



A Union of Professionals

AFT Innovation Fund

# A CORRIDOR FOR COMMUNITY SCHOOLS AND SUPPORTS FOR STUDENTS



JEFFERSON ELEMENTARY  
FEDERATION OF TEACHERS  
- AFT LOCAL 3267 -



JEFFERSON FEDERATION  
FEDERATION OF TEACHERS  
- AFT LOCAL 1481 -



JEFFERSON ELEMENTARY FEDERATION OF TEACHERS-AFT LOCAL 3267  
AND JEFFERSON FEDERATION OF TEACHERS-AFT LOCAL 1481





JEFFERSON ELEMENTARY  
FEDERATION OF TEACHERS  
- AFT LOCAL 3267 -



JEFFERSON FEDERATION  
FEDERATION OF TEACHERS  
- AFT LOCAL 1481 -

DALY CITY, CALIF.: JEFFERSON ELEMENTARY FEDERATION OF TEACHERS-  
AFT LOCAL 3267 AND JEFFERSON FEDERATION OF TEACHERS-AFT LOCAL 1481

## A CORRIDOR FOR COMMUNITY SCHOOLS AND SUPPORTS FOR STUDENTS

### PROGRAM GOALS

- To establish the Mission Corridor Community Schools Network;
- To engage new and existing partners to provide services to students and families directly through the schools; and
- To strengthen the restorative practices approach to school discipline.

### Summary

The AFT Innovation Fund awarded AFT Locals 3267 and 1481 (the Jefferson Elementary Federation of Teachers and the Jefferson Federation of Teachers) in Daly City, Calif., a grant to establish three community schools across the city's two school districts to create a "corridor" of community schools, called the Mission Corridor Community Schools Network (MCCSN). The grant builds on momentum to strengthen these schools by embracing community schools as a strategy to improve outcomes for students and their families. It also was awarded to help these schools adopt restorative practices as a strategy to improve discipline disparities.

The grant supports coordination across MCCSN in the form of a community organizer who leads the effort of growing the network, communicating with students and families, and creating connections between stakeholders and community-based organizations, nonprofits, and mental and physical health providers. Site-based coordination at each of the three community schools is underway and a top priority, as it is essential to a strong community schools framework.

In addition to bringing services to the schools, the

network features a strong component of social justice. This includes providing training and ongoing education for school staff and community members on how restorative practices and cultural awareness can ameliorate the effects of poverty and disadvantage too often associated with being an ethnic or linguistic minority. MCCSN also seeks to provide stability and resources for undocumented and "DACAmended" students and family members alike.

### Program Leaders

- **MELINDA DART**  
Past president, AFT Local 3267
- **SERGIO ROBLEDO-MADERAZO**  
President, AFT Local 1481
- **NIKKI S. VICTORIA**  
Project organizer, MCCSN

### Program Contact

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### AFT Affiliate, School District and Community-Based Partners

- AFT Local 3267
- AFT Local 1481
- Jefferson Elementary School District
- Jefferson Union High School District
- JESD Board of Education
- JUHSD Board of Trustees
- Daly City Partnership
- Daly City Youth Health Center
- Our Second Home
- California Federation of Teachers



The AFT Innovation Fund was established in 2009 to identify, nurture and bring to scale union- and educator-led innovations in public education. As an initiative of the AFT, the fund's reach is nationwide. To date, the fund has made more than 45 investments. These investments position the AFT and its affiliates, in collaboration with school districts and the communities in which they work, as leaders and engaged partners in improving outcomes for our members and the people they serve.

“In 2016, the Jefferson Federation of Teachers—AFT Local 1481 and the Jefferson Elementary Federation of Teachers—AFT Local 3267 began working together with the school districts in Daly City to establish community schools that meet the full needs of the students and families in their communities. These local unions are filling a crucial role by connecting the schools with health providers and community-based organizations to address students’ social, mental and physical health needs. Because of this, students are better able to learn and teachers are better able to teach.”

—Randi Weingarten, AFT President

## LEADERS’ REFLECTIONS

The vision of our Mission Corridor Community Schools Network rests on five pillars: high-level instruction for all students, services for families who need them, enrichment and arts programs, a culture of collaboration at the sites, and restorative practices and positive school climate. We’ve spent years building a vision of what we want our schools to be. But even with a unified vision, we’ve had to be nimble.

Midway through our work, we lost some of the enthusiastic school leaders invested in the vision when they unexpectedly left their positions. We’ve had to invest in educating new leaders about the strength of our partnership and the ambitions for our schools. We’ve also had to be nimble and responsive to shifting needs in the community. Recent events found us offering needed community workshops on immigrant worker rights. Through it all, it’s apparent that, thanks to our unions’ leading role in this project, we will be able to weather changes in leadership and personnel in the district, and continue to serve our students through wraparound services, a culture of collaboration and restorative practices.

As we continue to make progress, we know that our community schools project is the best way to invest in our students, families and communities, and to ensure that our families and communities are invested in us and truly value their public schools, even through difficult circumstances.

MELINDA DART,  
AFT Local 3267,  
Past President



Building the Mission Corridor Community Schools Network has reminded me of the need to foster strong collaborative relationships in support of local schools. The very notion of community schools requires everyone—districts, unions, faculty and staff, administrators, students and families, local nonprofits and other allies—to re-envision the function and purpose of our schools. It’s a radical shift in perspective. To get us there requires a lot of patience and ongoing work just to be able to maintain unity around the project’s vision.

It’s definitely been tricky. For example, I’ve often found myself forgetting fundamentals, like making sure that all involved just have the basic information needed to participate in this process. This has highlighted for me that public education simply hasn’t been developed in a way that’s conducive to regular collaboration among school and community stakeholders. As I’ve witnessed our project organizer, Nikki Victoria, work so hard to bring our key stakeholders together in steering committee meetings, it’s glaringly obvious to me that the basic culture and infrastructure needed to support ongoing collaboration among such a broad group of school stakeholders needs to be fostered and sustained. To build anything of significance together we have to first build a foundation for collaboration. While this work continues to be filled with challenges, I’m convinced that the collaborative foundation we’re building now will benefit not only MCCSN but also both districts and, most importantly, the students who attend school here in Daly City.

SERGIO ROBLEDO-MADERAZO,  
AFT Local 1481, President



## OUR MISSION

The **American Federation of Teachers** is a union of professionals that champions fairness; democracy; economic opportunity; and high-quality public education, healthcare and public services for our students, their families and our communities. We are committed to advancing these principles through community engagement, organizing, collective bargaining and political activism, and especially through the work our members do.

Randi Weingarten  
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