

Applicant Eligibility Checklist (required)

INSTRUCTIONS:

1. An eligible applicant must meet all requirements of (1) through (4) below.
2. A newly created entity must also fulfill requirement (5).
3. Applicants should check the appropriate boxes, save this document in MS Word, and upload it as Appendix A in grants.gov.

(1)	<p>Click to check ONE box EACH for I and II below.</p> <p>I. <i>The organization must fall under one of these three categories:</i></p> <p><input checked="" type="checkbox"/> A nonprofit organization that meets the definition of a nonprofit under 34 CFR 77.1(c), which may include a faith-based nonprofit organization</p> <p style="text-align: center;">OR</p> <p><input type="checkbox"/> An institution of higher education as defined by section 101(a) of the Higher Education Act of 1965, as amended</p> <p style="text-align: center;">OR</p> <p><input type="checkbox"/> An Indian tribe (as defined in the notice).</p> <p>II. <i>At least 1/3 of the governing board or advisory board must be made up of either:</i></p> <p><input type="checkbox"/> Residents who live in the geographic area proposed to be served</p> <p style="text-align: center;">OR</p> <p><input type="checkbox"/> Residents of the city or county who are low-income (which means earning less than 80 percent of the area's median income)</p> <p style="text-align: center;">OR</p> <p><input type="checkbox"/> Public officials who serve the geographic area proposed to be served</p> <p style="text-align: center;">OR</p> <p><input checked="" type="checkbox"/> Some combination of individuals from these three groups</p>
(2)	<p><input checked="" type="checkbox"/> No more than ½ of the governing or advisory board may be made up of public officials</p>
(3)	<p><input checked="" type="checkbox"/> The applicant currently provides at least one of the solutions from the applicant's continuum of solutions in the geographic area proposed to be served.</p>
(4)	<p><input checked="" type="checkbox"/> The eligible applicant operates or proposes to work with and involve in carrying out its proposed project, in coordination with the school's LEA, at least one public elementary or secondary school that is located within the identified geographic area that the grant will serve.</p>
(5)	<p style="text-align: center;"><i>**This box only applies to newly created eligible entities:</i></p> <p>Newly created entities must describe in their applications each of the following (both must be checked):</p> <p><input type="checkbox"/> Meet all requirements of (1) – (4) above.</p> <p style="text-align: center;">AND</p> <p><input type="checkbox"/> The application includes a description of the prior performance of organizations managed by the new eligible entity's management team on efforts similar or related to the proposed Promise Neighborhood.</p>

Resume- Luis Granados-Executive Director

L U I S G R A N A D O S

EDUCATION

Master of City and Regional Planning, University of California Berkeley.

Bachelor of Science in Resource Management, University of California Davis.

PROFESSIONAL EXPERIENCE

PLANNING PROCESSES, ORGANIZATIONAL MANAGEMENT, PROJECT MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Planning Processes Management. In his tenure at MEDA, Mr. Granados has managed several successful planning processes, which included multiple parties coming together to create an implementation plan of related strategies to achieve common outcomes given a shared vision and mission. These projects include: the Mission Corridor Project, the Eastern Neighborhood Land Use Plan, and Sparkpoint. In his role managing each of these planning processes, he: developed the framework for these projects; created work plans which identified roles and responsibilities; identified the project budget; managed contractual relationships, and monitored timelines and outcomes. Each of these planning processes were successful and created the processes and systems leading to implementation.

Organizational Management. *For the past 14 years, Mr. Granados has been responsible for managing the Mission Economic Development Agency (MEDA).* In this role, he has been responsible for MEDA's day-to-day operations, development of the strategic vision, organizational development and fundraising activities, among others. This has helped the organization become more relevant to the neighborhood and focused on asset development. In his time at MEDA, the organization went from serving 200 individuals a year to over 3,000 and developed a new community center for asset development, Plaza Adelante.

Project Management. *Managed teams for the undertaking of various projects, including: development and implementation of fundraising campaigns, and preparation of community economic development plans and environmental impact reports.* Project management duties included scoping of technical issues, coordination of technical staff, budget management, contract negotiation, processing of subconsultant invoices, client contact and document production oversight.

Organizational Development. *Carried out the day-to-day activities in the creation of a newly established non-profit corporation.* These activities included: leading the process for the development of the new entity's mission statement, articles of incorporation, bylaws, and IRS application for 501(c)(3) status. Also, carried out tasks associated with establishment of the new organization's board of directors.

REAL ESTATE, LAND USE AND ECONOMIC ANALYSIS

Fiscal Impact Studies and Funding Mechanisms. *Identified revenue streams and costs of proposed real estate developments.* These analyses distinguished between 1) on-

going, yearly revenues and one-time fees; and 2) annual operational and maintenance costs and one-time capital expenses. Emphasis was placed on identifying the project's impacts on a community's General Fund. A range of strategies to mitigate adverse financial impacts of the proposed project were identified.

Demographic Analysis. *Identified current and future population, employment and housing stock profiles for several communities.* Variables identified as part of these analyses included: number of residents, number of employed residents by labor sector, number of housing units by unit type and jobs-housing balance ratios.

Land Use Planning. *For the past seven years, he has been involved in various land use development issues in the Mission District.* This has included assisting in the development of two sets of land use interim controls, development of an area plan, analysis of many real estate development projects in the neighborhood.

Prepared various land use compatibility analyses. These studies entailed: review of proposed and existing land uses and zoning designations; identification of potential impacts; and, identification of relevant mitigation measures aimed to lessen the potential adverse impacts that could result from implementation of the project under review.

Real Estate Development and Analysis. *Carried out analyses to determine the financial viability of proposed real estate development projects.* Included the preparation of market feasibility, financial feasibility and highest and best use studies. Generally, these analyses included the identification of 1) market demand, 2) absorption rates and 3) pricing of various land uses, including affordable housing, market-rate housing, hotels, resorts, office, retail and golf courses. These analyses included the preparation of pro-formas that identified revenues and expenses associates with these proposals.

FUND DEVELOPMENT AND MARKETING

Fund Development: Developed and implemented a comprehensive fundraising strategies for three different non-profit corporations. He has been responsible for raising the Mission Economic Development Agency's revenues for the last seven years. Tasks include research on potential funders, including foundations and corporations; identifying potential funders; developing grant proposals and related marketing materials; negotiating grant amounts and contract requirements, and maintaining relationships over the long-term.

Marketing. *Acquired over \$2 million in contracts for environmental analysis consulting services.* Analyzed requests for proposals and identified scope of services to be provided; managed proposal preparation efforts; prepared and made presentations to clients; managed environmental analysis consulting contracts; developed and maintained relationships with potential clients.

AFFORDABLE HOUSING AND LOCAL ECONOMIC DEVELOPMENT

Housing Development. *Carried out day-to-day activities in the development of a transitional housing project.* Tasks included: negotiated long-term lease to access surplus housing units at no cost; developed project's budgets for capital improvements and on-going operational activities; worked with social service providers to develop a supportive services program for the project; and, prepared successful grant proposal to HUD's Supportive Housing Program and Alameda County's HOME Program.

Homeless Housing Collaborative Advocacy. *Member of negotiating team, which led to acquisition of 186 units of housing and \$2 million in funds to be used for homeless services. As part of the military base closure process, actively participated in the negotiations which led to 1) access to 186 surplus housing units at the Alameda Naval Air Station, which will be used to provide homeless housing services to up to 700 homeless individuals and 2) conveyance of \$2 million to be used for homeless housing services in the City of Oakland.*

Real Estate Property Acquisition. *Successfully carried out day-to-day activities, which resulted in conveyance to our organization of two real estate properties valued at over \$1 million. Tasks carried out as part of this project included: developing relationships with entities participating in the respective conveyance processes; preparing proposals for conveyance; making presentations at public meetings; organizing community support for proposed projects; negotiating with base reuse authorities to finalize access to properties.*

Anchor Project Feasibility Study. *Identified project concept to undertake the feasibility of a anchor project along Mission Street. Duties included: developed work plan, carried out research on area demographics, existing land uses and crime issues in the Mission District; established and managed project team, which includes community organizers, architects and real estate developers.*

EMPLOYMENT HISTORY

Executive Director, MEDA, San Francisco, CA. 9/97 – Present.

Economic Development Coordinator, *United Indian Nations Community Development Corporation.* Oakland, CA. 9/95 - Present.

Urban Economist, *ESA, Inc.,* Economic Applications Group. San Francisco, CA. 8/91 - 1/95.

Planning Analyst, *California Coastal Commission,* San Francisco, CA. 8/89 - 5/91.

Urban Planner, *Environmental Management Agency,* Orange County, CA. 11/88 - 8/89.

Education

- 2006-08** **Massachusetts Institute of Technology**
Masters' in City Planning, focus in Housing, Community and Economic Development
MIT Departmental Tuition Scholarship and Research Fellowship • Student Award for Departmental Service • MIT Public Service Center Fellow
- 1997-2001** **University of California at Santa Cruz**
B.A. Latin American and Latino Studies, graduated with honors

Work Experience

2010-Present

Special Projects Coordinator • **Mission Economic Development Agency** (San Francisco)

- ◆ Coordinated planning process to establish a Sparkpoint Center, multi-organization 1-stop financial empowerment center in MEDA-owned Plaza Adelante building
- ◆ Served as lead coordinator of planning process to establish joint workforce and small business services center in Plaza Adelante
- ◆ Facilitated the process of developing new protocols and regulations collaboratively with other Plaza Adelante tenants regarding co-location and shared space
- ◆ Supported planning & implementation of new technology projects for MEDA and Plaza Adelante
- ◆ Oversaw the launching of 2 different social enterprise businesses owned by MEDA
- ◆ Launched the first coordinated Volunteer Management Program at MEDA, recruiting and supporting over 50 volunteers working for MEDA in the first year
- ◆ Provided direct supervision to 2 full-time staff and managed consulting contract of several others
- ◆ Managed over \$1M in grants that supported various MEDA Special Projects

2009-2010

Project Director • **Excelsior Action Group** (San Francisco)

- ◆ Coordinated comprehensive community planning process, building a coalition of individual and institutional stakeholders to gather data, assess needs & assets and collaborate on solutions
- ◆ Developed new youth volunteer program to implement and maintain new beautification projects
- ◆ Provided direct service to local small businesses, connecting them to visual merchandising, marketing, legal and brokering assistance, and organizing promotional events
- ◆ Secured \$45,000 in funding for EAG and partnered with other groups to attract another \$30,000 for key neighborhood projects

2008-2009

Translation and Planning services • **Freelance consultant**

- ◆ Planning services clients included: Public Health Law & Policy and Community Focus, conducted Spanish language workshops, focus groups and 1-on-1 interviews
- ◆ Translation services clients included: Public Health Law & Policy, SF Community Land Trust

2007

Community Engagement Specialist • **Lawrence CommunityWorks** (Lawrence, MA)

- ◆ Increased the capacity of member-based community development organization to further attract and engage resident in decision-making and activities that positively impact their communities
- ◆ Developed a tool for quantitative and qualitative evaluation of LCW's recruitment and leadership development activities and proposed key strategies for improvement

Eric Brewer Cuentos

2003-2006

Assistant Program Officer • **Local Initiatives Support Corporation** (San Francisco)

- ◆ Managed commercial corridor program for 1.5 years until first on-site staff was hired
- ◆ Managed grants and provided technical assistance and training and co-facilitated community meetings for over 15 commercial corridor programs in San Francisco, Oakland and Richmond
- ◆ Conducted 3 different neighborhood planning processes as part of community-driven commercial corridor revitalization initiative
- ◆ Coordinated Bay Area LISC AmeriCorps program – including recruitment and hiring of members, supervision, training and leadership development – 12-17 members annually
- ◆ Successfully secured program operating and implementation grants, totaling over \$200,000 and completed periodic progress reports

2001-2003

Project Coordinator **Summer Institute for Social Change Across Borders** (UC Santa Cruz)

- ◆ Organized international conference of community development professionals from Latin America and the US to discuss transnational collaboration and coalition-building
- ◆ Coordinated steering committee of academics and community partners to develop curriculum, select participants and ensure applicability of conference results
- ◆ Performed annual comprehensive evaluation of the conference

Academic Projects

- ◆ **Masters' Thesis:** "What's happening to my neighborhood? Lessons learned about civic engagement from case studies of community development interventions" (Conducted field research in Lawrence, Dominican Republic and Mexico City: summer/fall 2007, January 2008)
- ◆ **Client project:** "Manual de Ciudadan@ X: Herramientas para organizar a tu comunidad y participar en tu ciudad" – Manual for grassroots citizen participation in Mexico City
- ◆ **Client project:** "Community Outreach and Marketing Data Collection Project" for Harvest Natural Foods Cooperative in Cambridge, MA
- ◆ **Client project:** City of Lawrence Public Property Disposition Plan – Contributed to new municipal legislation adopted in 2007

Community, Volunteer & Personal Experience

- ◆ **Lengua en Salsa (Happy hour for the movement)** - Organize and DJ weekly fundraiser in Mission District restaurant for different local and Latin American causes (Feb. 2010-Present)
- ◆ **Colombian Soul** - Member of Afro-Colombian folkloric dance company in Mission District (2006-Present)
- ◆ **La Casa Cultural Colombiana** – Board member of Mission District performance and cultural education project (2004-06)

Languages

- ◆ Bilingual native speaker of English and Spanish
- ◆ Reading and conversational ability in Portuguese and French

JILLIAN L. SPINDLE

EDUCATION

University of Chicago, Chicago IL, Master of Arts in the Social Sciences, August 2005

Areas of Concentration: Urban Sociology, Social Movements, Ethnography, Criminal Justice Reform

Overall GPA: 3.9

University of Chicago, Chicago, IL, Bachelor of Arts in Sociology with Honors, June 2002

Areas of Concentration: Urban Poverty, Critical Race Theory, Ethnography

Concentration GPA: 3.6

University of Illinois at Chicago, Chicago, IL, Certificate in Non-Profit Management, June 2006

Completed courses in non-profit Marketing, Financial Management, Operations Management, Strategic Management, Governance, and Fundraising

PROFESSIONAL EXPERIENCE

Mission Economic Development Agency, San Francisco, CA, 2009-Present

Director of Development

- Manage all fundraising activities including requests to corporate, foundation and government funding entities, reporting and donor communications.
- Develop and implement comprehensive organizational fundraising and marketing plans, with emphasis on revenue diversification.
- Manage development team, including one Development & Communications Officer & one Capital Campaign Manager
- Develop concepts and write proposals for all activities of the organization, including: microenterprise development; homeownership and foreclosure counseling; community planning & organizing; and service integration.
- Manage cash flow and report to Board in collaboration with Executive Director and Finance for budget of \$1.8 million.

Neighborhood Technology Resource Center, Chicago IL, 2002-2009

Director of Development & Marketing, 2004-Present

- Research grant and contract opportunities; prepare applications for government, foundation, and corporate entities; Raised over \$3.5 million, maintain annual budget of \$600K.
- Manage marketing and public relations activities including but not limited to advertising, branding, and product development.
- Manage fee-for-service consulting activities including but not limited to technical assistance in building computer labs, fundraising and development, and policy and procedure development for both NGOs and government clients.
- Program design, development and evaluation for technology centered programs including adult training, youth education and development, and community public access to computers and internet.

- Provide general program management and support for grant-funded programs; serve as liaison between NTRC and funders such as the U.S. Administration for Children & Families, the City of Chicago, After School Matters, the Chicago Housing Authority, and various private foundations.

Program Coordinator, 2002-2004

- Responsible for administration of after-school and summer program that served approximately 45 youth ages 6-19. Designed, developed and administered activities that incorporated multi-media production with educational and social development.
- Co-taught job-readiness class for 25 ex-offenders. Instructed students on using computers to develop resumes and cover-letters. Worked to improve interview and presentation skills.
- Managed Wireless Community Networks project in collaboration with the Center for Neighborhood Technology, a project that brought high-speed wireless internet to the North Lawndale community through a mesh network based on open-source technology. Responsible for coordination of community partners and project team; spearheaded community involvement campaign and developed marketing strategy.

DePaul University, School of Computing & Digital Media, Chicago, IL, 2006-2009

Adjunct Faculty

- Instruct Computer Science 378-Software Projects for Community Clients- on the field of Community Technology for students participating in a service learning course. Students are required to work in teams on software projects for non-profit clients.
- Designed curriculum on sociology, theoretical and practical implications of Community Technology, international and local development work involving technology, and innovations in the field.

Rising Roots International, La Esperanza, Honduras and Kingston, Jamaica, 2002-2006

Co-Founder, Co-Director

- Raised over \$60,000 in funds for computer training programs. Activities involved grant research, grant-writing to international foundations and corporate entities, organizing fundraising events and soliciting individual donors.
- Developed curricula in Spanish and English for classes on Word, PowerPoint, Excel, Internet and Web-Design. Curriculum was based on "popular education" model and designed for learners with below average literacy levels.
- Directed and instructed technology-training program for an indigenous rights organization in La Esperanza, Honduras and a center for teenage mothers in Kingston, Jamaica.
- Created and delivered grant-writing workshop and technology training program for staff and members of Jamaica AIDS Support (JAS), an NGO devoted to HIV/AIDS prevention and treatment.

Center for Urban School Improvement, University of Chicago, Chicago, IL, 2001- 2002

Research Assistant

- Recorded ethnographic data on children in classroom settings using two Scholastic Software reading programs
- Created database of statistical data in order to evaluate outcomes of software program
- Assisted teachers with computer software and hardware set up and troubleshooting

Chicago Public Schools & the University of Chicago Internet Project (CUIP), Chicago, IL, 2000-2001

Program Director, Youth Technology Camp

- Organized and supervised summer day camp for children ages 5-13. Developed curricula focused on computers, Internet, and web-design. Managed team of five instructors.
- Assisted technology coordinators in two Chicago public schools with hardware and software installation, network administration, troubleshooting, and general computer maintenance; trained teachers to use hardware and software.

ADDITIONAL EXPERIENCE & SKILLS

- **Board of Directors-** Community Technology Network, San Francisco, CA; 2011-Present
- **Conference Presenter**
 - U.S. Department of Housing and Urban Development Neighborhood Networks, Regional Technical Assistance Workshops- presented "Fundamentals of Funding Proposals" workshop to attendees in Nashville and San Francisco; 2008.
 - Aging Services of California- presented on Youth and Technology Related Programming for attendees in Berkeley, CA; 2008
 - Non Profit Centers Network, Tides- presented on Collaborative Fundraising for attendees in Los Angeles, CA; 2011
- **Grant Review Panel Chair & Panelist** – United States Department of Health & Human Services, Administration for Children & Families, Compassion Capital Fund; 2005-2006
- **Pro Bono Fundraising Consultant-** Art Ensemble of Chicago Educational Foundation & Crib Collective, Chicago, IL; and Myrtle Ferguson Centre, Kingston, Jamaica
- **Volunteer-** Baobab Village- Fundraising booking & coordination for local Mission District restaurant in San Francisco that contributes to community initiatives.
- **Grant Writing Consultant-** Lawndale Christian Development Corporation, Chicago IL, 2008-2009; grant writing for the receipt of approximately \$400K.
- **Technical Skills & Knowledge:** Proficient with Windows XP, Windows Server, Macintosh OS, Microsoft Office Suite; Basic knowledge of Adobe Photoshop, basic LAN and WAN network administration. Experienced with building community technology centers, planning and deploying free and low cost information technology solutions for schools and NGOs, assistive technology options, and curriculum planning and development.

AWARDS & HONORS

- **Emerging Leaders Program**, Bank of America Neighborhood Excellence Initiative, 2011
- **Volunteer Service Award**, the Myrtle Ferguson Centre of Kingston, Jamaica, 2006
- **Graduate Academic Merit Scholarship, University of Chicago**, Social Sciences Division, 2003-2004
- **Departmental Honors, University of Chicago**, Sociology Baccalaureate degree, 2002
- **Dean's List, University of Chicago**, 2001-2002

VICTOR CORRAL



CAREER SUMMARY

Nonprofit professional experienced in leading coalitions and building partnerships that have engaged the U.S. Congress and White House to advance social change and racial equity. Skilled in managing internal and external communications and developing strategies that have garnered coverage from *The New York Times*, *The Washington Post* and *NPR*. Expertise in research and analysis on economic policy, asset building, and racial inequality.

WORK HISTORY

Evaluation Analyst, Mission Economic Development Agency (MEDA) (09/11-Present)

Responsible for administering a Client Management System (CMS) and designing an outcome tracking system for a community based organization that provides asset-building services. Responsible for data collection oversight, analysis and messaging as well as assisting with the development of an organizational policy agenda.

Program Manager, Insight Center for Community Economic Development (01/09 – 08/11)

Responsible for managing and growing a national advocacy coalition of over 150 asset building experts to create racial economic equity at a nonprofit research, consulting, and legal organization. Charged with developing and implementing a communications and policy strategy in collaboration with public relations and policy consulting firms. Total program staff: 2.

- o Organized 3 multi-day conferences with 200 participants each, secured sponsorships, managed all aspects of planning, outreach and logistics.
- o Developed and produced a 40 page directory of experts that is a valuable resource for journalists and policymakers. Managed the production of 10 other publications.
- o Developed and currently write a monthly newsletter. Grew subscribers from 500, and tripled “open” rate. Manage contacts and communications with Salesforce and Vertical Response.
- o Led workshops and spoke on panels at conferences throughout the country.
- o Initiated first organizational use of social media and currently maintain a community of 1500.
- o Tripled program budget to \$900K, increased grants from 1 to 3, and was awarded several fee-for-service contracts.

Researcher, Applied Research Center (06/07 – 12/08)

Responsible for conducting research and policy analysis on federal and state economic and social policy, racial inequality, and child care facilities and programs.

- o Interviewed experts, researchers, and practitioners; performed data and policy analysis, and contributed to the writing and editing of several research reports.
- o Wrote and disseminated a weekly newsletter to over 1000 subscribers.
- o Wrote news and opinion pieces for *Colorlines*, an award-winning magazine and blog.

US Navy Hospital Corpsman and Medical Laboratory Technician (06/00 – 06/05)

Provided emergency medical care and laboratory testing in combat and hospital settings. Shift supervisor, trained in all areas of the laboratory and certified by the American Society of Clinical Pathology.

- In a combat zone, responsible for the screening, collection and distribution of over 550 units of blood in a four week period.
- Responsible for patient testing, quality control, preventative maintenance and quality assurance of laboratory equipment.
- Performed inventory, and managed laboratory supplies and equipment in excess of \$2 million.

EDUCATION

University of California at Berkeley, BA (2008)

- **Research Assistant**, Center for Latino Policy Research (CLPR); **Recipient**, CLPR Public Policy Fellowship; **Student Instructor**: Semester-long course on urban agriculture.

VOLUNTEER

Member, Board of Directors, Mission Economic Development Agency (03/10 – 08/11)

Responsible for governing and leading a \$3+ million nonprofit organization that works to improve social and economic conditions for low-income San Franciscans. Member of the Policy and Advocacy Committee and the Executive Evaluation Committee.

Staff Writer, The Cultural Connect and Sumazi, Inc. (07/07- 12/10)

Member of teams responsible for producing content, strategy, business development, and user experience at two award-winning technology start-ups, one that was voted “most likely to change the world” by the Omidyar Network.

- Interviewed successful professional under 35 to profile for an online magazine with over 50K readers from 100 countries.
- Wrote news and opinion pieces for a young professional audience.

Other

- UC Berkeley Leadership Award, Alumni Application Reviewer
- Coro Exploring Leadership Program, Selection Judge

SKILLS

Advanced Salesforce (CRM) & Vertical Response / Advanced fluency in Spanish / Basic HTML / Web Analytics

Richard L. Abisla



Education

Teachers College, Columbia University, New York, NY

Master of Arts in International Education Development, February 2010

Certificate in Adult Learning, February 2010

University of Chicago, Chicago, IL

Bachelor of Arts in Spanish Literature, June 2002

Academic Honors: General Honors; Dean's List 1998-2002; Foreign Language

Acquisition Grant, 2000; Third Year International Travel Research Fellowship, 2001

Professional Experience

Project Manager & Technology Lead

Mission Economic Development Center, San Francisco, CA 4/2010-present

- Managed the planning and deployment of Latino Tech Net, a network of 19 public computer centers nationwide providing specialized technology training and broadband access to Latino small business owners.
- Managed \$3.74 million federal budget providing computer equipment, physical upgrades, internet service, training personnel. Ensured program in compliance with federal regulations and authored quarterly reporting.
- Led technology vision for MEDA and Plaza Adelante, San Francisco's premier non-profit asset-building center. Managed all technical vendors and oversaw technology integration into direct service provision.

Lifelong Learning Manager

8/2007-5/2009

Center for Educational Outreach & Innovation, Teachers College, Columbia University, New York, NY

- Managed online and on-site professional development classes with annual revenue of \$2.5 million targeted towards teachers, psychologists, social workers
- Worked with professors to identify market needs and design new programs and courses addressing market opportunities.
- Directed administration and managed website content for continuing education group; marketed courses using traditional and Web 2.0 methods
- Planned and managed ten large-scale (>200 participants) international conferences in fields of teacher education, counseling, health disparities reduction, and arts
- Designed and analyzed both quantitative and qualitative evaluations for conferences, courses, special events, using results to improve courses and marketing.

Cultural Content and Language Advisor

1/2006 - present

Editorial Directions Incorporated, Chicago, IL

- Advised publishing company on historical facts, cultural sensitivity, correct Spanish language usage, and age appropriateness for children's non-fiction library books. Titles include: Honduras, Cuba, Ecuador, Peru, Chile, Argentina, Costa Rica, Dominican Republic, Day of the Dead, Cinco de Mayo.

Special Projects Coordinator

1/2007-7/2009

Bank Street College of Education, New York, NY

- Managed and planned special fundraising events, raising over \$700,000.
- Edited and managed submissions to alumni publications; planned and executed alumni cultivation events.

Director of Workforce Development

4/2004-12/2006

Neighborhood Technology Resource Center, Chicago, IL

- Managed five-person workforce development and curriculum development team at community technology center in Chicago Public Housing Authority.
- Authored computer training curriculum and "soft" job skills curriculum used by hundreds of program participants.
- Taught computer literacy, job skills and provided mentorship to over one hundred adults and children.
- Developed relationships with businesses to employ over 75 graduates of computer training program; created internship program employing over 20 teenagers.
- Designed program evaluations using logic model; analyzed evaluations and made recommendations for program enhancement and improvement, resulting in increased attendance and program completion.

Project Director

10/2002-12/2004

Rising Roots International, Intibucá, Honduras & Kingston, Jamaica

- Co-founded and directed NGO focusing on technological capacity building amongst staff and members of civil society organizations.
- Co-directed technology education projects with various civil society groups, including an indigenous organization in rural Honduras, a school for young mothers and an LGBT rights organization in Kingston, Jamaica.
- Designed technology training curricula with participant input, co-supervised finances, planned and led international delegation to Honduras.
- Conducted informal program evaluations to improve program delivery.
- Fundraised program costs through foundation grants and in-kind donations from private sector, human rights organizations.

Community Service**English as a Second Language Instructor**

1/2007-12/2008

Center for Worker Education, New York, NY

- Taught intermediate English to diverse group of immigrants; developed project-based curriculum using popular music and news articles.

English as a Second Language Instructor

5/2006-12/2006

Centro Romero, Chicago, IL

- Developed curriculum for conversational English class using popular music and games.

Academic Presentations

- "Training for Indigenous Community Teachers in Honduras: a multi-sectoral effort." Presentation at Latin American Studies Association Congress, 11-14 June 2009, Rio de Janeiro, Brazil.
- "Training for Indigenous Community Teachers in Honduras: a multi-sectoral effort." Presentation at 7th Annual Education Across the Americas Conference, 3-4 April 2009, Teachers College, Columbia University.

Professional Associations

Comparative and International Education Society, 2008-present

Latin American Studies Association, 2009-present

Skills

Languages: Native English, Fluent Spanish, Intermediate Portuguese, Intermediate French

Computer Skills: Proficient in Windows and Mac OS X; Proficient in Microsoft Word, Excel, PowerPoint, Access, Outlook, Project, Adobe Dreamweaver

Lydia J. Llanes

MEDA

SUMMARY OF QUALIFICATIONS

Client Services

- Facilitate Homebuyer Education Workshops for mono-lingual Spanish-speaking participants
- Assist in counseling of potential homebuyers
- Responsible for client intake for various organizational programs
- Extensive customer service experience
- Excellent oral and written communication skills
- *Bilingual Spanish/English*

Administrative skills

- In charge of payroll, maintaining invoices, issuing and dispersing payments for services
- Management of internal accounts and budgets
- Creation of organized filing systems
- Create documents and informational packets, copy materials, handle high volume of organization inquiries
- Extensive use and knowledge of computer and database programs: Microsoft Word, Excel, PowerPoint, Outlook, ACT and ACCESS
- Knowledge of Applied Business English and Mathematics
- Other skills and experience include: 40 wpm typing speed, 10-key calculations, filing

EMPLOYMENT HISTORY

<i>Administrative Assistant, Homebuyer Education Trainer</i>	1998 - Present
Mission Economic Development Association, San Francisco, CA	
<i>Housekeeping Associate</i>	1989-1998
Marriott Hotel, San Francisco, CA	
<i>Sales Representative</i>	1986-1989
Emporium Department Store, San Francisco, CA	
<i>Receptionist</i>	1985-1986
Dr. Battle, Chiropractor, San Francisco, CA	

EDUCATION/TRAINING

Certified Homebuyer Education Trainer, Neighborhood Reinvestment Training Institute	8/02
Reaching Immigrant Communities Training – Neighborhood Reinvestment Training Institute	12/01
Financial Education Training, NCRC Train-the-Trainer	10/01
Business Accounting Course – San Francisco City College, Downtown Office	5/01
Automated Office Skills Certificate, Compass Point	1998
Center for Employment Training, San Francisco	1998

Benjamin Lee, CPA

PROFESSIONAL EXPERIENCE

Financial Accounting

- Handle monthly and year-end closing process including accounts analysis, journal entries, bank reconciliation, investments, fixed assets and depreciation, payroll and indirect cost allocation.
- Prepare financial statements under accrual and modified cash accounting methods, including cash flow statements and full disclosure, for profit or nonprofit organizations.
- Review, analyze and monitor financial and budget variance reports.
- Manage various federal grants from \$250,000 to \$3.7 millions.
- Advise and assist accountants and Executive Directors of nonprofit organizations concerning guidelines for budgeting, cash flow projections and government and foundation grants reporting.
- Interpret rules, regulations and laws in arriving at decisions of how accounting transactions or systems should be handled.
- Ensure the operation of accounting systems are carried out in compliance with government rules and regulations.

Auditing

- Conduct audit fieldwork to examine data and supporting documents regarding materials assets, liabilities, net assets, income and expenditures.
- Prepare full disclosure audited financial statements include cash flows and notes to financial statements in accordance with GAAP.
- Review policies and procedures of company and identify internal control weaknesses.
- Recommend improvements of internal controls and operations for financial position of company.
- Ensure the operation of accounting system is in compliance with IRS rules and regulations in order to maintain tax exempt status of a 501 (c)(3) organization.

Taxation

- Prepare tax information return for nonprofit corporations, private foundations and private operating foundations.
- Prepare tax return for individuals, partnerships and corporations.
- Teach courses related to comprehensive income tax.

EDUCATION

CPA, 2002, American Institute of Certified Public Accountants
BA, Accounting and Finance, 1997, Griffith University, Queensland, Australia

PROFESSIONAL PROFILE

- Gain thorough knowledge of fund and government accounting, budgeting, internal and external auditing.
- Familiar with General Accepted Accounting Principles (GAAP), Single Audit and ability to prepare comprehensive financial statements and special financial reports.
- Ability to train and supervise others with diplomacy and tact.
- Excellent computer skills in Excel spreadsheet, Microsoft Word, QuickBooks and MIP.

EMPLOYMENT HISTORY

Managing Partner, <u>B.O.L. Global CPAs</u>, San Francisco, CA	01/2003 - present
Finance Manager, <u>Mission Economic Development Agency</u>, San Francisco	7/2004 - present
Senior Auditor/Accountant, <u>Ghafarri & Zaragoza LLP CPAs</u>, Oakland, CA	07/1999 - 07/2004
Bookkeeper, <u>My Flower Shop</u>, San Francisco, CA	06/1998 - 05/1999
Staff Accountant, <u>HCH Accountancy Service</u>, London, UK,	11/1997 – 04/1998

Resume-Jonathan Segarra- Development & Communications Officer

EDUCATION: **Bachelor of Arts in Sociology**
University of California at Santa Cruz, June 2004.
Bachelor of Arts in American Studies
University of California at Santa Cruz, June 2004.

RELATED EXPERIENCE/QUALIFICATIONS

- Leadership, Facilitator and Liaison Skills
- Interpersonal and Communication Skills
- Proficient in Apple/Mac; PC; Microsoft Office; can type 45 wpm.
- Raiser's Edge/Exceed Database Software
- Multi-task oriented
- Diversity Training

EMPLOYMENT HISTORY

Development & Communications Officer
Mission Economic Development Agency
February 2009-Present

- Complete research on potential funding opportunities from corporate, foundation and government sources.
- Prepare grant proposals including writing, editing and budget development.
- Prepare reports for funders in collaboration with MEDA staff members.
- Manage annual San Francisco Homeownership Fair which attracts over 700 people each year.
- Manage Capital Campaign & Capital Campaign Steering Committee for MEDA's new facility, Plaza Adelante.
- Oversee communications for organization, as related to marketing, events, production of reports and collateral, newsletters, and interaction with partners and funders.
- Develop and manage annual giving through MEDA's new individual donor community campaign.
- Cultivate, develop and maintain relationships with funders and contacts.

Development Associate
Greater Bay Area Make-A-Wish Foundation
May 2008-October 2008

- Managed grant-writing activities, including writing proposals and LOI's, cultivating prospects, and managing staff grant assignments.
- Managed Kids for Wish Kids fundraising program, involving students of all ages in fundraising for the chapter.
- Wrote and distributed thank you letters, articles for newsletter, and other forms of correspondence to donors.

Development Associate
JobTrain, Menlo Park, CA.
May 2006-February 2008

- Wrote grants that were awarded a total of \$40,000 for evening programs and general operations.
- Maintained Raiser's Edge database for all donations, pledges and donor activities.
- Wrote and distributed thank you letters, articles for newsletter, and other forms of correspondence to donors.
- Coordinated and planned banquet-style fundraising event, holiday campaign, and golf tournament.

- Acted as liaison between diverse community and Development Department.

Substitute Teacher

New Haven Unified School District, Union City, CA.

2005-2006

- Facilitated public school students grades K-12 in accordance with school rules and regulations.
- Executed assigned lesson plans through means that encourage student engagement with the curriculum.
- Provided one-on-one support to students for matters of conflict resolution, disciplinary action, tutorial needs, and advisement on career/higher learning paths.

Account Executive/Mortgage Specialist

Ameriquist Mortgage Company, San Mateo, CA.

2004-2005

- Lead branch in inside sales volume and branch revenue for December 2004.
- Processed and performed underwriting for refinance loans; ordered title, appraisal, and payoff demands.
- Consulted clients about loan options over the phone by cold-calling, taking applications, reviewing credit reports, and pitching loan proposals.

Residential Assistant

Oakes College, UC Santa Cruz

2003-2004

- Coordinated and supervised student activities in the residence hall.
- Supported students with resident concerns, as well as mediated conflicts between students.
- Organized career workshops and student involvement in Santa Cruz AIDS Walk fundraiser event.

Deanna Jones



WORK EXPERIENCE

Marketing

- Create and implement a strategic marketing and public relations campaign to increase the visibility of both MEDA and Plaza Adelante and serve as a primary liaison for media contact
- Play a key role in the implementation of an individual donor solicitation campaign through managing the creation and mailing of donor solicitation materials for MEDA. As part of a three person development team, the Marketing & Events Coordinator will report to MEDA's Director of Development.
- Management of yearly advertising efforts to promote Golden Gate Community Health's six clinics throughout Bay Area. Includes: newspaper advertisement, yellow pages ad buys, and management of media buys.
- Management of bi-annual marketing outreach campaign to bring new clients to Golden Gate. Includes: arrangement of media buy for MTV and KMEL radio and the creation and distribution of 75,000 marketing pieces throughout the Bay Area.
- Cultivated relationships with Bay Area community organizations to bring in new clients to Golden Gate.
- Management of social marketing including updating of Facebook and Twitter.
- Liaison to Golden Gate's departments and clinic directors for all print and presentation needs
- Researched and reported on success of various Golden Gate campaigns for grant and government reporting
- Supervised External Affairs Executive Assistant and various volunteers at Golden Gate.
- Managed direct mailings and email campaigns to constituents for Golden Gate.

Design & Print Production

- Serve as the Creative lead and designer for all of MEDA's marketing, promotional, and communications materials. Includes website maintenance, advertisements, logos, invitations, brochures and flyers
- Designed and handled print production of all MEDA materials. Includes advertisements, logos, invitations, brochures and flyers
- Created PowerPoint templates for MEDA, Golden Gate Community Health and New Teach Center
- In charge of editing of all materials that came out of Golden Gate Community Health.
- Supervised outside graphic designers for creation of Golden Gate print materials for campaigns and donor events.
- Managed updating of ggch.org web page.
- Designed advocacy emails to Golden Gate constituents.
- Conducted production of workshop booklets and handouts for New Teacher Center.

Event Coordination

- Coordinate MEDA's annual events which include (a) a Homeownership & Asset Development Fair and (b) a Fundraising event as well as ongoing events sponsored by MEDA and/or other organizations at Plaza Adelante. Duties include booking of venue and catering, soliciting sponsorships, creation of materials, and handling invitation list.
- Coordinate small reception events for Planned Parenthood including catering and decoration.

- Coordinated over 25 workshops a year, including setting up catering, booking venue, and material production for the New Teacher Center @ UCSC.
- Assisted in coordinating the New Teacher Center's annual Symposium on Teacher Induction which caters to over 600 attendees at a three day long conference.
- Designed documents with PowerPoint and Word for New Teacher Center @ UCSC training materials and brochures.

Administration & Data Management

- Designed and scripted a Filemaker Pro participant database for the yearlong English Language Learners Institute.
- Designed and scripted Filemaker Pro invoice and training databases for EnidLee Consultants.
- Database scripting and entering registration for 600+ participants on Filemaker Pro database for the Annual Mentoring Symposium.
- Management budget and invoicing for Golden Gate Marketing Department
- Handled invoicing, deposited checks, and other various financial follow-ups for the New Teacher Center's regional training's.
- Coordinated mailings of brochure advertisement of New Teacher Center's workshops.
- Created a protocol manual of administrative procedures of invoicing, training coordination, and check depositing for the New Teacher Center.

COMPUTER EXPERIENCE

- Proficient in both Mac & PC formats.
- Advanced knowledge of Microsoft Word, Filemaker Pro, Excel and PowerPoint.
- Advanced knowledge of Adobe CS3 design programs InDesign, Photoshop, & Illustrator.
- Good working knowledge of Quark and Adobe PageMaker.
- Web updating and email campaigns experience with Kintera, Red Dot, and Convio.
- Good working knowledge of HTML. Currently receiving training on Adobe Flash.

WORK HISTORY

Mission Economic Development Agency (MEDA) <i>Marketing & Events Coordinator</i>	San Francisco, CA March 2011 – Present
---	---

Golden Gate Community Health <i>(formerly Planned Parenthood Golden Gate)</i> <i>Marketing Manager, July 05-March 2011</i> <i>Marketing Coordinator, Oct. 04-June 05</i> <i>Marketing Assistant, Sept. 02-Sept. 04</i>	San Francisco, CA September 02 – March 2011
--	--

New Teacher Center @ UCSC <i>Production Coordinator</i>	Santa Cruz, CA March 2000 – June 02
--	--

Eloise Pickard Smith Gallery <i>Assistant to the Curator, 1997-1999</i> <i>Gallery Assistant, 1955-1997</i>	Santa Cruz, CA September 1995 – June 1999
---	--

EDUCATION

Bachelors of Arts in Visual Arts, emphasis in Photography, June 1999
University of California, Santa Cruz

Dulce M. Ortiz

Profile Summary Receptionist, Customer Service Specialist with Office, Call Center, and Retail experience

- Summary of Qualifications**
- ❑ **10 years of Excellent Customer Service:** Outgoing, helpful, polite, open-minded, encouraging, honest, and patient with all types of people. Bilingual in Spanish.
 - ❑ **Several years of Clerical experience:** Efficient in Reception, Scheduling, Event Planning, Order/Payment Processing, Shipping, Accounting, and Record Keeping.
 - ❑ **Solid computer skills:** Comfortable with Windows, Microsoft Office (Word, Excel, Access, Outlook), various databases, and Internet applications.
 - ❑ **Accountable & dedicated to exceeding expectations:** Very loyal, reliable, versatile, strict with procedures, and motivated to do more than is asked.
 - ❑ **Knowledge of Data Bases**

Experience

Customer Service

- Politely answered calls to offices, call centers, and stores.
- Assisted people with selecting cellular plans, phones, and accessories.
- Greeted and registered hospital clinic patients, and walked them to rooms.
- Registered customers' formal parties and weddings for other guests.
- Scheduled appointments for formal wear fittings, assisted customers with selecting formal wear, prepared orders, and facilitated pickups.
- Took orders over the phone for Japanese themed products.
- Trained new store workers in cashiering, stocking, and customer service.

Administrative Work

- Planned, organized, and assisted with church-sponsored events, retreats, and fundraisers for the betterment of teenage girls.
- Entered towing company accounts payables, and mailed invoices and checks.
- Typed, printed, copied, faxed, mailed, and filed letters.
- Entered phone service activations and product orders in computer records.
- Packed and shipped orders and invoices for Japanese themed products.
- Accurately counted and logged up to \$2,000 in daily cash and credit sales.
- Opened and closed a store, readying or securing locks and cash registers.

Recent Work

Administrative Assistant	MEDA, San Francisco, CA	10/09 – Present
Office & Youth Worker	Victory Outreach, San Francisco, CA	3/08 – 1/09
Administrative Assistant	Williams Towing, San Francisco, CA	5/07 – 2/08
Customer Service Rep	Metro PCS, Emeryville, CA	12/05 – 5/07
Customer Service Rep	Japanese Weekend, San Francisco, CA	1/04 – 12/04
Customer Service Rep	Gingiss Formal Wear, San Francisco, CA	2/00 – 12/03
Registration Intern	UCSF Medical Center, San Francisco, CA	2/02 – 3/02
Clerical Intern	Sheriff's Department, San Francisco, CA	5/99 – 7/99
Clerical Intern	Fire Department, San Francisco, CA	3/99 – 5/99
Clerical Intern	City Attorney's Office, San Francisco, CA	7/98 – 12/98

Education

Career Development, City of San Francisco Southeast Career Center, 2005 & 2008
High School Diploma, Voice of Pentecost Academy, San Francisco, CA, 2000

EDUCATION

M.Ed. College of Education
New Mexico State University, Las Cruces, New Mexico
Major: Education – Curriculum & Instruction
Concentration: Early Childhood Education
January, 2005

B.A. School of Liberal Studies
San Francisco State University, San Francisco, California
Major: Liberal Studies
Minor: La Raza Studies
August, 2003

PROFESSIONAL EXPERIENCE

2007 - Present Independent Consultant – Early Childhood Education
Examples of responsibilities include board development, strategic planning, program assessment and design, curriculum and material development, training and professional development, technical assistance and support, and budgeting for non-profits and early education programs. Implement strategies to correct deficiencies and out of compliance service delivery

Program Consultant/Reviewer for DANYA International, Inc.

Good Samaritan Family Resource Center, Inc.

Grants reviewer for Head Start ACF in Washington, DC (both HS, EHS and OFA)

April 2007 - 2009 Lecturer, SFSU-College of Health and Human Services, Child and Adolescent Department – (CAD)
Responsible for teaching at Bachelor’s level, includes bilingual instruction.

August 2002 to April 2007 Senior Associate/Manager - Professional Development
E3 Institute Advancing Excellence in Early Education - WestEd
Major responsibilities; develop county-wide systemic ECE approach for professional development with four community college districts and the local CSU; approach for non-traditional college bound students including transcript articulation and evaluation, development of a BA program strategy and counseling students, and a Health Care Benefits evaluation and policy paper.

Sept. 1999 -August 2002 Child Care Administrator for the *City & County of San Francisco*
Responsible for broad base strategies with City Departments to integrate child care needs into City plans; preparation of reports, presentations, statistics and policy analysis for Board of Supervisors and Mayor. Managed 11 million dollars for San Francisco’s early childhood community.

Sept. 1998 -August 1999 Head Start Fellow
Administration for Children and Families (ACF), Washington, DC.
Research, review and recommend policies and linkages between federal and state programs ; conduct comprehensive Program Reviews – with focus on governance, management, education, community and parent involvement; formulate policy analysis and developed language for guidance of proposed legislation.

Dec. 1992 – August 1998 Program Manager - Child Care Initiative Project (CCIP)
California Child Care Resource and Referral Network, San Francisco
Major responsibilities: manage, supervise, hire, plan, train and direct all state and national efforts on family child care provider capacity building efforts; staff leadership development and publication development; report and monitor state contracts.

Senior Program Specialist – CCIP
Principle on national Child Care Initiative for Latino communities; consult on collaborative and growth essential for services in key states throughout the US; provided lead conceptualization of Latina Leadership Institute on childcare; lead on publications for childcare communities; conducted seminars, trainings and

workshops on child care issues.

Project Specialist – CCIP

Research, develop and coordinate Family Child Care publications; field-test training materials at state and national scale; conduct site visits, review and summarize grant proposals, monitor progress of grantees; and provide on-going technical assistance and training.

1989 to 1992

Provider Specialist

Child Care Coordinating Council of San Mateo County

Responsible for subsidize services for 100 families throughout San Mateo County; resource and referral telephone counselor.

1985 to 1988

City-Wide Head Start Education Manager

Human Resources Inc., San Francisco Head Start

Hire, train, supervise, schedule and evaluate teaching personnel; responsible for program assessment on learning outcomes; integrate effective strategies for the development and implementation of measurable management objectives. Scope of program included 100 teachers and 1000 enrolled children.

1978 to 1985

Preschool Teacher

Mission Childcare Consortium

Responsibilities manage a class room of 20 children ages 2.9 to 5 years old; curriculum planning, implementation, assessment and redesign with co-teachers; establish and maintain ongoing communication with parents and director.

RELEVANT COURSE WORK

27 Hours

College of Public Policy

Universidad Internacional Menendez Pelayo, Santander, Spain

Legislative and Public Policy

Summer 1999

40 Hours

Kennedy School of Government

Harvard University, Cambridge, Massachusetts

Effective Change through Public Policy and Management

April 1996

ACHIEVEMENTS/CREDENTIAL(S)

2011 CA – CTC Child Development Program Director Permit

2006 June Award - Equity in Education – San Jose State University

1999 July United States Delegate to Spain

Spanish Embassy, Fundación Ortega & Gasset and Universidad Internacional Menéndez Pelayo

1999 July Essential Facilitation: Tools to Enhance Group Performance

Interaction Associates

1999 March Facilitative Leadership: Tapping the Power of Participation

Interaction Associates

1998 – Present National Head Start Fellow

1996 July Executive Management Training; Center for Creative Leadership - San Diego, CA

1996 National Latina Leadership Institute, Fellow

VOLUNTEER/COMMUNITY RELATIONS

2010 - Vice-President, BAHIA, Inc.

2007 - 2009 Chair, NAEYC Board Appointed Committee on Latino Leadership Model

2003 – 4/2010 Vice-President Children’s Book Press

2003 –10/2006 President Children’s Book Press

2002 – Present Santa Clara County Local Child Care Council

2000 - Present Board Member Children’s Book Press

1998 – 2000 Fine Arts Museums of San Francisco - Trustee

1997 - Present National Latina Leadership Institute - Member, Alumnae Committee of the Board

1994 - Present Bay Area Network of Diversity Trainers in Early Childhood Education (BANDTEC), Member

1993 - 1995 National Latino Children's Institute, Executive Committee Member

1994 - 1995 CAEYC, Chair, Research and Special Projects

1993 - 1998 La Raza Information Center - Vice-President

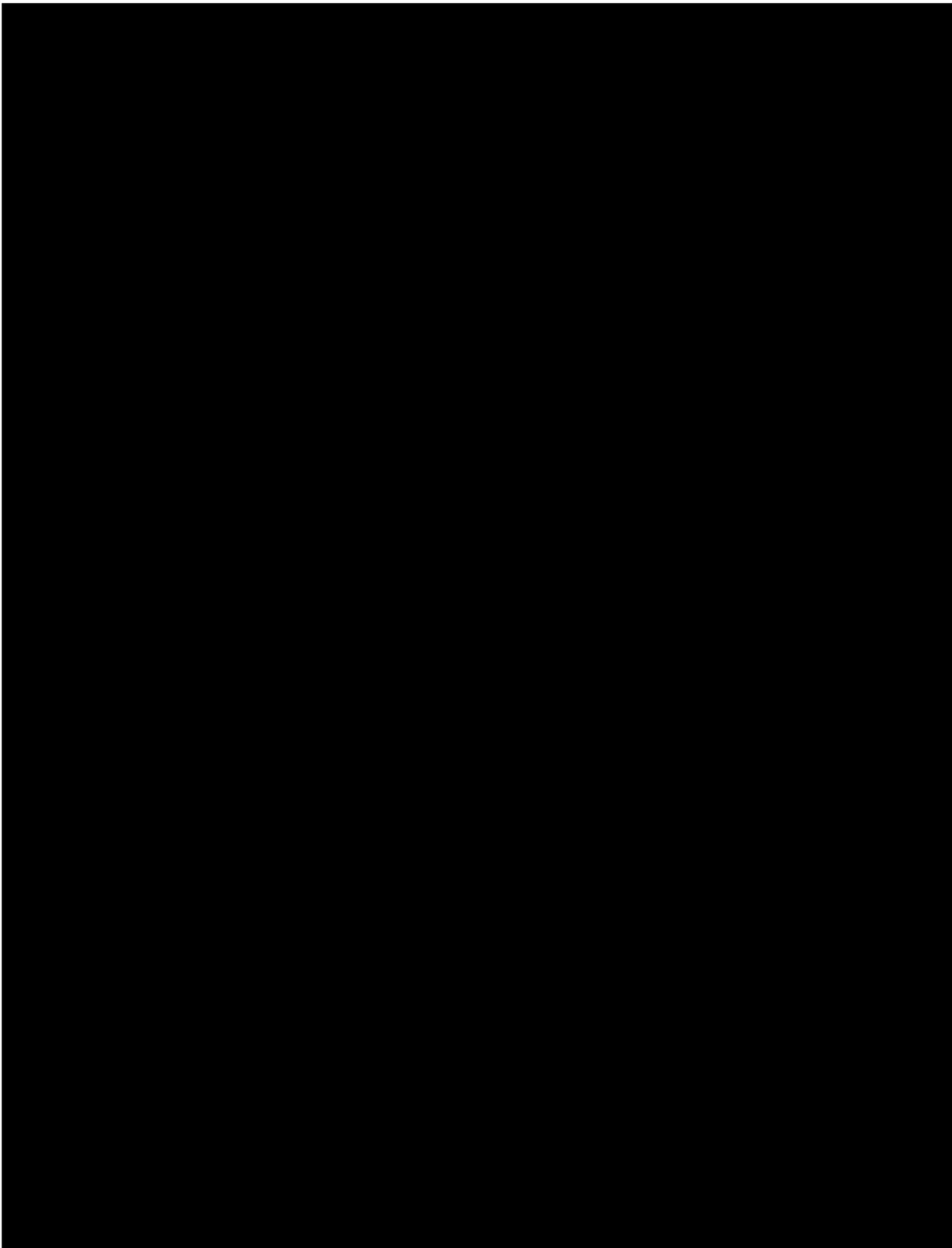
1991 - Present NAEYC, National Advisory Committee, Latino Caucus – Vice Chair

PROFESSIONAL ORGANIZATIONS

National Association for the Education of Young Children (NAEYC)
National Association of Family Child Care (NAFCC)
National Hispanic Leadership Initiative (NHLI)
American Educational Research Association (AERA)
National Association of Bilingual Education (NABE)

PUBLICATION LIST

- ✚ **Health Care Benefits for Family Child Care in Santa Clara County (2005)**
- ✚ **Editor - El Comienzo – First Edition (*In Spanish*)**
Getting started in the business of family child care, including tips for starting your business. (1999)
- ✚ **Editor - Look Who's Coming to Family Child Care: Infants & Toddlers (*In English*)**
A Guide to Caring for Infants and Toddlers in a FCC Home Setting. (1999)
- ✚ **Editor - ¡Mire quien viene a su cuidado infantil hogareño! infantes y niños pequeños de nacimiento a 24 meses de edad (*In Spanish*)**
A Guide to Caring for Infants and Toddlers in a Family Child Care Home Setting. (1999)
- ✚ **Editor - Cuatro pasos a una profesión: curso de entrenamiento práctico del cuidado infantil hogareño (*In Spanish*)**
A practical training guide for FCCP. you; your children; your family; and your business. {A set of four books} (1998-99)



[Redacted text block]

[Redacted section header]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

[Redacted section header]

[Redacted text block]

[Redacted text block]

[Redacted section header]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted section header]

[Redacted text block]



[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Volunteer and Affiliations

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Guadalupe C. Guerrero

EDUCATION: Harvard Graduate School of Education

Ed.D. Education Policy and Management, expected June 2013
Urban Superintendents Program, Cohort XIX

Harvard Graduate School of Education

Ed.M. Education Policy and Management, June 2009
Ed.M. Administration, Planning, and Social Policy, June 2002
School Leadership Program: Principal Certification Strand, James Conant Fellow

New College of California, Teacher Education Program

Bilingual (Spanish) Cross-cultural Language & Academic Development (BCLAD), June 1994

University of California, Los Angeles

Bachelor of Arts in History, March 1992

LEADERSHIP & ADMINISTRATIVE EXPERIENCE:

7-10 to present Assistant Superintendent

Superintendent's Zone –Mission District K-12, San Francisco Unified School District (SFUSD)

- Responsible for the implementation of a turnaround/ transformation strategy for a cohort of eight chronically underperforming K-12 schools as part of a district reorganization and commitment to supporting underserved schools and closing persistent achievement gaps
- Implement and evaluate all components of a major School Improvement Grant; aspects include: instructional guidance, leadership development, expanded learning opportunities, and adoption of a community schools approach
- Manage an area team made up of content specialists and program managers responsible for the strategic support and progress monitoring of schools; includes the integration of external providers and community-based organizations to support key priorities
- Actively facilitate regular principal cohort, professional inquiry group, and leadership network meetings

8-09 to 6-10 Special Assistant to the Superintendent

Office of the Superintendent, SFUSD

- Completed six-month internship under the mentorship of Superintendent Carlos Garcia
- Attended all sessions of the Board of Education, Executive Team, Cabinet, and other district-level committee meetings
- Co-authored federal & state grant proposals, including a Magnet Schools Assistance Program (MSAP) and School Improvement Grant (SIG) applications; resulted in a \$45 million dollar grant award to implement a turnaround/ transformation/ school closure reform plan for ten identified K-12 underperforming schools in San Francisco

9-04 to 8-07 Cluster Leader

Superintendent's Leadership Team, Boston Public Schools (BPS)

- Appointed Cluster Leader for fourteen schools, by Superintendent Thomas Payzant, after two years as a school site leader; active member of the Superintendent's Leadership Team
- Served on district's Whole District Improvement Plan committee that developed recommendations for the Superintendent after a six-month district-wide assessment
- Actively participated in a committee to develop programmatic recommendations to better address the needs of English Language Learners across the district

- Facilitated regular meetings of Cluster 3 Principals & Headmasters at the elementary, middle, and high school level; provided school leadership coaching and professional development related to: closing the achievement gap, cultivating professional learning communities, and instructional & operational leadership; communicated systemic priorities
- Provided regular on-site support and guidance to Principals/ Headmasters
- Chaired Principal/ Headmaster Screening Committees in numerous school communities as leadership openings arose; recommended candidates to the Superintendent

9-02 to 7-08

Principal

Paul A. Dever Elementary School, BPS

- Provided instructional leadership in an urban elementary school with approximately 500 students of diverse cultural/ linguistic backgrounds, that offered pre-Kindergarten to Grade 5 programs in Sheltered English Instruction, Substantially Separate Special Education, and general education
- Responsible for the direct supervision and evaluation of over sixty full-time personnel including teachers, support staff, and academic coaches; developed widespread teacher leadership capacity; completed turnover of ineffective staff, while attracting experienced practitioners committed to the school's reform efforts; reconstituted Specialist teachers
- Effectively managed funds in an over \$3.4 million annual budget consistent with whole school improvement goals and district priorities, especially during budget-constrained fiscal years; consistently raised significant external grant and foundation funding
- Cultivated a professional learning community; collaborated with academic coaches and school support specialist towards meeting schoolwide priorities; launched high-functioning data-driven instructional leadership teams in each content area facilitated by teacher leaders; all staff regularly analyzed student work/ performance data and participated in schoolwide walkthroughs and collaborative coaching and learning (CCL) cycles
- Implemented new core reading curriculum and additional instructional materials, to support at-risk learners as an identified *Reading First* school; selected as a school to pilot second edition of TERC *Investigations* mathematics curriculum
- Developed student-centered scheduling to deliver academic interventions to identified students; hired additional tutors and instructors to support at-risk students; instituted extended learning opportunities via Saturday and afterschool *MCAS Bootcamp Program*
- Cultivated an effective Student Support Team (SST); recruited highly-qualified special education staff; launched multiple partnerships with clinical agencies to provide direct services to students, families, and consultation to teachers; raised external funds, in excess of \$150k, to support a well-recognized mental health initiative
- Handled student disciplinary issues; maintained efficiency of school operations; developed policies and procedures that cultivated a safe and optimal teaching and learning environment
- Fostered external partnerships and oversaw multiple after school programs that supported schoolwide goals; discontinued ineffective programming.
- Chaired School Site Council activities and promoted school-based management
- Developed the leadership capacity of school's administrative leadership team by providing regular leadership opportunities and guidance to assistant principals
- Actively engaged parents on a daily basis to communicate school expectations and to resolve concerns and/or questions; participated in community outreach efforts and served on or attended local community boards or forums; provided families with regular opportunities to participate in schoolwide events

9-01 to 6-02

Principal Intern

Charles Sumner Elementary School, BPS

- Fulfilled graduate program requirement by completing year-long residency; served in a large elementary school with a significant English learner population
- Instituted a school-wide bilingual reading assessment system and academic intervention plan

TEACHING EXPERIENCE:

- 6-01 to 8-01 **5th Grade Transitional Program Summer School Teacher**
Ohrenberger Elementary School, BPS
- Provided language arts and math instruction; evaluated academic progress of second-language and special-needs students attempting to meet academic benchmarks
- 8-00 to 6-01 **4th Grade Advanced Work Class (AWC) Teacher**
Ohrenberger Elementary School, BPS
- Taught an accelerated program for gifted and talented students; participated in regular AWC curriculum and instruction workshops; implemented a comprehensive program focused on higher-level literacy and critical-thinking skills; maintained close communication with parents; implemented student portfolio assessments; mentored student-teachers from Boston College; participated on School Site Council as elected faculty representative
- 6-00 to 8-00 **2nd Grade Transitional Program Summer School Teacher**
Ohrenberger Elementary School, BPS
- Responsible for teaching identified at-risk students and providing intensive reading, writing, and math instruction and remediation
- 8-99 to 6-00 **3rd Grade Literacy & Inclusion Specialist/ Spanish Bilingual Teacher**
Ohrenberger Elementary School, BPS
- Responsible for implementing an effective bilingual program in *two* third grade classrooms by collaborating and departmentalizing instruction with two other bilingual teachers
 - Coordinated grade level meetings as Team Leader; produced third grade parent handbook and prepared curriculum sessions for parents
 - Assisted school principal in production of school's In-Depth Review portfolio and documents
- 6-99 to 8-99 **2nd Grade Literacy Collaborative (ELLI) Summer School Teacher**
Joseph Curley Elementary School, BPS
- Modeled specialized instructional strategies and assessment tools as part of Lesley University's balanced literacy program; training incorporated the use of observation surveys, running records, guided reading techniques, and literacy development activities; summer program included daily professional development workshops for participating teachers
- 8-98 to 6-99 **2nd Grade Spanish Bilingual Teacher**
Ohrenberger Elementary School, BPS
- Taught second grade students with a focus on developing early literacy skills in Spanish and English
 - Active member of school's Bilingual Team and Technology Committee; served as technology coach
 - Facilitated citywide Teacher Inquiry Group meetings to discuss the correlation of the learning standards to classroom instruction.
- 8-97 to 9-98 **4th Grade Spanish Bilingual Teacher**
Lyndon Pilot School, BPS
- Responsible for implementing the BPS Learning Standards
 - Served as school's LAU Liaison; coordinated Bilingual Team meetings and school-wide student language assessments
 - Active member of School Site Council, Student Support Team, and Hiring/ Evaluation Subcommittee
- 6-97 to 8-97 **4/5th Grade Spanish Bilingual Summer School Teacher**
Bryant Elementary School, San Francisco Unified School District (SFUSD)
- Taught literacy-intensive course to second-language learners; coordinated school-wide physical education program and student field trips

- 8-94 to 6-97 **4/ 5th Grade Spanish Bilingual Teacher**
Bryant Elementary School, SFUSD
- Responsible for teaching all content areas to first and second language learners in a multi-age classroom; developed original activity-based curriculum; team-taught math, health, and physical education; wrote and received various grants
 - Collaborated in the articulation of the school's Spanish bilingual program; served on Bilingual Advisory Committee
 - Member of school Technology Leadership Team recognized for innovative use of technology in education; taught in after school computer program.
 - Participated in Family Empowerment Committee and PTA
 - Collaborated in school restructuring efforts and Program Quality Review process
- 6-94 to 8-94 **Spanish Bilingual Summer School Teacher**
Leonard R. Flynn Elementary School, SFUSD
- Taught a literacy-intensive program to students in grade levels 2-4
- 1-94 to 6-94 **7th Grade Spanish Bilingual Math/ Science Teacher**
Jingletown Charter School, Oakland, CA
- Responsible for developing activity-based math and science curriculum for language-minority students at the middle school level
 - Recruited for semester-long position while completing teacher education program
 - Assisted in the program development of one of the state's first charter schools

REFERENCES:

- Carlos Garcia
Superintendent of San Francisco Unified School District
Mentor Superintendent, Harvard Urban Superintendents Program
- Dr. Thomas Payzant
Former Superintendent of Boston Public Schools
Professor of Practice at Harvard Graduate School of Education
Superintendent-in-Residence, Broad Superintendent's Academy
- Dr. Deborah Jewell-Sherman
Former Superintendent of Richmond Public Schools,
Co-Director of Harvard Urban Superintendents Program

Leticia Hernández

SUMMARY: Highly motivated and dynamic community leader with over eight years of experience in non-profit administration and almost twenty years in education and community-based organizations. Proven commitment to communities and youth of color and young women through work statewide. Expert in youth development practices and evaluation. Extensive history of building professional relationships and partnerships in San Francisco and Bay Area. Track record of organizing and hosting successful fundraisers and public events. Created and delivered programs for youth and trainings for staff with several organizations in the Mission district. Skilled communicator and public speaker. Published, award winning, bilingual writer.

PROFESSIONAL EXPERIENCE

EXECUTIVE DIRECTOR

August 2007– December 2010

GirlSource, San Francisco

- Increased visibility and expanded reach of GirlSource in communities throughout the greater Bay Area. Forged new partnerships with other community based organizations and public schools citywide. Provided youth and staff led workshops and conducted outreach for new partners. Introduced arts programming at GirlSource in conjunction with Intersection for the Arts and WritersCorp. Piloted first school based GirlSource program in the East Bay.
- Led staff training on youth development and prioritized professional development for entire staff. Implemented program assessment tools to measure outcomes and alignment with key principles of youth development. Integrated young women into organizational structure and leadership including new positions as part of the teaching staff, board committees, and fundraising activities. Restructured staff and programs to make more efficient use of funding.
- Created, monitored and raised \$400,000+ budget. Secured five new sources of foundation funding and reestablished partnerships with two additional foundations that funded GirlSource in the past. Instituted cost saving measures throughout organization and significantly reduced administrative costs.
- Revitalized relationships with foundation program officers and individual donors. Wrote grants and supervised grant contracts and reporting. Worked with board committees and staff to maintain up to date financial, development and program reports. Teamed with technology director to implement e-newsletter, new donor database, and Internet based fundraising. Authored direct mail appeal letters and oversaw campaign.
- Organized and hosted annual fundraiser luncheon (WAVE awards) with board of directors. Cut expenses for event by half. Made ask at event. Increased accessibility by introducing community ticket rates and lowering nominee age eligibility. Worked with board to organize house parties and program open houses for donor cultivation.

EXECUTIVE DIRECTOR

December 2005– June 2007

Making Waves of Marin, San Rafael

- Oversaw \$700,000 college access and youth leadership agency with twelve full-time staff members at seven school sites
- Led recruitment for a new Board of Directors. Facilitated 501 (c) 3 incorporation process. Planned Board recruitment event at home of major donor and developed promotional materials for new Board members.
- Interfaced with various boards and school officials. Prepared financial, development, and program reports for advisory board comprised of individual donors, trustees of fiscal sponsor, and education and business professionals. Renewed relationships with individual donors.
- Maintained partnerships with collaborative agencies, program officers, and three school districts. Oversaw collaborative grant relationships for ASES and 21st Century Learning grant contracts/programs. Developed new relationships with community leaders and organizations. For example, forged new collaboration with
- Created and monitored budgets together with business manager. Submitted grant proposals and funder reports. Prioritized assessment data collection and reporting.
- Organized 4th Annual Youth Empowerment Summit at SFSU together with high school program staff and youth.
- Updated and revised work plans with staff, and established short and long-term professional development goals. Implemented preliminary program evaluations and trainings in youth development.

EDUCATION DIRECTOR

August 2003 – December 2005

Jamestown Community Center, San Francisco

- Managed after-school education programs at elementary, middle, and high school level. Oversight of 40 staff members. Responsible for supporting and maintaining quality of staff and programs. Maintained relationships with school partners at three sites in Mission district.
- Hired, supervised and trained school site coordinators and after-school teachers. Collaborated with Teaching Apprentice Program (T.A.P.) coordinator to support and supervise youth staff. Oversight of tutoring programs.
- Managed \$650,000 budget for Enrichment and Tutoring Programs. Booked award-winning poets for annual poetry fundraiser, and organized event. Responsible for Junior League volunteer orientation and program. Maintained

LETICIA HERNÁNDEZ

- Planned and implemented professional development for staff with a focus on youth development. Researched existing programs and designed new, relevant opportunities for the enrichment and success of Mission youth. Established first Jamestown after school high school program at John O'Connell High School. Organized and facilitated young women's poetry group, and they performed on stage and on the radio.
- Built partnerships with organizations throughout the Mission. Monitored and created curriculum. Strengthened relationships with parents and families. Translated documents agency-wide into Spanish.
- Selected as Emerging Leader as part of our Neighborhood Builder Award from Bank of America and participated in related professional development opportunities.

ADVISORY BOARD MEMBER

2000-present

Galería de la Raza, San Francisco

- Collaborated with directors to envision exciting and relevant programs in Latina/o arts.
- Produced events to raise funds for organization. Represented organization at events.

Mission Community Council, San Francisco

2008-2010

- Advised on budgeting and fundraising; provided support to project director.
- Participated in strategic planning and helped organize and host community meetings.

WritersCorp, San Francisco

2007-2009

- Recruited, hired, and mentored new corps of teachers.
- Supported fundraising and donor cultivation activities. Represented board at commissioner meetings.

EDUCATION CONSULTANT

2002-2007

Youth Speaks, San Francisco

- Presented on Youth Speaks and Youth Development for the Ministry of Culture in El Salvador (2007).
- Co-taught first YS bilingual after-school writing workshop. Organized first Intl. Women's Day event (2005).
- Humanities curriculum consultant for California Stories Project (2003). Panelist for Living Word Festival (2002).

SPANISH TRANSLATOR AND NEWS MONITOR

2000-2002

Pacific News Service/ New California Media, San Francisco

- Researched, summarized and translated key stories from Latino newspapers for weekly Ethnic Media section in *San Francisco Chronicle*. Translated agency news articles into Spanish and English. Wrote commentaries.

HIGHLIGHTS OF EDUCATION WORK

- *Curriculum Review Board*, California After School Resource Center, 2007
- *Lecturer*, San Francisco State University, Fall 1999; Spring 2002; Spring 2003
- *Author in Residence*, Children's Book Press, SF, 2001-2003
- *Art and Creative Writing Teacher*, Jamestown Community Center, SF, 1997-2003
- *Academic Tutor Coordinator*, Healthy Start, Horace Mann Middle School, SF, 1998
- *Lecturer*, University of Pennsylvania, 1995-1996
- *Writing Mentor*, Edison High School, Philadelphia, 1993; 1995-96
- *Case Manager*, Klein Bottle Youth Programs, Santa Barbara, 1994-1995
- *Creative Arts Specialist, Substitute Teacher*, Girls Inc., Santa Barbara, 1994-1995
- *Instructional Assistant*, Migrant Education (S.B.) 1995
- *Educator*, Planned Parenthood, L.A., 1992-93
- *Residence Counselor*, Upward Bound, L.A., 1991

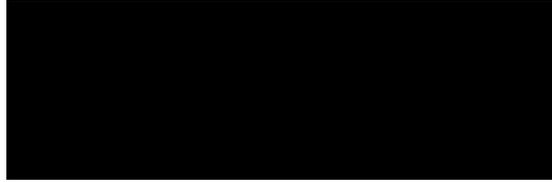
LEADERSHIP AND COMMUNITY INVOLVEMENT

- Presenter, *National Service Learning Conference*, (2010); *Latina Leadership Institute*, CLF (2007)
- Honoree, Latino Heritage Month Unsung Hero Award (2009)
- Grantee, SF Arts Commission Individual Artist Grant (2008)
- Founder and producer, *Amate: Women Panting Stories* (Women's Poetry & Performance Series, 2001-present)
- Scholarship Application Reader, *Marin Education Fund* (2006); *Chicana/Latina Scholarship Foundation* (2008)
- Selection Committee, California Arts Council *Next Generation Grant*, Sacramento (2003)
- Organized and hosted radio shows, *Raza Chronicles*, Women's History Month, KPFA (2002-2005)
- Facilitator, Writing Workshops for youth and adults (1995-present)

EDUCATION

University of Pennsylvania. Ph.D. candidate, English and Urban Studies; M.A., English, 1994.
Scripps College. B.A., English, cum laude, 1993.

Lisa García Bedolla



EDUCATION

Yale University

Political Science

Ph.D. 1999, M.Phil. 1995, M.A. 1993

University of California, Berkeley

Latin American Studies and Comparative Literature

B.A. 1992

- Summa cum laude
- Highest departmental honors in Latin American Studies

ACADEMIC POSITIONS

<u>Associate Professor</u> ; University of California, Berkeley Social and Cultural Studies	2008 – present
<u>Chair</u> ; Center for Latino Policy Research University of California, Berkeley	2010 – present
<u>Associate Professor</u> ; University of California, Irvine Political Science and Chicano/Latino Studies	2006 – 2008
<u>Visiting Scholar</u> ; University of California, Los Angeles Chicano Studies Research Center	2004 – 2006
<u>Assistant Professor</u> ; University of California, Irvine Political Science and Chicano/Latino Studies	2001 – 2006
<u>Assistant Professor</u> ; California State University, Long Beach Political Science and Liberal Studies	1999 – 2001

HONORS AND AWARDS

- 2008 Adaljiza Sosa-Riddell Award for Exemplary Mentoring of Latino/a Junior Faculty in Political Science
- 2006 American Political Science Association Ralph J. Bunche Award for *Fluid Borders*
- 2006 American Political Science Association Race, Ethnicity, and Politics Section Best Book Award for *Fluid Borders*

- 2000 American Political Science Association Race, Ethnicity and Politics Section Best Dissertation Award

GRANTS AND FELLOWSHIPS

University of California, Center for New Racial Studies Faculty Research Grant, 2010-11, project title: "Beyond Whiteness: Asian Americans and Latinos in the U.S. Imagination," co-PI Claire Jean Kim (\$8,000).

University of California, Berkeley Innovation Grant for Equity, Inclusion, and Diversity, 2010-2011, project title: "Working Together to Improve Campus Climate for Undocumented AB540 Students at UC Berkeley," co-PI Evelyn Nakano Glenn (\$26,500).

University of California, Berkeley, Committee on Research Faculty Bridging Grant, 2010-2012, project title: "Constructing Citizens: Race, Gender, and Conquest in California Public Schools, 1848 – 1879" (\$15,000).

James Irvine Foundation, 2009, project title: "The California Votes Initiative," co-PIs Melissa Michelson and Donald Green (\$40,000).

James Irvine Foundation, 2007-2009, project title: "The California Votes Initiative and the 2008 Elections: An Evaluation," co-PIs Melissa Michelson and Donald Green (\$435,000).

James Irvine Foundation, 2005-2007, project title: "The California Votes Initiative and the 2006-2007 Elections: An Evaluation," co-PIs Melissa Michelson and Donald Green (\$300,000).

Russell Sage Foundation, 2006, project title: "Pilot Study: the Political Socialization of Immigrant Youth" (\$30,612).

University of California, Irvine, Single Investigator Grant, 2005-2006, project title: "Social Context and Exile Politics: A Look at Cuban and Cuban American Political Attitudes" (\$6,250).

University of California, Irvine, Career Development Award, 2005-2006, project title: "The Right to Good Government: Race, Gender, and Citizenship in 19th Century California" (\$5,500).

James Irvine Foundation, 2005, project title: "The California Votes Initiative: An Evaluation" co-PIs, Melissa Michelson and Donald Green (\$50,000).

University of California, Los Angeles, Institute of American Cultures Postdoctoral Fellowship, 2004-2005, project title: "The Right to Good Government: Race and Citizenship in California, 1840-1875" (\$38,000).

University of California, Irvine, Center for the Study of Latinos in a Global Society, 2004-2006, project title: "Social Context and Exile Politics: A Look at Cuban and Cuban American Political Attitudes" (\$5,000).

University of California, Irvine, Center for the Study of Democracy, 2004-2006, project title: "Social Context and Exile Politics: A Look at Cuban and Cuban American Political Attitudes" (\$2,500).

University of California, Irvine Cultural Diversity Faculty Research Grant, 2003, project title: "The Imagined City: Race and the Creation of Los Angeles" (\$3,500).

University of California, Irvine Recruitment Initiative Award, 2001-2003, (\$25,000).

Huntington Library John Randolph and Dora Haynes Foundation Fellowship, 2001, project title: "The Imagined City: Institutional Design and Racial and Ethnic Politics in Los Angeles" (\$2,000).

Historical Society of Southern California/Haynes Foundation Research Stipend, 2000, project title: "The Imagined City: Institutional Design and Racial and Ethnic Politics in Los Angeles" (\$1,200).

American Political Science Association Congressional Fellowship, 1998-1999 (\$20,000).

PUBLICATIONS

BOOKS

García Bedolla, L. and M. R. Michelson. 2012. *Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns*. New Haven: Yale University Press, in press.

García Bedolla, L. 2009. *Latino Politics*. Cambridge, UK: Polity.

García Bedolla, L. 2005. *Fluid Borders: Latino Power, Identity, and Politics in Los Angeles*. Berkeley: University of California Press.

JOURNAL ARTICLES, PEER-REVIEWED

García Bedolla, L. "Latino Education, Civic Engagement, and the Public Good." *Review of Research in Education*, forthcoming.

García Bedolla, L. 2010. "Good Ideas Are Not Enough: Considering the Politics Underlying Students' Postsecondary Transitions." *Journal of Education for Students Placed at Risk (JESPAR)* 15 (1 & 2): 9-26.

Michelson, M. R., L. García Bedolla, and M. McConnell. 2009. "Heeding the Call: The Effect of Targeted Two-Round Phonebanks on Voter Turnout." *Journal of Politics* 71 (4): 1549-1563.

García Bedolla, L. and M. R. Michelson. 2009. "What Do Voters Need to Know? Testing the Role of Cognitive Information in Asian American Voter Mobilization." *American Politics Research* 37 (2): 254-274.

García Bedolla, L., J. Lavariega Monforti, and A. Pantoja. 2007. "A Second Look: The Latina/o Gender Gap." *Journal of Women, Politics & Policy* 28 (3 & 4): 147-171.

García Bedolla, L. and B. Scola. 2006. "Finding Intersection: Race, Class, and Gender in the California Recall Vote." *Politics and Gender* 2 (1): 5-27.

Alvarez, R. M. and L. García Bedolla. 2004. "The Revolution against Affirmative Action in California: Politics, Economics, and Proposition 209." *State Politics and Policy Quarterly* 4 (1): 1-17.

García Bedolla, L. 2003. "The Identity Paradox: Latino Language, Politics, and Selective Dissociation." *Latino Studies* 1 (2): 264-283.

Alvarez, R. M. and L. García Bedolla. 2003. "The Foundations of Latino Voter Partisanship: Evidence from the 2000 Elections." *Journal of Politics* 65 (1): 31-49.

García Bedolla, L. 2000. "They and We: Identity, Gender, and Politics among Latino Youth in Los Angeles." *Social Science Quarterly* 81 (1): 106-222.

JOURNAL ARTICLES, OTHER

García Bedolla, L. 2011. "Educating Immigrant Children: the American DREAM Deferred?" *Teachers College Record*, <http://www.tcrecord.org> ID Number: 16310.

García Bedolla, L. 2009. "Why U.S. Foreign Policy Matters: Latino Migration to the United States." *Berkeley Review of Latin American Studies* (spring): 50-55.

García Bedolla, L. 2007. "Intersections of Inequality: Understanding Marginalization and Privilege in the Post Civil-Rights Era." *Politics and Gender* 3 (2): 232-248.

García Bedolla, L. 2005. "The Gender, Race, and Ethnic Implications of Initiative Policymaking in California." *California Policy Issues Annual* 6: 21-33.

García Bedolla, L. 2005. "Resources and Civic Engagement: the Importance of Social Capital for Latino Political Incorporation." *Harvard Journal of Hispanic Policy* 17: 41-54.

García Bedolla, L. and C. Uhlaner. 2004. "Is the Personal Political? Gender, Sexual Misconduct, and the California Recall." *PS: Political Science and Politics* 37 (1): 15-18.

BOOK CHAPTERS

García Bedolla, L. 2010. "Do Cubans Swing? The Politics of Cuba and Cubans in the United States." In A. Cabezas, I. Hernández-Torres, S. Johnson, and R. Lazo, eds., *Una Ventana a Cuba y los Estudios Cubanos/A Window into Cuba and Cuban Studies*. San Juan, PR: Ediciones Callejón.

Lavariega Monforti, J. and L. García Bedolla. 2009. "The Influence of History on the Policy Positions and Partisanship of Hispanics in the United States." In V. Martínez-Ebers and M. Dorraj, eds., *Perspectives on Race, Ethnicity, and Religion: Identity Politics in America*. New York: Oxford University Press.

Michelson, M. R., L. García Bedolla, and D. Green. 2008. "Mobilizing the Registered: Tactics for Improving Voter Turnout." In M. E. Felchner, ed. *Voting in America*, Vol.1. Westport, CT: Praeger.

García Bedolla, L. 2007. "Race, Social Relations, and the Study of Social Capital." In J. Jennings, ed. *Politics, Neighborhoods, and the Misuse of Social Capital*. New York: Palgrave Macmillan.

García Bedolla, L. 2006. "Rethinking Citizenship: Noncitizen Voting and Immigrant Political Engagement in the United States." In T. Lee, K. Ramakrishnan, and R. Ramírez, eds. *Transforming Politics, Transforming America: The Political and Civic Incorporation of Immigrants in the United States*. Charlottesville: University of Virginia Press.

García Bedolla, L. 2006. "Latinas in the United States Congress, 1989-2002." In V. L. Ruiz and V. Sánchez Korrol, eds. *Latinas in the United States: An Historical Encyclopedia*. Bloomington: Indiana University Press.

Scola, B. and L. García Bedolla. 2005. "Race, Gender, and the Recall Vote." In S. Bowler and B. Cain, eds. *Clicker Politics: Essays on the California Recall*. New York: Prentice Hall.

García Bedolla, L., K. Tate and J. Wong. 2005. "Indelible Effects: The Impact of Women of Color in the U.S. Congress." In S. Thomas and C. Wilcox, eds. *Women in Elective Office, Past Present and Future*, 2nd ed. New York: Oxford University Press.

García Bedolla, L. 2005. "What Does Bowling Have to Do with It? Social Capital and Latina/o Participation." In W. E. Nelson, Jr. and J. Lavariega Monforti, eds. *Black and Latina/o Politics: Issues in Political Development in the United States*. Miami: Barnhardt and Ash.

BOOK REVIEWS

García Bedolla, L. *Citizenship, Borders, and Human Needs*, Rogers M. Smith, ed. *Perspectives on Politics*, forthcoming.

García Bedolla, L. 2007. *Racial Transformations: Latinos and Asians Remaking the United States*, Nicholas De Genova, ed., *Journal of American Ethnic History* 27 (1): 85-87.

García Bedolla, L. 2007. *Lobbying for Inclusion: Rights Politics and the Making of Immigration Policy*, by Carolyn Wong, *Journal of Politics* 69 (2): 586-587.

García Bedolla, L. 2004. *Straddling the Border: Immigration Policy and the INS*, by Lisa Magaña, *Perspectives on Politics* 2 (3): 599-600.

RESEARCH REPORTS

García Bedolla, L. 2010. "21st Century Competencies and Civic Participation." Washington, DC: National Academy of Sciences, Center for Education. Report available from: http://www7.nationalacademies.org/dbasse/Research_on_21st_Century_Competencies_Papers_and_Presentations.html

Michelson, M. R., L. García Bedolla, and D. Green. 2009. "New Experiments in Minority Voter Mobilization: the Third and Final Report on the California Votes Initiative." San Francisco: The James Irvine Foundation. Report available from: <http://www.irvine.org/publications/publications-by-topic/californiademocracy#civic5>

Michelson, M. R., L. García Bedolla, and D. Green. 2008. "New Experiments in Minority Voter Mobilization: the Second in a Series of Reports on the California Votes Initiative." San Francisco: The James Irvine Foundation. Report available from: <http://www.irvine.org/publications/publications-by-topic/californiademocracy#civic5>

Michelson, M. R., L. García Bedolla, and D. Green. 2007. "New Experiments in Minority Voter Mobilization: A Report from the California Votes Initiative." San Francisco: The James Irvine Foundation. Report available from: <http://www.irvine.org/publications/publications-by-topic/californiademocracy#civic5>

PROFESSIONAL PRESENTATIONS

“The Roots of Inequality: Race, Class and Gender in California Schools, 1849-1900.” Paper to be presented at the Organization of American Historians Annual Meeting, Milwaukee, WI, April 2012.

“The Roots of Inequality: Race, Class and Gender in California Schools, 1849-1900.” Paper to be presented at the American Studies Association Annual Meeting, Baltimore, MD, October 2011.

“Beyond Whiteness: Asian Americans and Latinos in the U.S. Imagination” (with Claire Jean Kim). Paper to be presented at the American Political Science Association Annual Meeting, Seattle, WA, September 2011.

“Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns” (with Melissa R. Michelson). Paper to be presented at the American Political Science Association Annual Meeting, Seattle, WA, September 2011.

“The Roots of Inequality: Race, Gender and Citizenship in California Schools, 1849-1900.” Paper presented at the American Educational Research Association Annual Meeting, New Orleans, LA, April 2011.

“Survey Says: Numbers Don’t Lie, but People Do” (with Melissa R. Michelson). Paper presented at the Midwest Political Science Association Annual Meeting, Chicago, IL, April 2010.

“Heeding the Call: The Effect of Targeted Phonebanks on Voter Turnout” (with Melissa R. Michelson and Margaret McConnell). Paper presented at the American Political Science Association Annual Meeting, Boston, MA, September 2008.

“Strangers vs. Neighbors: the Efficacy of Grassroots Voter Mobilization” (with Betsy Sinclair, Melissa Michelson, and Margaret McConnell). Paper presented at the American Political Science Association Annual Meeting, Chicago, IL, September 2007.

“Mobilizing Minorities: New Lessons from California Field Experiments” (with Melissa Michelson and Donald Green). Paper presented at the Midwest Political Science Association Annual Meeting, Chicago, IL, April 2007.

“New Experiments in Minority Voter Mobilization” (with Melissa Michelson and Donald Green). Presented at the Western Political Science Association Annual Meeting, Las Vegas, NV, March 2007.

“Exile Politics: A Look at Political Ideology in the Cuban-Origin Population” (with Jessica Lavariega Monforti). Paper presented at the Western Political Science Association Annual Meeting, Las Vegas, NV, March 2007.

“The Civic Engagement of Immigrant Youth: A Pilot Study.” Paper presented at the American Political Science Association Annual Meeting, Philadelphia, PA, September 2006.

“Cuban and Cuban American Political Attitudes” (with Jessica Lavariega Monforti). Paper presented at the American Political Science Association Annual Meeting, Philadelphia, PA, September 2006.

“Anglo and Latino Vote Choice in the 2004 Election” (with Michael Alvarez and Jonathan Nagler). Paper presented at the Western Political Science Association Annual Meeting, Albuquerque, NM, March 2006.

“Latina/o Gender Differences in Public Opinion: Results from the 2004 Pew Hispanic Survey” (with Jessica Lavariega Monforti and Adrian Pantoja). Paper presented at the American Political Science Association Annual Meeting, Washington, DC, September 2005.

“The Legal Construction of Native American Citizenship in California, 1840-1875.” Paper presented at the Western Political Science Association Annual Meeting, Oakland, CA, March 2005.

“Indelible Effects: the Impact of Women of Color in the U.S. Congress” (with Katherine Tate and Janelle Wong). Paper presented at the Western Political Science Association Annual Meeting, Oakland, CA, March 2005.

“Race and Social Capital: Studying Social Relations” (with Becki Scola). Paper presented at the American Political Science Association Annual Meeting, Chicago, IL, September 2004.

“Race, Social Relations, and the Study of Social Capital” (with Becki Scola). Paper presented at the Midwest Political Science Association Annual Meeting, Chicago, IL, April 2004.

“Race, Connectedness, and Social Capital in the United States” (with Becki Scola). Paper presented at the Western Political Science Association Annual Meeting, Portland, OR, March 2003. [Winner of the 2005 WPSA Latino/Latina Politics Best Paper Award]

“Power, Intersectionality and Latina/o Political Participation.” Paper presented at the American Political Science Association Annual Meeting, Philadelphia, PA, August 2003.

“Is It Gender, Race or Class? Intersectionality and Latina/o Political Participation.” Paper presented at the Western Political Science Association Annual Meeting, Denver, CO, March 2003.

“Democracy, Power and Consent: Latinos and Political Participation.” Paper presented at the Western Political Science Association Annual Meeting, Long Beach, CA, March 2002.

“The ‘Imagined City’: Racial and Ethnic Politics in Los Angeles.” Paper presented at the American Political Science Association Annual Meeting, San Francisco, CA, September 2001.

“The Foundations of Latino Voter Partisanship: Evidence from the 2000 Election.” (with R. Michael Alvarez) Paper presented at the Western Political Science Association Annual Meeting, Las Vegas, NV, March 2001.

“The Right to Good Government: Native American Citizenship in California, 1821-1855.” Paper presented at the Western Political Science Association Annual Meeting, Las Vegas, NV, March 2001.

“A Thin Line Between Love and Hate: Language, Stereotypes and Community Identity.” Presented at the American Political Science Association Annual Meeting, Atlanta, GA, September 1999.

“Participation in the Next Generation: Political Attitudes of Mexican-American Youth in Los Angeles.” Presented at the American Political Science Association Annual Meeting, Washington, DC, August 1997, and at the Georgetown University Race, Ethnicity and Politics Working Group, November 1997.

“Contextual Integration: Mexican Americans and Mexican Immigrants in Los Angeles.” Presented at the seminar series for the Yale University Center for the Study of Race, Inequality and Politics, April 1997.

“The Alienation of an ‘Alien’ Nation: Voting and Political Attitudes of Latinos in Los Angeles.” Presented at the Northeastern Political Science Association Conference, Boston, MA, November 1996.

OTHER CONFERENCE PARTICIPATION

Roundtable Participant, “Theorizing Latino Politics: A Roundtable on Recent Work by Cristina Beltrán,” American Political Science Association Annual Meeting, Seattle, WA, September 2011.

Roundtable discussant, “From *Protest is Not Enough* to *Newcomers, Outsiders, and Insiders*: A Roundtable on Immigrants and Twenty-Five Years of Political Incorporation Research,” Western Political Science Association Annual Meeting, San Francisco, CA, April 2010.

Panel chair, “Curricularizing a Troubled Past: Research from Germany, Rwanda, and Israel,” American Educational Research Association Annual Meeting, San Diego, CA, April 2009.

Panel chair and discussant, “Race, Ethnicity, and Electoral Politics,” Western Political Science Association Annual Meeting, San Diego, CA, March 2008.

Panel chair, “Social and Political Context and Ethnic and Racial Politics,” American Political Science Association Annual Meeting, Philadelphia, PA, September 2006.

Roundtable participant, “Doing Intersectionality Research: Conceptual and Practical Issues,” American Political Science Association Annual Meeting, Philadelphia, PA, September 2006.

Roundtable participant, “Mobilizing Democracy, Mobilizing Exclusion?” American Political Science Association Annual Meeting, Washington, DC, September 2005.

Panel discussant, “Evolving Racial Identity in the American Context,” American Political Science Association Annual Meeting, Washington, DC, September 2005.

Panel chair, “Candidates, Elections, and the Politics of Women in Public Service,” Western Political Science Association Annual Meeting, Oakland, CA, March 2005.

Panel chair, “Public Opinion, Racial Bloc Voting and Political Participation,” Western Political Science Association Annual Meeting, Portland, OR, March 2004.

Roundtable participant, “Critical Studies in Latino Politics,” Western Political Science Association Annual Meeting, Portland, OR, March 2004.

Roundtable participant, “Race, Diversity and Higher Education 25 Years after *Bakke*,” American Political Science Association Annual Meeting, Philadelphia, PA, August 2003.

Roundtable participant, “The APSA Congressional Fellowship Program: Practice and Scholarship,” American Political Science Association Annual Meeting, Philadelphia, PA, August 2003.

Panel chair, "Women Workers in a Global Context," Western Political Science Association Annual Meeting, Denver, CO, March 2003.

Panel chair, "Methodological Challenges in Studying the Political Activity of African Americans, Asian Americans and Latinos," Western Political Science Association Annual Meeting, Long Beach, CA, March 2002.

Panel discussant, "Issues in Latino Politics and Policy," American Political Science Association Annual Meeting, San Francisco, CA, September 2001.

INVITED PRESENTATIONS

"Beyond Whiteness: Asian Americans and Latinos in the U.S. Imagination (with Claire Jean Kim)." Presented at the UC Center for New Racial Studies Inaugural Conference, UCLA, Los Angeles, CA, April 2011.

"Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns." Presented at the Center for Race and Gender, University of California, Berkeley, Berkeley, CA, February 2011.

"Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns." Presented at the Political Science Department, University of Texas A & M, College Station, TX, February 2011.

"Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns." Presented at the Wayne Morse Center Public Affairs Speaker Series, University of Oregon, Portland, OR, January 2010.

"Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns." 2010 Distinguished speaker, Political Science Students of Color, University of Michigan, Ann Arbor, Michigan, November 2010.

"Local Government and the Common Good: Social Change through Public/Private Partnerships." Keynote speaker, International City/County Management Association (ICMA) inspirational breakfast, San José, CA, October 2011.

"Mobilizing Inclusion: Redefining Citizenship through Get-Out-the-Vote Campaigns." Presented at the Sociology Department, University of California, Berkeley, Berkeley, CA, September 2010.

"Unexpected Consequences: Anti-immigrant Propositions and Latino Political Mobilization in California." Presented at the *Boom*/California Studies Association "Failed State?" Conference, University of California, Davis, Davis, CA, April 2010.

"Twenty-first Century Competencies and Civic Participation." Presented at the National Academy of Sciences, Center for Education, Washington, DC, February 2010.

"Mobilizing Inclusion: Getting Out the Vote among Low Propensity Voters in California." Presented at the Political Science Department, Stanford University, Stanford, CA, January 2010.

"Why U.S. Foreign Policy Matters: Latino Migration and Political Adaptation in the United States." Presented at the Politics Department, Pomona College, Pomona, CA, November 2009.

“Is 'Neutral' the Same as 'Colorblind'? Considering the Role Power Plays in How We Define Neutrality.” Presented at the “090909 Nor Good, Nor Bad, Nor Neutral” Conference, Berkeley Center for New Media, University of California at Berkeley, Berkeley, CA, September 2009.

“Placing Students in Context: the Micro and Macro-Level Factors Affecting Student Achievement.” Presented at the UC ACCORD PSE+ Convening of Scholars, UCLA, Los Angeles, CA, May 2009.

“Why U.S. Foreign Policy Matters: Latino Migration and Political Adaptation in the United States.” Presented at the Center for Latin American Studies, University of California at Berkeley, Berkeley, CA, March 2009.

“Fluid Borders: Latino Power, Identity, and Politics in Los Angeles.” Presented at the Political Science Department, California State University East Bay, Hayward, CA, March 2009.

“Are You Asking Me? Mobilization and Inclusion among Low-Propensity Voters in California.” Presented at the Institute for Governmental Studies, University of California, Berkeley, Berkeley, CA, January 2009.

“Heeding the Call: The Effect of Targeted Phone Banks on Voter Turnout” (with Melissa R. Michelson). Presented at the 40th Anniversary Celebration for the Institute for Social and Policy Studies, Yale University, New Haven, CT, November 2008.

“The Political Socialization of Immigrant Youth.” Presented at the Center for US-Mexico Studies, UC San Diego, San Diego, CA, May 2008.

“Cuban and Cuban American Politics.” Presented at “Cuba: New Research Directions” conference, UC-Cuba Multi-Campus Research Program, Irvine, CA, May 2008.

“Generation vs. Ethnicity: A Look at the Political Socialization of Immigrant Youth in Orange County, CA.” Presented at “The Americas in American Politics” conference, Georgetown University, Washington, DC, April 2008.

“Race and Gender in the 2008 Presidential Election.” Presented at the Jepson Leadership Forum, University of Richmond, Richmond, VA, January 2008.

“Immigrant Political Incorporation.” Presented at the Immigrant Political Incorporation Workshop, Harvard University, Cambridge, MA, September 2007.

“Fluid Borders: Latino, Power, Identity, and Politics.” Presented at the Center for Leadership and Values, California Lutheran University, Thousand Oaks, CA, February 2007.

“Fluid Borders: Latino, Power, Identity, and Politics.” Presented at the Center for Latino Policy Research, University of California at Berkeley, Berkeley, CA, November 2006.

“Border Trouble: Gender, Sexuality, and Illegal Immigration.” Presented at the Haverford College, Bi-College Program in Gender and Sexuality, Haverford, PA, April 2006.

“Cuban and Cuban American Political Attitudes” (with Jessica Lavariega Monforti). Presented at the Metropolitan Center Policy Studies Breakfast, Florida International University, Miami, FL, March 2006.

“Latino Political Engagement: the Intersection of Power, Identity, and Place.” Presented at the UC Santa Barbara New Racial Studies Project, Santa Barbara, CA, January 2006.

“Fluid Borders: Latino Power, Identity, and Politics in Los Angeles.” Presented at the Santa Monica College/UC Press Lecture Series, Santa Monica, CA, December 2005.

“The California Special Election.” Presented at the Pomona Student Union, Pomona College, Claremont, CA, November 2005.

“Studying Inequality: Race, Class, Gender, and Sexuality.” Presented at the Latina/o Studies Symposium, University of Southern California, Los Angeles, CA, October 2005.

“The Legal Construction of Native American Citizenship in 19th Century California.” Presented at the UCLA American Indian Studies Center, co-sponsored by the UCLA Chicano Studies Research Center, Los Angeles, CA, April 2005.

“The 2004 Elections and California Politics: Reflections and Considerations.” Presented at UC Center Sacramento, Sacramento, CA, November 2004.

“The Gender, Race, and Ethnic Implications of Initiative Policymaking.” Presented at the Pat Brown Institute California Policy Issues Conference, Hollywood, CA, November 2004.

“Latinos and the 2004 Election.” Presented at the Weissman Center for Leadership and the Liberal Arts, Mount Holyoke College, South Hadley, MA, October 2004.

“Studying Inequality: Race, Class, Gender and Sexuality.” Presented at the Ralph Bunche Summer Institute, Duke University, Durham, NC, June 2004.

“Studying Inequality: Race, Class, Gender and Sexuality.” Presented at the Woodrow Wilson International Center for Scholars, Washington, DC, May 2004.

“Fluid Borders: Latino Power, Identity and Politics in Los Angeles.” Presented at the “Migration, Borders and Transnational Organizations” conference, Institute of Gender, Globalization and Democracy, California State University, Northridge, May 2004.

“Resources and Participation: the Importance of Social Capital for the Latino Community.” Presented at the “Latinos in California II, 1996-2003,” conference, co-sponsored by the UC Committee on Latino Research and the University of California Institute for Mexico and the United States, University of California, Riverside, September 2003.

“Democracy, Power and Consent: Immigrants, Citizenship and Political Engagement in the United States.” Presented at the “A Nation of Immigrants: Ethnic Identity and Political Incorporation” conference, Institute for Governmental Studies, University of California, Berkeley, May 2003.

“Power, Identity and Latino Politics.” Presented at the Race and Politics Workshop, Department of Political Science, UCLA, April 2003.

SERVICE AND PROFESSIONAL ACTIVITIES

Boards and Steering Committees

- Expert Panel Member, California Adult Education Strategic Plan, California Department of Education. Convened by West Ed, San Francisco, CA, 2009 – 2010
- Advisory Board Member, Center for Information and Research on Civic Learning and Engagement, School of Public Affairs, University of Maryland, College Park, 2001 to 2006
- Member, Regional Advisory Council, Southern California Public Radio, KPCC, 2006 - 2008
- Steering Committee Member, “Voices of Reform: Improving California Governance Project,” Commonwealth Club of California, 2004-2007
- Associate Editor, *Politics, Groups, and Identities*, 2010 – 2013
- Editorial Board Member, University of California Press, 2008 – 2013
- Editorial Board Member, *American Political Science Review*, 2007-present
- Editorial Board Member, *Politics and Gender*, 2007-present
- Editorial Board Member, *Latino Studies*, 2007-present
- Editorial Board Member, *Journal of Politics*, 2005-2007
- Award Panel Member, Ford Foundation Diversity Fellowships, 2005, 2010

American Political Science Association

- President-elect, Women and Politics Section, 2011-2012
- Chair, Research Working Group, President’s Task Force on Political Science in the 21st Century, 2008-2010
- Member, Nominating Committee, 2007 – 2009
- Chair, Ralph Bunche Award Committee, 2011
- Chair, Best Dissertation Award Committee, Women and Politics Section, 2010
- Co-chair, Committee on the Status of Latinas y Latinos in the Profession, 2004-2006
- Member, Committee on the Status of Latinas y Latinos in the Profession, 2002-2004
- Program co-chair, Race, Ethnicity, and Politics Section, 2007 annual meeting
- Member, Public Policy Section Executive Committee, 2010 – present
- Member, Race, Ethnicity, and Politics Section Executive Committee, 2005-2007
- Member, Race, Ethnicity and Politics Section, 2000 Best Book Award Committee
- Member, Women’s Caucus in Political Science, Mary Lepper Award Committee, 2006-2009
- Webmaster, American Political Science Association, Race, Ethnicity, and Politics Section, 2001-2004
- Webmaster, American Political Science Association, Latino Caucus, 2000-2005

American Educational Research Association

- Member, Division G Mentoring Committee, 2009-2011

Western Political Science Association

- Chair, Pi Sigma Alpha Award Committee, 2011
- Member, Executive Council, 2007-2010
- Co-Chair, Local Arrangements, 2010 annual meeting
- Chair, 2009 Latina/o Politics Best Paper Award Committee

- Chair, Voting and Elections Section, 2006 annual meeting
- Chair, Race, Ethnicity and Diversity Section, 2002 annual meeting
- Chair, 2002 Chicana/o Politics Best Paper Award Committee
- Member, Committee on the Status of Latinas/os in the Profession, 2000-2003
- Member, 2000 Chicana/o Politics Best Paper Award Committee

UC Systemwide Service

- Member, Executive Board, UC/ACCORD MRU, 2010 – present
- On-site reviewer, University of California President's Postdoctoral Program, 2008, 2009, 2010
- Off-site reviewer, University of California President's Postdoctoral Program, 2007, 2008, 2010
- Participant, University of California President's Summit on Faculty Diversity, May 2006
- Member, Graduate Fellowship Award Committee, UC Cuba MRU, 2009, 2011

Campus Service

- Member, Advisory Board, Center for Latin American Studies, University of California, Berkeley, 2009 – present
- Member, Graduate Diversity Action Committee, University of California, Berkeley, 2011 to present
- Member, Graduate Fellow Selection Committee, Center for the Study of Social Change, University of California, Berkeley, 2011
- Member, Summer FLAS Award Selection Committee, Center for Latin American Studies, University of California, Berkeley, 2009
- Member, Personnel Committee, Graduate School of Education, University of California, Berkeley, 2009 – 2011
- Member, Dissertation Award Committee, Graduate School of Education, University of California, Berkeley, 2009 – 2011
- Member, Council on Research, Computing, and Libraries (CORCL), University of California, Irvine, 2007-2010
- Member, Advisory Panel on Undergraduate Scholarships, Honors, and Financial Aid, Academic Senate Committee, University of California, Irvine, 2001-2003
- Member, Executive Committee, School of Social Sciences, University of California, Irvine, 2003-2004
- Member, Graduate Committee, Department of Political Science, University of California, Irvine, 2002-2004
- Member, UCI Diversity Fellowship Nomination Committee for continuing graduate students, 2006

Memorandum of Understanding-Mission Promise Neighborhood

WHEREAS, **the Mission Economic Development Agency, and the Mission Promise Neighborhood (MPN) partners listed in this MOU** have come together to collaborate and to submit an application for **the Department of Education Promise Neighborhoods Planning** grant; and

WHEREAS, the partners listed below have agreed to enter into a collaborative agreement in which **the Mission Economic Development Agency** will be the lead agency and named applicant and the other agencies will be partners in this application; and

WHEREAS, the partners herein desire to enter into a Memorandum of Understanding setting forth the planning process to be carried out by the collaborative; and

WHEREAS, the application prepared and approved by the collaborative through its partners is to be submitted to the Department of Education on or before **September 13, 2011**;

1) Description of Partner Agencies & Alignment of Vision and Theory of Change

The Mission Economic Development Agency is a non-profit community based organization that has been working on economic development in the Mission District for over 38 years. MEDA's mission is to achieve economic justice for San Francisco's low and moderate income families through Asset Development. In the long-term, we envision generations of Latino families that are a part of vibrant, diverse, proud and forward-thinking communities in which residents own their homes and businesses, and are actively engaged in the civic life of their neighborhoods and the institutions that affect their lives. We see these families as having sufficient assets to provide them and future generations with the opportunity to call San Francisco their permanent home. MEDA provides direct services to more than 3,500 families each year through financial education, homeownership counseling and foreclosure intervention, free tax preparation, and business development. MEDA is the owner and developer of Plaza Adelante, a major

community hub for nonprofit services devoted to asset development and family support in the Mission. MEDA has a strong history of bringing diverse organizations together for collective, collaborative planning efforts.

The partner agencies listed in this MOU affirm that their Mission, Vision, Theory of Action and Theory of Change are aligned with those of the Mission Promise Neighborhood.

Mission Promise Neighborhood Vision: We envision all Mission District students and their families, from cradle to college to career, having full access and utilizing to their maximum benefit, a set of coordinated and integrated community- and school-based early childhood, academic, health, safety, asset development, employment, and higher education resources. Through this access and effective utilization, we will have a neighborhood with healthy families where students have high academic performance, and strong college, employment and career options. These students and families will have the knowledge, ability and resources to save and invest, increase their income, own a home, own a business, and are actively engaged in the civic and political life of their community and the institutions that affect their lives.

Mission Promise Neighborhood Theory of Change: The Mission Promise Neighborhood will be developed with the theory that, in order for Mission District children, youth, and families to thrive, a robust, high-functioning set of partnerships between schools and other community resources (both public and private) must be solidly in place, accessible, coordinated and integrated. Central to our theory of change is the positive correlation between academic success and economic success; therefore, to improve positive cradle to college academic outcomes we must seamlessly coordinate and integrate family economic success strategies and supportive services with our educational institutions. With an anti-poverty strategy at its core, our Promise Neighborhood Plan will coordinate and build upon the resources available to us to improve student and family outcomes. Key Promise Neighborhood partnerships will focus on academics, health and social services, early childhood education, youth development, asset

development, employment, and community development and engagement. The result is improved student learning, stronger families, and healthier communities overall. With SFUSD's strategic plan and the cradle-college-career continuum and as the guide, the partnership will achieve success through: (1) quality, effective preschools and K-12 schools; (2) quality and effective community-based organizations and programs that support these schools and families; (3) strong and accessible pathways to higher education and careers; (4) effective and successful policies and initiatives of government, higher education, funders and partners.

II) Summary and Timeline

- The entities outlined in this MOU have agreed to collaborate with MEDA and partners engage in a 12-month planning process with the outcome of a Mission Promise Neighborhood Plan.
- The Mission Promise Neighborhoods will specify the creation of a coordinated continuum of solutions to address the needs identified through the needs assessment and segmentation analysis, by December 31, 2012.
- The Mission Promise Neighborhoods Plan will be developed through a series of Advisory Board Meetings and Committee Meetings to be held throughout the planning year, from January 1, 2012-December 31, 2012.

III) Roles and Responsibilities

NOW, THEREFORE, it is hereby agreed by and between the partners as follows:

- *The Mission Economic Development Agency will serve as lead agency and MEDA's Executive Director will serve as Project Director.*
- *MEDA will contribute a minimum of \$250,000 match as specified in federal grant guidelines.*
- *This MOU demonstrates commitment on the part of all partners to work together to achieve stated project goals and to sustain the project once grant funds are no longer available.*

- *This MOU confirms each partner's commitment, where applicable, as outlined in the Match Documentation, of a cash and/or in-kind project match.*

1) **The Mission Economic Development Agency will provide Project Management and serve as the fiscal agent and primary project manager throughout the planning process.**

2) The Governance Structure for the proposed planning process shall be as follows:

Mission Economic Development Agency Board of Directors: As the governing body of MEDA, shall have legal, fiscal and fiduciary responsibility for managing federal funds in accordance with federal regulations, policies and guidelines.

Mission Promise Neighborhood Advisory Board: Shall be composed of a “panel of experts” representative of each of the key issue areas being addressed through the Promise Neighborhoods Plan. Shall be composed of a combination of representatives from: community based organizations, local government agencies, institutions of higher education, public officials, principals of target schools, parents, teachers, school district representatives, foundation and/or corporate representatives. The Advisory Board shall be accountable to the MEDA Board of Directors.

Mission Promise Neighborhood Director: Shall be Luis Granados, Executive Director of the Mission Economic Development Agency (lead applicant for this application). The Project Director shall ensure that the planning process adheres to stated goals and vision, and is in alignment with the vision, mission and theories of change of the partner organizations participating in the planning process.

Mission Promise Neighborhood District Advisor: Shall be Guadalupe Guerrero, Assistant Superintendent, Superintendent's Mission Zone, San Francisco Unified School District. The District Advisor shall ensure the plan is in alignment with SFUSD's strategic plan and priorities for Mission schools.

III) Timeline

The roles and responsibilities described above are contingent on **the Mission Economic Development Agency** receiving funds requested for the project described in the Promise Neighborhoods grant application. Responsibilities under this Memorandum of Understanding would coincide with the grant period, anticipated to be **01/01/2012** through **12/31/2012**.

IV) Commitment to Partnership

- 1) The collaboration target service area includes **the Mission District neighborhood of San Francisco, California**. The collaboration target schools include: César Chávez Elementary School, Bryant Elementary School, Everett Middle School, and John O'Connell High School.
- 2) The partners agree to collaborate and create a plan for a comprehensive continuum of cradle-college-career services within the neighborhood for all students and families living in or attending school in the neighborhood.
- 3) We, the undersigned have read and agree with this MOU. Furthermore, we confirm that our organizations' respective *vision, theory of change, theory of action and existing activities align with those of the proposed Mission Promise Neighborhood strategy.*

Mission Economic Development Agency

<p>By: Luis Granados, Executive Director Date: September 13, 2011</p>	<p>MEDA's mission is to achieve economic justice for San Francisco's low and moderate-income families through Asset Development. In the long-term, we envision generations of Latino families that are a part of vibrant, diverse, proud and forward-thinking communities in which residents own their homes and businesses, and are actively engaged in the civic life of their neighborhoods and the institutions that affect their lives. MEDA is committing a project match of \$250,000.</p>
---	--

Office of Mayor Edwin Lee

<p>By Edwin Lee, Mayor City and County of San Francisco Date September 12, 2011</p>	
---	--

A New Day for Learning

<p>By Margaret Brodtkin Director, New Day for Learning Date – August 31, 2011</p>	<p>New Day for Learning is a collaboration among the SFUSD, the City of San Francisco, and the SF School Alliance. Our mission is to approach the community schools approach in San Francisco through technical assistance, advocacy, program design and building a coalition of informed and invested stakeholders.</p>
---	--

CAMINOS

<p>, Executive Director CAMINOS Pathways Date: September 09, 2011</p>	<p>The mission of CAMINOS is to facilitate the personal and economic development of low income, immigrant women by offering an integral education of computer technology, job skills, and self-development .</p> <p>Our financial commitment to the project is: \$75,000.00</p>
---	--

CARACEN

<p>By: Ana C Perez</p> <p>Director, CARECEN SF</p> <p>Date: August 31, 2011</p>	<p>CARECEN empowers and responds to the needs, rights and aspirations of Latino, immigrant and under resourced families in the San Francisco Bay Area, building community leadership to pursue equity and justice.</p> <p>Our financial commitment to the project is: \$2,000-5,000</p>
---	--

Citi

<p>By : <i>Jenny C Flores,</i></p> <p>Director, Citi Community Development, Northern California</p> <p>Date : 8/31/11</p>	<p>Citi Community Development is dedicated to empowering underserved people, families, and communities. We are working to expand access to financial products and services so we can help households and sustainable businesses thrive across the United States, and we will continue these efforts through commercial and philanthropic funding, innovative financial services, and collaboration with like-minded institutions.</p>
---	---

City College of San Francisco

<p>By Laurie Scolari</p> <p>Associate Dean, City College of San Francisco</p> <p>Date: September 1, 2011</p>	<p>Through partnership work under the Bridge to Success initiative and in close collaboration with San Francisco Unified School District and the City of San Francisco-City College of San Francisco (CCSF) aims to double the number of youth in San Francisco to complete a certificate or degree. The Mission Promise Neighborhood proposal closely aligns with this goal. Additionally, CCSF's overall vision is to offer educational opportunities to all people, especially to those communities that encounter barriers to education, which is clearly evidenced in the needs assessment portion of the proposal. We continue to be committed to the education needs of San Francisco's Mission district-a successful acquisition of the Promise Neighborhood Planning grant will clearly strengthen our ability to support this community further.</p> <p>Our financial commitment to the project is: \$ 15,942.00</p>
--	---

Department of Children, Youth and Their Families

<p>By: Maria Su Director, Department of Children, Youth and Their Families Date: September 12, 2011</p>	<p>The mission of the Department of Children, Youth & Their Families is to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every San Francisco neighborhood.</p> <p>Our financial commitment to the project is: \$797,554.00</p>
--	---

Department of Public Health

 <p>Barbara A. Garcia, MPA Director of Health San Francisco Department of Public Health</p>	<p>Date: August 31, 2011</p>
--	------------------------------

Department of Technology

<p>Jon Walton CIO for the Department of Technology Date <u>September 13, 2011</u></p>	<p>Department of Technology (DT) exists to both serve City agencies and the public. Our mission is to use technology to improve service delivery to the community.</p>
---	--

First 5 San Francisco

<p>By Laurel Klooomok Executive Director, First 5 San Francisco Date: August 31, 2011</p>	<p>First Five San Francisco believes all San Francisco children will thrive in supportive, nurturing and loving families and communities. Children 0 – 5 will be safe, healthy and stimulated. They will be supported in their physical, emotional, and cognitive development. They will start school eager to continue to learn and grow with confidence and connections to families, communities and society.</p> <p>Our financial commitment to the project is: \$1,081,215.00</p>
---	--

Good Samaritan Resource Center

<p>Executive Director, Good Samaritan Family Resource Center Date: 9/1/2011</p>	<p>Good Sam's vision and call to action is that every child can succeed in life – and they deserve the same chance. Good Samaritan Family Resource Center believes that strong families are critical to raising children who are happy, healthy and productive. For families to be strong, they first need important life essentials – income, a place to call home, and supportive relatives, friends and community. Parents, in particular, need skills to become good teachers and caregivers, and their children need tools to succeed in school</p> <p>Our financial commitment to the project is: \$125,000.00- in-kind. Matching funds include Individual Donors and Foundation Funding that supports early childhood education/learning and literacy.</p>
---	--

Instituto Familiar de la Raza

<p>Gérman Walteros, Associate Director Instituto Familiar de la Raza, Inc. Date: 08/29/2011</p>	<p>The mission of Instituto Familiar de la Raza, Inc. is to promote and enhance the health and well-being of Chicanos/Latinos and multicultural/multiracial families and youth.</p> <p>Our financial commitment to the project is: \$165,000.00</p>
---	--

Jamestown Community Center

<p>Executive Director, Jamestown Community Center Date <u>August 30, 2011</u></p>	<p>Jamestown mission is to mobilize the resources of families, neighborhood residents, and other community members to help young people realize their full potential as empowered and productive members of society.</p> <p>Our financial commitment to the project is: \$5,000.00</p>
---	---

Juma Ventures

<p>Chief Executive Officer, Juma Ventures Date <u>9/6/2011</u></p>	<p>Juma Venture's mission is to break the cycle of poverty by ensuring that young people complete a four-year college education.</p>
--	--

Metro Academies Initiative of SFSU and CCSF

<p>By Mary Beth Love Director, Metro Academies Initiative of SF State and CCSF Date August 31, 2011</p>	<p>Metro Academies' mission is to increase equity in college completion through engaging, supportive, and rigorous and socially relevant education.</p> <p>Our financial commitment to the project is: \$29,620.00 in-kind</p>
--	---

Mission Graduates

<p>By: Jeff Feinman Director, Mission Graduates Date: August 31, 2011</p>	<p>Mission Graduates increase the number of Mission District youth who are prepared for and complete college.</p> <p>Our financial commitment to the project is: \$29,620.00 in-kind</p>
--	---

Mission Neighborhood Health Center

<p>Brenda Y. Storey- Executive Director, Mission Neighborhood Health Center Date <u>9/1/11</u></p>	<p>Mission Neighborhood Health Center is committed to compassionate, culturally competent and comprehensive health care services. We strive to provide services for medically underserved with a focus on the Latino/Hispanic Spanish speaking community and its neighbors.</p>
--	---

Office of Economic and Workforce Development

<p>Rhonda Simmons Director of Workforce Development Date: September 12, 2011</p>	<p>The Office of Economic and Workforce Development's (OEWD) supports the ongoing economic vitality of San Francisco. Under the direction of Mayor Edwin M. Lee, OEWD provides city-wide leadership for workforce development, business attraction and retention, neighborhood commercial revitalization, international business and development planning.</p> <p>Our financial commitment to the project is: \$1,255,500.00</p>
--	---

San Francisco State University, Institute for Civic & Community Engagement

<p>By: Gerald Eisman</p> <p>Director, Institute for Civic and Community Engagement</p> <p>San Francisco State University</p> <p>Date: August 30, 2011</p>	<p>The mission of the Institute for Community and Civic Engagement is to connect SF State faculty, staff and students with the Bay Area community and beyond through strategic partnerships that help develop socially responsible citizens who will have a positive impact on their communities.</p> <p>Our financial commitment to the project is: \$ 441,000.00</p>
---	---

San Francisco State University, Marian Wright Edelman Institute

<p>By _Charlotte Ferretti</p> <p>Director, SFSU Edelman Institute</p> <p>Date 8/31/11</p>	<p>Focused on support the linkages between student transfer from CCSF and freshman enrollment from high school to SFSU In the Metro Academies</p> <p>Our financial commitment to the project is: 5% of Directors time in-kind for planning year at \$11,254.</p>
---	---

San Francisco Unified School District

<p>Carlos Garcia , Superintendent</p> <p>Date <u>9/12/11</u></p>	<p>SFUSD focuses on three goals: (1) Access and Equality – making social justice a reality; (2) Student Achievement – engage high achieving and joyful learners; and (3) Accountability – keeping promises to students and families. To do this it is essential to optimize both district and community resources through strategic commitments and partnerships.</p> <p>Our financial commitment to the project is a matching commitment of: \$222,500. And aligned SIG resources of approximately \$6M.</p>
--	--

United Way of the Bay Area

<p>By Lorne Needle</p> <p>Chief Community Investment Officer</p> <p>United Way of the Bay Area</p> <p>Date September 9, 2011</p>	<p>United Way of the Bay Area is committed to helping families move out of poverty to economic success. We believe that academic success correlates with economic success, and therefore are confident that this project will achieve the goal of the federal Promise Neighborhood program.</p> <p>Our financial commitment to the project is: \$150,000 in 2012 operation of the Sparkpoint Center at Plaza Adelante, which will aid in accomplishing the vision of the Promise Neighborhood program.</p>
--	---

University of California, Berkeley, Center for Latino Policy Research

<p>By <u> </u> Patricia A. Gates Associate Director, The Regents of the University of California Date <u>8/30/11</u></p>	<p>We envision all Mission District students and their families, from cradle to college to career, having full access and utilizing to their maximum benefit, a set of coordinated and integrated community- and school-based early childhood, academic, health, safety, asset development, employment, and higher education resources. Through this access and effective utilization, we will have a neighborhood with healthy families where students have high academic performance, and strong college, employment and career options. These students and families will have the knowledge, ability and resources to save and invest, increase their income, own a home, own a business, and are actively engaged in the civic and political life of their community and the institutions that affect their lives.</p>
--	--

University of California, San Francisco, University Community Partnerships

<p>By: <u>Wylie Liu</u> <u>Director, University Community Partnerships (UCP), University of California, San Francisco</u> Date: <u>August 29, 2011</u></p>	<p>UCP serves as a bridge between UCSF and the community, emphasizing partnerships that value and respect the diversity and assets of both.</p> <p>Our financial commitment to the project is: \$40,000.00</p>
--	---

University of San Francisco, McCarthy Center

<p>By <u>Corey Cook, Ph.D.</u> Director, Leo T. McCarthy Center for Public Service and the Common Good University of San Francisco September 7, 2011</p>	<p>The McCarthy Center at the University of San Francisco was created to inspire and equip students for lives and careers in ethical public service and serving others. In pursuit of that mission, the Center operates graduate and undergraduate programs, supports the University's service learning curriculum, facilitates the creation and sustenance of reciprocal partnerships with community organizations, generates publishable community-based research, and works to promote sustainable communities in which students have high academic performance, and strong college, employment and career options.</p>
--	--

Partner Name	Type	Primary Area of Expertise
First Five San Francisco	Government	Early Childhood
Department of Public Health	Government	Health
Citi	Corporate	Higher Education
Metro Academies Initiative of SFSU and CCSF	College/University	Higher Education
San Francisco State University, Institute for Civic & Community Engagement	College/University	Higher Education
San Francisco State University, Marian Wright Edelman Institute	College/University	Early Childhood (Head Start)
City College San Francisco	College/University	Higher Education
CARACEN	CBO	Adult Education
Good Samaritan Family Resource Center	CBO	Adult Education; Early Education
Instituto Familiar de la Raza	CBO	Health
Jamestown Community Center	CBO	K-12 Education
Mission Economic Development Agency		Asset Development
Mission Graduates	CBO	Higher Education
A New Day for Learning	CBO	K-12 Education
Mission Neighborhood Health Centers	CBO	Early Childhood
University of California, San Francisco, University Community Partnerships	College/University	Employment
University of San Francisco	College/University	Higher Education
United Way Bay Area	Foundation	Asset Development
UCSF HEARTS	College/University	Health
Juma Ventures	CBO	Higher Education
Office of Economic & Workforce Development	Government	Employment
CAMINOS Pathways Learning Center	CBO	Technology
Mission Economic Development Agency	CBO	Asset Development
San Francisco Unified School District	School	K-12 Education
Office of Mayor Edwin Lee	Government	Government
Department of Children, Youth and their Families	Government	Early Childhood

Mission Promise Neighborhood 2011 – Match Description for the Mission Economic
Development Agency (MEDA)

The Mission Economic Development Agency is requesting \$500,000 for one year through the Department of Education's Office of Innovation & Improvement for a Promise Neighborhoods Program Planning Grant under Absolute Priority 1 and Competitive Preference Priorities 4 & 5 to develop the Mission Promise Neighborhood. The grant requires that the applicant provide a 50 percent match for the total amount of the planning grant, or \$250,000. The documents provided here demonstrate that MEDA will be able to provide the required match through general support funding from corporate, foundation, and public sources. Below is a table that outlines the source of the funding, the amount, grant period and the type of document provided as proof of match:

Funding Source	Funding Amount	Funding Allocated to MPN	Grant Period	Type of Proof
Bank of America Foundation	\$100,000	\$100,000	November 1, 2011 – October 31, 2012	Award Letter
JPMorgan Chase Foundation	\$75,000	\$75,000	June 1, 2011 – May 31, 2012	Award Letter
Comerica Bank Foundation	\$25,000	\$25,000	April 1, 2011 – March 31, 2012	Award Letter
Union Bank Foundation	\$20,000	\$20,000	May 1, 2011 – April 30, 2012	Award Letter
US Dept. of Commerce National Telecommunications and Information Administration	\$3,724,128	\$30,000	April 1, 2010 – March 31, 2013	Letter and Contract
Total:	\$3,944, 128	\$250,000		

Please let us know if you need any additional information.

Luis Granados
Executive Director
MEDA

9/12/2011

Date

The Bank of America Charitable Foundation, Inc.

November 1, 2010

Luis Granados
Mission Economic Development Agency
2301 Mission Street
San Francisco, CA 94110

Dear Mr. Granados:

The Bank of America Charitable Foundation, Inc. approved a grant to Mission Economic Development Agency in the amount of \$200,000.00 for the purposes outlined in your grant request dated 04/27/10. This grant is to be paid over two years in the amount of \$100,000.000 each year. Enclosed please find a check for \$100,000.00 as the first payment in support of this grant.

Please note that this grant is subject to the terms and conditions of the grant agreement accepted by your organization. The Foundation retains the authority to discontinue any future payments pursuant to the terms of that agreement.

The Bank of America Charitable Foundation is dedicated to providing opportunity for all in its commitment to our communities. Providing support to organizations like Mission Economic Development Agency, which provide opportunity and improve the quality of life in our communities, is key to our strategy to build capacities that truly make a difference.

Thank you for your valuable work.

Sincerely,

The Bank of America Charitable Foundation, Inc.

JPMorgan Chase Foundation

An affiliate of JPMorgan Chase & Co.

Georgette Bhathena
JPMorgan Chase Foundation

June 23, 2011

Luis Granados
Executive Director
Mission Economic Development Agency
2301 Mission Street, Suite 301
San Francisco, CA 94110

Grant #5481659

Dear Mr. Granados:

We are pleased to inform you that the JPMorgan Chase Foundation has approved a grant of \$75,000.00 to the Mission Economic Development Agency in support of MEDA's Financial Coaching and Asset Development Services for Low- and Moderate-Income Families.

We take great pride in our history of supporting organizations and programs that strengthen the communities we serve. We commend the important work of your organization, are glad to support its efforts with this grant, and look forward to learning about its community impact.

Please note this grant is subject to the attached Terms and Conditions. Additionally, be sure to disclose any updates to **Appendix A** of the Terms and Conditions as it relates to affiliations with federal officials.

Upon review and acceptance of the Terms and Conditions, please have an authorized officer from your organization sign and **return the Terms and Conditions in its entirety within 30 days of receipt** to:

JPMorgan Chase Foundation Grant Administration
c/o CyberGrants, Inc.
Two Dundee Park, Suite 100
Andover, MA 01810

Finally, please note that in any event the deposit, negotiations, or endorsement of the enclosed grant check constitutes your organization's agreement with the Terms and Conditions.

We extend our best wishes for continued success.

Sincerely,

Georgette Bhathena
Relationship Manager

Comerica Incorporated

Comerica Tower at Detroit Center

MC 3352
500 Woodward Avenue
Detroit, MI 48226
313-222-5831
Fax: 313-222-8720
jmgaravaglia@comerica.com

April 18, 2011

James M. Garavaglia
Senior Vice President
Corporate Compliance/Public Affairs

Mr. Jonathan Segarra
Development & Communications Officer
Mission Economic Development Association
2301 Mission Street
Suite 301
San Francisco, CA 94110

Dear Mr. Segarra,

On behalf of Mike Fulton and Comerica Bank, I am pleased to provide you with the enclosed check in the amount of \$25,000 representing financial support for Mission Economic Development Association's (MEDA's) programs and initiatives. While we can't always support programs and events of the MEDA, it is a pleasure to contribute when we can.

Also, Comerica is required by law to obtain a written acknowledgement from nonprofit organizations receiving a charitable contribution of cash or property valued at \$250 or more. Please complete and return the enclosed Contribution Acknowledgement form within 30 days of receipt of this grant. Thank you in advance for your cooperation in fulfilling this request.

Best wishes in your continued success.

Regards,

✓ Enclosures

cc: William E. Becker



May 23, 2011

Mr. Luis Granados
Executive Director
Mission Economic Development Agency
2302 Mission Street, Suite 301
San Francisco, CA 94110

Dear Mr. Granados:

As part of the Union Bank Foundation's investment in the community, we are pleased to enclose a check in the amount of \$20,000.00 for Financial Coaching and Asset Development Services for low- and moderate-income families.

Under applicable Internal Revenue Service regulations, all tax-exempt nonprofit organizations are required to furnish a written acknowledgement indicating whether goods or services were provided in return for this consideration. For this purpose, please complete and return the enclosed Acknowledgement of Receipt form at your earliest convenience.

You may know that the Union Bank Foundation is a nonprofit public benefit corporation established by Union Bank, and related to many companies that provide a wide range of financial products and services. We may share information about you and your grant with our affiliated companies, and it is possible your organization might be contacted by one of our affiliates about products and services that might be of interest to your organization.

If the Mission Economic Development Agency publicly acknowledges the gift, please forward a copy of the acknowledgement to my attention. Also, please advise us of the outcome of the grant by telling us the actual application of the grant funds, if program expectations were met, if the project was completed, etc. This information will be kept in our file so it can be used for evaluation purposes in the event of subsequent funding requests.

On behalf of the Union Bank Foundation, best wishes for the continued success of your programs.

Sincerely,

Karen Murakami
Assistant Vice President
Union Bank Foundation

enclosures



APR 2 2010

Ms. Jillian Spindle
Mission Economic Development Agency
3505 20th Street
San Francisco, CA 94110

RE: Award No. 06-42-B10508

Dear Ms. Spindle:

Congratulations! As you know, the National Telecommunications and Information Administration (NTIA), U.S. Department of Commerce, has selected your Broadband Technology Opportunities Program (BTOP) project, "Latino Microenterprise Tech Net" (EGID 1097), to receive a grant funded under the "American Recovery and Reinvestment Act of 2009" (the Recovery Act). After a rigorous review and due diligence process, your project was chosen from among more than 1,800 applications.

BTOP provides grants for deploying broadband infrastructure in the United States, enhancing broadband capacity at public computer centers, and promoting sustainable broadband adoption projects. In facilitating the expansion of broadband services and infrastructure, BTOP advances the objectives of the Recovery Act to spur job creation and stimulate long-term economic growth and opportunity. The Department of Commerce shares your commitment to achieving these objectives.

NTIA looks forward to working closely with you throughout the term of your award. Again, congratulations on receiving this award.

Sincerely,

Lawrence E. Strickling

BTOP.

FORM CD-450 (REV 10/98)		U.S. DEPARTMENT OF COMMERCE		X GRANT COOPERATIVE AGREEMENT	
FINANCIAL ASSISTANCE AWARD				ACCOUNTING CODE	
				** See Attached**	
RECIPIENT NAME Mission Economic Development Agency			AWARD NUMBER 06-42-B10508		
STREET ADDRESS 3505 20th Street			FEDERAL SHARE OF COST \$3,724,128.00		
CITY, STATE ZIP San Francisco, CA 94110			RECIPIENT SHARE OF COST \$2,483,855.00		
AWARD PERIOD 02/01/2010 - 01/31/2013			TOTAL ESTIMATED COST \$6,207,983.00		
AUTHORITY P.L. 111-5 Section 6001					
CFDA NO. AND PROJECT TITLE: 11.557 American Recovery and Reinvestment Act - PCC - Latino Microenterprise Tech Net					
<p>This Award approved by the Grants Officer is issued in triplicate and constitutes an obligation of Federal funding. By signing the three documents, the Recipient agrees to comply with the Award provisions checked below and attached. Upon acceptance by the Recipient, two signed Award documents shall be returned to the Grants Officer and the third document shall be retained by the Recipient. If not signed and returned without modification by the Recipient within 30 days of receipt, the Grants Officer may unilaterally terminate this Award.</p>					
<p>X Department of Commerce Financial Assistance Standard Terms and Conditions (March 2008)</p> <p>X Special Award Conditions</p> <p>X Line Item Budget</p> <p>X 15 CFR Part 14, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, Other Non-Profit, and Commercial Organizations</p> <p>15 CFR Part 24, Uniform Administrative Requirements for Grants and Agreements to State and Local Governments</p> <p>OMB Circular A-21, Cost Principles for Educational Institutions</p> <p>OMB Circular A-87, Cost Principles for State, Local, and Indian Tribal Governments</p> <p>X OMB Circular A-122, Cost Principles for Nonprofit Organizations</p> <p>48 CFR Part 31, Contract Cost Principles and Procedures</p> <p>X OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations</p> <p>X Other(s) *DoC American Recovery and Reinvestment Act Award Terms attached.</p>					
SIGNATURE OF DEPARTMENT OF COMMERCE GRANTS OFFICER			TITLE		DATE
Joyce Brigham			GRANT OFFICER		3/29/10
TYPED NAME AND SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL			TITLE		DATE
Luis Granddos			Executive Director		3/31/10

**Mission Promise Neighborhood Planning Grant
Match Commitment**

The University Community Partnerships (UCP) Office of University of California, San Francisco, hereby commits an in-kind match to the Mission Promise Neighborhood project in the form of the following (it includes federal, state and private funding):

UCP Staff Time: \$20,000

Other UCSF student, staff and faculty time (include SEP, CEP, MedLink, etc.): \$20,000

Total In-kind Match: \$40,000

The match will be expended between January 1, 2012 and December 31, 2012.

Signed: _____

Position: University Community Partnerships Director

Date: August 29, 2011

FIRST 5 SAN FRANCISCO

CHILDREN AND FAMILIES COMMISSION

Suzanne Glauco, Commission Chair
Psychologist/CFO/Director
California Pacific Medical Center

Laurel Kloontjok, Executive Director



COMMISSIONERS

Linda Asato, Executive Director
Wu Yee Children's Services

Mary Hannell, Director
Malena, Chief and Adolescent Health
Department of Public Health, Community Programs

Eric Mar, Supervisor, District I
San Francisco Board of Supervisors

Lynn Morz, Executive Director
Meni and Peter Haas Fund

Betty Robinson-Harris, Chair
Child Development Committee
School Improvement Committee-RSD

Michela Rutherford, Program Manager
Child Care Policy & Planning
Department of Human Services

Marla Su, Director
Department of Children, Youth and Their Families

August 31, 2011

First 5 San Francisco hereby commits a match to the Mission Promise Neighborhood project in the form of the following: Leveraged First 5 San Francisco funding of Mission Neighborhood Preschool and Family Support services totaling \$1,381,215.00.

- Preschool For All: \$843,715 (reimbursement amount: to PFA sites)
- Family Resource Centers: \$237,500 (2 neighborhood contracts)

Match must be expended between January 1, 2012 and December 31, 2012. Match may include private or government (state, federal, and city) funding.

Sincerely,

Laurel Kloontjok, Executive Director
First 5 San Francisco

Match Commitment

Mission Graduates hereby commits a match to the Mission Promise Neighborhood project in the form of the following:

Salaries and Benefits

Executive Director	\$7,500	In-Kind	DCYF
College Council Director	\$3,000	In-Kind	Foundations
Parent Partner Director	\$4,700	In-Kind	Foundations
Site Director Bryant Elementary	\$4,600	In-Kind	DCYF
School Partnerships Director	\$6,800	In-Kind	SFUSD
Parent Partner Coordinator	\$3,500	In-Kind	Foundations
Total Match:	\$29,600		

Match must be expended between January 1, 2012 and December 31, 2012. Match may include private or government (state, federal, city) funding.

Signed:

Position: Executive Director

Date: August 31, 2011



GOOD SAMARITAN
FAMILY RESOURCE CENTER, INC.

WELCOMING AND SUPPORTING
IMMIGRANTS SINCE 1894

August 31, 2011

Good Samaritan hereby commits an in-kind resources match to the Mission Promise Neighborhood project in the form of the following:

1. \$100,000 in Kid's Club and early childhood development services. Funding sources include the San Francisco Foundation, Mimi and Peter Haas Fund and individual donors
2. \$25,000 in in-kind staff time that includes the 10% of Executive Directors, Director of Programs and administrative staff. Sources of funding include general support and individual donors.

(Match must be expended between January 1, 2012 and December 31, 2012. Match may include private or government (state, federal, City, funding.)

Mario Paz
Executive Director
Signed: August 31, 2011

Our mission is to help immigrant families access needed services, develop self-sufficiency, and participate fully as members of the community.

1294 Potrero Avenue
San Francisco, CA 94110

voice: 415.401.4253
fax: 415.824.9527
www.goodsamfrc.org

Board of Directors

The Rt. Rev. Marc Andrus
Bishop, Episcopal
Diocese of California
Chair

Kat Taylor
President

Frank DeRosa
Treasurer

Bob Hernandez
Secretary

The Rev. Canon
Michael Barlow
Kay Bishop
John Gannon
Alan Levinson
Dr. Alicia Lieberman
Vangie Lopez
Anamaria Loya
Stanley Mackewicz
Bao-Tran Truong
Sandra Vivanco
Emeritus
Board Members
Sheana Butler
Avelina Leanos
William H. Orrick III
The Reverend
J. Will Wauters

Mario Paz
Executive Director
415-401-4242



INSTITUTO FAMILIAR DE LA RAZA, INC.

2919 Mission Street
San Francisco, CA 94110

(415) 229-0500
Health Services FAX: (415) 647-3662
Administration FAX: (415) 647-0740

Match Commitment

Instituto Familiar de la Raza hereby commits a match to the Mission Promise Neighborhood project in the form of the following:

We have allocated a total of \$165,000.00 (fiscal year 2011/12 and expected to be extended to fiscal year 2012/2013) to provide services to children and families who attend three Mission schools (Cesar Chavez F.S., Everett M.S. and Bryant E.S.). These services are part are part of the cradle college career continuum of services. These efforts are funded by the San Francisco Unified School District through a federal School Improvement Grant.

Signed:

Position: Associate Director

Date: 8.29.11

CARECEN



CENTRAL AMERICAN RESOURCE CENTER
CENTRO DE RECURSOS CENTROAMERICANOS

Strengthening Immigrant Family Wellness
Fortaleciendo el Bienestar Familiar de Inmigrantes

Match Commitment

The Central American Resource Center (CARECEN) of San Francisco hereby commits a match to the **Mission Promise Neighborhood** project in the form of the following:

An in-kind match of \$2,000-5,000 of staff time to participate in the planning process. The source of the funds is individual donations.

Match must be expended between January 1, 2012 and December 31, 2012. Match may include private or government (state, federal, city) funding.

Signed: _____

Position: Executive Director

Date: August 31, 2011



**SAN FRANCISCO
STATE UNIVERSITY**

GERALD FEISMAN
DIRECTOR, ICCCE

INSTITUTE FOR CIVIC AND COMMUNITY ENGAGEMENT
1400 Holloway Avenue, Pacific Plaza 750
San Francisco, CA 94132-1027

Tel: 415.338-6419
Fax: 415.338-0587
www.sfsu.edu/~icce
geraldf@sfstate.edu

August 30, 2011

Mission Promise Neighborhood Match Commitment

The San Francisco State University Institute for Civic and Community Engagement (ICCE) hereby commits a match to the Mission Promise Neighborhood project in the form of the following:

Community Service Learning

At San Francisco State University (SF State), we seek to prepare our students for lifelong engagement with the issues and needs of the world around them. Service learning is a powerful expression of that mission. We are proud to have built our service learning program into a University hallmark.

As you are aware, we are proud that this year we have been recognized and received two very prominent awards. A total of 851 institutions applied for the 2010 Honor Roll, which highlights efforts to engage students in making a difference in the community. SF State was one of six institutions recognized nationally for exemplary, innovative and an effective community service program.

In 2010 we offered more than 430 sections of Community Service Learning courses through which more than 7,000 CSU students performed more than 380,000 of service in Bay Area communities. Using the minimum wage of \$9.79 per hour this equates to a value of approximately \$3.75 million. At least 10% of the service learning hours were done in the Mission District which equates in-kind to nearly \$375,000 each year. We estimate the same level of community service learning each year.

Students in Service

Students in Service is a part-time AmeriCorps program offered through California Campus Compact and funded by the Corporation for National and Community Service that provides an education award to university students who perform valuable service in their communities. SIS members make a difference in their communities, gain valuable civic and workforce skills, and upon completion of their term of service, earn an award that can be applied toward their student loans or toward their university fees. The SIS program offers each student an opportunity to choose one of three terms of service based on the number of hours they agree to serve. Last year alone SF State provided \$183,000 in educational awards to students.

In 2010-11 we estimate that the value of the service in the Mission District to be valued in-kind at approximately \$48,000 and will be a similar amount in coming years.

AmericaCounts

America Counts is a federally funded work-study program in which ICCE hires SF State Work Study students to work as tutors in K-8 public schools and after-school programs throughout San Francisco.

In the Mission, students serve at such sites as Alvarado Elementary School and Cesar Chavez Elementary School.

We estimate the 2010-11 value of service in-kind to be at least \$12,000 and anticipate similar amounts in coming years.

Staff

The Students In Service and AmericaCounts programs are administered by a program coordinator who also administers our Community Connections Database which summarizes all community service learning placements citywide. Approximately 20% of our sites are located in the Mission and so using 20% as a time base we estimate salary and benefits (California state university funding) to be valued in-kind at \$6,000.

Signed:

Position: Director, Institute for Civic and Community Engagement

Date: August 31, 2011



San Francisco State University
College of Health and Human Services
Marian Wright Edelman Institute
for the Study of Children Youth and Families
1600 Holloway Ave
San Francisco CA 94132

September 1, 2011

Mission Promise Neighborhood Commitment

The Marian Wright Edelman Institute at San Francisco State University commits a match to the Mission Promise Neighborhood project in the form of the following:

The Director of the Marian Wright Edelman Institute oversees the City's Head Start and Early Head Start programs, and one of the Metro Academy disciplines linking City College of San Francisco to San Francisco State University to support student transfer and success. The Director will provide 5% time, equivalent to \$11,245, to participate in the planning process for one year.

Head Start and Early Head Start provide child care and education to 1,397 low income families and children throughout the City. Over 300 of these families are provided services in the Mission District of San Francisco.

The Metro Academy (Metro) is a 'school within a school' for approximately 140 students, based on a redesign of the first two years of college. Four Metro demonstration sites are now operational—two at San Francisco State University, a large urban university of 30,000 students, and two at City College of San Francisco, an eleven-campus community college district with nearly 100,000 students. Metros are designed to speed progress through developmental work, increase graduation rates and speed time to two- and/or four-year graduation, while also accelerating students' mastery of high-level skills in writing, public speaking, critical thinking and quantitative thinking. Outreach is focused on first-generation and low-income students and those from under-represented communities.¹ **About 40% of the students in our current Metros at CCSF and SF State reside in the Mission district of San Francisco.** Each Metro has a broad career theme, housed within specific colleges or departments.

We look forward to working with the Advisory Council in supporting the planning process that will provide significant supports, access and success for children, youth and families.



OUTREACH AND RECRUITMENT SERVICES

50 PHELAN AVENUE • MULTI USE BUILDING.130A • SAN FRANCISCO, CA 94112 •

415.239.3557 FAX 415.452.5223

Match Commitment from City College of San Francisco

City College of San Francisco hereby commits a match to the Mission Promise Neighborhood project in the form of the following from January 1, 2012 and December 31, 2012:

Description	Line Item	TOTAL
Campus tours for middle/high school students and parents	Events Coordinators time (2%) plus 30% benefits rate	\$1742
Pathways maps, admissions materials and college giveaways	500 items @ \$5 per person	\$2500
Student Ambassador presentations at middle/high schools	Student Ambassadors rate \$9/hour x 10 hours x 10 presentations	\$4500
Early registration dates for graduating seniors from O'Connell High School and Mission High	Staff time to process early registration dates	\$1000
High school seniors' participation in CCSF's FRISCO Day activities	Cost of food, staff time for counseling sessions, orientations and registration seminars for approximately 100 students	\$5000
Administrator's time commitment to collaborative partnership meetings	\$60/hour x 2 administrators x 10 hours of meeting time	\$1200
TOTAL		\$15,942

Signed: Laurie Scolari
Position: Associate Dean
Date: September 1, 2011

BOARD OF TRUSTEES

JOHN RIZZO, PRESIDENT · CHRIS JACKSON, VICE PRESIDENT · MILTON MARKS
DR. ANITA GRIER · DR. NATALIE BERG · STEVE NGO · LAWRENCE WONG
· JEFFREY S. FANG, STUDENT TRUSTEE
DR. DON Q. GRIFFIN, CHANCELLOR



131 STEWART STREET, SUITE 201
SAN FRANCISCO, CA 94105

SAN FRANCISCO | OAKLAND | SAN DIEGO | NEW YORK
T 415 371 0727 | F 415 371 1634 | WWW.JUMA.ORG

Match Commitment

Juma Ventures hereby commits a match to the Mission Promise Neighborhood project in the form of the following:

Juma will provide \$142,576 of in-kind match in the form of service provision to support the Mission Promise Neighborhood project. Juma provides employment opportunities, financial capability training, matched savings, case management and academic services to low-income youth residing in San Francisco's Mission district. This package of services complements the cradle-college-career continuum of services as proposed by the Mission Promise Neighborhood project, ensuring that youth have the skills, motivation, and support network to not only get into college, but to succeed there as well. Juma receives 36% in earned income from our social enterprise businesses, 33% from foundation grants, 15% in corporate grants and sponsorships, 11% in government grants and contracts, 3% in individual donations, and 2% from other sources.

Signed:

Position: Chief Executive Officer, Juma Ventures

Date: September 6, 2011

Match Commitment to the Mission Promise Neighborhood

September 9, 2011

United Way of the Bay Area (UWBA) hereby commits a match to the Mission Promise Neighborhood project in the form of the following:

\$150,000 in a cash grant from UWBA in 2012, from private funds raised by UWBA. These funds are provided for operation of the SparkPoint Center at Plaza Adelante, which will partner and aid in accomplishing the vision of the Mission Promise Neighborhood.



United Way of the Bay Area

221 Market St., Suite 870
San Francisco, CA 94102
415.878.4100

1975 Broadway, S. 10 600
Oakland, CA 94612
510.738.7410

435 Amador St.
Walpole, CA 94595
707.444-4111

www.uwba.org

Signed:

Name:  Lorne Needle
Position: Chief Community Investment Officer
Date: September 9, 2011

Match Commitment

The Office of Economic & Workforce Development is committing \$365,000 in matching funds to the Promise Neighborhoods Planning grant program:

- \$1,225,500 in funding to Mission District community based organizations to provide workforce development services, including job training and placement. These organizations include Arriba Juntos, Mission Hiring Hall, Mission Language & Vocational School, Mujeres Unidas y Activas, and the Mission Economic Development Agency. Funds are sourced through the Community Development Block Grants program, the Workforce Investment Act and General Funds.

Rhonda Simmans

Director of Workforce Development

Date: September 12, 2011





September 09, 2011

CAMINOS Pathways Learning Center hereby commits an in-kind resource match to the Mission Promise Neighborhood project in the form of the following:

1. \$50,000 in Basic Digital Literacy and Office Application Training Program services. Funding sources include the May and Stanley Charitable Trust, Sisters of Mercy of the Americas and Sisters of Holy Family.
2. \$25,000 in in-kind staff time that includes 10% of the Executive Directors, Education Coordinator and general administrative staff. Sources of funding include the Isabel Allende Foundation, Gellert Foundation and the San Francisco Foundation.

Match must be expended between October 1, 2011 and July 1, 2012. Match may include private or government ((state, federal, City funding).



Executive Director

Signed: September 12, 2012

SFUSD Match Commitment

San Francisco Unified School District hereby commits a match to the Mission Promise Neighborhood project in the form of the following:

Please see below our specific and conservative estimate of match to the Promise Neighborhood Initiative.

However, we feel, without wanting to overstate the resources available, that so many more resources of the targeted schools and the district are aligned with the vision, mission and purposes of this proposed planning grant. Specifically, we feel our SIG-funded initiative to Turn-Around and Transform our "persistently lowest-performing" schools into High-Performing Community Schools that optimize all of the learning, wellness, educational, human/social capital and economic resources of the Mission Neighborhood and beyond deserve to be taken into account – guided by the vision and aspirations of our local families, community-based organizations, City departments and all other relevant partners and stakeholders – is thoroughly aligned with and can only benefit from the data sharing, networking and active, integrative neighborhood-focused planning proposed in this grant. We are eager to participate and help raise positive child, youth, adult, family and community outcomes to new educational and economic heights. That said, we feel all of our SIG resources in the targeted schools truly support the effort, and, impressively, total approximately \$6 million during the project period (SIG site budgets of targeted SIG schools in this initiative). As a more narrow calculation of matching funds we would like to highlight the following (all match is in-kind):

District Leadership Support: \$20,000

- Superintendent, Carlos Garcia @ 2%
- Deputy Superintendent, Richard Carranza @ 5%
- Related Expenses associated with participation

Superintendent's Zone-Mission Leadership Support: \$78,500

- Assistant Superintendent, Guadalupe Guerrero: 10%
- SIG Executive Director, Kevin Rocap @ 20%
- SIG Mission Zone Director of Family and Community Engagement @ 20%
- Related Expenses associated with participation

Site-Based Leadership Involvement at 4 targeted SIG-funded schools: \$124,000

- Community School Coordinators @ 20%
- Principals @ 10%
- Related Expenses associated with participation.

Total: \$222,500

Signed:

Carlos Garcia, Superintendent

Date: _____

9/12/11



Maria Su, Psy.D.
EXECUTIVE DIRECTOR



Edwin M. Lee
MAYOR

Match Commitment

San Francisco’s Department of Children, Youth & Their Families (DCYF) is one of the few city departments in the country dedicated exclusively to meet the needs of young people from birth through 24 years of age. The department’s mission is to ensure that families with children are a prominent and valued segment of San Francisco’s social fabric by supporting programs and activities in every San Francisco neighborhood.

DCYF is a proud steward of San Francisco’s Children’s Fund – a fund dedicated to comprehensive children, youth & family services throughout the City & County of San Francisco. It is also an innovative policy body guided by best practices, evidence-based evaluation and positive outcomes.

DCYF’s goals include helping to realize the vision of the Quality of Life Benchmarks adapted by the City’s Board of Supervisors and Mayor:

- Our city’s children and youth are healthy
- Our city’s children and youth are ready to learn and are succeeding in school
- Our city’s children and youth live in safe, supported families and safe, successful, supported communities
- Our city’s children and youth contribute to the growth, development, and vitality of San Francisco

DCYF administers approximately **\$70 million** in funds each year throughout the City & County of San Francisco as we strive to accomplish these goals and fulfill our mission.

DCYF hereby commits a match to the Mission Promise Neighborhood project in the form of the following amounts:

- | | |
|----------------------------------|-----------|
| • Bryant Elementary School | \$44,219 |
| • Cesar Chavez Elementary School | \$216,287 |
| • Everett Middle School | \$345,000 |
| • John O’Connell High School | \$192,048 |

Signed: - - -

Position: Director

Date: September 12, 2011

Department of Children, Youth and Their Families

1390 Market Street Suite 900 * San Francisco, CA 94102 * 415-554-8990 * www.dcyf.org



Department of the Treasury
Internal Revenue Service

P.O. Box 2508, Room 4010
Cincinnati OH 45201

In reply refer to: 4077550277
Sep. 27, 2010 LTR 4168C 0
51-0187791 000000 00

00025989
BODC: TF

MISSION ECONOMIC DEVELOPMENT
AGENCY
2301 MISSIOM ST STE 301
SAN FRANCISCO CA 94110-1813

Employer Identification Number: 51-0187791
Person to Contact: Ms Benjamin
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your June 14, 2010, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in April 1976.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Cindy Thomas
Manager, ED Determinations

**Mission Economic Development Agency Board of Directors
Biographical Information**

Orson Aguilar, Board President

Executive Director, the Greenlining Institute

Orson Aguilar has a diverse experience serving non-profit organizations in housing, economic development, youth training, and public policy issues. Mr. Aguilar focuses on private and public policies that promote fairness and equity for low-income and minority communities. Mr. Aguilar has been instrumental in developing Greenlining's Fair Growth and Sustainable Development Program that seeks to ensure that all residents benefit from California's ever-changing growth and economy. Mr. Aguilar has presented at several conferences, hearings and forums, on a diverse array of issues that include the environment, economic development, energy, philanthropy, housing, and banking. Mr. Aguilar is currently on the board of Mission Economic Development Agency, and was recently elected to the University of California at Santa Cruz alumni council. Mr. Aguilar received a Masters Degree at the Lyndon B. Johnson School of Public Affairs at the University of Texas. He was born and raised in East Los Angeles.

Kevin Stein, Board Member

Associate Director the California Reinvestment Coalition

Kevin Stein is the Associate Director of the California Reinvestment Coalition. At CRC, Kevin works primarily on housing issues, including efforts to fight predatory mortgage lending. Kevin was the primary author of CRC's reports, "Stolen Wealth: Inequities in California's Subprime Mortgage Market," which investigated subprime and predatory lending practices in the state, and "Who Really Gets Home Loans? Years Ten and Eleven and "Who Really Gets Higher Cost Home Loans," analysis of home lending that explore the relationship between race and the cost of credit. Before coming to CRC, Kevin was Supervising Attorney at the East Palo Alto Community Law Project and Lecturer in Law at Stanford Law School, working on community economic development issues. Prior to that, he worked at HomeBase, a law and social policy center on homelessness. Kevin is a graduate of the Georgetown University Law Center, and Stanford University. Kevin currently sits on the board of directors of the Mission Economic Development Association (MEDA).

Karoleen Feng, Board Member, Finance Committee

Project Manager, East Bay Asian Local Development Corporation

Ms. Feng has worked with the East Bay Asian Local Development Corporation's real estate development division by managing the process of community acceptance, financing, planning and zoning approval. She has developed a comprehensive community outreach, marketing and sales plan that ensures homebuyers receive substantial pre- and post- purchase homeownership education.

Jabari Herbert, Board Member

Former Executive Director, Alliance for West Oakland Development

Mr. Herbert is the former Executive Director for the Alliance for West Oakland Development. He has a long history of professional involvement with non-profit organizations working on community development issues.

Luis Sanchez, Secretary

Neighborworks Homeownership Center, Sacramento Region

Luis Sanchez currently consults for the Neighborworks Homeownership Center, Sacramento Region. Luis has a long history of working with community groups through his former position as First Vice President, Corporate Affairs Manager, at J.P. Morgan Chase Bank. He also has a long history serving on boards for various others for profit and non-profit organizations.

Olivia Calderon, Board Member

California Legislative Director, the New America Foundation

Olivia Calderon is the California Legislative Director of the New America Foundation. Based in Los Angeles and Sacramento, she helps California lawmakers hammer out laws to improve the welfare of California residents. In her role, she regularly testifies before the California State Legislature, educates government officials, and interest groups about asset accumulation, healthcare, education, and energy policies. She also develops related policy proposals (including drafting measures, amendments, and reports), provides expert testimony on pending legislation, identifies partnerships to build broad policy coalitions to advance key policies, and manages the Capitol's first bipartisan educational Asset Policy Forum, which she launched in August 2007.

Ms. Calderon has a distinguished career shaping and advancing innovative policies to bring economic and social justice to disenfranchised and low-income communities. She has drafted over two dozen major pieces of legislation, four of which were signed into law, including bills to expand the rights of returning Iraq and Afghanistan war veterans, protect patients from cancer causing x-rays, prevent sexual assaults on college campuses, and help working families permanently exit poverty. She currently serves on the Board of the Mission Economic Development Agency, is a founding member of Step Up California, and a member of Emerge California and Hispanas Organized for Political Equality. Previously, Ms. Calderon served in the California Legislature as a consultant to the Assembly Transportation Committee, as a senior legislative assistant to the late California State Senator Jenny Oropeza, and as a Jesse Unruh Assembly Fellow. Ms. Calderon is a Phi Beta Kappa graduate of University of California, Los Angeles. She also studied at the American University in Cairo as a National Security Education Program scholar.

Leigh Phillips, Board Member

Program Manager, the San Francisco Office of Financial Empowerment, Bank on San Francisco, Office of the Treasurer and Tax Collector

Leigh Phillips is the Manager of the San Francisco Office of Financial Empowerment, and the flagship Bank On San Francisco program – the first city-wide initiative designed to bring “unbanked” and “underbanked” residents into the financial mainstream. She has worked for Treasurer José Cisneros in the Office of the Treasurer since December 2004. She previously managed the successful two-year pilot of the City's “Working Families Credit” program, a local match to the federal Earned Income Tax Credit (EITC). Prior to working for the City and County of San Francisco, Ms. Phillips worked in development and fundraising at the University of California, San Francisco. She received both her Bachelor of Arts in English Literature and Social Sciences and a Masters of Economic and Social Sciences in Women's Studies from the University of Manchester.

My Do, Board Member**City of Daly City, Economic & Community Development Department**

Ms. Do has experience in economic & community development working in the private, public, and non-profit sectors. She analyzes demographic data as well as real estate market information for the city of Daly City's Economic & Community Development Department, and collaborates with non-profit organizations, city agencies, and legislators to develop appropriate city policies.

**Mission Economic Development Agency Board of Directors
Affiliations and Contact Info**

<u>Name</u>	<u>Position</u>	<u>Affiliation</u>	<u>Phone</u>	<u>Email</u>
Orson Aguilar	President	Executive Director, Greenlining Institute	(510) 926-4005	orsona@greenlining.org
Jabari Herbert	Member	Executive Director, Alliance for West Oakland Development	(510) 823-7667	jabarijherbert@yahoo.com
Luis H. Sanchez	Member	NeighborWorks Homeownership Center Sacramento Region	(209) 460-2386	lhsanchez329@gmail.com
Kevin Stein	Member	Associate Director, California Reinvestment Coalition	(415) 864-3980	kstein@calreinvest.org
My Do	Member	City of Daly City, Economic & Community Development Department	(650) 991-8055	my_do@usa.net
Karoleen Feng	Member, Finance Committee	Project Manager, East Bay Asian Local Development Corporation	(510) 287-5353 ext 352	kfeng@cal.berkeley.edu
Olivia Calderón	Member	Legislative Director, New America Foundation	(916) 448-5299	calderon@newamerica.net
Leigh Phillips	Member	Program Manager, Bank on San Francisco	(415) 554-4320	Leigh.Phillips@sfgov.org

Advisory Board Biographies & Qualifications

Brian Cheu	Mayor's Office of Housing
Cassandra Coe	Instituto Familiar de la Raza
Claudia Jasin	Jamestown Community Center
David Campos	Suervisor, District 9
Gaudalupe Guerrero	San Francisco Unified School District
Hydra Mendoza	San Francisco Board of Education
Ingrid Mezquita	First 5 San Francisco
Jeff Feinman	Mission Graduates
Jenny Flores	Citi
	CAMINOS Pathways Learning Center
Laurie Scolari	City College of San Francisco
Luis Granados	Mission Economic Development Agency
Mario Paz	Good Samaritan Family Resource Center
Mayor Ed Lee	Mayor of San Francisco
Tse Ming Tam	United Way of the Bay Area
Wylie Liu	University of California San Francisco

Supervisor David Campos, 9th District, City & County of San Francisco

Supervisor David Campos is a native of Puerto Barrios (Izabal), Guatemala, who came to the U.S. (with his parents and two sisters) when he was 14. Although he did not speak the language, David excelled in school, graduating at the top of his class from Jefferson High School, in South Central Los Angeles. David earned scholarships to Stanford University and Harvard Law School, from which he graduated, respectively, in 1993 and 1996.

After a few years of private practice in some of the most prestigious law firms in the country, David became a Deputy City Attorney for the City and County of San Francisco. As a Deputy City Attorney, David handled a variety of important legal matters and cases, including serving as the lead counsel in the San Francisco Unified School District's school desegregation Consent Decree, serving on the legal team that sued the Gun Industry, and representing the City against PG&E and other energy generators.

Prior to his election as Supervisor, David served as General Counsel to the San Francisco Unified School District and as a member of the San Francisco Police Commission. Since 2004, David has been an elected member of the San Francisco Democratic County Central Committee.

Brian Cheu, Director of Community Development, San Francisco Mayor's Office of Housing

Brian Cheu is the Director of Community Development for the Mayor's Office of Housing for the City and County of San Francisco. In that capacity he is responsible for overseeing the City's Community Development Block Grant Program, the Emergency Shelter Grant program, and the South of Market Stabilization Fund, as well as the department's capacity building and community building activities. MOH's portfolio provides over \$10 million in grant funding to over 120 community based organizations providing services to low and moderate income residents of San Francisco. He also oversees the department's downpayment assistance loan programs and its inclusionary housing programs.

Mr. Cheu has previously served as the Deputy Director for the Mayor's Office of Community Investment and Managing Director of Programs for the Mayor's Office of Community Development. Prior to coming to the City, Mr. Cheu served as executive director for a number of non-profit organizations including Chinese for Affirmative Action, the San Francisco Lesbian Gay Bisexual Transgender Community Center, and Lavender Youth Recreation & Information Center. He currently serves as chair of the National Advisory Board for Stanford University's Haas Center for Public Service, and chair of the Community Advisory Panel for KQED Public Media for Northern California. He also serves on Workforce Investment San Francisco's Youth Council and San Francisco's Juvenile Justice Coordinating Council. He has also served on the boards of the Bar Association of San Francisco and the San Francisco Private Industry Council. Mr. Cheu received his A.B. from Stanford University and his law degree from Columbia University School of Law.

Cassandra Coe, Instituto Familiar de la Raza

Cassandra Coe, LCSW, Program Manager for the Early Intervention Program at Instituto Familiar de la Raza has over 20 years of experience working with children and their families. She earned a Bachelor's degree from Harvard University in 1985 and a Master's degree from School of Social Welfare at the University of California at Berkeley in 1990. Working in both school settings and in a comprehensive multidisciplinary mental health clinic, Cassandra developed a specialization in therapeutic play groups, school-based mental health services and treatment for young children with developmental and mental health challenges. She is also the co-author of the book Asperger's Syndrome in Young Children: A Developmental Guide for Parents and Professionals (2003). Cassandra joined IFR in 2001, specializing in providing mental health consultation services to both early childhood sites and to elementary and middle school settings, while bringing bilingual skills and a strong developmental framework to the work. She

has strong collaborative relationships with the Department of Children Youth and Families (DCYF), Department of Public Health (DPH), First Fives Commission, San Francisco Head Start and their delegate organization, Mission Neighborhood Center, and San Francisco Unified School District (SFUSD) that allows her to support critical partnerships and maintain a culturally informed standard of care that reflects the needs of the Latino community. Cassandra coordinates and supervises all school-based mental health staff and interns assigned to Elementary and Middle Schools in the Mission District, providing trainings on school-based interventions and relationship-based mental health consultation support for teachers and staff. Since 2010, she has participated on the SFUSD-CBO task force facilitated by New Day for Learning working towards developing guidelines for Deep and Focused Partnerships that can be adapted by the district. Under Ms. Coe's leadership, the Early Intervention Program was nationally recognized in 2009 by Georgetown University's Center for Child and Human Development in a seminal study "What Works? A Study of Effective Early Childhood Mental Health Consultation Programs."

Jeff Feinman, Executive Director, Mission Graduates

Jeff Feinman, Mission Graduates' Executive Director, is a Bay Area native who brings 13 years of youth development and nonprofit management experience to his stewardship of the organization. Mr. Feinman received his undergraduate degree from the University of California at Berkeley (Phi Beta Kappa) and his Masters degree in Nonprofit Administration from the University of San Francisco. Prior to joining Mission Graduates, Mr. Feinman designed and launched youth entrepreneurship programs that resulted in several successful youth-managed microenterprises at Horizons Unlimited of San Francisco, Inc. Mr. Feinman has expertise in branding and marketing, program design, facilitation, strategic planning and nonprofit finance.

Jenny C. Flores, Senior Vice-President, Community Development Director, Northern California- Citi

Jenny Flores serves as the Community Development Director for Citi in Northern California. She is responsible for managing the company's Community Reinvestment Act program and for ensuring that low-income and underserved communities within her marketplace have access to Citi's financial services and products. Prior to her position with Citi, Jenny served as the Executive Director of the Congress of California Seniors, a statewide non-profit organization dedicated to assisting seniors and low-income families with issues of health care, affordable housing, transportation, technology and consumer protection. She also has extensive experience in strategic initiatives and legislative affairs through her position with the Greenlining Institute and her work in the California State Legislature. She is currently on the Board of Juma Ventures, a San Francisco based non-profit dedicated to breaking the cycle of poverty by ensuring that young people complete a four-year college education and on the Regional Advisory Committee for the United Way of the Bay Area. Jenny earned a degree in Political Science from the University of California, Berkeley and is currently pursuing her MBA at the FW Olin

Graduate School of Business at Babson College in Boston. Jenny lives in Emeryville, CA along with her husband, Anthony Valle.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

Luis Granados, Executive Director, Mission Economic Development Agency

Luis has served as the Executive Director for the Mission Economic Development Agency (MEDA) for the past 14 years. During his tenure, he has worked to create increase the asset development opportunities for San Francisco’s low-income Latino families and has worked to develop asset development programs that are most relevant, provide the most added value to MEDA’s low- and moderate income, Spanish-speaking constituency. In this regard, he has led the development of a business development program, whose services focuses on the long-term sustainability of local-serving businesses; a first-time homeownership program which helps working families own their first home; and, a free tax preparation program which helps constituents access their tax returns. Despite their different goals, the common thread among these programs is the focus on financial education, which focuses on families reducing their debt, increasing their savings, and improving their credit score. Combined these programs provide asset development services to over 3,000 families per year. Most recently, Luis led the development of Plaza Adelante – a 21,000 square-foot, one-stop financial and asset development services center tailored to meet the needs of low- to moderate-income Latinos in San Francisco. This will be accomplished by co-locating of several organizations under one roof, coordinating the relevant administrative services, and synchronizing the service delivery of the various participating organizations. Additionally, the project also includes art and technology components. This is the only community center in the nation whose focus is on creating asset development opportunities for low-income individuals.

Luis serves on the Board of Directors for the National Association of Latino Community Asset Builders (NALCAB), the California Reinvestment Coalition (CRC), the California Association of Micro-Enterprise Organizations (CAMEO), and Galeria de la Raza. Luis has a Masters of City and Regional Planning from the University of California at Berkeley and a Bachelors of Science from the University of California at Davis.

Guadalupe Guerrero, Assistant Superintendent, Superintendent’s PreK-12 Mission Zone, San Francisco Unified School District

Guadalupe Guerrero (Ed.D candidate, M.Ed., Harvard Graduate School of Education; B.A., University of California, Los Angeles), Assistant Superintendent, Superintendent's Zone-Mission District, PreK-12, of the San Francisco Unified School District will serve as District Advisor in a lead governance role for the project. In this role he will review project plans and outcomes and ensure maximum alignment with SFUSD's strategic plans and priorities for the target schools. Guadalupe Guerrero is leading an ambitious school reform process among Mission District PreK-12 schools. Guadalupe has extensive experience as a teacher, school principal, and central office administrator serving historically underserved communities. Guadalupe began his career in public education as a Spanish bilingual teacher in the Mission, in the same schools in which he is now supervising and leading their turnaround and transformation efforts. Guadalupe has attended two highly selective programs at the Harvard Graduate School of Education: the School Leadership Program and the Urban Superintendent's Program. He is completing his doctoral dissertation focused on systemic transformation to support accelerated student outcomes. Guadalupe is a cohort member of the Superintendent's Leadership Academy sponsored by the Association for Latino Superintendents and Administrators. He served previously as a principal and member of the Superintendent's Leadership Team in the Boston Public Schools before returning home to San Francisco to complete a residency under the mentorship of Superintendent Carlos Garcia. His work in school year 2010-2011 included co-authoring the district's School Improvement Grant, which was awarded for a combined \$44 million dollars to support the turnaround of the district's lowest performing schools. Initial results from year one are promising, and indicate that five of the seven most improved schools in the district are schools in the Superintendent's Zone, per California API Growth scores, with the majority of schools demonstrating increased proficiency level outcomes for students.

Claudia Jasin, Executive Director, Jamestown Community Center

Claudia Jasin is the Executive Director of the Jamestown Community Center, a grassroots organization which provides after-school and summer programs for young people in San Francisco's Mission District. She has worked at Jamestown for 15 years and in non-profits for over 19 years, advocating on behalf of immigrants and refugees early in her career and more recently in youth-serving agencies. In addition to her leadership at Jamestown, she also serves on several advisory boards, including the City's CBO Advisory Committee to the San Francisco Unified School District and the San Francisco Organizing Project's Personnel Committee. Claudia has a Master Degree in Public Policy from Harvard University's Kennedy School of Government.

Mayor Edwin Lee, City & County of San Francisco

Edwin M. Lee, 58, is the 43rd Mayor of the City and County of San Francisco. The former City Administrator, Lee was appointed unanimously as successor mayor by the Board of Supervisors on January 11, 2011 to fill the remaining year of former Mayor Gavin Newsom's term, who was sworn in as California's Lieutenant Governor on January 10, 2011. Lee is the first Asian-

American mayor in San Francisco history.

In 2010, Mayor Lee was appointed to a second term as City Administrator by Mayor Newsom and his appointment was confirmed unanimously by the Board of Supervisors. As City Administrator, Mayor Lee spearheaded government efficiency measures and reforms that reduced the size and cost of government, from reducing the vehicle fleet to consolidating departments and back office functions to save tax dollars. He implemented the City's move to cleaner vehicles and an infrastructure to support electric vehicles and green City government. Mayor Lee also developed and oversaw implementation of the City's first ever Ten Year Capital Plan to guide our capital priorities and infrastructure investment.

Working with the Department of Emergency Management, Mayor Lee has overseen the City's disaster recovery and response planning efforts, bringing every department together to coordinate response and recovery for the next major earthquake or emergency. With the Fire Chief, Mayor Lee led efforts to work with PG&E to assess the City's gas and electric infrastructure and ensure its safety and reliability. For the 2010 U.S. Census, Mayor Lee organized the outreach efforts to ensure our City continues to make progress on inclusion and cultural competency.

Mayor Lee first began working for the City and County of San Francisco in 1989 as the Investigator for the City's first Whistle Blower Ordinance and has since served as the Executive Director of the Human Rights Commission, Director of City Purchasing, and Director of the Department of Public Works before he was first appointed as City Administrator in 2005.

Prior to his employment with the City and County of San Francisco, Mayor Lee was the Managing Attorney for the San Francisco Asian Law Caucus, for which he worked from 1979 to 1989. Mayor Lee was born in Seattle, Washington. He graduated Summa Cum Laude from Bowdoin College in 1974 and from Boalt Hall School of Law, University of California, Berkeley, in 1978. Mayor Lee is married to his wife Anita and is the father of two daughters Brianna and Tania.

Wylie Liu, University of California, San Francisco, Director of University Community Partnerships

Wylie Liu has significant experience working with nonprofit community-based organizations and public sector agencies both locally and internationally on health and social issues. She spent more than 12 years managing community health programs in San Francisco. As the Director of University Community Partnerships at the University of California, San Francisco (UCSF), her role is to build collaborative relationships between the university and the community, promoting civic engagement, foster community health and enhance the environment for education, research, employment and patient care at UCSF. Prior to joining UCSF, she managed the California Pacific Medical Center Community Health Programs where she focused on partnerships between

the Medical Center and the San Francisco underserved communities. She also served at the San Francisco Department of Public Health where she was instrumental in developing numerous City-wide plans and innovative programs to address the needs of our diverse and vulnerable communities. She co-chaired the Asian & Pacific Islander Health Parity Coalition and currently sits on the Steering Committee. She is active on a number of Citywide initiatives including the Community Benefits Partnership and Building a Healthier San Francisco Assessment Committee. She is also on the Advisory Board of S. F. Crisis Care. Wylie grew up in Southeast Asia and has lived and worked in Papua New Guinea, Thailand and China. She earned her undergraduate degree from the University of California at Berkeley, Masters in Public Health from Johns Hopkins University School of Public Health and Masters in Public Administration from the John F. Kennedy School of Government at Harvard University

Hydra Mendoza, Education Advisor to Mayor Edwin Lee and President, San Francisco Board of Education

Hydra Mendoza is a strong advocate and supporter of public education. She is a product of public schools, a parent of two children in public schools, a former preschool teacher and an education advisor. Hydra has been a co-chair of her children's school site council (SSC), Vice-President of the Parent Teacher Association (PTA) and an active classroom volunteer. Hydra's experience as an education advisor, has given her the opportunity to serve as a community member and parent on key policy changing committees for the San Francisco Unified School District, which includes Weighted Student Formula, Student Assignment Task Force, and the Public Education Leadership Project, which is an innovative joint effort of the Harvard School of Business and Graduate School of Education.

Hydra was the former Executive Director and a founding member of Parents for Public Schools of San Francisco, a national organization that engages parents and community members to support, promote and improve public education. Under her leadership, Parents for Public Schools of San Francisco successfully moved towards greater reform in parent involvement, recruitment and enrollment, student health and nutrition, school site council's, and second language acquisition programs. In 2005, Hydra was first appointed by Mayor Gavin Newsom to his Policy Council on Children, Youth and Families; and later as his Education Advisor and Liaison to the San Francisco Unified School District, which is a new senior staff level position in the mayor's office. Hydra continues her work under interim Mayor Edwin Lee as his Education and Family Services Advisor.

Hydra has served as vice-chair of the mandatory school bond oversight committee, which oversees the District's capital improvement projects. She served on the steering committee for the successful passage of Proposition A (2003 & 2006), a \$295 and \$450 million facilities bond and Proposition H (2004), which brings additional support to our students for art, music, sports, librarians and universal preschool, and Proposition A (2008) Quality Teacher Act.

Hydra has been invited to speak on key educational policies ranging from parent engagement to school governance on panels for State and National organizations and school institutions such as the California Council of Parent Participatory Nursery Schools, Teach for America, San Francisco State University, UC Berkeley - Boalt Hall of Law and Goldman School of Business, Senator John Burton's staff and Hawaii Unified School District. In 2005, she was honored with the Parent of the Year Award from the California Association for Bilingual Education, received the 2008 Public Service Award by the Public Administration Graduate Program at San Francisco State University and was added to the list of 100 Most Influential Filipina Women for 2009. She serves on several local and national non-profit boards.

In 2006 and 2010, Hydra successfully won a city-wide bid for a seat on the San Francisco Unified School District Board of Education. She is the current President of the Board of Education, chair of the Buildings and Grounds Committee, and a member of Ad Hoc Committee on Student Assignment, and Labor and Personnel. Hydra is the first Filipina elected to office in San Francisco. She has two children, ages 13 and 15 and lives in the Bayview community in San Francisco.

Ingrid Mezquita, Senior Program Officer, First 5 San Francisco

Ingrid Mezquita is the Senior Program Officer with First 5 San Francisco, Children and Families Commission and oversees the Preschool for All initiative, funded by Proposition H (Public Education and Enrichment Fund), passed by 75% of the electorate in 2005, which establishes universal access to all county four-year-olds to a high quality preschool education experience one-year prior to kindergarten. Since the passage of Prop H in 2005, Ms. Mezquita has been responsible for overseeing the successful implementation of Preschool for All and has established public/private partnerships to implement the initiative in a variety of early education settings that includes, SF Unified School District, SF State University Head Start Program, City College of SF, community-based nonprofits and Family Child care Homes - over 130 preschool sites participate county-wide as part of this school readiness effort and education reform - led by First 5 San Francisco.

Preschool for All provides training and technical assistance support in a variety of professional development opportunities for participating providers to ensure high quality early care and education. These supports include curriculum training and coaching, arts and science literacy and language development trainings (with an emphasis on Dual Language Learners); early childhood mental health consultation, health screenings, and support on identification and early intervention for children with developmental delays.

Mario Paz, Executive Director, Good Samaritan Family Resource Center

Mario Paz is the Executive Director of the Good Samaritan Family Resource Center in San Francisco and has been a passionate nonprofit and public service leader and advocate for children, youth, families and communities for more than 20 years. He has worked as an

organizer, counselor, director, consultant, policy advisor and foundation program officer. He has served on numerous boards of directors and currently serves on the boards of Parents for Public Schools, Mission Council and Chairs the Policy Committee of the San Francisco Family Support Network. Mario has received recognition and awards for his work from several communities and foundations including Grantmakers for Children, Youth and Families and Stanford's Haas Center for Public Service Leadership Award.

Mario, together with his wife Ruth, are dedicated and loving parents of three children Isela, Monica and Daniel. Mario holds an MA in public administration from Cal-State Hayward and a BA in Political Science from Golden Gate University.

Dean Laurie Scolari, City College of San Francisco

Laurie Scolari is an advocate for underrepresented students and has worked towards accomplishing her goal of increasing the number of first generation college students in higher education professionally for over 17 years. She is a Doctoral Candidate at San Francisco State University's, Ed.D. Educational Leadership program. She also holds a Masters Nonprofit Administration from University of San Francisco and a Bachelor of Arts Communication Studies from San Jose State University. Laurie currently serves as Associate Dean of Outreach and Recruitment Services at City College of San Francisco. Previously, Laurie served as the Early Academic Outreach Program (EAOP) Director, Gaining Early Awareness for Undergraduate Program (GEAR UP) Director and Associate Director of the Educational Partnership Center at University of California at Santa Cruz. She worked at UC Santa Cruz for ten years in that capacity. She also worked at UC Berkeley as an Academic Coordinator and as Executive Director of the College Readiness Program at San Jose State University. She has also served as the Executive Director of A Place For Teens Youth Center and Partnerships Director of College Kids.

Tse Ming Tam, VP of Community Investment, United Way of the Bay Area

Tse Ming Tam joined United Way of The Bay Area in September 2006 as the VP of Community Investment. Tse Ming manages the East Bay grants portfolio and is responsible for the development of SparkPoint Initiative to help Bay Area families achieve financial stability. From 1995 to 2006, Tse Ming first served as Insight Center for Community Economic Development (Insight Center) Sector Program Manager then became the Director in the Jobs, Income and Assets Division. Under Tse Ming's leadership, the sector demonstration project grew from 3 pilot sites into a field of practices with over 400 practitioners, the creation of the National Network of Sector Partners (NNSP), a national sector workforce trade association. During his tenure at Insight Center, Tse Ming grew the Sector Workforce budget from \$300,000 to \$2.3 million. In 2003, Tse Ming worked with the Department of Labor to allocate \$24 million to pilot the Sector Employment Demonstration Project with Workforce Investment Board (WIB). This led to the creation of the High Growth and Emerging Industry funding stream, which

appropriated \$254 million in 2010 to supporting sector workforce development strategies nationally. Prior to joining Insight Center, formerly known as NEDLC, Tse Ming served as the Acting Director for Chinese for Affirmative Action (CAA), a non-profit civil rights advocacy organization. During his tenure as Acting Director, CAA received President Clinton's Community Excellence Award. Tse Ming serves on Wider Opportunities For Women (WOW) Board of Directors, a national intermediary organization whose mission is to build pathway to economic independence for families, women and girl. WOW was the founder of the Self-Sufficiency Standard and Elderly Standard, which measures the true cost of living based on geographical location and household types, as a replacement of the federal poverty line. The Self-Sufficiency Standard has been calculated for 46 states, and the Elderly Standard is currently being piloted in 7 states. Tse Ming continues to serve on the Greater Flint Health Coalition's Flint Healthcare Employment Opportunity Program (FHEO) Advisory Council. Tse Ming helped founded and created the FHEO program which serves as a workforce feeder system for Healthcare employers in Genesee County. The FHEO has been in operation for the past 6 years and have grown from a \$300,000 program to a \$1.2 million program. Tse Ming is a graduate of the New College of San Francisco with a B.A. in activism and social change, and is an Aspen Fellow, and serves on Mission Hiring Hall/South Of Market Employment Training Board of Director.

Member, Board of Supervisors
District 9



City and County of San Francisco

DAVID CAMPOS

Arne Duncan
U.S. Secretary of Education
U.S. Department of Education
Office of Innovation and Improvement
400 Maryland Ave., S.W., Rm. 4W338, LBJ Building
Washington DC 20202-5970

September 12, 2011

Dear Secretary Duncan:

I am pleased to write this letter to express my support of the Mission Promise Neighborhood planning grant application for the Mission District in San Francisco, California. The Mission Promise Neighborhood will be developed in one of our City's most distressed communities and represents a major effort and collaboration among the San Francisco Unified School District (SFUSD) and many of our strongest nonprofit community based organizations, including the lead applicant, the Mission Economic Development Agency (MEDA), to integrate services along a cradle-college-career continuum that will greatly improve outcomes for our most underserved families.

We are confident in the strength of these partner organizations and institutions, including SFUSD, MEDA, United Way of the Bay Area, the University of California, Berkeley, and numerous others to effectively plan and implement a Promise Neighborhood in the Mission District that is true to the intent of the program, and that will demonstrate strong outcome's for the neighborhood's schools and residents.

Serving a primarily low-moderate income, Latino and immigrant community, this project will become a model for other communities across the country seeking to improve educational and developmental outcomes for children and youth.

I sincerely hope you will consider funding the Mission Promise Neighborhood for a Promise Neighborhoods Planning Grant in 2012.

Sincerely,

David Campos
Supervisor, District 9

NANCY PELOSI
575 D STREET, CALIFORNIA
DEMOCRATIC LEADER

235 CALHOUN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-0508
(202) 225-4965

Congress of the United States
House of Representatives
Washington, DC 20515-0508

LEGISLATIVE OFFICE
SAN FRANCISCO FEDERAL BUILDING
907 F STREET
SAN FRANCISCO, CA 94103
(415) 556-4862
www.peosi.house.gov

September 09, 2011

Secretary Arne Duncan
U.S. Department of Education
Office of Innovation and Improvement
400 Maryland Ave., S.W., Rm. 4W338, LBJ Building
Washington DC 20202-5970

Dear Secretary Duncan:

Thank you for your commitment to innovative and strategic approaches to our nation's schools. I am writing this letter in support of the Mission Promise Neighborhood planning grant application for the Mission District neighborhood in my congressional district of San Francisco. The Mission Promise Neighborhood will be developed in one of our City's most distressed communities. It represents a major effort and collaboration among the San Francisco Unified School District (SFUSD) and many of the strongest nonprofit community based organizations to integrate services along a cradle-college-career continuum with the goal of greatly improving outcomes for our most underserved families.

We are confident that these partner organizations, including SFUSD, MEDA, United Way of the Bay Area, the University of California, Berkeley, will effectively plan and implement a Promise Neighborhood in the Mission District that is true to the intent of the program, and will demonstrate strong outcomes for the neighborhood's schools and residents.

Serving a primarily low-moderate income, Latino and immigrant community, this project will become a model for other communities across the country seeking to improve educational and developmental outcomes for children and youth.

I urge full consideration of the Mission Promise Neighborhood for a Promise Neighborhoods Planning Grant in 2012. If you have any questions, please do not hesitate to contact my grants manager, Stina Skewes-Cox, in my district office at (415) 556-4862.

Sincerely,

NANCY PELOSI
Member of Congress



September 12, 2011

Arne Duncan
U.S. Secretary of Education
U.S. Department of Education
Office of Innovation and Improvement
400 Maryland Ave., S.W., Rm. 4W338, 1.BJ Building
Washington DC 20202-5970

Dear Secretary Duncan:

I am pleased to write this letter to express my support of the Mission Promise Neighborhood planning grant application for the Mission District in San Francisco, California. The Mission Promise Neighborhood will be developed in one of our City's most distressed communities and represents a major effort and collaboration among the San Francisco Unified School District (SFUSD) and many of our strongest nonprofit community based organizations, including the lead applicant, the Mission Economic Development Agency (MEDA), to integrate services along a cradle-college-career continuum that will greatly improve outcomes for our most underserved families.

We are confident in the strength of these partner organizations and institutions, including SFUSD, MEDA, United Way of the Bay Area, the University of California, Berkeley, and numerous others to effectively plan and implement a Promise Neighborhood in the Mission District that is true to the intent of the program, and that will demonstrate strong outcomes for the neighborhood's schools and residents.

Serving a primarily low-moderate income, Latino and immigrant community, this project will become a model for other communities across the country seeking to improve educational and developmental outcomes for children and youth.

I sincerely hope you will consider funding the Mission Promise Neighborhood for a Promise Neighborhoods Planning Grant in 2012.

Sincerely,

Edwin Lee
Mayor

UNIVERSITY OF CALIFORNIA, BERKELEY



SPONSORED PROJECTS OFFICE
2150 SHATTUCK AVE., SUITE 300
BERKELEY, CA 94704-5910

PHONE: (510) 642-0123
FAX: (510) 642-8156
spowawards@berkeley.edu

August 30, 2011

Illhan Spindle
Mission Economic Development Agency
Main Office: Plaza Adelante
2301 Mission Street, Suite 301
San Francisco, Ca 94110

Subject: Project Title: "Mission Promise Neighborhoods Planning Grant"
UC Berkeley Principal Investigator: Lisa Garcia Bedolla
Period of Performance: January 1, 2012 – December 31, 2012
Total Amount Requested: \$75,000

Dear Ms. Spindle,

Enclosed please find a subaward proposal submitted on behalf of The Regents of the University of California for inclusion in Dr. Tomas Gutierrez' full submission to the U.S. Department of Education solicitation "Promise Neighborhoods" (CFDA#42.215P). We hereby express our willingness to enter into a subaward agreement with Mission Economic Development Agency.

Should the project be funded, please issue award documents with terms and conditions suitable for a research and development project at a non-profit institution of higher education in the University's corporate name The Regents of the University of California. Award documents should be sent to the following street address: The Regents of the University of California, c/o Sponsored Project Office, 2150 Shattuck Ave, Suite 300, Berkeley, CA 94704-5910. If awards documents are to be sent electronically, they should be sent to SPD_AWARDS@BERKELEY.EDU.

The University representative to whom questions may be directed and with whom award negotiations may be conducted is Wendt Hayes. She may be reached at wendt@berkeley.edu or at (510) 643-3391.

Thank you for your consideration of this proposal.

Sincerely,

Patricia A. Gates
Associate Director
Sponsored Projects Office

UC Berkeley's Center for Latino Policy Research will be responsible for the planning, implementation, and dissemination of the project evaluation. Prior to the grant start date, Professor Lisa Garcia Bedolla will secure human subjects approval from the Committee for Protection of Human Subjects (CPHS) at the University of California, Berkeley.

Once the grant period begins, the first step of the evaluation will entail bringing together a catalogue of the relevant data indicators available from our partner agencies and from the public record (i.e., the 2010 Census Data, Current Population Survey, American Community Survey, National Center for Educational Statistics Data, and the National Longitudinal Study of Adolescent Health, among others). The evaluation team will gather this data, merge, and recode it so that it may be combined within one database. In order to track neighborhood effects, efforts will be made to ensure that the data is identifiable at the smallest possible geographic level -- ideally the census block level.

Once the data has been gathered, the evaluation team will meet with the partner organizations in order to share the available data and to identify any additional measures or information the partners believe should be gathered by the Mission Promise Neighborhoods team as part of the planning process. That data will be gathered by the evaluation team and incorporated into the broader database. The database [do we need a catchy name for this?] will then serve as the foundation for descriptive information about the project area. What will make this database unique is its inclusion of a variety of data sources, including information on health care access, nutrition, economic assets, and educational outcomes. Most projects analyze these issues in isolation. In keeping with the holistic vision of the Promise Neighborhoods program, our data evaluation will be able to show how the social, economic, and institutional infrastructure of a child's neighborhood affects their educational opportunities and outcomes, providing us with comprehensive empirical evidence to support the project's proposed solutions.

Our data analysis will also go beyond straightforward multivariate analyses. One of the underlying assumptions of the Promise Neighborhoods program is the idea that geographic spaces contain a set of interrelated and sometimes complementary resources that can be leveraged in order to maximize community well-being. One of the main goals of the assessment portion of the planning grant will be to map the locations and concentrations of those resources within geographic space. The evaluation team will enter the gathered economic, health, and educational data into GIS maps so that partner organizations and community members can see the distribution of resources within the neighborhood space and identify locations that need additional supports. One of the end products for the evaluation will be the creation of an interactive mapping program that will be available online. With this mapping tool, community members will be able to engage in customized searches in order to locate particular resources within their location, thus enhancing the empirical foundation available to local decision makers and ensuring the project's accountability to its constituency. This mapping data will also provide another layer of empirical evidence to ensure the accuracy and appropriateness of proposed program solutions.

The final aspect of the evaluation will be to gather attitudinal information from the planning grant community meetings and from individual interviews with key stakeholders and affected youth. This aspect of the planning process will ensure that the voices of a variety of community members will be included within the planning process, thus ensuring program accountability. The evaluation team will record and transcribe these meetings and interviews and will provide the Mission Promise Neighborhoods team with a summary analysis of respondents' suggestions and concerns. The results of this analysis will also be made publicly available to project partners and community members, again to enhance decision-making, improve accountability, and ensure that the project results in continuous learning and improvement among its stakeholders.

Budget Justification

Personnel:

- **Lisa Garcia Bedolla**, will serve as **Principal Investigator, (1 Summer Month)**. The PI is responsible for coordinating the collaboration process, data collection, and analysis during the entire project period. The summer salary request is to support her time spent on the project during the summer period. Her effort during this time will be at 100%.
- **TBN, Assistant Researcher II, (5.0 Person Months)**. The Postdoc will be responsible project data collection and analysis, including the development of various GIS maps and online searchable databases for the data to be made available to project partners as well as the larger community. The postdoctoral researcher will also be the primary CLPR staff person responsible for developing and maintaining collaborative relationships with the project partners. This will include attending all collaboration meetings, meeting with project partner organizations individually, and regularly engaging with administrative staff at the four school sites.
- **TBN, Graduate Student Researcher II, (2.71 Person Months)** will provide research support to the Assistant Researcher and project PI. The GSR will be responsible for gathering publicly available data sets, coding and inputting data, running descriptive statistics, and assisting with the data dissemination efforts associated with the grant.

Fringe Benefits:

- Fringe benefits for **Lisa Garcia Bedolla** are calculated using the actual rate of 3.0% of total salary.
- Fringe benefits for the **TBN** are calculated at the University of California rate of 17% of total salary.
- Fringe benefits for the **Graduate Student Researcher** is calculated at the University of California rate for students of 1.3% of total academic year salary and 3% of total summer salary.

Domestic Travel

Funds are requested for: \$1,000

Budget travel for Bay Area Rapid Transit (BART) system – 116 trips

Indirect Charges:

The Off-Campus Facilities and Administrative Cost Rate of 26.00% is used to determine IDC. Indirect cost charges are calculated using modified total direct costs (which excludes equipment and the graduate student's tuition remission and health insurance and subaward costs in excess of \$25,000 per subaward). This reflects the on-campus indirect cost rate established by the University and DHHS in an agreement dated July 27, 2007.

GLEN PRICE GROUP

Strategic Planning • Resource Development • Campaigns

August 31, 2011

Luis Granados
Executive Director
Mission Economic Development Agency
2301 Mission Street, Suite 301
San Francisco, CA 94110

Dear Mr. Granados:

With this letter, I would like to evidence the Glen Price Group's commitment to the implementation and sustainability of the Mission Promise Neighborhood (MPN), and our wholehearted support for the MPN proposal to the U.S. Department of Education's Promise Neighborhoods planning grant program. We are ready to fully implement the planning and facilitation work detailed by the proposal.

Our confidence that MPN partners have the capacity to build a vibrant promise neighborhood is bolstered by our current experience working side-by-side with many of them on the planning for SparkPoint Plaza Adelante. This work has successfully united key partners around an innovative effort to leverage their own and community resources to build an innovative financial education center. MEDA has successfully convened the SparkPoint planning effort and is a strong community leader with the organizational capacity, connections, and stature to integrate all of the design elements discussed in their promise neighborhood proposal and to use data to transform the effectiveness of academic and community supports.

We are looking forward to implementing the planning design described by the proposal as a planning consultant and facilitator. We estimate that this work will cost a total of \$65,000 of which we will provide \$15,000 of our company's staff time as an in-kind contribution to the Mission Promise Neighborhood.

Thank you for the opportunity to continue serving MEDA and its partners – we are convinced that the Mission Promise Neighborhood has the potential to ensure that children and families in the Mission District have access to the supports needed to achieve success.

Sincerely,



Glen Price
President