

Project Narrative

Strength of Demonstrated Performance (50 Points)

General Overview: Mission Promise Neighborhood (MPN), based in the vibrant Mission District in San Francisco, launched as the collaborative of over 20 community-based and citywide partners in 2011 with support from the City of San Francisco and the San Francisco Unified School District (SFUSD) to successfully secure a planning grant, complete a neighborhood planning process, and begin implementation through a \$30 million implementation grant from the U.S. Department of Education in January 2013. MPN is integrated with the citywide efforts of the City and SFUSD’s K-12 community-centered schools initiative, called the Beacon Initiative. MPN is also integrated with the City’s Preschool For All Initiative and Early Learning Scholarship, Family Resource Center Initiative, and Quality Rating and Improvement System (QRIS) to ensure that MPN children have access to high quality formal early learning programs and that families are supported. Now in its sixth year of implementation, MPN is pleased to apply for a Promise Extension Grant under Absolute Priority 1, and present ambitious plans for 2018 – 2020, that include continuing to leverage effective City and SFUSD programs and expanding MPN activities that yielded the most positive and promising results, and scaling areas of work where we identified the potential for accelerated results.

The **MPN mission** links family economic security with student academic achievement. It creates a comprehensive, integrated framework of evidence-based services that responds to urgent needs and builds on the foundation of student, family, community, and school strengths and assets. Together, parents, neighbors and partner organizations work block-by-block, guaranteeing that all Mission children, youth and their families achieve economic self-sufficiency and academic

excellence.

The **MPN vision** builds a future where every child excels and every family succeeds. Students enter school ready for success, and graduate from high school prepared for college and career.

The Mission District thrives as a healthy and safe community that provides families and their children the opportunity to prosper economically and to call San Francisco their permanent home.

The **MPN Theory of Change** (Appendix G-1) is the development of (1) a robust infrastructure of shared, integrated systems and (2) high quality, evidence based programming that is demonstrated to achieve outcomes and will result in academic and economic success for students and families. We believe that to improve cradle- to college- to career outcomes, we must seamlessly coordinate and integrate family economic success strategies and supportive services with our schools.

The **MPN Theory of Action** (Appendix G-2) operationalizes the “MPN Change Equation” with coordinated, strategic, and highly leveraged actions that explicitly focus on: (1) Programming and services that are provided in a culturally responsive manner and offered in English and Spanish; (2) Employing family economic success as a core strategy to improve academic outcomes; and (3) Leveraging and integrating strong city-wide programs and initiatives into our community. Simply put, the MPN Theory of Action unites the systems that enable us to deliver desired results with evidence-based programs and practices to fulfill the MPN mission.

Our Theory of Action as well as the strategies and solutions outlined in this narrative comply with **Section 427 of Department of Education’s General Education Provisions Act (GEPA) Requirements** and ensure that MPN is continuously working to eliminate the socioeconomic and educational barriers of the students and families we serve.

(i) the ability to collect, track, and report GPRA data on performance indicators required to be reported on annually as part of the initial implementation grant;

Mission Promise Neighborhood (MPN) is a strong, data-rich collaborative due in large part to its robust data infrastructure, data sharing and reporting, and data capacity building. MPN prides itself on providing robust reports to the Department of Education (ED) through the Ad Hoc Report and Annual Report, due in large part to the systems explained above. We partner with Stanford University's John Gardner Center for Youth and Their Communities (JGC) to provide population-level data on the various GRPA indicators twice a year, and we populate the narrative with rich quantitative and qualitative information on the impact that MPN is having as a collective.

As the MPN backbone agency, MEDA's evaluation team works in close collaboration with JGC to lead evaluation and data compliance efforts for the collective. MEDA's evaluation team includes a Director of Evaluation, Data Systems Manager, Evaluation Analyst, and a Data Capacity Coordinator. Together they drive the evaluation work for the entire MPN collective. In addition, MPN has led the implementation of the Results-Based Accountability (RBA) framework across the network – many MPN backbone team members were participants in the Skills to Accelerate Results (STAR) program offered through the Annie E. Casey Foundation, gaining valuable tools to implement RBA.

A key data innovation that has enabled us to collect, track, and report on data is our shared Salesforce database built in 2014, a system that allows partners to collect, track, and share individual and programmatic-level data across the collective. Through the custom-made Salesforce referral tool, MPN partners can submit, track, and close interagency referrals. Partners also submit programmatic data into the Clear Impact Scorecard database. These tools allow MPN

to conduct detailed, individual-level analysis of what works to turn the curve for the various project indicators. Through our partnership with the San Francisco Unified School District (SFUSD), JGC is able to match individual-level district data to students and families in the MPN Salesforce database – in essence, **MPN can track families’ participation in any of the wraparound services provided as well as their children’s academic performance over time.** MPN has truly revolutionized the way the collective uses data for continuous improvements. Partner use of Salesforce has built an incredible amount of capacity at MPN sites – as many did not have proper database systems beforehand and/or sufficient knowledge about how to use their own data for continuous improvement. To support that capacity building, MEDA offers a variety of trainings to partners, ranging from MS Excel (charts, tables, formulas), Salesforce, and Results-Based Accountability (RBA). Most recently, MEDA planned a Results-Based Facilitation (RBF) 101 training for all partners taught by a certified Clear Impact consultant. The following chart outlines the various activities MPN undertakes in order to support the tracking of GRPA indicators and other programmatic data:

Figure I: Table of GPRA Evaluation Activities

What	Description	Timeline
Partner Capacity Building	Every quarter, MPN offers workshops for partners to support the data tracking and reporting, including MS Excel, Google Sheets, Salesforce trainings, and Results Based Accountability. MPN holds Referral Network meetings to share best practices.	Ongoing

ED Reporting Ad Hoc Report	An Ad Hoc Report and Annual Report is written for the Department of Education twice a year, providing qualitative and quantitative updates for all GPRAs	Jan/ July
Surveys	MPN conducts a yearly School Climate Survey at two participating schools: Everett Middle School and John O’Connell High School. MPN conducts a Neighborhood Survey to 550-750 community members every two years.	April - May
Scorecard GPRAs & Performance Measures	John Gardner updates data on GPRAs in Scorecard twice a year. MPN partners update performance measure data in Scorecard twice a year.	May/ Dec

Lastly, MPN’s innovation in data and evaluation during this implementation period has been notable. We have been featured in various conferences, including American Public Health Association, American Educational Research Association, National Family and Community Engagement Conference, and Data Institute Conference. Most recently, MPN was asked to present at the 2017 Promise Neighborhood Conference on the use of the referral tool and its use of Scorecard.

(ii) the most positive and promising results during its initial implementation grant based on such indicators, emphasizing getting children ready to learn.

Results Overview

The MPN results story is a story of momentum. Building on strategies led by City and SFUSD, we are seeing strong gains in key GPRAs that are changing the lives of children and families, and revitalizing the Mission community. In the course of the last six years, MPN has served 3,090 families and has seen significant gains across the spectrum of solution areas in Early Learning, K-12, and Family Success. MPN sees these gains in the population-level data (GPRAs) and performance measures, and other data points shared below that are not reflected in the indicators and performance measures. MPN has learned a great deal in the last 6 years about the unique needs in our community and what works to turn the curve in the neighborhood.

Early Learning Indicators

Overview: MPN's high quality Early Learning Network is composed of high performing partners focused on increasing early care and education slots, early literacy, and early learning transitions. The collective has made strong gains in this area, beginning with the number of children enrolled in formal early learning programs. Our programs are high-quality and serving the highest needs children in our community, almost all are subsidized slots. Our early learning partners Good Samaritan, Felton Institute, and Mission Neighborhood Center (MNC) are leading in quality standards, as demonstrated by the State of California Quality Rating and Improvement System (QRIS), a scoring system enabling parents to compare early learning centers. Notably, our partners are continually rated 4/5 or 5/5 – surpassing other sites across San Francisco and the State.

Early Learning Programs: Approximately 80% of four year-olds in the Mission are now

attending formal early learning programs. Overall, enrollments for center and home based early learning (GPRA 3e) programs for 0-5 year olds went from 7% to 29%, and for center-based (GPRA 3a) programs it went from 17% to 49% in the last six years in the Mission District. The increase in center-based enrollments is due in large part to advocacy around increasing slots to meet the needs for 0-5 care, especially for infants and toddlers.

Developmental Screenings: MPN children are seeing strong gains in age appropriate functioning. According to the Desired Results Developmental Profile (DRDP) assessment data, 3 year olds (GPRA 2) make huge gains from the Fall to the Spring across multiple domains and 37% meet benchmark in the Spring. Age-appropriate functioning for 4 year olds is also impressive, from the first assessment to the last assessment, these children are making huge gains, catching up, and in some cases surpassing, their peers throughout San Francisco as illustrated in Appendix G-3. While GPRA data shows small gains in age appropriate functioning, the indicator is based on testing done at the beginning of the year, when students first arrive at the center and have not been exposed to the curriculum. For age appropriate functioning in kindergarten (GRPA #2), SFUSD has implemented three different assessments in the last five years, making it challenging to create meaningful trends and set measurable targets.

Medical Home: 0 to K children with a medical home (GPRA 1) remains high at 61%, outperforming national (54.4%), state (48.6%), and local (55.9%) averages from 2012. MPN partner Mission Neighborhood Health Center (MNHC) has created a thriving local health ecosystem, where pregnant mothers and children are receiving exceptional prenatal services in the City through the Nurse Midwives program. In 2017, the Nurse Midwives served 312 pregnant mothers, 93% of those mothers gave birth to babies with normal birth weights, and 74% of those mothers initiated pediatric care at MNHC. MNHC is the main pediatric provider,

attending formal early learning programs. Overall, enrollments for center and home based early learning (GPRA 3e) programs for 0-5 year olds went from 7% to 29%, and for center-based (GPRA 3a) programs it went from 17% to 49% in the last six years in the Mission District. The increase in center-based enrollments is due in large part to advocacy around increasing slots to meet the needs for 0-5 care, especially for infants and toddlers.

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serving 944 children 0-5 in 2017. In addition to pediatric care, Support for Families (SFF) is a partner that is integrated at MNHC offers children age 0-5 developmental screening to ensure that children are developing appropriately, and if there is a concern, they are connected to more specialized supports. Overall, MPN reaches 67% of Mission children age 0-5.

Parents Supporting Learning: MPN has seen a dramatic increase in parents supporting early learning, specifically parents reading to their children (GPRA 12), going from 63.9% to 77%. Parents are increasingly participating in Abriendo Puertas leadership workshops, a evidence-based early learning literacy program for our target demographic. Parents are also more actively engaged in the transitions process. In 2017 MPN partners piloted a Transitions Portfolio tool to help parents and their child with the transition from preschool to kindergarten. A total of 217 parents from five partner sites (Good Samaritan, MNC Head Start, Felton, Cesar Chavez Elementary and Bryant Elementary) received a Family Portfolio and 4 partners hosted a Family Portfolio workshop at their site, representing 85% of graduating PreK students in the neighborhood.

K-12 Academic Support Indicators

Overview: MPN's K-12 academic enrichment programs are part of a continuum of wraparound supports that have helped John O'Connell High School turn the curve on graduation rates, especially for African American and Latino students in the Mission.

Graduation Rates: MPN target school John O'Connell High school's graduation rate has increased by nearly 20% in the last 5 years, thanks to a multidisciplinary daily co-teaching approach, in which MPN partners collaborate with school staff to support students' academic and socio-emotional development, build a college-going culture and help students reach their goals.

Graduation rates (GPRA 6) went from 67.6% to 85.2% overall, surpassing SFUSD at 84.9%. For the Latino student population John O'Connell, graduation rates have gone from 62% to 88% since MPN launched (Appendix G-4). For African American students, graduation rates have gone from 46% to 93%.

College Attainment: Mission Graduates has provided college attainment support at John O'Connell through their College Connect program to 880 students since 2014. In 2017, 100% of College Connect students submitted a college and FAFSA application. Overall, college attendance (GPRA 7A) has remained steady at 65%, though enrollments for four-year colleges has gone up from 29% in 2012 to 36% in 2014, equalizing with 2-year college enrollment, showing that students are choosing 4-year colleges at higher rates. John O'Connell students have gone from getting \$30,000 in college funding three years ago to \$1,000,000 in 2018. Lastly, parents are talking to their children about college (GPRA 14) at growing rates, going from 57% to 61%.

Proficiency: MPN schools have seen gains in English and Math proficiency (GPRA 4). Bryant Elementary has seen improvements in English/Language Arts, going from 24% in 2015 to 32% in 2017, and in Math going from 23% in 2015 to 25% 2017. Math scores also improved at Chavez Elementary School, going from 12% in 2015 to 17% in 2017. At the college level, less MPN students are attending remedial math or English (GPRA 7b) when they arrive in college. Students are also being encouraged to read (GPRA 13) at higher rates, going from 82% to 91%, due in large part to MPN schools literacy campaigns such as Read-athon and community wide events such as Dia del Niño/Day of the Child and MPN Education Forum.

Attendance: Attendance rates for 6th and 8th graders (GPRA 5) has held steady going from 93% to 93.4%, thanks in part to our after school programming at Everett Middle School serving 700

students in 2017. MPN would expect the attendance rate to drop due to the displacement and families living further away from school, but it has held steady, which we see as a positive trend. Furthermore, according to an analysis done by the JGC, MPN middle and high schools students attended school at .43 percentage points higher than other SFUSD schools.

Student Mobility: MPN has seen a substantial decrease in student mobility (GPRA 11), going from 13.9% to 7.9%, while at the same time, the San Francisco Mission District is seeing an unprecedented housing crisis. Since 2000, 8,000 Latino families (our target demographic) have left the Mission due in large part to housing affordability, and the lack of affordable housing being built in the Mission in the last fifteen years. Supporting this drop in MPN student mobility are MEDA’s Community Real Estate (CRE) program and Housing Opportunities programs, tenant rights and advocacy, and La Raza Center Legal’s legal support and representation.

School Climate: School climate has dramatically improved in recent years – key to that is MPN partner efforts in creating safe and thriving community schools that address children’s needs in the face of trauma and instability. MPN partner Instituto Familiar de la Raza provides trauma-informed services at Bryant Elementary School, Cesar Chavez Elementary, Everett Middle School and John O’Connell / serving 340 students 202 teachers in 2017. While overall safety perception (GPRA 10) has fluctuated through the years, school climate overall has increased, as according to the School Climate Survey, 92% of families feel a sense of belonging across the MPN target schools.

Family Supports Indicators

Overview: MPN leverages the relationships fostered in the collective to provide crucial 2-generational supports to families in the community. Between Jan 1, 2014 and May 1, 2018, there

have been 4,965 interagency referrals made in the MPN network, impacting over 2,600 people. MPN's connector role, the Family Success Coaches (FSCs), are the glue that connects families and students to many of the services that have helped the collective make such strong gains in the GPRAs and performance measures listed above. FSCs utilize the shared referral tool to provide necessary wraparound supports that include legal, housing, financial capability, workforce, and educational services. The FSC team has made 1,852 referrals and each hold a caseload averaging 320 families a year.

Housing: Given the housing crisis faced in San Francisco, particularly in the Mission District, housing became a central and (in some cases) emergency issue for MPN families. MPN has assisted families in applying for Below Market Rate (BMR) applications, a lottery system in San Francisco to qualify for affordable housing. A total of 1,365 clients have been served, 3,229 applications have been submitted, and 54 applicants obtained a BMR Lottery unit. In addition, MPN has helped 77 families acquire other permanent affordable housing units. MPN has also made 259 housing referrals for families. The majority of these referrals were made to tenant rights (70), housing opportunities (69), and emergency housing assistance programs (24). Since 2014, 8 MPN families purchased a home with help from coaching programs. With the growth of MEDA's Community Real Estate team, 15 families are now living in one of MEDA's 21 Small Sites¹ units -- highly subsidized and rent-controlled spaces -- and are no longer at threat of being

¹ Small Sites is a program funded by the City of San Francisco, where funding is available for acquisition of multi-family rental builds of 5-25 units where where long-term, vulnerable tenants may be evicted. MEDA has acquired 21 Small Sites buildings to date through this program.

evicted. In addition, over 850 units of affordable housing units will be built by MEDA in the Mission by 2020.

Asset Building: Since 2013, over 2,400 MPN clients have been provided asset building services at MEDA. MEDA's VITA Tax program has filed 1,334 taxes for MPN families, with an average tax return overall of \$2,691 per family – over \$3.5mil total. MPN clients saved an average of \$261 tax filing fee – over \$348,174. Our tax program serves the highest-needs community members, with over 83% being extremely low income (63.75%), very low income (15.66%), and low income (4.1%). Over 300 MPN individuals have seen positive DISC (debt, income, savings, credit) outcomes, a number that we expect to grow exponentially after merging the tax and financial capabilities program in 2017, which will provide financial coaching opportunities to all tax clients.

Lastly, FSCs have improved family access to internet and computers (GPRA 15), going from 88% to 93%. FSCs do this by connecting families to low-cost internet and computers through Comcast Internet Essential and AT&T Access.

(iii) a commitment to operating in the most underserved and under-resourced communities, including rural, areas

In a 2016 study published by the California Budget Center, San Francisco ranks first in California for economic inequality. With an employment rate of 94%, and an average family income of \$118,295, the Mission district appears to be a community that is economically thriving, but a survey conducted by the Mission Promise Neighborhood shows quite the opposite for Latino and African American families struggling financially. MPN primarily serves families whose average family income is \$24,999 (MPN Neighborhood Survey 2016). Fifty-nine percent of our families earn 79% less than the average family income for those living within the MPN

footprint. In the Mission District, there is a growing income disparity. Median household income for African American families is \$24,017 and \$46,445 for Latino Families, compared to \$100,470 for White families (Appendix G-5). Thirty percent of the Latino families MPN surveyed live below the poverty line and 21% of MPN families have a household member working multiple jobs only to make a fraction of the Mission's median household income (MPN Neighborhood Survey 2016). Only 12% of the families we surveyed have an adult family member with a college education, as opposed to the 54% of adults 25 years or older living in the Mission (Appendix G-6).

With stagnant wages and salaries, 20% of families in San Francisco pay 50% or more of their household income for rent (ACS 2016). According to the MEDA Housing Survey 2017, 39% of the families we serve have at least one child and 42% of respondents say they live in a studio, SRO, or a one bedroom apartment. Respondents who are in a family unit experience overcrowding at 40%. This is not surprising for a city that has average rents of \$4,563 per month for a two bedroom unit (Rent Jungle) (Appendix G-7). Research indicates overcrowding is a precursor to family homelessness (Roy, Grant, M.D. 2013) When overcrowding occurs, families have no choice but to double up in housing with friends and family, thereby exasperating important social ties.

Overall, the Mission District is still home to 900 families and 7,000 children living below the poverty line (ACS 2016). In order for families to thrive, basic needs must be met, yet in the Mission over 3,300 households are spending more than 50% of their income on rent (Appendix G-8) and more than 2,500 people are unemployed (ACS 2016).

Where we see the most disparity within the community is in the schools (Appendix G-9, G-10, G-11, G-12). While MPN target schools in the Mission have seen gains in the last six years,

students are still falling behind their SFUSD peers in many areas. Overall, MPN target schools have some of the highest percentages of students from socioeconomically disadvantaged backgrounds, ranging from 59% to 94%, with an average of 70% for all 9 schools, compared to 57% for SFUSD. MPN target schools range in English proficiency from 12% to 43%, with an average of 28% for all 9 schools, compared to the 53% SFUSD average. In Math proficiency, MPN target schools range from 12% to 30%, with an average of 19% for all 9 schools, compared to the 50% SFUSD average.

Quality of Project Design (20 Points)

(i) the extent to which the applicant proposes continuing to pursue ambitious goals during the proposed project

Project Design Overview

MPN plans to expand from our original four schools -- Bryant and Cesar Chavez elementary schools, Everett Middle School, and John O'Connell High School to **five additional schools**: Sanchez and Leonard Flynn elementary schools, Buena Vista Horace Mann K-8, James Lick Middle School, and Mission High School. MPN plans to complement the San Francisco Beacon Initiative, which offers school-centered academic, social, and emotional support to youth, and to double-down on efforts to improve K-12 student and family outcomes by way of our exceptional 2-generation wraparound supports. In addition, MPN plans to **deepen our impact in early learning** by expanding services at Felton Institute, Mission Neighborhood Centers, and Good Samaritan Family Resource Center. MPN will also expand services to 10 home-based childcare providers, increasing the amount of families that are served through Family Success Coaches. An overview of all the MPN activities can be found in Appendix G-13. A detailed map of the expansion can be found in Appendix G-14.

MPN's ambitious goals for 2018 - 2020

1. **Increase K-readiness by adding two new early learning sites (GRPA 3):** MPN will be providing early learning services in to two new pre-K and transitional kindergarten programs at Leonard R. Flynn and Sanchez elementary schools – both part of the MPN network of schools.
2. **Add 62 new early learning slots (GPRA 3):** MPN will partner with MEDA's Community Real Estate program on a capital campaign to build a new daycare center on 18th and Mission for Good Samaritan and MNC by 2020.
3. **Serve 220 additional families with new early learning FSCs (GRPAs 1, 2, 3, 12):** MPN will invest in two full-time and one part-time new early learning family success coaches – 1 for home-based childcare providers, 1 for MNHC, and .5 to increase our presence to full-time at Felton. The impact of building this core connector role into the early learning system includes: 1) connecting families and children across the early learning network, thereby increasing the number of children in a medical home, connecting families to early learning and literacy resources, and helping children through transitions from family child care homecare to Pre-K or Kindergarten.
4. **Double the number of families served through Abriendo Puertas (GPRA 2, 12):** MPN will invest heavily on Abriendo Puertas, a culturally responsive and evidence-based program created for Latino families that supports healthy development and early literacy intervention strategies in early learning to ensure that children enter school ready to learn. Each early learning partner will get additional funds to gain the facilitation skills necessary to run the program. The impact of this investment includes: 1) doubling the number of families that access this program's 0-5 early literacy efforts; 2) building

partner capacity by sharing best practices; 3) building efficiencies across solutions, such as integrating medical home outreach into the Abriendo Puertas model.

5. **Increase graduation rates to 93% and college attainment to 75%:** MPN will continue providing wraparound supports, including college attainment, after school programs, and trauma-informed care to students at John O’Connell and Mission High.
6. **Expand to five new schools and add 3,017 MPN students and families:** Due to the success of the MPN model in the first 6 years, MPN and SFUSD have decided to expand the model to five new Mission schools – Sanchez and Flynn elementary schools, Buena Vista Horace Mann K-8, James Lick Middle School, and Mission High School serving a total of 5,512 new students. All of these schools (except Mission High School) will offer Beacon Community School Programming in the areas of expanded learning, behavioral health and wellness, grade-specific transition supports, family partnerships and social emotional learning. As such, four of our partners will get increased funding for their work in these new MPN schools: Mission Graduates, Jamestown, and Seven Tepees for academic enrichment supports, and Instituto Familiar de la Raza for trauma-informed mental health consultations.
7. **Expand to an additional 4 Beacons Schools to a total of 7 Beacons Schools, doubling the families served:** MPN will place four new FSCs at each new Beacon School - Sanchez and Flynn elementary schools, Buena Vista Horace Mann K-12, and James Lick Middle School. Adding this connector role will ensure that students and families are getting the necessary wraparound supports needed to thrive.

Early Learning Project Design

Overview: The MPN Early Learning Network coordinates strategies and a continuum of early learning care, from prenatal, medical home, developmental assessments, early learning placements, early literacy, parent education and leadership and finally transitions from Pre-K to Kindergarten in order to turn the curve in the neighborhood.

Medical Home & Developmental Screenings: Our prenatal care and medical home services (GRPA 1) provides high-quality prenatal services through the Nurse Midwives and MNHC. These services include prenatal check-ups, screenings, grouped medical treatment with other expectant mothers, educational and nutritional workshops. MPN conducts bi-yearly ASQ developmental screenings to support healthy development and early intervention (GRPA 2) through Support for Families at MNCH for children for 0-5; Support for Families then offers referrals and support to families and children if there is a developmental concern.

Early Learning Programs: The MPN early care and education (GRPA 3) programs include high-quality Early Head Start and Head Start through MNC, serving 387 children preschool age and 54 infant/toddlers. Felton Family Development Center's infant/toddler and preschool programs serve a total of 185 children, and Good Samaritan's child development center offers pre-k services to 32 children. MPN pursues advocacy opportunities to increase infant toddler slots in the city. In collaboration, our early learning partners and MEDA's Community Real Estate department are working together to increase high quality early learning slots in the Mission by providing facilities for formal early care and education programs in MEDA's new housing developments.

Parents Support Learning: MPN has created stronger partnerships with families around early literacy and transitions. The parent education and leadership services support early literacy

(GPRA 12) through the following programs: Abriendo Puertas/Opening Doors, Exploremos Juntos/Let's Explore Together and Crianza con Cariño/Nurturing Parenting. MPN provides Story Cycles – high quality children's books in Spanish, English, and Chinese that have a weekly rotation – through Tandem, with a total of 1,404 children participating in the program. Lastly, MPN's transitions work provides Family Portfolios at various partner sites to support parents and children as they transition from preschool to kindergarten.

K-12 Academic Supports Project Design

Overview: MPN K-12 strategies provide the crucial wraparound supports students and families need to thrive, including mental health, afterschool programming, school transitions, college attainment, and parent education and leadership at Cesar Chavez* and Bryant* Elementary Schools, Everett Middle School*, and John O'Connell High School. In years 2018 – 2020, we will add five new MPN schools as partners – Flynn* and Sanchez* Elementary Schools, Buena Vista Horace Mann* K-8, and James Lick* Middle School. Of these (*) are part of SFUSD's Beacon model.

Trauma-Informed Services: MPN believes in investing in trauma-informed training, awareness, and care, as many students and families in the community have experienced many levels of trauma – violence, high-poverty, post-traumatic stress syndrome. For that reason, MPN partner Instituto de la Raza (IFR) provides trauma-informed mental health consultations to support 250 staff and teachers, 600 families, and 1,400 students at the Beacon schools. IFR also provides transitions support for incoming Kindergarten and exiting 5th graders.

Academic Enrichment: MPN is partnering with SFUSD to support Tier 3 K-5, K-8 and Middle Schools implementing the Beacon Community Schools Strategy. In order to create equitable

educational opportunities for all students, SFUSD is implementing a School-wide three-tier academic and behavior prevention model built on a vision of having schools organize their efforts so that each and every student experiences effective and differentiated “core” learning experiences, and that students with additional needs receive effective supplemental support. Lead Agencies such Jamestown and Mission Graduates have adopted the tiered strategies to provide additional supports to the students who require additional help via the after school enrichment programs. Through Jamestown, MPN provides extended day programs for 2,000 students a year, offering academic enrichment supports (GRPAs 4, 5, 6), enrichment activities (GRPA 10), and recreational and nutritional activities (GPRA 8, 9) through a social and emotional learning framework. Through Mission Graduates, MPN offers more targeted academic acceleration intervention services in the areas of English, literacy, and Math (GPRA 4, GRPA 13), and college attainment and readiness supports (GRPA 7, 14). All of these supports combined have a positive effect on graduation rates (GPRA 6). Partner Seven Tepees provides college access and persistence supports (GRPA 7) after school and during the summer to 120 students in 6th – 12th, including academic supports, college and career advising, job training, mentoring, counseling, parent education, and community leadership. MPN summer programs ease the transition process for rising 9th graders. MPN partner Urban Services YMCA provides the Move Up program to 40 students, which utilizes the PowerScholars curriculum focused on English and Math (GRPA 4), while also providing enrichment classes to improve students sense of belonging, and attendance and academic preparedness.

Parents Support Learning: Rounding out the K-12 continuum is the work MPN does with parents, which supports with parents reading to their children, fostering a college-going culture,

and with transitions between schools. Parents for Public Schools provides workshops to 90 parents a year focused on parent engagement and also offers one-on-one coaching supporting parents at Cesar Chavez, James Lick and John O’Connell. Mission Graduates provides the Parent Partner program to 500 parents at Bryant Elementary, Everett Middle School, and John O’Connell High School, designed to increase parent engagement and increase their participation in the educational experiences of their children.

Family Support Project Design

Overview: MPN’s FSCs are based at MPN schools and tie all the Early Learning and K-12 pieces together to provide additional wraparound supports for students and families by way of outreach, family engagement, awareness workshops, referrals, school site integration, academic transitions, and supplemental educational events. FSCs provide outreach to families to inform them about the various MPN services, workshops, and community events available through the network. They are part of the family engagement team at schools to development opportunities for meaningful engagement and school culture. FSCs offer workshops in collaboration with various MPN partners to build awareness, such as tenant rights, housing, and financial capabilities.

Family Success Coaches have a yearly caseload of 320 parents. They work with parents to identify their needs and offer direct coaching and referrals, from legal, mental health, housing, academic enrichment programs. FSCs provide 960 direct coaching sessions and process 640 interagency MPN referrals a year.

MPN offers financial capability services through MEDA to over 600 families a year. These services include orientation, one-on-one coaching focused on financial capability, workforce

development, business development, and/or housing opportunities to individuals. As the largest free VITA Tax Site in the Bay Area, MEDA offers free tax services to over 1,500 MPN clients a year.

(ii) the extent to which the goals, objectives, and outcomes to be achieved by the proposed project are clearly specified and measurable

The MPN project plans lay out strategies, activities, total served, timelines, and milestones for each solution area. Please see Appendix B. The following is a list of targets for each GPRA indicator and headline performance measures for 2018 - 2020:

Figure II: GPRA Targets

GPRA Indicators	Year 5	2020
	16-17	Target
GPRA 1- O to K Children with Medical Home	61.3%	90%
GPRA 2- Age Appropriate Functioning 3 Yrs.	.5%	25%
GPRA 2- Age Appropriate Functioning Kinder	36%	50%
GPRA 3- Children in Early Learning Programs (formal center & home based)	29%	75%
GPRA 4-ELA	32%	54%
GPRA 4-Math	25%	50%
GPRA 5-ADA 6th to 8th graders	93.4%	97%
GPRA 6-Graduate Rate	85.2%	93%

GPRA 7a-Attend College	65%	75%
GPRA 7b-No Remediation	28.3%	35%
GPRA 7c-Graduate from 2 or 4 year college	2.6%	40%
GPRA 7d- Industry-recognized certificates	N/A	65%
GPRA 8-Exercise	18%	40%
GPRA 9-Nutrition	22%	55%
GPRA 10 c- Safety Perception	60%	75%
GPRA 11-Student Mobility Rate	7.9%	4%
GPRA 12- Parents Read to Children (0-5)	77%	85%
GPRA 13- Parents Encourage Reading (K-8)	91%	96%
GPRA 14 c-Talked to about college and career	61%	75%
GPRA 15 c -Students with broadband internet and computer access	93%	95%

Figure III: Headline Performance Measures

Headline Performance Measures	Pipeline	2020 Target
# Children accessing high quality non-formal early learning	Early Learning	2,600

opportunities		
# Children in a high quality formal early learning program	Early Learning	1,480
% 4 year olds meeting DRDP standards by Spring	Early Learning	70%
# Children screened using the ASQ developmental screening	Early Learning	1400
# Families acquiring a Transitions Family Portfolio	Early Learning	600
% college-eligible students submitting applications	K-12	90%
# Students accessing high quality after school program	K-12	6028
% of parents feeling sense of belonging at school	K-12	98%
# of students accessing College and Career Services	K-12	3972
# Families accessing services through FSC (including Early Learning FSC)	Family Supports	1680
# of Referrals (Including Early Learning FSC)	Family Supports	3360
##% of partners responding positively to participating in MPN Referral Network meetings.	Family Supports	80%
# of Families improving financial stability	Family Supports	1350
# of partners using shared data systems	Backbone	7
# of non-federal funds raised to support sustainability and	Backbone	\$6,000,000

expansion		
# of active partner action teams	Backbone	4

Quality of Management Plan (15 Points)

Governance & Management Structure: We are proposing the following Governance & Management structure for the Mission Promise Neighborhood, which is designed to share leadership between residents and parents, schools, project partners, and the City of San Francisco.

Governance: Our governance plan includes three governing bodies which represent parents, principals, government leaders, CBO representatives, SFUSD representatives, and issue area experts. The Governance Structure is visualized in Appendix H-1. The proposed MPN governance structure seeks to create governing and managing bodies that ensure a strong presence of neighborhood residents and leaders, and delegates decision making authority to these groups.

1. **Advisory Board:** includes representatives of MPN partner organizations, and is composed of field experts in MPN program areas as well as Principals of our target schools. The Advisory Board monitors MPN implementation by reviewing progress and generating recommendations to enhance MPN implementation. The Advisory Board works with the Management Team to identify and overcome structural and policy impediments to achieving our goals. The Advisory Board is bolstered by the inclusion of such key individuals as Hydra Mendoza, the Mayor’s Deputy Chief of Staff for Education & Equity, Maria Su, San Francisco’s Director of the Department for Children, Youth & their Families, Ingrid

Mezquita, the Director of First 5 San Francisco, and other field experts and decision-makers.

A complete list and bios are in Appendix H-2.

2. **Parent Council:** A parent council that includes parents of children 0-5 and parents with children attending the target schools will provide community input into implementation, and guidance on the strategic direction. The Parent Council is closely aligned with the MPN's Family Engagement and Organizing efforts.
3. **Action Teams/Working Groups:** For each area of results, the Action Teams collaboratively implement solutions within the Mission District, monitor progress toward results, share and review data in real time, pursue policy and systems change solutions that can contribute toward the result, and develop strategy in their area of work. These teams will be managed by MEDA staff.

Backbone Management: MEDA will act as the backbone agency, providing coordination, communication, sustainability and fundraising planning, and data management. MEDA will also act as fiscal agent, managing finances and reporting to the Department of Education on grant achievements and lessons learned. As a solution provider, MEDA will also provide its Family Success Coaches, asset building programs and services, and technology access services to the Mission District. MEDA's Board of Directors will serve as the final decision-making authority throughout the MPN implementation process and will review and make decisions on recommendations from the Advisory Board, Leadership Council and Parent Council. MEDA will ensure throughout the grant period that 1/3 of our Board is representative of the area to be served through targeted recruitment.

The day to day project management will be carried out by MEDA staff, including positions responsible for implementation (e.g. Family Success Coaches), MEDA's Asset Building

Programs (e.g. Financial Capability Program Manager, Workforce Program Manager) and MEDA’s Functions (e.g. Human Resources Director, Director of Development, Finance Director). MEDA’s team employs Results Based Leadership tools in managing partnerships, including Results Based Facilitation, utilization of data, program performance measures and more. The Management Team structure is visualized in Appendix H-3.

The Management Chart contains key positions crucial to the implementation of the MPN. Accountability between MEDA’s departments is achieved through regular meetings to plan and implement joint areas of work, regular review of data on progress toward indicators and implementation of systems, annual workplan processes, quarterly employee reviews, Executive Management team meetings, and program team meetings. A discussion of key positions in each area is included below; a full description of each individual’s qualifications and their position description is included in Appendix B:

Figure IV: Executive Leadership & Senior Management

Title & Name	Role
Executive Director, Luis Granados	Oversees MEDA Directors, MPN strategy. Is accountable to City Advisor and SFUSD Advisor on implementation.
Director of Mission Promise Neighborhood, Richard Raya	Manages MPN backbone efforts and MPN Advisory Board.
Chief Operating Officer, Jillian Spindle	Supervises functions that support the MPN, including operations, human resources, finance, compliance and resource development.
Associate Director of MPN, Liz Cortez	Manages MPN Managers and supports the Director of MPN in leading the initiative.
Early Learning Manager, Ada Alvarado Freund	Coordinates with First 5, Office of Early Care & Education & 0-5 partners to ensure implementation of MPN.

Education Program Manager, Efrain Barrera	Coordinates with SFUSD and K-12 partners on implementation of MPN.
Family Support Manager, Celina Ramos-Castro	Coordinates with MPN's Family Success Coaches placed in K-12 schools and early learning sites.
Director of Asset Building Programs, Lucy Arellano	Supervises all of MEDA's Asset Building Programs including workforce, tax prep, financial capability, housing counseling and business development.
Community Leadership Manager, Lucia Obregon	Coordinates Parent Councils, community leadership opportunities and parent advocacy.
Director of Evaluation, (TBD)	Oversees implementation of evaluation, provision of TA to partner organizations, coordinates with John Gardner Center and other data providers.
Evaluation Analyst, Severin Saenz	Oversees data tracking, program evaluation, and program compliance.
Director of Finance & Compliance, John Sedlander	Oversees budget planning and expenditures, compliance with ED regulations, and partner payments.
Director of Development & Communications, Adriana Solis-Lopez	Oversees sustainability planning, obtaining new resources to support the MPN, and communications strategies.
Director of Human Resources & Operations, Cindy Clements	Oversees staff management process, performance evaluation, and volunteer compliance issues.

Management Timeline and Milestones

MPN staff will monitor all partner contracts and MOUs for completeness and progress toward deliverables on a quarterly basis. MPN staff will also review project spending on a quarterly basis, including financial projections, to ensure that spending is within budget, and continue to adhere to generally accepted accounting practices. Finally, MPN will act as the coordinator of this comprehensive, collaborative initiative according to the following timeline and milestones:

Figure V: Executive Leadership & Senior Management

Project	Backbone Support Lead	Timeline	Milestones
Governance			
Advisory Board	MPN Director	July October Jan April	Convene meeting to review 2-year Promise Neighborhood Project Plan. Review progress. Review progress. Review progress.
Parent Council	Community Leadership Manager	July October Jan April	Convene meeting to review 2-year Promise Neighborhood Project Plan. Review progress. Review progress. Review progress.
Action Teams/ Working Groups (including Referral Network)	Early Learning Manager K-12 Education Manager Family Support Manager	July October January April	Convene meetings to review 2-year Promise Neighborhood Project Plan. Review progress. Review progress. Review progress.
Backbone Management			
Hiring	Director of HR Family Support Manager	July	New FSCs hired.
Partner Agreements	MPN Director MPN Associate Director	July Annual	All partner contracts and MOUs are signed and filed onsite.
RBA and Scorecard Implementation	MPN Director MPN Associate Director	July October Jan April Quarterly	Turn the Curve RBA meetings conducted with all partners: <ul style="list-style-type: none"> ● GPRA review ● Performance measure review

Program Evaluation	MPN Director Evaluation Director Evaluation Analyst	January July June September December March June January	Ad Hoc and Annual Report completed. Collect GPRAs annually. Collect performance measures from all partners quarterly. RUDF data collection, analysis annual.
Systems Alignment	MPN Director MPN Associate Director Policy Director Early Learning Manager K-12 Manager	July Ongoing	Review and engage in federal, state, city and school district systems, policies and initiatives for alignment opportunities.
Communications	Associate Director of Marketing and Communications	July Ongoing	Collateral, blogs, newsletter, and social media produced and shared.

Experience of the Lead Agency, MEDA: The lead agency and fiscal agent, the Mission Economic Development Agency (MEDA) is a 45 year old 501c3 local economic development organization with a mission of strengthening low and moderate income Latino families by promoting economic equity and social justice through asset building and community development. In the past year MEDA has achieved served 7,182 clients through direct services that resulted in 31 new homeowners, 48 new businesses, 88 new jobs, \$5.9mil in tax returns, and 1,458 new positive financial outcomes (credit, debt, savings or income improvements). MEDA has strong experience as a neighborhood backbone agency, beginning in 2010 when it was selected to lead the SparkPoint initiative in San Francisco; continuing with the Mission Promise Neighborhood in 2011; and now with its lead role in neighborhood planning and affordable housing development through its Community Real Estate program. MEDA has a \$13.7 million

annual budget, 63 full time staff, and is the owner and developer of 1,126 affordable housing units in the Mission and surrounding neighborhoods.

Adequacy of Resources (15 Points)

The Mission Promise Neighborhood has aligned and secured resources needed to implement the proposed extension project. These include (1) Financial resources, both matching funds and leveraged, from government, private sector and CBO partners; (2) Staff resources and infrastructure; and (3) Partner commitments. Each of these is discussed below:

Financial Resources- MPN is proposing a cost share amount of \$24,977,331 in matching funds from government and CBO partners. Funds will support implementation of solutions, and backbone infrastructure. These funds are summarized below and in Appendix E.

Figure VI: Source of Matched Funds

Source of Matched Funds	Total Match Commitment
Local Government	\$15,600,000
Community Based Partners	\$8,887,331
MEDA	\$500,000
Total	\$24,977,331

Beyond matching funds commitments, MPN is leveraging millions in city-wide and organizational investments into solutions. Examples of this include:

- **Preschool for All--** a commitment of \$3.5 million per year that funds Mission District early learning centers

- **MEDA's Asset Building & Community Real Estate Programs-** a commitment of approximately \$5.3million million per year that provides financial education, housing counseling, affordable housing preservation, tax preparation, workforce development, benefits screening and more. Funds are leveraged through fee for service activities (developer fees), government funding (CDBG, City of SF) and private funding (Chase, San Francisco Foundation, Citi, etc).

Staff Resources and Infrastructure- MPN is leveraging MEDA's operational functions, asset building programs, and community real estate work which have a robust infrastructure in place to support the extension project. This includes several departments: finance, fundraising, communications, human resources and evaluation-- which total 16 FTEs. Each of these individuals provide support to the overall implementation and administrative support of MPN with MEDA as a backbone organization for the collective. Our Asset Building Programs department has 18 FTEs, and serves over 7,000 clients annually, including our MPN clients. Finally, Community Real Estate includes 12 FTEs and is intentionally targeting buildings with MPN families as renters for purchase through its Small Sites preservation program, which leverages City investment to keep buildings at risk of being sold and the tenants evicted, as permanently affordable housing for low income families. We are also leveraging our Salesforce database system and data infrastructure, which has been built over the past 5 years and is shared with our collective of MPN partners. Finally, MEDA is leveraging its home base which it owns, Plaza Adelante, a 21,000 square foot community center in the heart of the Mission District as a space from which to host MPN as a backbone agency and provide a wide variety of services to the community.

Partner Commitments- MPN is only made possible through the collaborative effort and distinct contribution of each partner. MPN is moving forward with a set of 13 high capacity, effective partners who have all committed resources to the project, including programs, staff time, and matching funds- as demonstrated through their MOUs included in Appendix C. Partners implement solutions ranging from early learning programs to after school programming, mental health supports, health services and more. Partners also provide access to a variety of programming spaces in the Mission District - early learning centers, schools, Family Resource Centers, health clinics and more; for a complete map of MPN services, see Appendix G-14. Each partner has committed to participating in the collaborative through meetings, events and regular check ins, sharing data and using the referral tool, participating in Turn the Curve conversations, and continuing the path of shared accountability and process improvement that MPN has established over the past five years. MPN also has full support of the Mayor's Office of San Francisco, and key City agencies: City and County of San Francisco's Department of Children, Youth & their Families', First 5 of San Francisco, Office of Early Care and Education, City College of San Francisco, as demonstrated through a support letter in Appendix I.