

LEARNING TOUR BRIEF #1

Chula Vista Promise Neighborhood: A Look Inside a Community Collaborative Model on Children, Youth, and Families

OVERVIEW AND LEARNING OBJECTIVES

[Chula Vista Promise Neighborhood](#) (CVPN) brings together a network of partners focused on education, family services, and community resource development to provide Castle Park neighborhood children a more promising future. As one of only seven sites awarded the 2012 Promise Neighborhood Implementation Grant, CVPN will receive \$27.8 million over five years to execute a community-lead development plan. Explore the steps local philanthropies take for their communities to qualify for these types of federal grants and how to ensure effective use of the endowment.

As you participate in this learning tour, you'll have chance to:

- Understand best practices for large-scale, national/local collaborative efforts, particularly during the start-up phase.
- Define what it takes to qualify, raise money, and compete for the Promise Neighborhood Implementation Grant
- Explore the practical complexities of engaging cross-sector stakeholders toward a common goal in areas such as sharing recognition, telling a collective story, and defining metrics of success
- Gain insights into building a culture of innovation, risk taking and failure to fuel better practices leading to increased success

LEARNING TOUR AGENDA

- Part I: Overview of the Promise Neighborhood
Part II: Panel discussion with questions and answers
Part III: Tour Site
Part IV: Enjoy informal discussion over lunch

ISSUE STATEMENT

Since the 1980s in the United States, more than 50% of poor children have lived in areas of concentrated poverty characterized by crime, unemployment and limited resources. Today, close to 25% of children live in poverty, with this percentage higher for Black and Latino children. Among the world's 35 richest countries, the United States holds the distinction of ranking second highest in child poverty. Children growing up in poverty complete less schooling, work and earn less as adults, are more likely to receive public assistance, and have poorer health. Males growing up in poverty are more likely to be arrested as adults and their female peers are more likely to give birth outside of marriage.

Additional impacts of poverty:

- Kindergarten reading and math scores are lower for children in households with incomes either below the federal poverty level or at 100 to 199 percent of the federal poverty level
- The quality of children's diets remains inadequate, reaching on average only half the dietary guidelines recommended by the U.S. Department of Agriculture; about 22 percent of all children live in homes that are food-insecure, up from 17 percent in 2007
- Poor children are more likely to be exposed to tobacco smoke and lead
- The large differences in household incomes of children attending public versus private schools pose challenges to improving the educational and economic opportunities available to these public school students, and place extra burdens on public schools to provide interventions requiring additional resources



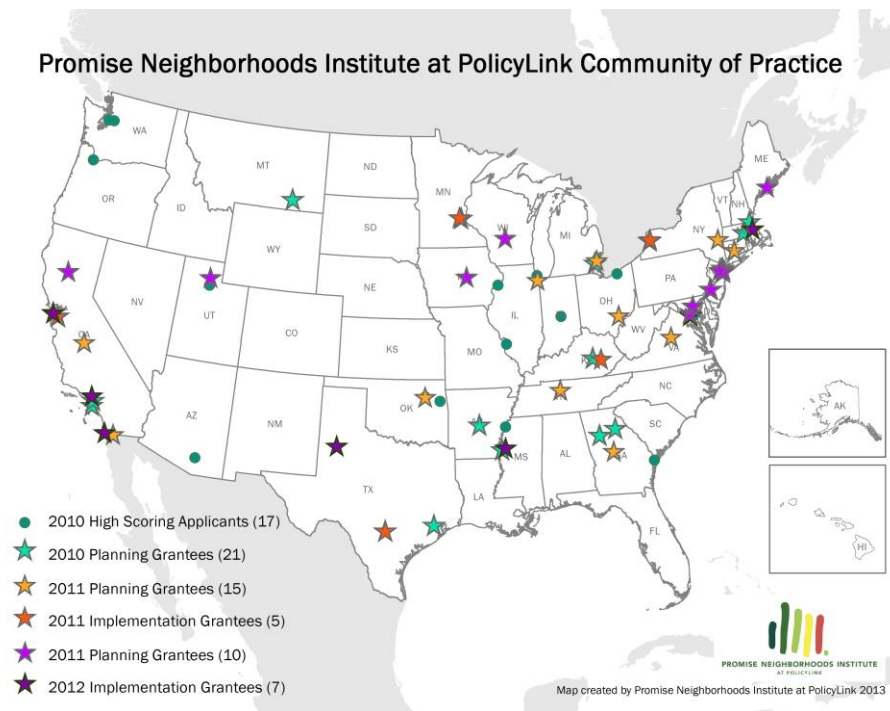
NATIONAL TRENDS

Recognizing that struggling schools, limited access to capital, high unemployment, poor housing, persistent crime, and other challenges that feed into and perpetuate each other call for an integrated approach, the Obama Administration established the Neighborhood Revitalization Initiative (NRI). NRI engages the White House Domestic Policy Council, White House Office of Urban Affairs, and the Departments of Housing and Urban Development, Education, Justice, Health and Human Services and Treasury in support of local solutions to revitalize and transform neighborhoods. The interagency strategy is designed to catalyze and empower local action while breaking down silos, prioritizing public-private partnerships, and improving existing programs. This approach is intentionally interdisciplinary, place-based, locally-led, results-driven, and flexible. It seeks to provide comprehensive approaches to reviving neighborhoods and improving opportunities for children.

NRI is focusing on four key opportunities for action.

1. Integrating Promise Neighborhoods, Choice Neighborhoods, and other place-based programs in distressed neighborhoods
2. Providing flexible Neighborhood Revitalization Grants
3. Building neighborhood capacity through hands-on technical assistance as demonstrated by the Building Neighborhood Capacity Program
4. Sharing best practices through the White House Neighborhood Revitalization Report, which showcases examples of communities who have “braided” Federal and other funds to pursue comprehensive neighborhood revitalization.

What is a Promise Neighborhood?



Children must be safe, healthy, and supported by adults across an entire community to reach their fullest potential. Against all odds, Promise Neighborhoods work to provide families and children with the support they need to help break the cycle of poverty that threatens too many of our nation's communities.

- Arne Duncan,
U.S. Secretary of Education

First launched in 2010 and inspired by the model of the Harlem Children's Zone, Promise Neighborhoods are place-based efforts to wrap children in integrated, coordinated, high-quality academic, social, and health programs and supports from the cradle to college to career. Strong schools are core to every Promise Neighborhood, as is family and community engagement. To date, Promise Neighborhoods funding totals nearly \$100 million awarded to over 50 communities representing more than 700 schools. To help leverage and sustain grant work, 1,000 national, state, and community organizations have signed-on to partner with a Promise Neighborhood site, including over 300 organizations supporting 2012 grant winners.

In December 2012, 10 planning grants totaling more than \$4.7 million and seven implementation grants totaling nearly \$30 million were awarded. Additional funding went toward second-year funding for the five implementation grantees awarded in 2011. Planning grantees received one-year awards of up to \$500,000 to create targeted plans for combating poverty in the local community. Implementation grantees will receive awards up to \$6 million to fund the first year of a 5-year grant to execute community-led plans that improve and provide better social services and educational programs. In subsequent years, contingent on the availability of funds, the U.S. Department of Education intends to conduct competitions for new implementation and planning grants.

Key features of Promise Neighborhoods include:

- *The Importance of Planning and Implementation.* The U.S. Department of Education has awarded three cycles of competitive Promise Neighborhoods grants since 2010.
 - In FY 2010, 21 diverse communities received planning grants ranging from \$400,000 to \$500,000 to develop a plan.
 - In December 2011, five communities were awarded up to \$5 million to implement their plan and 15 additional communities were awarded up to \$500,000 for planning.
 - In December 2012, another seven communities were awarded up to \$7 million for implementation and ten communities up to \$500,000 for planning.
- *Leveraging Local Resources for Maximum Impact.* Promise Neighborhoods grantees have the support of the public and private sectors, which have committed matching funds for the federal grants received.
 - Planning grant applicants are required to obtain matching funds equal to at least 50 percent of the award (unless they applied as a rural or tribal community, in which case the matching requirement is 25 percent of the grant award).
 - Implementation grant applicants are required to obtain matching funds equal to at least 100 percent of the award (unless they applied as a rural or tribal community, in which case the matching requirement is 50 percent).
 - At least 10 percent of the matching funds must be cash or in-kind contributions from the private sector.

How do you plan to become a Promise Neighborhood?

The Promise Neighborhoods Institute at PolicyLink turned to the Bridgespan Group to develop a [Planning a Promise Neighborhood Guide](#). The Guide is structured around five critical questions:

- *What do we know about the children and families we want to support, and how should we focus our efforts?* It is important to make the decision about where to focus your initial efforts early on, and to be clear about the rationale. Having a tight focus on place and population at the outset will make it easier to set clear goals and then measure achievements against those goals. Concentrated efforts are more likely to be able to demonstrate results early, and *demonstrated results can help attract funding and support for expanding and replicating your initiative*. To pinpoint geographic frame, consider three factors: need, assets and established boundaries.
- *What activities and programs do we need to provide in order to deliver measurable results?* Promise Neighborhoods' guidelines specify five categories of academic and five categories of family and community support indicators. They also specify each initiative's centerpiece: a continuum of cradle-to-career educational programs. This makes planning easier, but there are still important decisions to be made, such as: choosing which additional indicators to include; drawing the precise connections between activities and expected outcomes; developing the sequencing of changes that will lead to the ultimate impact goal; and defining how each partner in the initiative fits together to achieve the outcome. This chain of logic is called a theory of change.
- *How should our partnership be structured and what capabilities will we need to succeed?* This question forces the bridge from strategy to execution. The answer to this question will address the issue of structure, and describe the roles, capabilities and staffing required to bring the strategy to life. It will also describe how the partnership will work and set clear expectations for what each of the partners will do.
- *How do we plan for our funding so that we can get the resources we need to achieve our goals and sustain our efforts over the long-term?* The [Nonprofit Cost Analysis Toolkit](#) is available to help initiatives and organizations better understand their costs (both direct and indirect), and also anticipate what expertise is needed to build a comprehensive and dynamic view of costs and the factors that influence them. The Finance Project provides a tool for [Mapping Funds for Promise Neighborhood Initiatives](#). Additionally during this Learning Tour, the Chula Vista Promise Neighborhood Initiative will share how they secured the matching funds.



- *How will we reach all of the children that our initiative aspires to impact?* Bridgespan identifies three approaches outlined below.

	<i>Deepen work in existing neighborhood</i>	<i>Expand to new areas</i>	<i>Leverage systems change</i>
<i>Benefits</i>	<ul style="list-style-type: none"> • Leverages existing assets • Reinforces and/or strengthens outcomes through continuum • Deepens community engagement 	<ul style="list-style-type: none"> • Leverages program model • Taps new funding sources that might only be focused on the new area • Expands impact to other neighborhoods 	<ul style="list-style-type: none"> • Leverages evidence • Institutionalizes impact • Expands impact to other neighborhoods
<i>Risks</i>	<ul style="list-style-type: none"> • May slow path to broader geographic impact • May narrow relevance (in the broader policy context) • May increase complexity and risk of effective implementation 	<ul style="list-style-type: none"> • Could distract or spread organization thin • Could jeopardize impact in existing neighborhood • Could delaying transformation of existing neighborhood 	<ul style="list-style-type: none"> • May distract from program work • May require unpalatable compromises • May be more susceptible to political shifts • Requires engagement of leadership, additional resources, and a different set of staff skills

ECONOMIC IMPACT

According to a recent study by the Educational Testing Service, the costs associated with child poverty total about \$500 billion per year, or 4 percent of Gross Domestic Product (GDP). A prior study conducted in 2009 by McKinsey & Company found that the achievement gap is the economic equivalent to a permanent national recession.

Adult Outcomes by Poverty Status between the Prenatal Year and Age 5

	<i>Income below the official U.S. poverty line</i>	<i>Income between one and two times the poverty line</i>	<i>Income more than twice the poverty line</i>
Completed years of schooling	11.8	12.7	14.0
Earnings (\$1,000s)	\$17.9	\$26.8	\$39.7
Annual work hours	1,512	1,839	1,963
Food stamps	\$896	\$337	\$70
Poor health	13%	13%	5%
Arrested (men only)	26%	21%	13%
Nonmarital birth (women only)	50%	28%	9%

Note: Figures given in the table are either the mean or a percentage.
Source: Duncan and Magnuson (2011).

HOW IS THE SAN DIEGO COMMUNITY DEALING WITH THIS ISSUE?

Chula Vista was one of seven neighborhoods to be selected in 2012 for a Promise Neighborhood implementation grant. Led by South Bay Community Services, Chula Vista Promise Neighborhood (CVPN) will receive a five-year, \$27.8 million grant to implement a community-led plan. This collaboration of partners will focus on family, education, health and community to provide children in Castle Park neighborhood with the kind of opportunities they need to excel in school, get into college, find good jobs and lead healthy lives.

Bringing the Promise to Chula Vista. SBCS has long believed that family struggles do not remain isolated – families as a whole are affected as well as the community in which they live. That is why it made perfect sense for SBCS to reach out to its partners and bring the Promise to Chula Vista families. SBCS was one of seven awarded the 2012 Promise Neighborhood implementation grant fund out of over 200 that applied nationwide.

Partners Make the Promise. Joining SBCS are 28 local agencies, non-profit organizations, and businesses who signed on to provide \$33 million in matching funding, making the total investment of more than \$60 million. CVPN partners have developed an impressive plan for a seamless continuum of ‘cradle to career’ solutions that will create high expectations for all children and provide a clear and viable pathway to college and career success.

RESOURCES AND REFERENCES:

[All in Nation: An America That Works for All](#)
[Center for the Study of Social Policy / Place-Based Initiatives / Promise Neighborhoods](#)
[Creating Pathways to Opportunities Report](#)
[Equity is the Superior Growth Model](#)
[Frequently Asked Questions – Promise Neighborhoods](#)
[Laying the Groundwork for Success | Ideas n Focus](#)
[Mapping Funds for Promise Neighborhood Initiatives](#)
[Neighborhood Revitalization Initiative | The White House](#)
[Nonprofit Cost Analysis Toolkit](#)
[Planning a Promise Neighborhood Guide](#)
[Promise Neighborhoods 2012 Grantee Award Information](#)
[Promise Neighborhood FAQ](#)
[Promise Neighborhoods Institute at PolicyLink](#)
[The Center for the Study of Social Policy’s Promise Neighborhood](#)
[Urban Institute’s Guide to Measuring Promise Neighborhood Data](#)
[Urban Institute Measuring Performance: A Guidance Document for Promise Neighborhoods on Collecting Data and Reporting Results](#)
[White House NRI and Creating Pathways to Opportunity Report](#)

