



Mission Promise Neighborhood Partners Network Analysis

November 2022



MISSION PROMISE
COMUNIDAD PROMESA DE LA MISION
NEIGHBORHOOD



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Mission Promise Neighborhood (MPN) brings together successful local nonprofits and public/private partners to work with kids and families to empower the community, break cycles of poverty, and ensure every child can reach their full potential, from prenatal to college to career. MPN is a partnership between schools, community organizations, parents, and community leaders to help families achieve financial stability while creating opportunities for their kids to graduate from high school and college.

Rooted in San Francisco's Mission District, Mission Economic Development Agency (MEDA) is the lead agency of MPN connecting the San Francisco Unified School District, the City of San Francisco and over 15 nonprofit organizations. As the backbone of a collaborative of like-minded, children- and family-serving community-based organizations, MPN was interested in gaining a fuller understanding how the network partners work with each other and understanding how the collaborative might work more effectively together. A social network analysis assists in understanding how the structure of a network affects patterns of communication, information exchange, and collaboration. This report summarizes the connections between the partners in the MPN network and how they collaborate with each other.

METHODOLOGY

Survey Collection

A very brief online survey was sent out to each of MPN's 16 network partners (listed below) in February 2022. Partner organizations were asked to convene a team of executive-, management-, and line-level staff to respond to the survey questions from an overarching organization-wide perspective.

A total of 21 respondents responded to the survey (1~2 respondents per organization offered responses, depending on the organizations). The survey consisted of four 4-point Likert-scaled questions about 1) the frequency of communication, 2) sharing information or resources, 3) making referrals or connecting families, and 4) sharing strategies and/or performance measures. Two additional open-ended questions inquired as to how organizations collaborated and how they could deepen their collaboration with each other.

All 16 partners responded to the questions about each of the other 15 partners and each organization evaluated their level of collaboration with each of the other partners.

MPN Partners

- Mission Neighborhood Health Center (MNHC) (includes Nurse Midwives)
- Mission Neighborhood Centers (MNC)
- Felton Institute (Felton)
- Good Samaritan Family Resource Center (Good Samaritan)
- Tandem Partners in Early Learning (Tandem)
- San Francisco Unified School District Early Education Department (SFUSD EED)
- Instituto Familiar de la Raza (IFR)
- Support for Families (SFF)
- Homeless Prenatal Program (HPP)
- Birth Companions Community Center (Birth)
- Jamestown Community Center (Jamestown)
- Mission Graduates (Grads)
- Urban Services YMCA (YMCA)
- Parents for Public Schools (PPS)
- La Raza Centro Legal (Legal)
- Mission Economic Development Agency (MEDA)

Survey Questions

1. How often do you communicate (e.g., emails, calls, meetings, etc.) with each organization below? (Rarely-infrequently-sometimes-often)
2. How frequently do you share information or resources with each organization below? (Rarely-infrequently-sometimes-often)
3. How frequently do you make referrals or connect families to each of the organizations below? (Rarely-infrequently-sometimes-often)
4. To what extent do you have shared strategies and/or shared performance measures with each of the organizations below?
 - a. Not at all
 - b. We are just at beginning planning stages of sharing strategies/performance measures
 - c. We have engaged in some meetings around sharing strategies/performance measures
 - d. We jointly share strategies and/or performance measures with each other
5. Please share an example of how you share strategies or otherwise collaborate with each of the agencies listed.
6. Please share one suggestion for how you might deepen your collaboration and further share strategies with each of the agencies listed.

Analytic Strategy

The responses from the four 4-point Likert-scaled questions were averaged within each partner first. That is, an organization had an average collaboration/communication level rating ranging from 1 to 4 with each of the other 15 partners. Then, two partners' average ratings for each other were averaged again to arrive at a collaboration rating characterizing that particular partnership.

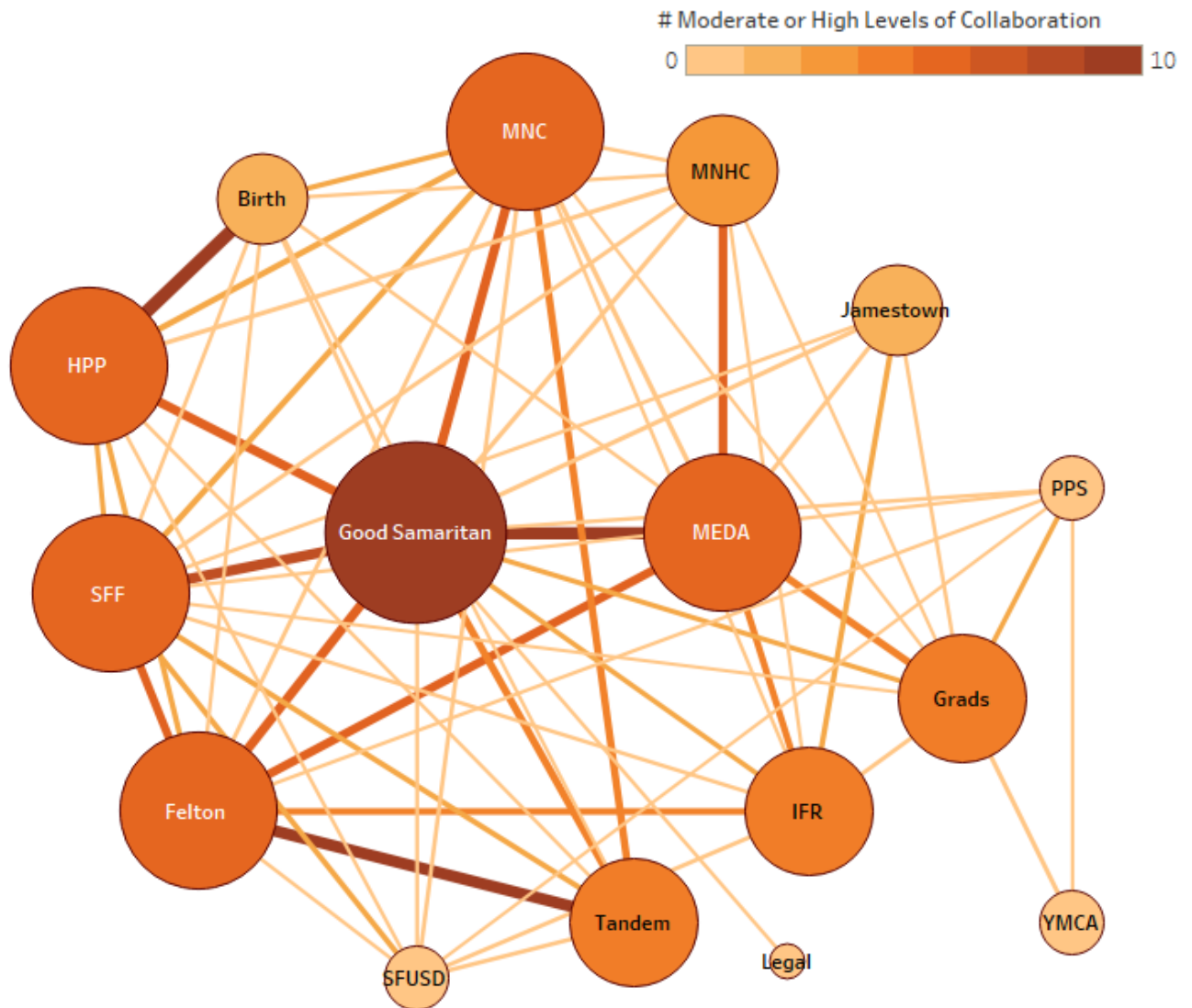
For example, if partner A reported an average of 3.2 from all collaboration/communication questions toward partner B and partner B reported an average of 3.6 toward partner A, an average of 3.4 was used to represent the collaboration level between partner A and partner B. Inter-rater correlation was high ($\alpha=.77$, $p < .001$), indicating that partners' ratings of each other were very similar.

An average of 3.5 or higher was defined as a "high" level of collaboration. An average between 2.5 and 3.4 was defined as a "moderate" level of collaboration. An average between 1.5 and 2.4 was defined as a "low" level of collaboration and an average below 1.5 was considered "very little collaboration". Additionally, for each organization, the number of partners with at least moderate levels of collaboration were calculated to show the overall collaboration levels of MPN partners.

RESULTS

MPN Network Model

The figure below displays the final network model. The size and depth of the color of the circles indicate the number of partners an organization has moderate or high levels of collaborations with. The thickness and depth of color of the lines between partners indicate the levels of collaboration between the two partners. More detailed results follow.



Notes: The size and depth of color of the circles represent the number of moderate or higher levels of collaboration each organization has within the MPN network.

The thickness and depth of color of the lines represent the levels of collaboration reciprocally reported by both organizations.

"Little collaboration" is not presented in the model for readability.

Number of Partners by Collaboration level

The figure below summarizes the overall collaboration level for each partner. The average indicates the average of both organizations' responses to all 4 questions from the surveys that were rated on a scale between 1 and 4. Higher numbers indicate more frequent collaborations.

Good Samaritan's collaboration score is the highest, indicating that Good Samaritan most frequently communicates with other partners, shares resources and information, and makes referrals. The figure also contains information on the number of partners by collaboration level. For example, Good Samaritan has 2 partners with which it has high levels of collaboration (i.e., MEDA and SFF), 8 partners with moderate levels of collaboration, and 5 partners with low levels of collaboration. Good Samaritan collaborates with each of the MPN partners at least at low levels. Felton, SFF, MEDA, and HPP each have at least one partner with high levels of collaboration and 5 partners with moderate levels of collaboration.

Detailed results for each network partner are provided in the next section, which includes summaries of open-ended responses to the MPN Network Survey. Readers are directed to the [online tool](#) to view each network partner's social network diagram.

| MPN Partner | Avg Collaboration Score | Number of Partners by Collaboration Level | | |
|--|-------------------------|---|----------|-----|
| | | High | Moderate | Low |
| Good Samaritan Family Resource Center | 2.8 | 2 | 8 | 5 |
| Felton Institute | 2.4 | 1 | 5 | 7 |
| Support for Families | 2.4 | 1 | 5 | 7 |
| Mission Economic Development Agency | 2.3 | 1 | 5 | 8 |
| Mission Neighborhood Centers | 2.3 | 0 | 6 | 7 |
| Homeless Prenatal Program | 2.2 | 1 | 5 | 6 |
| Instituto Familiar de la Raza | 2.1 | 0 | 4 | 7 |
| Mission Graduates | 2.0 | 0 | 4 | 5 |
| Tandem | 2.0 | 1 | 3 | 4 |
| Mission Neighborhood Health Center (includes Nurse Midwives) | 2.0 | 0 | 3 | 8 |
| Birth Companions | 1.9 | 1 | 1 | 9 |
| SFUSD EED | 1.9 | 0 | 1 | 9 |
| Parents for Public Schools | 1.7 | 0 | 1 | 7 |
| Urban Services YMCA | 1.7 | 0 | 1 | 9 |
| Jamestown Community Center | 1.6 | 0 | 2 | 3 |
| La Raza Centro Legal | 1.5 | 0 | 0 | 6 |

How Each Organization Collaborates with the Other Partners

This section presents each of the MPN network agency's collaboration with other network partners and includes each agency's open-ended responses to the network survey. Additional strategies were added (e.g., Abriendo Puertas, vaccine outreach, increasing infant/toddler slots, transitions), where appropriate, based on MPN internal review. The year in parentheses following each agency title indicates the year that partner joined the MPN network.

Birth Companions (2021) (average collaboration score =1.9)

Birth Companions collaborates most often with HPP. Birth Companions usually collaborates with other partners when they need specific services for their clients. For example, for teenagers who need to go back to school, they request daycare services from Felton. Through Good Samaritan, they connect their clients to parenting classes.

To deepen the collaboration with other partners, Birth Companions would like to have a monthly meeting with the partners to share resources across all organizations.

| Partner | Collaboration Level | Average | How we collaborate |
|----------------|---------------------|---------|--|
| HPP | High | 3.7 | Refer families for support with housing, pregnancy, CPR and Mental Health; Abriendo Puertas |
| MNC | Moderate | 2.7 | Refer families to daycare services and how to apply; Abriendo Puertas |
| Good Samaritan | Low | 2.4 | Refer families for parenting classes; Abriendo Puertas |
| SFF | | 2.2 | Refer families for special needs, IEP; Abriendo Puertas |
| Felton | | 2.2 | Refer families to their services, such as pregnant teenager needing back to school support and daycare for babies; Abriendo Puertas |
| MNHC | | 2.2 | Refer pregnant women for support from doulas (prenatal care) |
| MEDA | | 2.1 | Refer families for support to open a new business, taxes, housing, support big business |
| Tandem | | 2.1 | Refer families to motivate parents how to read books since they are in daycare. Shared books to all the school in SF; Abriendo Puertas |
| SFUSD EED | | 1.7 | Refer families for how to apply to district school for kids 0-5 |
| IFR | | 1.6 | Refer families for wellness classes, support for children and families |
| Legal | | 1.6 | Refer families for support for legal cases |
| PPS | Little | 1.4 | Refer families for support applying for school for kids 0-5 and high school |
| YMCA | | 1.2 | Refer families for programs for youth, teenagers |
| Jamestown | | 1.1 | |
| Grads | | 1.0 | Refer families for how to graduate high school and go to university |

Felton Institute (2012) (average collaboration score=2.4)

Felton collaborates most often with Tandem. Felton collaborates with other partners through training of their staff and families and making referrals.

To expand the collaboration with partners with whom they share some connection, they would like to discuss shared goals and resources or discuss how to improve their partnership and have more program planning meetings. To develop collaborations with partners with whom they have little connection, Felton would like opportunities to learn about each other's services and how to partner more closely.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| Tandem | High | 3.6 | Early literacy training to staff, families, promote Early literacy with ECE program; Abriendo Puertas |
| Good Samaritan | Moderate | 3.4 | Working group, professional learning community through a shared funder; Increasing infant/toddler slots; Abriendo Puertas; Transitions |
| MEDA | | 3.3 | Refer families to their services. MEDA staff works closely with our team to support families with resources; Vaccine outreach |
| SFF | | 3.3 | Refer families to their services; Abriendo Puertas |
| IFR | | 3.0 | Collaborate with them within our ECE programs. Promoting their services and supporting mental health and wellness with our staff and families |
| HPP | | 2.7 | Refer families to their services inform our clients of their services. Promote their resources in our young family resource center; Abriendo Puertas |
| MNC | Low | 2.4 | Refer families to their services; Increasing infant/toddler slots; Abriendo Puertas; Transitions |
| Birth Companions | | 2.2 | Abriendo Puertas |
| PPS | | 2.1 | Collaborate with them within our ECE programs. Promoting their services and supporting families with transition into SFUSD |
| SFUSD EED | | 2.1 | Refer families to their services |
| Grads | | 1.8 | |
| MNHC | | 1.6 | Refer families to their services |
| YMCA | | 1.6 | |
| Legal | Little | 1.3 | Refer families to their services |
| Jamestown | | 1.0 | |

Good Samaritan Family Resource Center (2012) (average collaboration score=2.8)

Good Samaritan's closest partner is MEDA, with whom they share strategies and work on grants. Good Samaritan frequently collaborates with the partners through their programs such as Abriendo Puertas or All In For Kids.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| MEDA | High | 3.7 | LISC Grant work through CRE; El Centro Bayview collaborative strategy; Increasing 0-5 slots; Vaccine outreach |
| SFF | | 3.5 | Abriendo Puertas |
| HPP | Moderate | 3.4 | Abriendo Puertas |
| MNC | | 3.4 | El Centro Bayview collaborative strategy; Abriendo Puertas; Early Literacy; Increasing infant/toddler slots; Transitions |
| Felton | | 3.4 | LISC Grant work through CRE; Increasing infant/toddler slots; Abriendo Puertas; Transitions |
| Tandem | | 3.1 | All In For Kids; Raising a Reader/ Story Cycles; Access to books; Abriendo Puertas |
| IFR | | 2.6 | |
| Grads | | 2.6 | Community Learning Hub Model Strategy |
| Jamestown | | 2.5 | Community Learning Hub Model Strategy |
| MNHC | | 2.5 | |
| Birth Companions | Low | 2.4 | Abriendo Puertas |
| PPS | | 2.2 | |
| SFUSD EED | | 2.2 | |
| Legal | | 2.1 | |
| YMCA | | 1.8 | Community Learning Hub Model Strategy |

Homeless Prenatal Program (2018) (average collaboration score=2.2)

HPP's closest partner is Birth Companions. HPP usually collaborates with other partners by referring for services or taking referrals for wellness and drop-ins and support groups when necessary, although the frequency of referrals varies depending on the partners.

HPP would like to build more formal relationships to referring partners with whom they have some connection and start researching and exploring collaboration opportunities with other partners with whom they currently have little connection.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| Birth Companions | High | 3.7 | Refer families to their services & take referrals for Wellness and Drop-in & support groups; Abriendo Puertas |
| Good Samaritan | Moderate | 3.4 | Refer families to their services & take referrals for Wellness and Drop-in & support groups; Abriendo Puertas |
| MNC | | 2.9 | Refer families to their services & take referrals for Wellness and Drop-in & support groups; Abriendo Puertas |
| Felton | | 2.7 | Abriendo Puertas |
| SFF | | 2.6 | Refer families to their services & take referrals for Wellness and Drop-in & support groups; Abriendo Puertas |
| MNHC | | 2.5 | Refer families to their services & take referrals for Wellness and Drop-in & support groups |
| Tandem | Low | 2.1 | Abriendo Puertas |
| SFUSD EED | | 2.1 | No formal collaboration /Make regular referrals to enrollment |
| IFR | | 1.9 | Refer families to their services & take referrals for Wellness and Drop-in & support groups |
| YMCA | | 1.8 | Refer families to their services & take referrals for Wellness and Drop-in & support groups |
| Legal | | 1.6 | Refer families to their services & take referrals for Wellness and Drop-in & support groups |
| MEDA | | 1.6 | Refer families to their services & take referrals for Wellness and Drop-in & support groups |
| Grads | | 1.5 | |
| Jamestown | Little | 1.3 | |
| PPS | | 1.1 | |

Instituto Familiar de Raza (2012) (average collaboration score=2.1)

IFR collaborates most often with Felton and MEDA. IFR has monthly partnership meetings with Felton, SFUSD EED, and MNC. Otherwise, IFR provides consultation with the partners on an as-needed basis for partners' clients.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| Felton | Moderate | 3.0 | Monthly meetings between IFR team and mid-management Felton Team to align strategies, communication, and goals |
| MEDA | | 3.0 | Co-facilitated parent groups with FSC and MHC; regular consultation with FSCs at sites to coordinate strategies- work all depends on Strong relationships between our staff and intentional communication; Vaccine outreach |
| Jamestown | | 2.7 | Consultation happens with Jamestown after-school staff as needed when students of concern surface with the school day and are in afterschool. Program Director at James Lick also collaborates with the Mental Health Consultant regarding school climate issues |
| Good Samaritan | | 2.6 | As needed, will consult with key care providers who are providing services for families that we might share |
| Grads | Low | 2.4 | Consultation happens when students of concern surface who are also in afterschool |
| SFUSD EED | | 2.4 | Monthly meetings with district leader team at EED to discuss partnership, best practices and how to strengthen mental health consultation throughout the SFUSD EED system |
| SFF | | 2.2 | Collaborate most closely with Help Me Grow- collaborate with their consultants who provide services to ECE sites that we have in common. Important to coordinate the services and strategies when children are identified as needing screening and individualized interventions. |
| MNC | | 2.1 | Monthly partnership meetings with key partners and MNC leadership to discuss community needs, strategies to support well-being, improve communication and deepen partnerships. |
| MNHC | | 2.1 | Occasionally support parents to communicate with their primary doctor concerns that are surfacing about their child's development or behavior |
| HPP | | 1.9 | Collaboration is typically helping families access resources for infant/toddler basic needs |
| YMCA | | 1.7 | |
| Birth Companions | | 1.6 | |
| PPS | | 1.5 | |
| Legal | | 1.3 | Referrals are made and little collaboration once families link |
| Tandem | | 1.1 | |

Jamestown Community Center (2012) (average collaboration score=1.6)

Jamestown's closest partner is IFR, with whom they share strategies during school site meetings. Jamestown also collaborates with Good Samaritan, MEDA, Mission Grads, and SFF more frequently than with other partners.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| IFR | Moderate | 2.7 | We share during school site meetings for student/family benefit and also our adult team strategies and PMs who work with students with highest needs |
| Good Samaritan | | 2.5 | At start of partnership at JT newcomer program @ James Lick MS strategies and PM are shared for participating student success |
| MEDA | Low | 2.4 | Vaccine outreach |
| Grads | | 2.2 | |
| SFF | | 2.2 | Planning for professional development of direct service staff at Jamestown |
| Legal | Little | 1.4 | |
| PPS | | 1.4 | |
| SFUSD EED | | 1.4 | |
| HPP | | 1.3 | |
| YMCA | | 1.3 | |
| MNHC | | 1.2 | |
| Tandem | | 1.1 | |
| Birth Companions | | 1.1 | |
| MNC | | 1.1 | |
| Felton | | 1.0 | |

La Raza Centro Legal (2012) (average collaboration score=1.5)

La Raza Centro Legal is the partner that least frequently collaborates with the other MPN partners. This may be because the services they provide are specific to legal services. However, most MPN partners reported that they do refer to Legal as needed.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| Good Samaritan | Low | 2.1 | |
| MNHC | | 1.9 | |
| MEDA | | 1.8 | MEDA through family success coaches and other employees, sends warm referrals to affirmative immigration dept; We share our successful completion of legal case deliverables at regular intervals. We also share client success stories and examples of how we have responded to the increase in demand for our free legal services during the COVID pandemic |
| Grads | | 1.8 | |
| HPP | | 1.6 | |
| Birth Companions | | 1.6 | |
| YMCA | Little | 1.4 | |
| Jamestown | | 1.4 | |
| MNC | | 1.4 | |
| Felton | | 1.3 | |
| IFR | | 1.3 | |
| SFF | | 1.3 | |
| SFUSD EED | | 1.2 | Our affirmative immigration team receives warm referrals from SFUSD at times |
| PPS | | 1.0 | |
| Tandem | | 1.0 | |

Mission Economic Development Agency (2012) (average collaboration score=2.3)

MEDA collaborates most often with Good Samaritan. MEDA collaborates with the other partners through vaccine education, LPEC, and co-location of ECE slots.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| Good Samaritan | High | 3.7 | Vaccine outreach |
| Felton | Moderate | 3.3 | Co-location of ECE slots; Vaccine outreach |
| MNHC | | 3.3 | Vaccine outreach |
| Grads | | 3.1 | Vaccine outreach, LPEC |
| IFR | | 3.0 | Vaccine outreach, LPEC |
| MNC | | 2.6 | FRC collaborative |
| Jamestown | Low | 2.4 | Vaccine outreach |
| Birth Companions | | 2.1 | |
| YMCA | | 1.9 | |
| Legal | | 1.8 | |
| PPS | | 1.8 | |
| SFF | | 1.8 | |
| Tandem | | 1.8 | |
| HPP | | 1.6 | |
| SFUSD EED | Little | 1.0 | |

Mission Graduates (2012) (average collaboration score=2.0)

Mission Graduates' closest partner is MEDA. Mission Graduates collaborates with other partners through collaborating programs and making referrals.

Mission Graduates notes that they would like to know more information about services to share with families of the other partners and would like to build deeper partnerships at school sites.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| MEDA | Moderate | 3.1 | School partner at many sites, referring families and students; Vaccine outreach |
| PPS | | 2.6 | Parent partner program collaborates often |
| Good Samaritan | | 2.6 | School partner at many sites |
| YMCA | | 2.5 | School partner, refer students to workforce programs, parent partner program collaborates at school sites |
| IFR | Low | 2.4 | Refer families and students to their services; school partner at sites |
| Jamestown | | 2.2 | Parent partner program collaborates at school sites |
| MNC | | 2.0 | Referrals |
| SFF | | 2.0 | Refer families and students to their services |
| MNHC | | 2.0 | Referring families and teens for confidential services |
| Felton | | 1.8 | Referring families needing mental health support |
| Legal | | 1.8 | Refer families and students to their services |
| HPP | | 1.5 | Refer families and students to their services |
| SFUSD EED | Little | 1.3 | |
| Tandem | | 1.3 | |
| Birth Companions | | 1.0 | |

Mission Neighborhood Centers (2012) (average collaboration score=2.3)

MNC collaborates most frequently with Good Samaritan. MNC collaborates with other partners by referring families for services and doing outreach.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| Good Samaritan | Moderate | 3.4 | Abriendo Puertas; Refer for services and outreach for services; Increasing infant/toddler slots |
| Tandem | | 3.1 | Abriendo Puertas; Partner to provide literacy sessions; Increasing infant/toddler slots |
| HPP | | 2.9 | Abriendo Puertas; Refer families and outreach for MNC services |
| SFF | | 2.9 | Abriendo Puertas; Refer families and outreach for MNC services |
| Birth Companions | | 2.7 | Abriendo Puertas |
| MEDA | | 2.6 | Refer services |
| Felton | Low | 2.4 | Abriendo Puertas; Increasing infant/toddler slots |
| SFUSD EED | | 2.4 | Partner to provide kinder transition |
| MNHC | | 2.2 | Refer for medical homes, families needing well baby checkups and outreach for services |
| IFR | | 2.1 | Partner to provide MH support |
| Grads | | 2.0 | Refer services |
| PPS | | 1.9 | Workshops |
| YMCA | | 1.6 | Refer services |
| Legal | Little | 1.4 | Refer services |
| Jamestown | | 1.1 | |

Mission Neighborhood Health Center (includes Nurse Midwives)(2012)
(average collaboration score=2.0)

MNHC's closet partner is MEDA, with whom they have weekly check-ins. With the other MPN partners, they refer clients as needed. To deepen partnerships with HPP and Good Samaritan, MNHC would like to resume field trips for their clients.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| MEDA | Moderate | 3.3 | Weekly check-ins organized by MEDA with MPN agencies and friends of MPN have been invaluable in keeping connected, housing promotors at MNHC currently; Vaccine outreach |
| Good Samaritan | | 2.5 | Refer patients to Good Samaritan for resources |
| HPP | | 2.5 | Refer prenatal patients for resources and Friday pantries, as well as receiving foods, diapers, and wipes for our prenatal pantry in-house |
| SFF | Low | 2.4 | |
| MNC | | 2.2 | |
| Birth Companions | | 2.2 | |
| IFR | | 2.1 | |
| Grads | | 2.0 | |
| Legal | | 1.9 | Refer patients to La Raza for legal concerns that arise |
| SFUSD EED | | 1.8 | |
| YMCA | | 1.7 | |
| Felton | | 1.6 | |
| PPS | Little | 1.4 | |
| Jamestown | | 1.2 | |
| Tandem | | 1.0 | |

Parents for Public Schools (2012) (average collaboration score=1.7)

PPS moderately collaborates with Mission Graduates and less frequently with the other MPN partners. PPS would like to have roundtable discussions to address community challenges within the Mission District, inviting parents to the event to share their voices and to improve collaboration.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| Grads | Moderate | 2.6 | Coalition Convener-we convene organizations and parents to build bridges to enact policy with efficacy |
| Good Samaritan | Low | 2.2 | |
| Felton | | 2.1 | Capacity builder-we are helping the community develop support of people with diverse needs using enhanced connections, strategies, and networking |
| SFF | | 2.1 | |
| YMCA | | 2.1 | |
| SFUSD EED | | 2.0 | |
| MNC | | 1.9 | Information Broker- We recognize that families look to PPSSF as an information broker related to school and district access to programs and understand of proposed educational policies |
| MEDA | | 1.8 | |
| IFR | | 1.5 | |
| Jamestown | Little | 1.4 | |
| MNHC | | 1.4 | |
| Tandem | | 1.3 | |
| Birth Companions | | 1.4 | |
| HPP | | 1.1 | |
| Legal | | 1.0 | |

SFUSD Early Education Department (2012) (average collaboration score=1.9)

SFUSD EED moderately collaborates with Support for Families and less frequently with the other MPN partners. To develop collaboration, SFUSD EED would like to know a specific person to contact and would like some sort of in-service on how to collaborate with the other partners, especially for families in need.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| SFF | Moderate | 2.8 | Share parent workshops with families who are seeking support, reach out to connect families who have questions or would like more parent-to-parent support |
| MNC | Low | 2.4 | Transitions |
| IFR | | 2.4 | IFR Mental Health Consultants support our EED sites, our team collaborates with parent support, meeting/planning and family workshops |
| Tandem | | 2.4 | Collaborate with EED school sites to provide literacy workshops for families |
| Good Samaritan | | 2.2 | |
| Felton | | 2.1 | |
| HPP | | 2.1 | |
| PPS | | 2.0 | Around enrollment, they offer an array of workshops and I usually refer families or share their workshop info if they can't make times that we (EED team) offers |
| MNHC | | 1.8 | |
| Birth Companions | | 1.7 | I have sent families most recently to pick up donations and I have also connected with Jenny Trejo to drop off personal donations for Birth Companions to share with families in need |
| YMCA | | 1.5 | |
| Jamestown | Little | 1.4 | |
| Grads | | 1.3 | |
| Legal | | 1.2 | |
| MEDA | | 1.0 | Latino Task Force weekly meeting updates and/or referral to their agency |

Support for Families (2012) (average collaboration score=2.4)

SFF's closest partner is Good Samaritan. They collaborate with other MPN partners by sharing services with their clients. SFF specifically noted how to deepen their collaboration with each partner (see below).

| Partner | Collaboration Level | Average | How we collaborate | How to deepen collaboration |
|------------------|---------------------|---------|--|--|
| Good Samaritan | High | 3.5 | Abriendo Puertas | Learn from parent leaders on what we need to create strong community partnerships Cross agency training and opportunities for parent leaders |
| Felton | Moderate | 3.3 | Help Me Grow inclusion coaching and training, Care Coordination, Developmental Screening support; Abriendo Puertas | Host Play Learn Connect groups |
| MNC | | 2.9 | Offer Parent Child Interactive Groups as well as Help Me Grow Care Coordination; Abriendo Puertas | Have a satellite center onsite to provide families resources, training, and a space to meet other families |
| Tandem | | 2.8 | Worked closely with Abriendo Puertas | Learn from parent leaders on what we need to create strong community partnerships Cross agency training and opportunities for parent leaders |
| SFUSD EED | | 2.8 | Collaborate with team to support parents receiving special education services | |
| HPP | | 2.6 | Abriendo Puertas | Learn from parent leaders on what we need to create strong community partnerships Cross agency training and opportunities for parent leaders |
| MNHC | Low | 2.4 | Support with developmental screening and connection to SFUSD/ GGRC & Care coordination | Have a satellite center onsite to provide families resources, training, and a space to meet other families |
| IFR | | 2.2 | Collaborate with Mental Health Consultants at several HMG ECE sites | Drop-In hours for our families |
| Birth Companions | | 2.2 | Abriendo Puertas | |

| | | | | |
|-----------|--------|-----|--|---|
| Jamestown | | 2.2 | | Help connect children with disabilities to services. Training on how to work with children with disabilities |
| PPS | | 2.1 | | Outreach to families |
| Grads | | 2.0 | | Create training for youth with IEP who are graduating HS to go to college |
| MEDA | | 1.8 | | <ul style="list-style-type: none"> • Have a satellite center onsite to provide families resources, training, and a space to meet other families including having on-going collaborations with school sites • Cross-training of parent leaders, for example our parent mentor and project leadership training • Create and share parent leadership opportunities between agencies • Learn from MEDA parent leaders on what we need to create strong community partnerships |
| YMCA | | 1.7 | | Help connect children with disabilities to services. Training on how to work with children with disabilities |
| Legal | Little | 1.3 | | Drop-in hours for our families |

Tandem Partners in Early Learning (2012) (average collaboration score=2.0)

Tandem's closest partner is Felton. Tandem communicates and collaborates with other partners through their programs such as StoryCycles or Abriendo Puertas. Tandem would like to strengthen their partnership with others through additional workshops or events and sharing resources.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|---|
| Felton | High | 3.6 | StoryCycles, Abriendo Puertas, Playgroups, Community; Abriendo Puertas events (ie Dia de los Libros) |
| Good Samaritan | Moderate | 3.1 | StoryCycles, Abriendo Puertas, Playgroups, Community; Abriendo Puertas events (ie Dia de los Libros) |
| MNC | | 3.1 | StoryCycles, Abriendo Puertas, Playgroups, Community; Abriendo Puertas events (ie Dia de los Libros) |
| SFF | | 2.8 | Abriendo Puertas |
| SFUSD EED | Low | 2.4 | StoryCycles, Abriendo Puertas, Playgroups, Community events (ie Dia de los Libros) |
| HPP | | 2.1 | StoryCycles, Abriendo Puertas, Playgroups, Community events (ie Dia de los Libros) |
| Birth Companions | | 2.1 | Community event partnerships- backpack giveaway, holiday book giveaway, Dia de Los Libros; Abriendo Puertas |
| MEDA | | 1.8 | StoryCycles, Abriendo Puertas, Playgroups, Community events (ie Dia de los Libros) |
| YMCA | | 1.6 | |
| Grads | Little | 1.3 | |
| PPS | | 1.3 | |
| IFR | | 1.1 | StoryCycles, Abriendo Puertas, Playgroups, Community events (ie Dia de los Libros) |
| Jamestown | | 1.1 | |
| Legal | | 1.0 | |
| MNHC | | 1.0 | |

Urban Services YMCA (2012) (average collaboration score=1.7)

The average collaboration score of YMCA is 1.7, with Mission Graduates as the partner with whom the YMCA has the most frequent collaboration. YMCA refers their clients to other MPN partners for services and shares resources with other partners.

For further collaboration with the partners, YMCA would like to have their lead director reach out to inform of their program offerings and to learn about the network partners' current (post-COVID) services, and strategies to transitioning to in-person services.

| Partner | Collaboration Level | Average | How we collaborate |
|------------------|---------------------|---------|--|
| Grads | Moderate | 2.5 | Recommend students who need support with college and/or career |
| PPS | Low | 2.1 | Share their resources with our team, refer clients to their services inform families of resources |
| MEDA | | 1.9 | Recommend families who are in need of housing; Share their resources with our team, refer clients to their services inform families of resources |
| Good Samaritan | | 1.8 | We are a part of a out-side working group that meets quarterly, communicate more frequently as needed |
| HPP | | 1.8 | Refer clients to their services |
| SFF | | 1.7 | Refer families to their services, share their resources to our families |
| IFR | | 1.7 | Work with them to provide resources to our staff, refer for their services |
| MNHC | | 1.7 | Refer families to their services inform our clients of their services |
| Tandem | | 1.6 | Work with them in different ways, promote their workshops, receive their PD for staff and collaborate with resources for our ECE programs |
| Felton | | 1.6 | |
| MNC | | 1.6 | Refer families to their services inform our clients of their services. |
| SFUSD EED | | 1.5 | Share their resources with our team, refer clients to their services inform families of resources |
| Legal | Little | 1.4 | Refer families to their services, share their resources to our families |
| Jamestown | | 1.3 | |
| Birth Companions | | 1.2 | |

TAKE-AWAYS AND RECOMMENDATIONS

A quick glance at the overall Social Network diagram easily identifies Good Samaritan as the organization in the MPN network with the most frequent and robust connections to other partners in the network. And overall, the network members appear actively engaged with one another, as lines representing reciprocal collaboration crisscross the image in all directions. Based on the MPN Social Network Survey results, network partners agree that Good Samaritan is centrally situated within the network and maintains the strongest ties to partners.

However, a close examination of even the smallest of the circles, such as La Raza Centro Legal, shows that even though the levels of collaboration between this organization and others may not be as high, several connections nonetheless remain and the diagram offers a snapshot of the opportunities available to increase the levels of collaboration between network partners, as appropriate.

This network analysis is offered as a first step in starting conversations with the network partners to consider whether and how to reinforce, expand, or otherwise enhance their collaborations to greatest mutual benefit and impact. This section offers some recommendations as to next steps in considering how to enhance the network collaborative.

When Considering Collaboration...

1. Understand the current collaboration landscape of each partner. What is the current state and where is the opportunity for growth?
2. Understand your needs and goals for the collaboration. What is the intention? What is the shared purpose?
3. Determine the level of collaboration you would like to achieve with each partner based on identified shared purposes.
4. Investigate how to embrace the additional efforts that will be required to enhance collaborative efforts within your agency to create system changes in support of intentional, purposive collaboration with other agencies. In doing so, consider investigating how MPN might provide support for collaborative agencies to build their internal capacities for enhancing their collaborative efforts within the network.

Keys to Successful Collaboration

- **Use diverse and appropriate communication methods:** Does email work best for collaborative partners or does a phone or video call work better? Are in-person or virtual meetings a better venue for collaborating within this network? Consider the method or suite of methods that work best given collaborative members and the purpose(s) of the communication(s).
- **Formalize the process:** Consider convening regular collaborative meetings (again, consider whether these would be in-person, virtual, or perhaps a hybrid). What frequency makes most sense? Monthly? Every other month? Quarterly? Who is the best

point-of-contact to hold and keep to these scheduled meetings? What is the cadence of follow-up communications between meetings?

- **Act as a hub agency:** As the backbone organization, MPN already collects shared resources and functions as an organizer of collaborative participants. Consider hosting meetings to refresh shared foundational values, visions, and desired outcomes, then develop joint strategies to implement and iterate together.

LIMITATIONS AND NEXT STEPS

As an initial exploration of how the MPN Network collaborates, this report presents just a first step in understanding how to improve and enhance network collaboration. Through this process, the visualization revealed for example, that some network partners appear to have relatively few collaborative ties when in fact, the lived experience of service providers and agency staff would demonstrate that there is quite a lot of collaboration happening. This apparent misalignment suggests that future iterations of this work might include further discussion and clarification of what “collaboration” means to this network that could point to improvements in the various ways that network agencies work with and show up for each other that may not be currently captured, which also points to refinements needed in how collaboration is measured.

This report and visualization are designed to initiate and facilitate conversations about what it means to collaborate in the MPN network, with the intention of revisiting the network analysis on an annual basis to support the ongoing collaborative efforts and process improvements of the network. To move this forward, it is recommended that the network begin convening regularly scheduled meetings to discuss what the collaborative network means to their agencies and how the collaborations might be enhanced to mutual benefit. With respect to the social network analysis, some additional work is recommended in soliciting from the network members a working definition of collaboration that might be more accurately and meaningfully measured so that future iterations of this analysis can speak more directly to, feel more authentic to, and be more actionable for participating agencies.