLATE-Z staff; engage in SLATE-Z activities to move residents into jobs, increase economic activity, increase post-secondary enrollment and completion, reduce violent crime, and increase safe affordable use of public transit.

LA Job Corps: Provide education and training, including helping qualifying SLATE-Z residents to obtain a GED and/or other industry-recognized credentials; help place qualified SLATE-Z residents in “train to place” employment.

LA Neighborhood Initiative: Coordinate (1) SLATE-Z activities to engage residents in streetscape improvements, including convening relevant Partners and (2) implementation of streetscape improvement projects

Los Angeles Unified School District: Support development of college and career pathways between high school and post-secondary Partners; educate students about college and career pathways; implement dual enrollment programs with post-secondary Partners; provide college enrollment support and opportunities for work-based learning to prepare students for jobs and careers. Such programs will be implemented at the following SLATE-Z high schools operated by LAUSD: Crenshaw, Dorsey, Foshay Learning Center, Fremont, Jefferson, Manual Arts, Maya Angelou, Orthopaedic Medical Magnet, Santee, and West Adams Prep. LAUSD will track data and coordinate with SLATE-Z Partners; and provide

underrepresented high school students who receive free or reduced price meals with access to educational opportunities through programs liked Linked Learning.

Los Angeles Urban League: Provide job readiness and placement assistance to SLATE-Z residents at the WorkSource Center, including access to jobs through local hiring and “train to place” opportunities; collect data on hires and retention; help build sector pathways in growing industries; help strengthen workforce development services for hard-to-reach populations. Convene task force on advocating for local business inclusion in public and private sector procurement contracts – including convening representatives of procurement agencies; convene task force to fundraise and develop programming related to the business incentive fund, including contracting and overseeing financial institution to handle loans and grants. Provide GRYD services to youth; and workforce development services to reentry populations.

LA Voice: Help to advocate and negotiate for bulk purchase of transit passes for SLATE-Z residents.

Managed Career Solutions Business Source Center: Provide BusinessSource Center services to entrepreneurs and businesses such as training, case management, information on bidding for contracts, and strategies for businesses at risk of dislocation. Provide development support to businesses accessing loans/grants, if resources are secured for SLATE-Z business incentive fund.

Mercado La Paloma: If resource for a business incentive fund is secured, provide business development support to businesses receiving loans or grants.

Move LA: Lead advocacy efforts for universal student transit passes (and in the interim, expanded access to low-cost fare cards) to the state legislature and local legislative bodies; outreach to schools and student leaders for advocacy and implementation.

Nuevo South: Provide support to entrepreneurs and business leaders to successfully obtain procurement contracts when opportunities arise, and supportive services to businesses who receive loans or grants, if resources are secured for SLATE-Z business incentive fund.

PV Jobs: Coordinate workforce development efforts to support placement in local hire job opportunities; help develop sector pathways for job seekers in construction.

Soledad Enrichment Action: Provide GRYD prevention programming to middle school youth and intervention services to youth ages 14-25.

Southern California Association of Non-Profit Housing: Work with SLATE-Z Partners to negotiate bulk purchasing of low-cost transit passes for affordable housing residents.

St. John’s Clinics: Continue to provide healthcare services and health-related jobs to the community.

Strategic Actions for a Just Economy: Participate in policy development and outreach around building community-supportive infrastructure in TODs; help disseminate reports on minimum wage impacts on local jobs and businesses, and help develop business and workforce development strategies based on findings.

Social Action Partners: Provide strategic capacity building to fortify the SLATE-Z partnership structure and Partners.

Transportation Workforce Institute: Help build sector pathways for SLATE-Z residents to transportation related jobs and careers.

TRUST South LA: Participate in policy development and outreach around building community-supportive infrastructure in TODs and activities to expand low-cost transit passes for low-income residents, including bulk purchasing for affordable housing residents. Collaborate with SLATE-Z to improve transit and streetscape infrastructure to increase use and safety of public transit.

United Auto Worker Labor and Employment Training Center: Provide WorkSource Center services, job readiness and placement assistance to SLATE-Z residents, including for jobs with “train to place” strategies; collect data on hires and retention; help build sector pathways in growing industries; participate in collaborative efforts to strengthen workforce development services for vulnerable populations, including for formerly incarcerated job seekers.

University of California at Los Angeles: Provide postsecondary career pathways and supports to students graduating from SLATE-Z high schools to increase attainment of college degrees and certificates – including transfer pathways and concurrent enrollment for underserved students.

University of Southern California: Provide postsecondary career pathways and supports to students graduating from SLATE-Z high schools to increase attainment of college degrees and certificates – including transfer pathways and concurrent enrollment for underserved students; Dornsife Program on Environmental and Regional Equity (PERE) will participate in evaluation services; Center for Urban Education (CUE) will provide assistance in the development of educational equity scorecard; Minority Business Development Agency LA will provide training and support to SLATE-Z entrepreneurs in coordination with other SLATE-Z business development support Partners; USC Price Center for Social Innovation will participate in evaluation services.

Urban Peace Institute: Provide technical assistance and training to Partners working together on violence reduction efforts in SLATE-Z.

US Vets: Work with SLATE-Z to improve capacity of workforce development systems to serve Veterans.

Vermont Slauson Economic Development Corporation: Provide BusinessSource Center services to entrepreneurs and businesses such as training, case management, information on bidding for contracts, and strategies for businesses at risk of dislocation. Provide development support to businesses accessing loans/grants, if resources are secured for SLATE-Z business incentive fund.

Volunteers of America: Provide GRYD prevention programming for middle school youth.

YouthBuild Charter Schools of CA: Educate opportunity youth about college and career pathways; provide dual enrollment, college enrollment support; assistance in training and placing youth in summer and other job opportunities.

YWCA Greater Los Angeles: Providing paid internships for SLATE-Z residents.

4. COMMUNICATION, DATA SHARING, and REPORTING

All SLATE-Z Implementation Partners will track agreed upon metrics, sharing information as needed, and occasional reporting to the lead implementation agency (LATTC) to evaluate progress and enable effective collaboration. If a federal Promise Zone designation is made, LATTC shall: (1) disseminate a monthly listing of federal grants that SLATE-Z Partners have received, applied for, or for which they are planning to apply; (2) report to HUD as requested, including quarterly reports on milestones and accomplishments, challenges, priorities and plans for the next quarter, federal assistance desired, applications for non-federal assistance that have been submitted or planned, new state, local, philanthropic or private sector investments secured and non-financial resources leveraged – for the HUD Community Liaison’s Quarterly Strategic Priorities Dashboard updates; (3) report success stories quarterly to the Mayor’s Office and HUD, (4) develop an annual report of SLATE-Z’s accomplishments, strategic priorities, and infrastructure. Finally, data and evaluation Partners in SLATE-Z shall participate in a quarterly peer-exchange call with other Promise Zone cohorts across the nation on best practices, data resources and more. Data and evaluation Partners will also assist HUD once a year in assessing data gathered at the local level (school data, crime, etc.).

5. TIME FRAME and ASSOCIATION

SLATE-Z has worked together since Fall 2014 and plans to work collectively on many existing programs in the SLATE-Z area as well as new programming, pending funding. Should a Promise Zone be designated, the implementation period will be July 2016-July 2021. This Preliminary Memorandum of Understanding is entered into to delineate roles and responsibilities for purpose of the Promise Zone application. If Promise Zone designation takes effect, a Memorandum of

Understanding shall be drafted and may contain modifications of this document by consensus of parties entering into the agreement.

6. AGREEMENT SIGNATURES

This Memorandum of Understanding is entered into within the limits of statutory authority of the parties of this Memorandum. Understood and Agreed as of February 19, 2016:



Eric Garcetti, Mayor
City of Los Angeles



Laura Raymond, Director
Alliance for Community Transit LA



Scott Budnick, Executive Director
Anti-Recidivism Coalition



Charisse Bremond-Weaver, CEO
Brotherhood Crusade



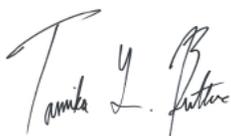
Jeanne Fauci, Exec. Director
Center for Powerful Public Schools



Alberto Retana, President and CEO
Community Coalition



Mary Weaver, Exec. Director
Friends Outside LA County



Tamika Butler, Executive Director
LA County Bicycle Coalition



Laurence B. Frank, President
Los Angeles Trade Tech College



Sandra Bryant, Executive Director
All Peoples Community Center



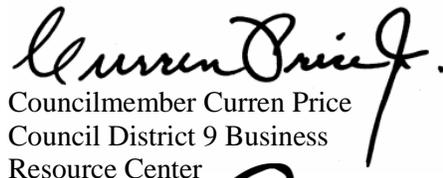
Robert Gutierrez, Exec. Director
Archdiocesan Youth Employment
Services



Willie J. Hagan, President
California State University,
Dominguez Hills



Mark Wilson, Executive Director
Coalition for Responsible
Community Development



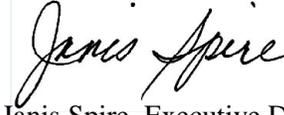
Councilmember Curren Price
Council District 9 Business
Resource Center



Johnny Garay, CEO
Going Beyond Boundaries "GBB"



Lola Smallwood Cuevas, Director
LA Black Worker Center



Janis Spire, Executive Director
Alliance for Children's Rights



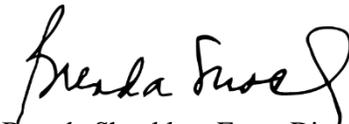
Doug Bond, Director of California
Services and Operations
Amity Foundation



Kevin Lew, Director
Bixel Exchange



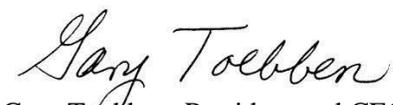
Benjamin Torres, President and CEO
CDTech and CD9 Coalition



Brenda Shockley, Exec. Director
Community Build



Daniel Flaming, Executive Director
Economic Roundtable



Gary Toebben, President and CEO
LA Area Chamber of Commerce



Phillip Washington, CEO
LA County MTA (Metro)

Jim McDonnell, Sheriff
LA County Sheriff's Department

Ron Miller, Executive Secretary
LA/OC Building and Construction
Trade Council

Fred Williams, Director
LA Job Corps

Veronica Hammi, Exec. Director
LA Neighborhood Initiative

Veronica Melvin, Exec. Director
LA's Promise

Michelle King, Superintendent
Los Angeles Unified School District

Nolan Rollins, President and CEO
Los Angeles Urban League

Zach Hoover, Executive Director
LA Voice

Phil Starr, Executive Director
Managed Career Solutions

Nancy Halpern Ibrahim, Exec. Dir.
Mercado la Paloma

Denny Zane, Executive Director
Move LA

Jorge Nuno, Executive Director
Nuevo South

Ernest Roberts, Executive Director
PV Jobs

Nathan Arias, President
Soledad Enrichment Action

Alan Greenlee, Executive Director
Southern California Association of
Non-Profit Housing

Jim Mangia, CEO
St. John's Clinics

Cynthia Strathmann, Exec. Director
Strategic Actions for a Just Economy

Frances E. Jemmott, Exec. Director
Social Action Partners

Jess Guerra, Director
Transportation Workforce Institute

Sandra McNeill, Exec. Director
TRUST South LA

Henryetta Andrade, Exec. Director
United Auto Worker Labor
Employment and Training Corps

Gene Block, Chancellor
University of California, Los Angeles

C. L. Max Nikias, President
University of Southern California

Fernando Rejon, Exec. Director
Urban Peace Institute

Steve Peck, MSW
President/CEO
U.S. VETS

Marva Smith Battle-Bey, Executive Director
Vermont Slauson Economic Development Corporation

Faye Washington, President and CEO
YWCA Greater Los Angeles

Bob Pratt, President
Volunteers of America LA

Phil Matero, Executive Director
YouthBuild Charter Schools of CA