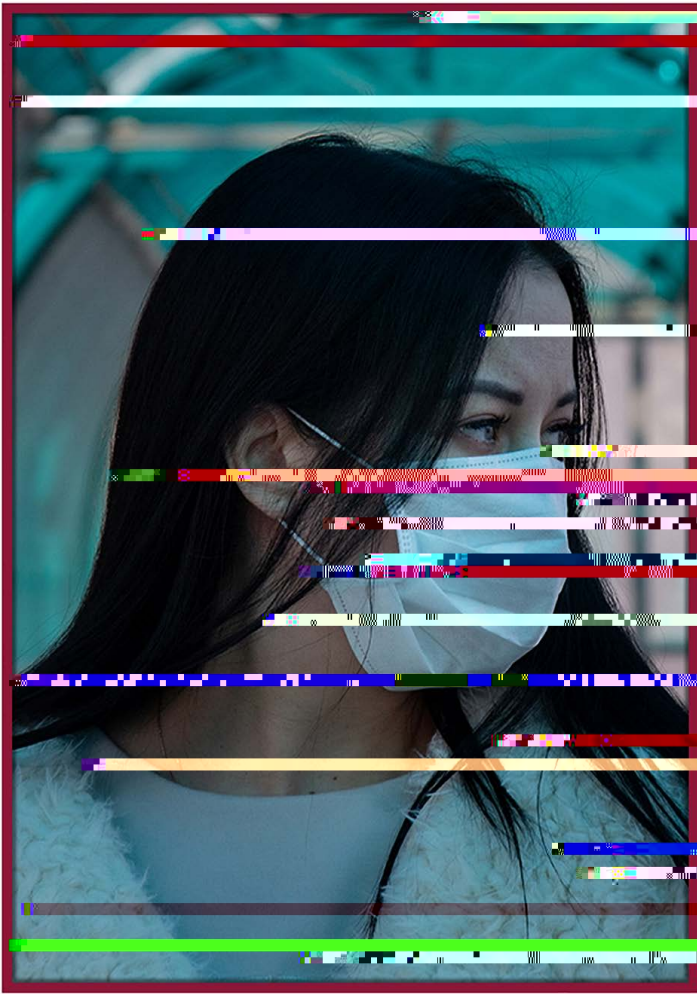
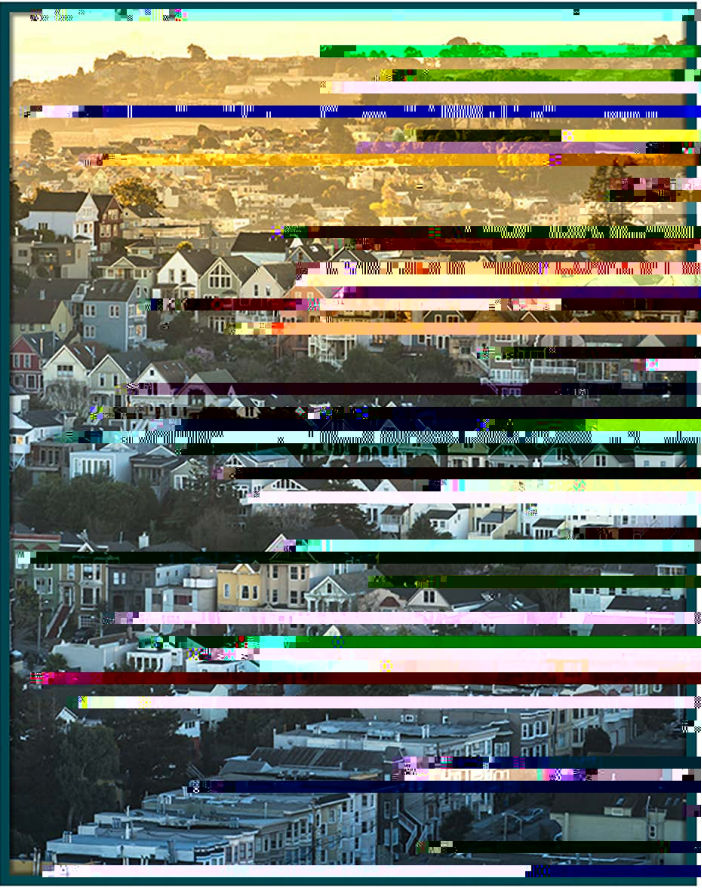


DE LA
COMUNIDAD
PARA LA
COMUNIDAD



KEY ACHIEVEMENTS
OF THE PROMOTORAS
PROGRAM DURING
COVID-19

MISSION: ECONOMIC
DEVELOPMENT AGENCY
DECEMBER 2020

The logo for 'media' is located at the bottom of the page. It features the word 'media' in a lowercase, white, serif font, with a cluster of white dots of varying sizes to its left.

ÒPromotoras

INTRODUCTION TO THE PROMOTOR PROGRAM

The Mission Economic Development Agency (MEDA) is a nonprofit organization based in San Francisco's Mission District that predominantly serves low-income Latino families, workers and small businesses. Founded in 1973, MEDA combines a suite of programs—direct asset-building services, school-based family supports, affordable housing development, loan disbursement, advocacy and technical assistance—

DATA METHODS

During the summer and fall of 2020, MEDA’s Evaluation team gathered perspectives and insights on the promotoras program from a variety of stakeholders, including MEDA staff, MEDA clients and the promotoras themselves.

Our data collection activities and sources are listed below.

- ! Phone-based focus groups with:
 - o 19 promotoras
 - o 15 clients who have received MEDA services during the pandemic
- ! Online surveys of:
 - o The promotoras team
 - o MEDA service staff
- ! One-on-one interviews with:
 - o One promotora
 - o MEDA’s Community Initiatives Manager
 - o MEDA’s Associate Director of Data and Learning
- ! Aggregated client service data from MEDA’s Salesforce database

This report uses thematic analysis to connect perspectives, experiences and insights across these eight data sources into a distilled set of key findings. (See page 4.)

Because of the COVID-19 pandemic, all data collection activities were remote. To protect people’s privacy, we anonymously quote the promotoras, MEDA staff and clients who contributed their perspectives to this report. We have translated client and promotora remarks from Spanish.



MEMBERS OF MEDA PROMOTORAS

MEDA STAFF MEMBERS

“The promotoras represent the people we serve in our community. They are the mothers, the workers, the caregivers, the activists and changemakers.”

DE IA COMUNIDAD, PARA LA COMUNIDAD

MISSION ECONOMIC DEVELOPMENT

SUMMARY OF KEY FINDINGS AND FUTURE OPPORTUNITIES

This report explores the key contributions and achievements of the promotoras during the COVID-19 pandemic across three core domains:

SERVING FAMILIES IN NEED	Promotoras have assumed several essential roles within MEDA's pandemic response programs, such as providing direct services to community members.
	As local residents and native Spanish speakers, promotoras engage their neighbors in culturally affirmative ways, building trust and inviting more clients to seek services.
	Promotoras have been essential in advancing MEDA's service partnerships with other city and community agencies, enabling us to address more of our community members' urgent needs.
DEVELOPING LEADERSHIP SKILLS	Promotoras' wideranging work during the pandemic has established and expanded their roles as trusted local leaders.
	Promotoras have become proficient in our service delivery and data systems, and have bolstered their own professional development as skilled service providers.
	The promotoras program is an enriching opportunity for local residents who are passionate about supporting their fellow community members.





KEY ACHIEVEMENTS FROM THE PROGRAM DURING COVID

DEVELOPING LEADERSHIP SKILLS

KEY FINDINGS

The promotoras have taken on new leadership roles during the pandemic, thriving as capable service providers and trusted sources of support for community members.

Fostering local leadership . Although promotoras are humble about the work they do, it is clear that they have cemented their role as community leadhileadhu09 (n)-13 (i)-3 (t)1 (1)57 (co)372042 Tc 4K.(e)12.5 re f BT

Strengthening our organization

KEY FINDINGS

Promotoras

FUTURE OPPORTUNITIES FOR OUR PROGRAM

The promotoras have been an indispensable part of our response to the COVID -19 crisis. Despite the many challenges our community has faced, the promotoras program has been a major success for our community, MEDA and the promotoras themselves. The next stage in the evolution of MEDA's comprehensive service model will depend on the ongoing expansion of the promotoras program and its integration with our services. Looking ahead, we intend to build upon the promotoras' recent achievements to pursue these promising innovations and initiatives in the years to come:

Supporting the development of the promotoras team into a workers' cooperative. Starting in 2021, MEDA is excited to catalyze the growth of the promotoras program into an independent company under a collective worker-owner model. Under this configuration, the promotoras team will exist as its own business entity able to contract its services with MEDA and other agencies, manage its profits and provide benefits to its members. MEDA will initially help to manage this initiative, and then continue to provide technical assistance and training following the cooperative's incorporation as a business entity.

This strategy will benefit MEDA, community members and promotoras alike. Our ongoing partnership with the promotoras team will allow us to continue our deep

Despite all the challenges in this country, [at MEDA] I've found a