

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Application for Grant under the Promise Neighborhoods Program

CFDA 84.215P

Morehouse School of Medicine

Table of Contents

Table of Contents	1
Introduction	2
Need for Project	3
Quality of Project Design	11
Quality of Project Services	27
Quality of Project Personnel	34
Quality of the Management Plan	43
Significance	49

NEED FOR PROJECT (10-points)

Introduction: Morehouse School of Medicine (“MSM”) and United Way of Metropolitan Atlanta (“UWMA”) have formed a unique partnership to improve educational and developmental outcomes for children and youth by building a holistic, community-centered education continuum that serves children and families living on the west side of Atlanta – *Atlanta’s Promise Neighborhood*. The opportunity to receive a Promise Neighborhood grant will leverage the strategies for transformational change that have been identified by both MSM and UWMA. By joining forces, this partnership/initiative proposes to level the playing field for socioeconomically disadvantaged children by developing and implementing a thoughtful and long-term strategic plan. This plan will incorporate evidence-based elements of nationally recognized best practice models, and will build on the strengths, assets, and knowledge of local stakeholders (families, organizations, and committed leaders) to ensure that children in *Atlanta’s Promise Neighborhood* have access to the same health care, civic, social, and educational resources available to their more advantaged peers.

i. Magnitude or severity of problems to be addressed

Children and youth growing up in the neighborhoods on the west side of Atlanta face a myriad of obstacles in achieving academic and life-long success. Of the approximately 40,000 residents living in *Atlanta’s Promise Neighborhood*, 22% are children under the age of 18. The US Census estimates that 57% (approximately 6,800) of these children are living in poverty. The table below provides a quick overview of how the children in *Atlanta’s Promise Neighborhood* compare to children living in the City of Atlanta, other communities across Fulton County, and throughout the state of Georgia.

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

	<i>Atlanta Promise Neighborhood</i>	<i>City of Atlanta</i>	<i>Fulton County</i>	<i>Georgia</i>
Total population ⁽¹⁾	39,000	500,000	1,026,000	9,933,000
Number of children ⁽¹⁾	8,907	107,000	242,200	2,511,000
Percent children in poverty ⁽²⁾	57.4%	38.8%	22.6%	16.7%

(1) Source: ESRI Demographics, 2009; (2) Source: 2000 Census

There are seven Atlanta Public Schools (APS) that fall within the boundaries of *Atlanta’s Promise Neighborhood* – four elementary (Bethune, Herndon, Dunbar, and MA Jones), two middle (Brown and Kennedy), and one high school (Booker T. Washington). As of 2009, all seven schools are chiefly comprised of Black/African American (98% to 99%) and low-income students (91% to 100% for the elementary and middle schools; and 82% for the high school).

Within the target elementary schools, approximately one in four students (25%) in Grade 1 did not pass the Georgia state test in reading, which compares poorly to the Atlanta metro area. Regionally, only one in 10 or 10% of Grade 1 students did not pass the reading portion of the CRCT (Criterion Reference Competency Tests) (GA Governor’s Office of Student Achievement 2009). By Grade 3, the situation does not improve. Approximately 24% of Grade 3 students in *Atlanta’s Promise Neighborhood* are not reading at grade level, which is more than three times worse than the state (7%) and one and a half times worse than metro Atlanta (17%).

Of the two middle schools in the target area, Kennedy distinguishes itself as an effective school, showing a dramatic transformation in recent years. From 2004 to 2008¹, Kennedy achieved the federal Adequate Yearly Progress (AYP) standard twice in non-consecutive years

¹ Georgia DOE AYP reports are not available prior to the 2003-2004 school year.

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

(2005 and 2008), placed on the State's Schools In Need of Improvement (SINI) list, and became State-directed because of consistently low performance. However, in 2009, the school met the AYP standard for the second consecutive year and was removed from state direction and the SINI list. By 2010, Kennedy was one of just six schools nationally awarded the prestigious Panasonic National School Change Award, an initiative of the National Principals Leadership Institute to recognize "significantly changed" schools.

Teacher indicator data show that by 2009, the faculty at Kennedy was more qualified than in previous years. The ratio of students to certified teachers decreased by 20%, from 10:1 in 2004 to 8:1 in 2009. In addition, the percentage of core courses *not* taught by highly qualified teachers decreased from 15.0% in 2006 to 8.2% in 2009.

Kennedy Middle is the feeder school for Booker T. Washington High School, which is clearly struggling academically. Washington High School did not achieve the federal AYP standard in 2009 and the Georgia Department of Education classified the school as a SINI based on poor academic performance for two consecutive years. Only 42.9% of the target area high school students achieved proficiency on the state mathematics examination, compared to 62.2% for all APS high school students (a 19.3 percentage point difference). While the proportion of target area students achieving proficiency on the state ELA exam (80.9%) was much higher than math, it was still substantially lower than APS as a whole (88.7%). In contrast, Washington showed only a 3.0% dropout rate in 2009, which compares quite favorably to all APS high schools (7.9%) and the state of Georgia (3.8%). Washington's success at graduating students is tempered by the data regarding continued education and post-secondary degrees. Only 31% of the students graduating from Washington High School are eligible to receive state-funded HOPE

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

scholarships. HOPE scholarships to post-secondary schools are available to pay for full tuition at state colleges and universities for Georgia students who maintain a 3.0 average.

As children living in *Atlanta's Promise Neighborhood* become adolescents and young adults, the barriers to remaining in school and attending quality afterschool programs increase dramatically (*ChildTrends* report). In Georgia, more than one out of 10 young people 16 to 19 years old are not attending school and not working – i.e., they are “disconnected,” or vulnerable youth. This statistic rises to nearly 14% within the City of Atlanta (*KidsCount*). Additionally, youth in the target neighborhood engage more frequently in poor decision-making and behaviors that put their futures at risk (such as teen pregnancy, use of alcohol, tobacco and other drugs, inactivity and high rates of obesity) than their same-age peers throughout Atlanta and Georgia. The prevalence of poor academic performance and patterns of risky behaviors is strongly associated with the larger context of family and community conditions.

Family and Community Support Need: As of 2008, Atlanta was the thirty-third largest city in the United States, with an estimated population of 538,000. The Atlanta region has seen explosive growth in the past 10 years, adding more than 1.1 million residents between 2000 and 2008, and is the fastest growing area of the country behind the Dallas-Forth Worth area of Texas.

Although the City of Atlanta has seen incremental progress and improvement in the overall well being of children and families in the past 10 years, communities on Atlanta's west side still suffer with some of the poorest educational, social, and health outcomes. Data from the US Department of Labor, for example, estimate the unemployment rate in *Atlanta's Promise Neighborhood* to be approximately 18%, compared to 10.8% for Georgia and 9.7% nationally.

When looking at such indicators of financial stability as children in poverty, unemployment, and homeownership, it is clear that families within *Atlanta's Promise Neighborhood* are walking

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

a financial tightrope. In terms of academic impact, research suggests that continued poverty throughout the first four years of life is associated with a nine-point difference on the Wechsler Preschool and Primary Scale of Intelligence (WPPSI) IQ test at age five compared with not being poor during those formative years (Duncan and Brooks-Gun, 2009). Beyond early childhood, children from low-income families are nearly three times less likely to finish high school compared to families earning an additional \$10,000, averaged over the first five years of a child's life.

In the City of Atlanta, it is estimated that 10.1 percent of the housing is vacant (US Census). In the target area, more than 20% of housing is vacant. The situation is even more troubling when considering sub-prime loans, a well-known precursor to foreclosures. In the City of Atlanta, approximately 18% of all loans originated for home purchases between 2006 and 2008 were sub-prime. *Atlanta's Promise Neighborhood* shows a startling foreclosure rate of 40% during the same time-period, which is among the highest rates of foreclosure in the metro-Atlanta region. Because of the impact that stable housing has on a child's preparedness for school, the partners in *Atlanta's Promise Neighborhood* are collaborating with the Atlanta Housing Authority and the APS homeless liaisons, which have a wealth of experience integrating housing issues with family stability and improving academic outcomes.

Last year, Fulton County health facilities had over 13,406 emergency room visits for infants less than 12 months of age, and 26,492 emergency room visits for children 1-4 years of age. According to the 2003 Georgia Childhood Asthma Survey, 212,000 children in Georgia under the age of 17 have asthma - the leading cause of school absenteeism in the state. The overall rate of emergency room visits due to asthma was 549 per 100,000 persons in Georgia in 2005. More than 50,000 emergency department visits for asthma occurred in Georgia in 2005.

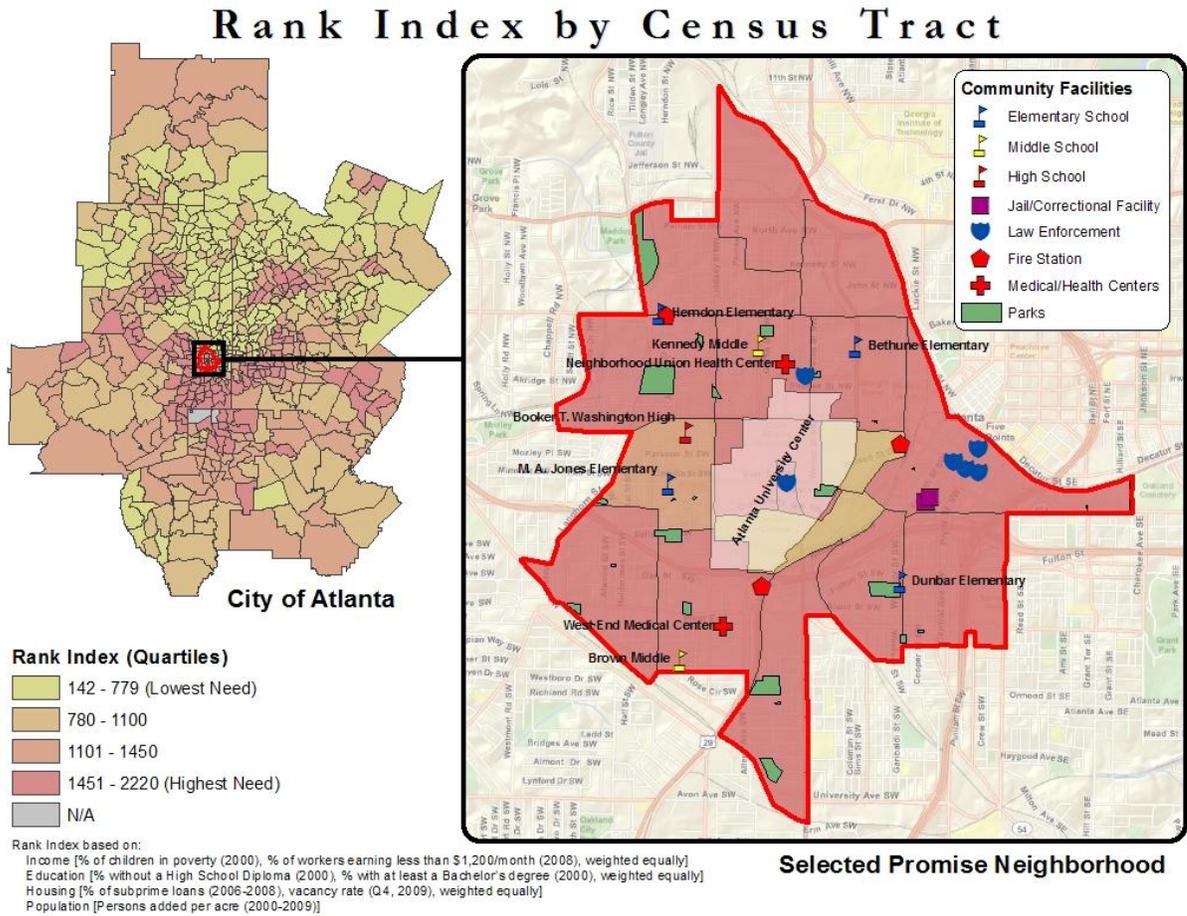
ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Despite the existence of two community-based health centers - one managed by the Fulton County Department of Health and Wellness and the other a federally funded 330-health clinic - many families in the target area use the emergency room as their source of primary care due to lack of insurance or other access issues. Though there are no public hospitals in the target area, there is a free and reduced-fee clinic. Too often families that are enrolled in and qualified to receive Medicaid or SCHIP (known as Peach Care in Georgia) are assigned providers that are beyond a reasonable travel distance for families dependent on public transportation. Moreover, after two years of work with the Westside Wellness Zone (WWZ) (a school-based initiative that provides health services, physical fitness, and parenting education to students and their families at Bethune and Herndon Elementary Schools), partner agencies report poor health conditions among the students they serve. WWZ partners note that an overwhelming number of youth on the west side are at risk of developing or already suffer from chronic diseases (such as asthma, obesity, diabetes, hypertension, and other cardio-vascular disease like symptoms), as well as chronic depression, and low self-esteem. Furthermore, the only national chain supermarket that served the target area closed in 2009, hindering community access to healthy foods.

ii. Description of the geographically defined area

The geographic area selected for the Promise Neighborhood planning grant comprises 16 census tracts surrounding the Atlanta University Center (AUC) campus and spans over parts of seven zip codes (30303, 30310, 30312, 30313, 30314, 30318, and 30334). The target area contains the Atlanta neighborhoods known as Vine City, Washington Park, Ashview Heights, Bankhead, and West End, among others. (See Figure 1 below.)

Figure 1 – Atlanta's Promise Neighborhood



MSM/UWMA and other partners involved in planning worked with the Atlanta Regional Commission (ARC) to review data on several key indicators. ARC developed thematic maps to display the data and assist the group in developing a clear geography. The four metrics² used for the needs index were: income – percent of children in poverty, 2000, and percent of workers earning less than \$1,200/month, 2008; education – percent of residents without a high school diploma, 2000, and percent of residents with at least a Bachelor's degree, 2000; housing – percent of sub prime loans, 2006-2008, and homeowner vacancy rate, Q4, 2009; and population

² Weighted equally to develop ranks within metrics wherein more than one indicator was used.

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

change – number of persons added per acre, 2000-2009. The census tract rank obtained within each metric was summed to create the total need index, with higher ranks implying greater need.

Along with the series of need index maps (exemplified by Figure 1, above), the Partnership also considered other draft maps that showed rates of student achievement, low birth weights, and cardiovascular disease for the City of Atlanta, neighborhood-based crime statistics, and community assets (e.g., presence of parks, health centers, public schools, full service supermarkets). The Partnership selected the west side of Atlanta based on the extent of distress, as well as the potential of the existing community resources to facilitate better outcomes for the resident children and families.

iii. Specific gaps or weaknesses in services, infrastructure, or opportunities were identified and will be addressed

Based on its initial assessment, MSM/UWMA will design a Promise Neighborhood to build a continuum of supports that addresses the following specific needs and gaps:

- Children arrive at school unprepared academically, with unmet health needs and experiencing the stressors of limited community and financial resources;
- Children in the targeted community have medical problems that have gone undetected or neglected because of limited access to health services;
- There is a lack of organized, structured opportunities for youth to engage in physical fitness activities;
- Students are not well informed about or connected with post-secondary and career options early in their academic career;
- The community has limited availability of safe spaces for children and youth outside of school and there is great concern about the overall safety of the neighborhood;

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

- Teachers, child care providers and other youth service professionals need continued support to respond to the increasing challenges that students bring to the classroom;
- There is a lack of understanding about the factors that prevent schools in the community from making Annual Yearly Progress;
- The majority of youth from the community live in single-parent households, and are greatly affected by economic distress and the lack of parental involvement; and
- Large numbers of parents and primary caregivers have their own serious social and/or medical problems (e.g., depression, addiction, illiteracy, mental illness, medical illness, unstable housing, and criminal histories), which have negative impacts on parenting skills.

During the planning year, *Atlanta's Promise Neighborhood* will focus on four planning activities: 1) conduct a comprehensive needs assessment that includes a review of quantitative data and a variety of resident-driven qualitative information; 2) develop and plan a series of nationally recognized leadership development programs; 3) develop and plan capacity-building activities that engage all stakeholders and provide a base for results-focused collaboration across organizations and partners in the implementation years; and 4) plan a continuum of programmatic best practices within the target community. The success of these activities will be measured against the successful development of a thoughtful, community-based Strategic Plan to create a holistic, education continuum. To carry out these planning activities successfully, and to continue the work already begun by partners, MSM submits this request for funding under the guidelines provided for Secretary's **Absolute Priority 1–Proposal to Develop a Promise Neighborhood Plan**. Our vision is for the neighborhoods on the west side of Atlanta to form a strong community of support so that children and youth enter school ready to learn and graduate prepared for college, work, and life.

QUALITY OF PROJECT DESIGN (20 points)

i. Plans to build a continuum of solutions designed to significantly improve the academic and family and community support indicators

Through a collaborative approach, the MSM/UWMA Partnership will develop a plan that builds a continuum of solutions in *Atlanta's Promise Neighborhood* through a process that cultivates resident leaders, school partners, and community partners to increase the community's capacity to deliver seamless supports and services that positively affect the academic outcomes and the well-being of children and families. The Partnership is firmly committed to setting a broad table that includes a variety of stakeholders from across the community, especially those traditionally disenfranchised community residents, in actively deciding the community's future.

The Partnership strongly believes that the quality of life for residents will dramatically improve if services were better coordinated, institutions formed meaningful partnerships, and local assets were maximized toward building a stronger community. The theory of change adopted by MSM and UWMA is anchored on a strong and well-connected education continuum from cradle to career. In addition to focusing on enhancing the education continuum in the targeted community, *Atlanta's Promise Neighborhood's* approach integrates the key principles of America's Promise Alliance, which includes developing a holistic set of wraparound services and supports that young people need in order to succeed at home, in school, and in the community.

Atlanta's Promise Neighborhood will focus on seven outcome areas – effective education and developmental outcomes, caring adults and parent engagement, the financial and economic stability of families, improved health and wellness, safe places and a strong public infrastructure, community resource development, and service learning and civic engagement – based on the

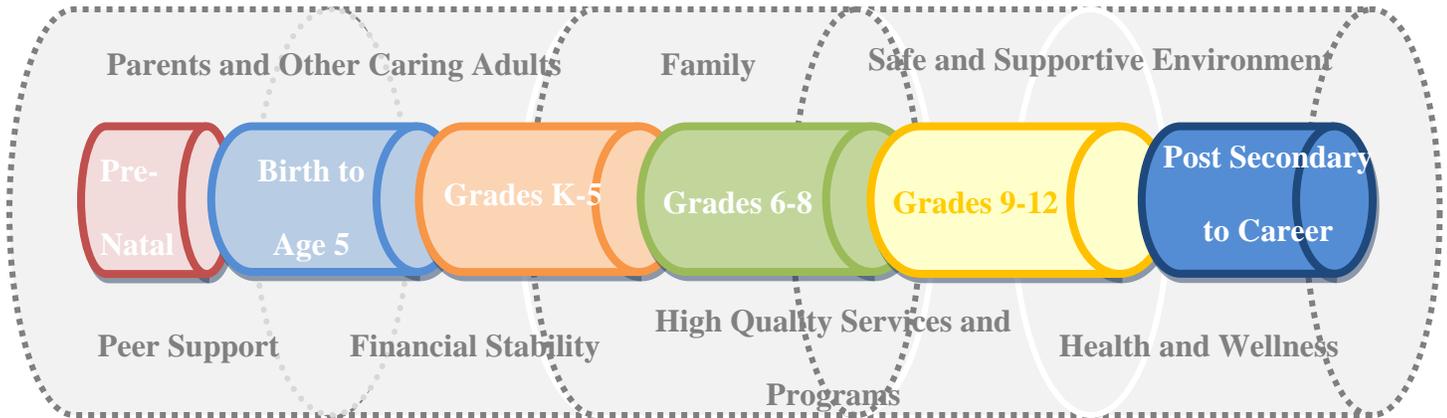
ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

well-aligned mission and goals of the Partnership. Each of the core activities that the Partnership proposes to implement during the planning year are critical to the development of a sound strategic plan and improvements in the seven outcome areas. The core planning activities are:

- Conduct a thorough needs assessment that includes a review of quantitative data and a variety of resident-driven qualitative information, which will help determine gaps and challenges in the neighborhoods in the target community;
- Facilitate a variety of nationally recognized leadership development sessions that equip local leaders with the capacity to think and act differently (i.e., “out of the box”) to improve outcomes for children and youth;
- Facilitate capacity-building activities that enhance the skills of partners and create a shared understanding of the vision for this project and how to form results-focused collaborations across organizations; and
- Plan a continuum of best practice programs within *Atlanta's Promise Neighborhood* by breaking down silos and building on existing partnerships.

The Partnership's theory of change (shown in Figure 2) states: that by placing student academic achievement at the center of our framework, and creating a well-connected pipeline through each stage of the education system, and fostering strong and supportive families, and realigning community institutions across sectors, children and youth are more likely to stay in school and be engaged through young adulthood, achieve academically, and be prepared for college, work and life.

Figure 2. MSM/UWMA Partnership – Theory of Change



The Management Team, which will consist of the Principal Investigator from MSM and the Executive Vice President of UWMA, will plan and establish a strategic direction that adheres to the proposed project design, and ensure that the project meets its milestones and deliverables. The Program Manager will oversee the day-to-day operations, and engage the Advisory Board and the Continuum Planning Councils, which are described below.

Required Planning Activities

Conduct a comprehensive needs assessment

Under the direction of the Management Team, a multi-partner evaluation workgroup will carry out a comprehensive needs assessment of children in the target community along the cradle-through-college-to-career continuum. The needs assessment will start in the fall of 2010, and will include three major components, as summarized below:

- **Quantitative Study:** Data collection and analysis from a variety of agencies and reputable administrative data sources will be led by the Prevention Research Center at MSM and supported by research and evaluation specialists from the Atlanta Public Schools and GIS specialists from the Atlanta Regional Commission;

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

- **Qualitative Assessment:** Focus groups, Community Cafés, and individual in-depth interviews will be led by Dr. Martha Okafor and her staff from the Neighborhood Healthy Child Development Program and supported by the project's Community Organizer; and
- **Asset Audit:** Review of community agencies, organizations, leadership groups that exist within the community will be led by UWMA measurement and evaluation staff.

The MSM Prevention Research Center's (PRC) Evaluation Unit, together with the UWMA, will manage the **Quantitative Component** of the overall needs assessment. Specifically, they will collect aggregate academic and family/community support indicators (see Table 1) that will serve to determine areas of need as well as to establish baseline data for assessing the efficacy of programs and activities. Whenever possible, the PRC evaluation team will collect indicator data from extant sources disaggregated by key demographic groups (e.g., gender, ethnicity). In instances where data are not available from extant sources, PRC staff will develop or modify existing data collection tools, such as surveys, that they will administer to the target children, youth, and families at various points of service within the target zone (e.g., neighborhood health centers, target schools). UWMA will help facilitate data collection, drawing on their strong collaborative relationships with various state agencies and service provider organizations.

Dr. Martha Okafor will direct the **Qualitative Component** of the needs assessment based on the work of the Neighborhood Healthy Child Development Program, an approach that takes into consideration the attitudes, customs and beliefs of residents. The qualitative study will seek to identify causes and underlying conditions related to the quantitative data.

The Community Parent Liaisons, the Community Organizer, and resident volunteers will help with the recruitment and engagement of study participants, including those that are hard to

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

reach and isolated members of the community. Selected families will participate in a series of community-based focus group discussions facilitated by the MSM team. In addition, the MSM team will identify a subset of these families to participate in in-depth, one-on-one interviews. MSM will provide participating parents/family caregivers with a \$25 stipend for their involvement in the community focus group and education sessions.

MSM faculty will also engage community youth in qualitative data collection. These activities will document the stories of the residents, obtain perspectives on community needs, and identify obstacles faced by community residents. University faculty will train the youth data collectors to conduct focus groups, face-to-face surveys, key informant interviews, and other proven methods for engaging residents in a community assessment. MSM faculty will analyze and interpret all of the qualitative data to develop a profile of *Atlanta's Promise Neighborhood* that includes needs, resources, and community readiness to address needs and gaps.

At the same time, UWMA will implement an in-depth **Community Asset Audit** that will identify assets, leadership, and community initiatives. This work will focus on organizations, programs, and initiatives aimed at improving outcomes for children (e.g., after school programs, youth development). The secondary focus will be on organizations and initiatives that fully support the health and wellness strategy area, along with family financial and economic stability.

Conduct a segmentation analysis of the needs of the target neighborhood

Community segmentation analysis will be central to the development of the most targeted approaches for implementation of *Atlanta's Promise Neighborhood*. The PRC Evaluation Unit will use the results of the comprehensive needs assessment to conduct a segmentation analysis to identify how certain sub-groups of children and adults are faring in each of the 10 indicator categories (i.e., is there a difference in graduation rates for Black or African American students

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

or for students with disabilities?). The results of the segmentation analysis will help the members of the Advisory Board establish baseline data and help the partners set targets for improvements for each of the 10 categories of project indicators as outlined in the Promise Neighborhood grant guidelines.

The PRC evaluation team will have the overall responsibility for preparing a written summary of findings of the comprehensive needs assessment, synthesizing the qualitative and quantitative findings, and the results of the Community Asset Audit. Research staff within the MSM PRC Evaluation Unit have targeted experience in quantitative data collection and tool selection and development, data analysis, and dissemination of results.

Develop a plan to deliver the continuum of solutions based on the results of the needs assessment and segmentation analysis

The Partnership will implement the following planning activities to develop the continuum of solutions based on the results of the needs assessment and segmentation analysis:

The Advisory Board will convene in September 2010, launching the Promise Neighborhood planning grant activities. The Advisory Board will focus on guiding and informing the design of the needs assessment, developing a shared understanding and vision for the project's theory of change. The Advisory Board will provide guidance and feedback on the creation of an insulated education pipeline in the targeted neighborhood. The PI will plan and facilitate Advisory Board meetings with key partners at least once every six weeks throughout the planning year.

The Program Manager, with support from the Principal Investigator and the Community Resource Committee, will establish six Continuum Planning Councils to focus on the different parts of the continuum – Prenatal, Birth to Age 5, Grades K-5, Grades 6-8, Grades 9-12, and College and Career. The Continuum Planning Councils will include representatives from

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Atlanta Public Schools, community based organizations, civic groups, and other key community stakeholders, and will focus on identifying the gaps and opportunities for delivering programmatic supports and services for children who fit in the continuum areas. Local content experts will also be participating in the planning council meetings to share best practices and national trends. The Program Manager will oversee the work of the Continuum Planning Councils, which will convene monthly throughout the planning year. In addition, UWMA will engage an urban journalist/diarist to document the work of the Continuum Planning Councils. By the fall of 2011, the Councils will submit their final programmatic recommendations for the Strategic Plan to the Advisory Board for their review.

UWMA will implement *Turning Outward*, a leadership training series for partner organizations involved in the Continuum Planning Councils. Session 1 will occur during the fall of 2010 and will focus on facilitative leadership, and Session 2 will be held in the winter of 2011, and will focus organizations on Community First. UWMA staff will cover national best practices on sustainability and scale up during Session 3, which they will conduct in the spring of 2011.

UWMA will design three half-day planning retreats, starting with an initial kick-off retreat in the fall of 2010 to provide leadership partners with an orientation to the Promise Neighborhood framework and the *Atlanta's Promise Neighborhood's* theory of change, and engage participants in finalizing the design of the comprehensive needs assessment. UWMA will facilitate a second planning retreat in late winter or early spring of 2011. During this event, the evaluation team will engage partners in a careful review and synthesis of the needs assessment and segmentation analysis findings, and partners will begin long-term planning. Finally, the culminating planning retreat will be conducted in late summer/early fall of 2011, and will focus on finalizing

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

programming plans and developing the written Strategic Plan for the implementation of the *Atlanta Promise Neighborhood*. In addition, key members of the Advisory Board, resident volunteers, and other partner representatives will be asked to carefully review and provide feedback on the Strategic Plan, ensuring that it reflects the overall vision of the partnership and creates a seamless pipeline of supports and services that will positively impact the academic outcomes and well-being of children and families in *Atlanta's Promise Neighborhood*. The PI will have the overall responsibility for synthesizing the various parts of the plan and incorporating feedback so that they form a coherent whole.

Develop a financial sustainability plan

The Partnership will contract with Georgia Family Connection Partnership (GaFCP) to assist the Advisory Board in developing a financial sustainability plan. GaFCP is a statewide organization that provides training and technical assistance to community collaboratives focused on strengthening children and families. GaFCP has particular expertise in identifying and monitoring funding streams, providing technical assistance on grants management and data collection, and linking partners with funders interested in different health and human service programs. GaFCP will assist the Partnership with strategy resource mapping, a facilitated sustainability process to assist collaborative partners in identifying alternative funding sources for grant initiated programs and activities. The process will assist members of the Advisory Board in:

- Clarifying the target populations served by a coordinated array of programs and activities designed to achieve a common goal,
- Aligning the target populations, programs and activities with the requirements of resources serving the same population, such as IDEA Part C, Medicaid, or Title IV-E,

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

- Assisting partners in developing a plan to engage the funding partners in the strategy to facilitate incorporation of the best practices identified from the grant period into the ongoing programs and activities of the partners, and
- Identifying ways to leverage local investments and resources that are innovative, collaborative, and sustainable in serving children, youth, and families.

Identify strategies for coordinating with existing, federally funded high quality academic programs, family, and community supports

Throughout the planning process, the Advisory Board will develop strategies for building upon and leveraging high-quality academic programs and family and community supports. This work will also entail identifying existing and anticipated investments in neighborhood revitalization efforts and similar place-based initiatives funded by other federal agencies such as HOPE VI and Choice Neighborhoods, Health Centers, and the Byrne Criminal Justice Innovation and Weed and Seed Programs.

Build community support for and involvement in the development of the plan

The project's Community Organizer will have primary responsibility for coordinating capacity-building activities designed to build community support for and involvement in the development of the Strategic Plan. This work will begin with training for members of the project's Community Resource Committee (CRC), which is comprised of representatives from local community-based organizations, neighborhood associations, schools, government, service providers, and the faith community. As results from the needs assessment activities become available, the Program Manager, the Community Organizer, and CRC members will design and implement innovative strategies for engaging community residents in meaningful conversations

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

around data, such as Community Cafés. These activities will include discussions about needs assessment results, gaps in services, and possible solutions.

Obtain long-term commitments from partners to implement and ensure continued programmatic success, and hold partners accountable for meeting goals and milestones

MSM and UWMA have obtained firm commitments from many different partner agencies to participate fully in the planning process and assist with long-term implementation of the Strategic Plan. (See attached letters of support and itemized in-kind contributions.) MSM and UWMA will be responsible for developing and communicating project priorities, deadlines, activities, methods, and timelines for implementation, and will jointly hold partners accountable for meeting their commitments. For example, members of the Advisory Board will use the Wilder Collaborative Assessment as a tool to understand progress toward becoming a cohesive collaborative and to ensure accountability for project milestones.

Build a comprehensive, longitudinal data management system

With support from the evaluation team, staff from the Prevention Research Center (the lead entity for the needs assessment) will evaluate options available for data management systems that align with the needs of Atlanta Public Schools, community based service providers, and others who will provide data as part of the long-term evaluation of academic progress and neighborhood transformation. It is pivotal that any system that is purchased or developed be easy to use and include a multitude of training and technical assistance supports so that all stakeholders will be fully engaged.

Once the longitudinal database system is identified, the PRC team will populate the system with baseline data collected as part of the needs assessment and electronic data collection tools. Next, the PRC team will conduct a series of basic descriptive analyses to provide detailed

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

information on the quality and completeness of the data. If the data appear to be incomplete or contain substantive missing information, PRC team members will contact the appropriate data liaison immediately to resolve any issues.

If the PRC does not opt to purchase a system, faculty will use a Microsoft SQL Server, a robust database package, to ensure scalability of the database for possible future expansion. Once constructed, the database will hold all data in its raw form, queries (Views) used to merge and transform data for reporting purposes and ETL (Extract-Transform-Load) routines used to transform raw data into its final storage format. MSM will use the SQL Server's built-in data warehousing features to program all data-import and cleaning routines in order to ensure a centralized and standardized process. Developing and hosting the data repository using a single technology provides the flexibility in the future to easily move the physical hosting environment if need be and to take advantage of Microsoft's tight integration between its applications and various technologies.

ii. The continuum of solutions includes a strategy that will lead to significant improvements in the target schools

The Atlanta Public Schools will continue to implement Project GRAD (Graduation Really Achieves Dreams) within the target schools (e.g., the Washington High School feeder system, including Kennedy Middle School and Bethune Elementary School) as the key strategy within the proposed continuum of solutions to improve student outcomes at the target schools. Project GRAD is a national school reform initiative first introduced in 1993 in Houston, Texas, and continues to be the APS signature program to improve student achievement. The program provides school- and community-based services to improve classroom instruction and cultivate a college-going mindset among students. Project GRAD ensures a quality public school education

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

for all students in economically disadvantaged communities so that high school graduation rates increase and graduates are prepared to enter and be successful in college. This approach is extremely well aligned with the goals of Promise Neighborhood.

In 2007 APS established Project GRAD at Washington High School and two of its feeder schools, Bethune Elementary, and Kennedy Middle. During the planning grant year and beyond, Project GRAD will provide an academic and social “wall of support” around students at the target schools, as well as their teachers and parents. Students will receive a sound foundation in literacy and math, college readiness and scholarship support. GRAD teachers will receive training in reading and mathematics instruction and classroom management/school discipline. Families of GRAD students will receive social support services designed to help students overcome nonacademic barriers to attending school and participating in class. The nonprofit organization Project GRAD Atlanta will provide an additional layer of support for our students in Grade 8–12 and will continue with them until college graduation. The five core components of the program include:

High School/College Readiness will support a college-going culture at both Kennedy Middle and Washington High School by providing a series of activities and services to build student awareness of and preparation for college success. GRAD high school students participate in summer institutes on college campuses, and those students who meet certain criteria become Brumley-GRAD Scholars, receiving college scholarship awards of up to \$4,000.

Mathematics will focus on problem solving, student discovery, reasoning, and communication to help students understand and articulate mathematical concepts rather than simply memorizing them. Within Project GRAD, students at every grade level study algebra to ensure their preparation for higher-level math courses during high school and college.

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Literacy will follow a comprehensive reading approach under the *Success for All* program designed to ensure that every student reads at grade level or above. At the heart of the program in the elementary grades is 90 minutes of uninterrupted, daily reading instruction. In the middle grades, 60 minutes of uninterrupted, daily reading instruction focuses on the mechanics of reading and on the strategies by which readers make sense of the written word.

Classroom Management will be implemented at all grade levels. This component will use the Consistency Management and Cooperative Discipline (CMCD) model to help students prepare for success, achieve self-discipline, and develop responsibility. The goal is to create a disciplined, caring, and respectful climate focused on active learning.

Family Support will follow the *Communities in Schools* (CIS) dropout prevention and social service model that provides guidance, counseling, community outreach, and family case-management services to at-risk children. Through the services of CIS, students and their parents will become aware of how to access private and public community resources to meet their social, economic, health and other needs.

iii. Description of the strategies for using data to manage program implementation, inform decision-making, engage stakeholders, and measure success

The development of *Atlanta's Promise Neighborhood* will assist with breaking down the silos that currently exist with respect to data sharing and service delivery, and ensure that all services and efforts implemented within *Atlanta's Promise Neighborhood* interconnect, integrate, and work toward a common goal. There is a strong commitment among partners to the premise that when agencies break down “silos,” they can more efficiently and effectively provide comprehensive services to address the needs of children and families. The Partnership will work

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

with members of the Advisory Board to design data sharing agreements that will facilitate the sharing of aggregate and family level programmatic results.

Through the work of the Continuum Planning Councils, partners will begin to share data at the aggregate level on a variety of outcome indicators. As the development of the Promise Neighborhood progresses, partners will begin to share and jointly review and analyze data at the individual or family level to inform care coordination and case planning.

iv. The extent to which there are academic and family and community support indicators to be used for the needs assessment during the planning year

Table 1 shows the indicators related to student outcomes and family and community support that will be included in the comprehensive needs assessment conducted during the planning year.

Table 1. Needs Assessment Indicators and Possible Data Sources

Indicator	Possible Source
Presence of medical home for children birth to five years old	Administration of a locally-developed survey instrument
Age-appropriate functioning and early learning for children who are 3 years of age and kindergarten children	Administrative data files from the Georgia Department of Early Care and Learning (DECAL)
Participation in early learning programs for children from birth to kindergarten entry	Administrative data files from the DECAL
At or above grade level achievement in reading and mathematics for children and youth in Grades 3-12	Results of the Georgia CRCT as maintained by the Atlanta Public Schools (APS) or the Georgia Department of Education (GDOE)

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Indicator	Possible Source
Attendance rates for students in Grades 6-9	Administrative data files from the APS or GDOE
Graduation rates for students in Grade 12	Administrative data files from the APS or GDOE
Attainment of postsecondary degrees, vocational certificates, or other industry-recognized certifications or credentials without the need for remediation	APS, GDOE, National Student Clearinghouse (NSC)
Participation in at least 60 minutes of moderate to vigorous physical activity daily and consumption of 5 or more servings of fruits and vegetables daily	Results from the Georgia DHR Youth Risk Behavior Survey, Georgia Student Health Survey (GSHS)
Caregiver knowledge of healthy food preparation and prepare healthy meals at home	Administration of the Morehouse Health Assessment Survey
Feelings of safety at school and traveling to and from school	Results of selected items from the GSHS
Student mobility rate	Administrative data files from APS
Participation in parent-teacher conferences	Data files from the target schools and PTAs
Perceptions of having a caring adult in their home, school, and community	Administration of a locally-developed survey instrument
Extent/incidence of broadband Internet access at	Administration of a locally-developed

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Indicator	Possible Source
school and home	survey instrument

v. Demonstrated commitment to work with the DOE and with a national evaluator for PN to ensure that data collection of the PNP during the implementation phase and of specific solutions and strategies pursued by individual grantees

As evidenced in the many letters of commitment and support attached to this proposal, the many collaborating partners that comprise MSM/UWMA Partnership have agreed to work with the US Department of Education and with the Promise Neighborhood national evaluator. The partners fully understand that this work is critical to ensuring that data collection practices and program designs are consistent with plans to conduct a rigorous national evaluation of the initiative and of specific solutions and strategies pursued by the individual grantees during the implementation phase. In addition, MSM and UWMA assure they will organize, facilitate, or participate fully in Communities of Practice for Promise Neighborhoods, as appropriate.

vi. The project will be coordinated with similar or related efforts, and with other appropriate community, state, and federal resources

Atlanta’s west side has never had funding from Project LAUNCH (though an FY2011 application submitted by MSM for this program is pending), Choice Neighborhoods, Children’s Systems of Care, or HOPE VI. The city is currently receiving funding through *Weed and Seed* that targets the Vine City neighborhood (located within the selected zone). The major grant programs awarded to the City of Atlanta include the 2010-2014 Consolidated Plan for Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), Home Investment Partnership Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA). One of the major tasks of the Advisory Board will be to identify all of the various

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

initiatives under way within the community so that efforts can be better coordinated and duplication and fragmentation of services avoided. For example, the Advisory Board will work closely with the Georgia Head Start Association to engage Head Start and Early Head Start programs within the target community in the work of the Continuum Planning Council focused on the birth to age five portion of the educational pipeline.

QUALITY OF PROJECT SERVICES (15-points)

i. Description of the proposed solutions that are based on the best available evidence

The MSM/UWMA Partnership will plan a research-based continuum to improve the academic outcomes for children and youth, further propelling the schools in *Atlanta's Promise Neighborhood* in their efforts to institute reform. Below are brief descriptions of the set of solutions, organized by outcome areas, already identified by MSM, UWMA, and other members of the Advisory Board.

IMPROVING ACADEMIC AND DEVELOPMENTAL OUTCOMES FOR CHILDREN AND YOUTH

Early Learning Development (*Continuum: Prenatal, Birth to Age 5*): The Partnership will plan for the expanded implementation of its Neighborhood Healthy Child Development Program (NHCDP), which promotes the active engagement of hard-to-reach parents in meaningful discussions of effective parenting skills. This parent education series uses a variety of evidence-based practices, including parent-centered teaching tools that are supported by research in the areas of socio-emotional development and brain-based learning.

College Preparation Solutions (*Continuum Grades 6-8, Grades 9-12*): The Partnership will explore the potential for establishing Atlanta and the target schools as a *Grad Nation*. *Grad Nation* is a 10-year national campaign to reverse the dropout crisis and prepare children for

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

success in college, work, and life. Building on higher-than-average graduation rates at Washington High School and recent academic improvements at Kennedy middle school, the Partnership will develop a dropout prevention initiative that targets the most at-risk or vulnerable populations that emerge from the segmentation analysis.

Classroom Management Solutions (*Continuum: Grades K-5, Grades 6-8, Grades 9-12*):

Understanding emotional literacy promotes the development of emotional intelligence in the classroom by training teachers and students to recognize emotions, understand the causes and consequences of emotion, develop a diverse vocabulary to describe the full range of emotions, know multiple modes of expressing emotions, and regulate emotions. To bolster teacher effectiveness and academic achievement at the target schools, the MSM/UWMA Partnership will work closely with APS and school staff to plan a training program for teachers on developing the key emotional literacy skills needed for effective classroom management. The training will be conducted by an external consultant (to be determined during planning) but will aim to provide teachers with knowledge about emotional literacy, create a awareness of the role and importance of this knowledge in the school environment, and provide teachers with innovative strategies, tools, and techniques to help teachers develop their own and their students emotional literacy.

SAFE PLACES AND STRONG PUBLIC INFRASTRUCTURE

Neighborhood Safety Solution (*Whole continuum*): MSM, in collaboration with the Atlanta University Center Consortium (AUCC), will expand its Neighborhood Safety Initiative from the campus to the target community at the start of the first implementation year. This initiative is a collaborative effort with the Atlanta Police Department, which has established successful campus-wide public safety campaigns, such as the “No More Excuses Campaign” and “Taking Back Our Community.” To launch this work, MSM and United Way will work with their

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

partners to provide a community-wide training program on neighborhood safety. This solution will aim to combat the negative outcomes the literature associates with poor neighborhood safety, including juvenile delinquency, high school dropout, child abuse and neglect, and poor motor and social development among pre-school children.

HEALTH AND WELLNESS

Growing Healthy Children and Youth (*Continuum: Grades K-5, Grades 6-8, Grades 9-12*): The Growing Healthy Children and Youth initiative will include Family Night/Healthy Eating Cooking Classes based on the Growing Healthy Children in Fulton County initiative. The Fulton County Department of Health and Wellness and the Atlanta Community Food Bank will jointly implement this program. The Food Bank has committed to providing provide food for participating families on weekends, holidays, and other times when school is not in session, and offer special foods to participants of Family Nights so that they can try healthy recipes at home. Nationwide, a multitude of nutrition education programs providing food preparation instruction have proven effective with low-income children and adults. Research suggests that cooking instruction, when combined with instruction on meal planning, portion size, shopping for healthy foods, health, and fitness, can be effective in producing a variety of positive impacts on low-income participants' knowledge, attitudes, and behaviors related to nutrition and food preparation.

Physical Fitness Solution (*Continuum: Grades K-5, Grades 6-8, Grades 9-12*): Currently, the Arthur M. Blank YMCA and APS collaborate as part of the Westside Wellness Zone initiative to offer physical fitness instruction during the school day at two elementary schools located in the target community, Bethune and Herndon. The MSM/UWMA Partnership will expand this program to Kennedy Middle and Washington High School as part of the full

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

continuum of solutions. Regular exercise in childhood can have far-reaching developmental, fitness, health, and emotional effects. A recent report from the Centers for Disease Control cited evidence that student physical activity may help improve academic performance including academic achievement (e.g., grades, standardized test scores); academic behavior (e.g., on-task behavior, attendance); and factors that can positively influence academic achievement (e.g. concentration, attention, improved classroom behavior).

Nutritious Food Solution (*Continuum: Grades K-5, Grades 6-8, Grades 9-12*): The Partnership will plan a Farm to School program within the target community to promote access to nutritious food while simultaneously benefitting the whole community. This work will include researching the more than 2,000 Farm to School programs nationally to learn from the successes and challenges. The Farm to School solution will offer nutrition and agriculture education to promote healthy children and a healthy community.

CARING ADULTS AND PARENT ENGAGEMENT

Mentoring and Service Learning Solutions (*Continuum: Grades 6-8, Grades 9-12*): MSM faculty will oversee the development of a CHAMP School-Based Mentoring Program that will serve Kennedy Middle and Washington High School. CHAMP is designed to prevent and reduce delinquent behavior and high school dropout rates by implementing an interactive service learning and mentoring program for at-risk youth that addresses real world issues. The program will include mentor recruitment and selection from among partner graduate and undergraduate students, ongoing mentor and parent training, and a variety of mentor-student activities, such as group community service projects, intergenerational group sessions, monthly group outings, monthly blogging reflection sessions, student advisory board meetings, and health/career awareness workshops. Research has shown that service learning can:

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

- Positively influence attendance and engagement of students in classrooms and schools:
- Engage students in classroom learning in ways that foster academic achievement and increase motivation to learn; and
- Help increase students' self-confidence, leadership skills, and sense of empowerment; improve academic performance; and improve student behavior.

FAMILIES' FINANCIAL AND ECONOMIC STABILITY

Community Development Solution (*Whole Continuum*): During the planning year, the Partnership will compile information on existing programs designed to assist families to overcome financial crisis, build family stability, and improve the overall standard of living within the target community. These initiatives will comprise an overall community development solution that partners will fully develop with active engagement of residents. The solution will tap existing efforts, including:

- *City of Refuge*, a community-based outreach ministry, has committed to assisting target families who find themselves in a housing crisis, facilitating living arrangements at Eden Village, a transitional living and training center for women and families in crisis; and
- *The Atlanta Prosperity Campaign*, an initiative of the Atlanta Community Food Bank, will help to broaden wealth and reduce economic inequalities for working families who reside in the target community by connecting them to existing economic benefits.

ii. The likelihood that the project services will lead to improvements in the achievement of students as measured against rigorous academic standards

There is some evidence that Project GRAD improves academic achievement, high school graduation rates, and rates of college attendance for low-income students. Recognizing that high schools inherit problems that have arisen earlier in the education pipeline, Project GRAD

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

intervenes throughout an entire “feeder pattern” of elementary and middle schools that send students into each Project GRAD high school. To determine the effects of Project GRAD, MDRC compared changes in student outcomes at Project GRAD elementary and high schools with changes at similar, non-Project GRAD elementary and high schools in the same districts.

The high school evaluation describes the effects of Project GRAD on student progress at three high schools in Houston (the initiative’s original site) and at high schools in two other school districts (Columbus, Ohio, and Atlanta, Georgia) (Snipes, Holton, Doolittle, & Szejnberg, 2006). The high school evaluation showed that while Project GRAD had a statistically significant positive impact on the proportion of students who completed a core academic curriculum on time at the initiative’s flagship school, progress made at the other two Houston expansion schools matched progress made at the comparison high schools. The initial Project GRAD high schools in Columbus and Atlanta showed improvements in attendance and promotion to tenth grade that appear to have outpaced improvements at the comparison schools, although the differences are only sometimes statistically significant.

The elementary school study describes the effects of Project GRAD on student achievement as measured by state and/or national achievement tests administered in 52 schools across four districts: Houston, Texas; Atlanta, Georgia; Columbus, Ohio; and Newark, New Jersey (Snipes, Holton, & Doolittle, 2006). MDRC’s elementary school evaluation found that while students at Project GRAD schools generally showed as much improvement on state achievement tests as students at similar local schools, Project GRAD produced statistically significant positive effects on elementary students’ scores on national achievement tests in Houston and Newark. That is, while comparison schools experienced a decline in scores on these tests, Project GRAD schools saw scores remain constant or increase. This suggests that Project GRAD can modestly improve

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

the academic achievement of students leaving elementary school — an essential element of the proposed solution to develop better-prepared students entering high school.

iii. The needs assessment and segmentation analysis will be used to determine children with highest needs receive appropriate services to meet academic and developmental outcomes

Members of the Advisory Board, the Continuum Planning Councils, and the CRC will carefully examine results of the needs assessment and segmentation analysis to determine which children in the target geographic area have the highest needs. The needs assessment and segmentation analysis will be conducted using academic, and family and community support indicators as measures that will quantify the current state of risk and outcomes on key domains of well being and academic achievement among the target zone children and youth.

The PRC team will work with the various partners to facilitate a process for reviewing and interpreting data, and for identifying families with the highest needs, using segmentation analysis. A cluster analysis will be conducted to segment the target population into groups so that the children and youth who fall within each group will share a common set of characteristics and indicator outcomes. Segmentation analysis results may challenge long-held beliefs about demographic or geographic characteristics and it will be important to incorporate the contextual information that Advisory Board members and members of the CRC bring to the table when interpreting these data. MSM/UWMA partners will overlay the needs assessment findings with the segmentation analysis data to refine further the group's understanding about the location and nature of current academic and family support programming and their association with high- and lower-need groups within the target population. The Continuum Planning Councils will compile and examine literature review information and extract lessons from best practices on proven strategies in producing the desired outcomes with the highest need groups in Atlanta's westside

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

neighborhood. The Advisory Board will integrate these within the Strategic Plan for full implementation of *Atlanta's Promise Neighborhood*.

QUALITY OF PROJECT PERSONNEL (25-points)

i. *Qualifications of the applicant, including the project director, and the prior performance of the applicant on efforts similar or related to the proposed PN*

MSM is uniquely qualified to serve as the lead applicant for the proposed Promise Neighborhood partnership. MSM is a historical institution, created to recruit and train minorities and other individuals as physicians dedicated to the primary healthcare needs of the underserved. While MSM is a relatively young school, having graduated its first class of students with MD degrees in 1985, it has already achieved an impressive record of low attrition rates, strong licensure exam performance, and commitment of its graduates to service.

MSM has a national reputation for excellence in working in underserved areas, ranking number one in the first-ever study of all US medical schools in their ability to achieve a social mission. The results of this landmark study were published in *The Annals of Internal Medicine* in June 2010. This distinguished recognition is not surprising given the fact that MSM has embedded community service and service-learning activities in their MD and MPH programs, as well as in the fabric of the entire institution. MSM has proven experience collaborating with public and private organizations to implement similar community transformation projects and relevant prior experience in working with the schools and other local entities within and around the target community, as described below.

- Since December 2009, MSM has provided oversight, implementation support, and evaluation technical assistance to **the Westside Wellness Zone (WWZ)**, a multi-agency partnership that provides health services, physical fitness, and parenting education to students and their

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

families at Bethune and Herndon elementary schools located in *Atlanta's Promise Neighborhood*. In fact, all of the partners involved in the WWZ will serve on the Advisory Board or one of the Continuum Planning Councils for the proposed planning grant, including the Neighborhood Union Health Center, West End Medical Center, Arthur M. Blank YMCA, and Atlanta Community Food Bank.

- In the fall of 2009, the faculty instructors from MSM completed an assessment on behalf of the **St. Anthony of Padua Catholic Church**, a commuter parish located in the historic West End of Atlanta. The assessment identified several health-related issues, which supported the need for education on healthy eating, food choices, and exercise. There were also specific needs identified for the youth of the church, which included college preparation, mental health, and other youth-specific programming.
- In 1993, the Human Resources Department, Division of Mental Health, Mental Retardation, and Substance Abuse awarded MSM Health Promotion Resource Center (HPRC) a contract to develop a Prevention Resource Center in 40 counties in southwest Georgia. In 1994, the regional boards assumed governance of state contracts that support the **Southwest Cooperative Regional Prevention Resource Center (SWCRPRC)**. The purpose of the SWCRPRC is to promote healthy individuals, families, and communities in its community service area by minimizing problems related to alcohol and other drug use, teenage pregnancy and other negative at-risk behaviors of youth through prevention, intervention, education, training and technical assistance in 30 counties across Georgia. Since 2007, HPRC has been providing these and more community development services under a contract with the Department of Public/Office of Prevention Services and Programs for 41 counties in Southwest Georgia.

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

- Originally funded by the Ford Foundation, the HPRC implemented a community-based **Parent Education Outreach Program** with parents as group leaders. The network was continued and revised with funding through a contract with Georgia's Department of Human Resources. The director of HPRC, Dr. Mary Langley, co-authored a relationship-based parenting education curriculum, *Finding Me, Parenting You*, for single African American parents, that several community-based organizations use to provide parenting education to this hard-to-reach at-risk population.
- The Administration for Children and Families (ACF) funded the **Compassion Capital Fund** grant for 17 months, from September 2005 to February 2008, to build organizational capacity for community-based and faith-based organizations. The HPRC served as an intermediary for over 30 organizations in four urban and eight rural counties to build organizational capacity to provide social services and/or programs for at-risk youth with a focus on violence prevention. Because of technical assistance and training by HPRC, several of the organizations submitted grant proposals and received over \$1.1 million from either private and/or government funding to expand their services and organizational capacity.
- **Building Resilient Youth: A Multidisciplinary Approach (BRY-AMA)**, a \$1,000,000 grant from the Office of Juvenile Justice and Delinquency, originally funded as a two-year project (October 1, 2007 - September 30, 2009), is now in a one-year no cost extension that will end September 30, 2010. Since its inception in 1998, HPRC has provided training and technical assistance to faith- and community-based organizations in over 90 of Georgia's 159 counties. This project built on HPRC's experience and expertise in helping faith-based and community-based organizations build capacity to provide prevention services to youth in their local communities. Each of the community organizations received more than \$140,000

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

over the 24-month period to implement the model. HPRC served as the intermediary to help five community-based organizations in both urban and rural counties. The model advanced juvenile justice and delinquency services in metropolitan and rural communities with few resources. The model also empowered the communities to build long-lasting infrastructure, reliant only on the linkages formed.

In addition, UWMA has an extensive history of implementing large initiatives focused on early literacy, closing subgroup achievement gaps, and increasing student achievement for all students. Since 2003, UWMA has received four federal Early Reading First (ERF) grants serving different counties (totaling over \$17M), \$1M for a National Center for Learning Disabilities program, HHS Early Learning Opportunities Act funds just over \$911K, and three privately funded programs totaling over \$12M. As shown below, these nine programs, implemented with various partners, have an impeccable history with no audit findings.

Year	Source and Grant Program	Amount	Audit
2009	Federal: ED: Early Reading First (APPLE 3-year grant)	\$4,486,866	No
2009	Private: W.K. Kellogg Foundation: ELCBP/PEPI	\$1,281,348	No
2007	Federal: ED: Early Reading First (LIGHT 3-year grant)	\$4,480,001	No
2007	Federal: ED: ERF Supplemental	\$231,776	No
2006	Federal: ED: Early Reading First (READERS)	\$4,489,815	No
2005	Private: Goizueta Foundation	\$1,000,000	No
2003	Federal: US Dept of Health and Human Services	\$911,412	No

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Year	Source and Grant Program	Amount	Audit
2003	Private: W.K. Kellogg Foundation: SPARK	\$5,000,000	No
O[vi]	Private: Anonymous Provider: Smart Start	\$6,000,000	No

Qualifications and Responsibilities of the Principal Investigator (PI) and Other Staff

Principal Investigator (MSM, .15 FTE). Dr. Mary Langley will serve as Principal Investigator (PI), devoting approximately 15% of her time to this role (see resume in attachments). As PI, her responsibilities will include articulating the project’s strategic direction and theory of change, facilitating the managing partnership with senior United Way staff, coordinating planning activities undertaken by the Advisory Board, collaborating with the evaluation team, overseeing final development of the Strategic Plan, and aligning the Promise Neighborhood planning grant activities with other related MSM, UWMA, and AUCC strategies.

Mary Langley, Ph.D., MPH, RN, CPP currently serves as the Director of Community Health and Preventive Medicine at the MSM Health Promotion Resource Center (HPRC). Dr. Langley is administratively and fiscally responsible for all aspects of HPRC. She is an experienced administrator and trainer, and she is a certified prevention professional. Dr. Langley has developed many innovative prevention-training models for community-based prevention providers in both urban and rural areas. She has many years of experience working with the faith community, and is an experienced grant writer. Dr. Langley has been instrumental in establishing and obtaining funding for prevention programs in faith/community-based settings.

Project Director (UWMA, .20 FTE). Etha Henry will serve as the Project Director (.20 FTE at **no cost** to the Promise Neighborhood planning grant) on behalf of UWMA, working

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

closely with the PI in managing the planning grant. Etha Henry is the Executive Vice President of Community Engagement for UWMA. In addition to a Masters of Science in Social work and Bachelor of Arts in Psychology, Ms. Henry has proven senior management and academic experience in philanthropic, education and non-profit institutions; a demonstrated record of expertise in grant-making, program development and resource mobilization, and a commitment to innovative philanthropic and non-profit leadership and practice. Ms. Henry currently oversees a multi-million dollar investment portfolio for Education, Income, Health, and Homelessness.

Director, Comprehensive Needs Assessment (MSM, .20 FTE). Dr. Tabia Henry Akintobi, PhD, MPH, will lead the evaluation team conducting the comprehensive needs assessment. She will be responsible for overseeing the integration of findings from the Qualitative Assessment Study, Asset Audit, and Quantitative Component, to form a comprehensive needs assessment. Dr. Akintobi will also be responsible for managing two half-time research staff assigned to the Promise Neighborhood needs assessment project – a research assistant and a data manager.

Dr. Akintobi currently serves as Director for the Evaluation Unit at the Morehouse School of Medicine's Prevention Research Center (PRC). In this role, Dr. Akintobi is responsible for the oversight and execution of all evaluation programs within PRC. She also serves as an Assistant Professor in the Department of Community Health and Preventive Medicine, and is the Chair of the National Prevention Research Center Evaluation Advisory Committee. Currently, Dr. Akintobi serves as a reviewer for several academic journals and professional organizations, including the American Public Health Association and the American Evaluation Association.

Director, Qualitative Needs Assessment (MSM, .10 FTE). Dr. Martha Okafor, Ph.D. will function as the director of the qualitative component of the needs assessment. She will be responsible for designing the ethnographic approach and methodology for conducting the needs

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

assessment; planning a program to improve parent/family and community capacity and ability to engage in and provide comprehensive early child development to assure positive social-emotional, cognitive, physical and spiritual development and wellness of children [0-8 years]. Dr. Okafor will develop and maintain relationships with all of the partners; manage and supervise the consultant conducting the needs assessment activities, and manage data collection processes for quality assurance. In addition, Dr. Okafor will oversee the work of the project coordinator (.10 FTE) assigned to assist her in the qualitative needs assessment work.

Dr. Okafor is currently working as the Director of the Office of Behavioral Health, reporting directly to Dr. Satcher in Satcher Health Leadership Institute at the Morehouse School of Medicine. Dr. Okafor serves on the board of many organizations including American Management Association, Yale University Post Graduate School of Nursing, Georgia State Health Information Technology, and Transparency [HITT] Advisory Board.

Director Student Mentoring and Civic Engagement (MSM, .15 FTE). Dr. Meryl McNeal, Ph.D. will lead the planning efforts for the student mentoring and service learning components of the continuum of solutions. Dr. McNeal currently serves as the Director of the Center for Community Health and Service-Learning. In this role, Dr. McNeal engages health professional students, faculty, community-based organizations, academic affiliates in service learning, community service, and civic engagement at MSM. Over the last six years, supported by the Corporation for National and Community Service and the Learn and Serve Higher Education program, the Center has mobilized more than 400 medical and public health students to address the health disparities of underserved youth and adults throughout metropolitan Atlanta. In addition to Masters Degrees in Psychology and Education, and a Ph.D. in Psychology, Dr. McNeal has extensive experience managing large research grants, having served as Co-

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Investigator or Principal Investigator for seven large private and state research grants since 1993. Additionally, Dr. McNeal has over 19 years of experience as a health and human service grant reviewer for ACYF and HRSA.

Qualifications and Responsibilities of Other Project Staff

MSM is proposing to hire three full-time staff members to support the activities of the one-year planning grant – a Program Manager, a Community Organizer and an Administrative Assistant. Below is a summary of these staff members' required qualifications, roles, and responsibilities. These staff members will report directly to the Management Team (described above), and will meet on a weekly basis as a team to debrief on project status, resolve any issues that arise, and plan next steps.

Donald Speaks will serve as the **Program Manager**. Mr. Speaks is uniquely qualified to serve as Program Manager, with experience as a public school educator and administrator, manager within the Office of the Mayor (Boston, Massachusetts), director of the Community Health Branch of Georgia's Division of Public Health, and director of Community Resource Development and Outreach for the Woodruff Health Sciences Center at Emory University. Mr. Speaks has targeted expertise in establishing community-based initiatives for the improvement of community health status and youth development activities, as well as helping to initiate and stabilize small, community-based organizations and non-profits. As the current Director of the Westside Wellness Zone, he has demonstrated experience in managing a sustainable, large-scale health and human service project, facilitating community collaboration and overseeing a continuum of services, and executing sound fiscal management. As Program Manager, Mr. Speaks will have the following specific roles and responsibilities:

- Manage and oversee daily operation of all planning grant activities;

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

- Convene the Advisory Board;
- Oversee and coordinate the work of the six Continuum Planning Councils;
- Coordinate the work of the MSM Directors carrying out the needs assessment;
- Develop data sharing agreements with partner agencies, ensure compliance with HIPAA, and complete IRB applications, where needed;
- Participate in the Promise Neighborhood Communities of Practice;
- Serve as the liaison between the MSM./UWMA and the national evaluator for the Promise Neighborhood initiative; and
- Ensure compliance with funder requirements, including fiscal and programmatic reporting.

The **Community Organizer** position will require someone with a minimum of two years of community organizing experience, the ability to work successfully with youth and adults from diverse backgrounds, a strong commitment to the Partnership vision of breaking the cycle of poverty in Atlanta's West End, and be a current resident of the westside of Atlanta. The Community Organizer will report directly to the Program Manager and will be responsible for the following:

- Identifying and partnering with local community-based organizations, faith-based organizations, youth service providers, grassroots groups, and city agencies;
- Developing and maintaining communication with a broad coalition of grassroots groups;
- Serving as a liaison between the community and the Partnership;
- Facilitating youth and other residents' participation in collective decision-making processes; and
- Organizing and supervising youth involvement in needs assessment activities.

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

The **Administrative Assistant** will be responsible for providing clerical support services to the Management Team, the Program Manager, and the Community Organizer, including recording minutes of all Management Team meetings and meetings of the Advisory Board, handling correspondence (including responding to telephone and email inquiries), helping to prepare program and fiscal reports, etc. The individual recruited for this position will be required to have at least three years of successful administrative or secretarial experience, a strong ability to communicate, a talent for organization, and strong knowledge of office software.

QUALITY OF THE MANAGEMENT PLAN (20 points)

- i. Adequacy of management plan to achieve the project objectives on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks*

MSM will serve as the lead applicant and fiscal agent for the managing partnership between MSM and UWMA. MSM is a thriving organization with a strong organizational structure, starting with the MSM Board of Trustees and President John E. Maupin Jr., DDS, MBA. In addition to the president of the organization and the strengths and assets of the Principal Investigator, the project will benefit from the expertise of the President's Executive Council that includes a Chief Compliance and Internal Audit Officer, Chief Financial Officer and Senior Vice President of Administration, Dean and Senior Vice President for Academic Affairs, and General Counsel.

A Management Team will lead the Partnership, comprised of the Principal Investigator (PI) from MSM and the Executive Vice President from UWMA, to ensure that activities are on schedule and in compliance with guidelines. As described in the section on the Quality of Key Personnel, a full-time Program Manager will oversee the day-to-day management of the planning

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

grant and will meet on a bi-weekly basis with the Management Team. Project management will be facilitated using technology to track project milestones and budgets. The Program Manager will use a software package such as Microsoft Program Manager to monitor project implementation, fiscal expenditures, post minutes of meetings, support email communication, and enable real-time communication and project status reports.

In addition, the Management Team and Program Manager will establish a project task force, comprised of representatives from MSM and UWMA to guide the operation of *Atlanta’s Promise Neighborhood*. The PI will be responsible for scheduling and establishing meeting agenda items for each meeting of the project task force. The task force will convene monthly during the planning year and will guide implementation, review and discuss formative evaluation findings, as well as develop plans for future programming, and sustainability.

The following timeline outlines the major activity milestones in each quarter of the project and the persons responsible for each activity.

Table 2. Project Atlanta’s Promise Neighborhood’s Timeline, Milestones, and Responsibilities

Quarter	Activity and/or Milestone	Persons Responsible
1	Review requirements and overview of activities for the planning grant. Advertise for, interview and hire the Program Manager, Community Organizer, and Administrative Assistant	Management Team
1	Develop content and schedule for leadership activities	UWMA
1	Establish contracts with identified consultants that will help facilitate the leadership activities	UWMA
1	Establish and convene the Advisory Board and the six	Program Manager,

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Quarter	Activity and/or Milestone	Persons Responsible
	Continuum Planning Councils.	Management Team
1	Conduct leadership training session on facilitative leadership	UWMA
1	Host retreat to introduce the Advisory Board to the <i>Atlanta Promise Neighborhood</i> framework and theory of change	PI, Management Team
2	Conduct qualitative assessment study	Need Assessment Director, Community Organizer
2	Conduct an in-depth asset audit	Needs Assessment Director, UWMA
2	Conduct quantitative assessment study	Needs Assessment Director, UWMA
2	Convene Continuum Planning Council to participate in a leadership training session on community.	Program Manager, UWMA
2	Develop an internal data sharing process	Program Manager, Management Team, Task Force
3	Conduct leadership training session on sustainability and scale-up	Program Manager, UWMA
3	Conduct Community Cafes where families, youth, and key stakeholders discuss initial findings	Program Manager, Community Organizer UWMA

ATLANTA’S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Quarter	Activity and/or Milestone	Persons Responsible
3	Convene Continuum Planning Councils to review results and input from Community Cafes	Community Organizer, UWMA, Program Manager
3	Host retreat with the Advisory Board to review data and begin long term planning for implementation proposal	Management Team, Program Manager
4	Convene to make final recommendations for long-term planning	Program Manager, Management Team, Planning Councils
4	Host retreat with the Advisory Board to finalize plan and reflect on process with evaluators	Management Team, Program Manager, Needs Assessment Directors
4	Finalize the Strategic Plan for full implementation of the project	Management Team, Program Manager

ii. Description of the project MOU

A memorandum of understanding was developed between the Morehouse School of Medicine and the United Way of Metropolitan Atlanta in accordance with the grant proposal requirements (see attachment). As detailed in the MOU, MSM and UWMA will serve jointly as managing partners of *Atlanta’s Promise Neighborhood* for the Promise Neighborhoods planning grant, and will collaborate on the development and coordination of a continuum of programs for Atlanta’s west side. Both managing partners will be responsible for engaging stakeholders from a range of backgrounds in the development of a shared vision, facilitating capacity building of

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

community resources, and planning a continuum of solutions by breaking down silos and building on existing partnerships that will result in a “roadmap to success.”

iii. *Description of how a diversity of perspectives will be brought to bear in the project*

As described earlier, MSM and the UWMA established an Advisory Board to provide resources and develop policies and protocols when necessary to facilitate the successful operation of the Promise Neighborhood planning grant. The individuals who comprise the Advisory Board (see the Appendix for complete membership list) will serve a three-year initial term, with an option to continue, and are committed to full participation during the planning year, understanding that this is critical to the success of the development of *Atlanta's Promise Neighborhood*. The Advisory Board will convene approximately every six weeks during the Promise Neighborhood planning grant year. Specific roles and responsibilities of the Advisory Board are to:

- Serve as advocates in the target community, facilitating community support and engagement in the development of *Atlanta's Promise Neighborhood* and assisting with sustainability development activities;
- Serve as ambassadors in their individual spheres of influence to advocate for broader awareness and support of the project;
- Participate in ongoing evaluation activities to support continuous improvement;
- Embrace feedback from the community and organization staff about ideas and advice for continuous quality improvement of the planning and implementation of *Atlanta's Promise Neighborhood*; and
- Recruit new members for the Advisory Board and the six Continuum Planning Councils as needed.

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

Moreover, the Partnership will benefit from the Community Resource Committee (CRC) comprised of 13 stakeholders from the target community, including representatives from the faith community, community-based youth organizations, and the target schools. The CRC will convene quarterly during the Promise Neighborhood planning year, serving as the primary link between the target neighborhood and the Advisory Board. As such, members of the CRC will be critical to informing the overall development of *Atlanta's Promise Neighborhood*. During the planning grant year, the CRC will select three members to serve as ex-officio members of the Advisory Board. The specific roles and responsibilities of all members of the CRC will be to:

- Discuss observations, impressions, and impact of the Promise Neighborhood planning activities and initial programs on the quality of life and overall wellness of the target community;
- Serve as front-line advocates for the development of *Atlanta's Promise Neighborhood* with local, state, and federal stakeholders;
- Identify additional services that may be available for families, youth, and children within the target zone, and provide that information to the Advisory Council; and
- Create unique and engaging opportunities for the Advisory Council and community residents to interact.

As described in the section on the Quality of Project Design, there will be multiple opportunities for community residents and leaders to provide input into the planning process, in the form of Community Cafés, focus group discussions, family interviews, and other planning activities. This will ensure that a diversity of perspectives about what is working and what else the MSM/UWMA Partnership needs to do in order to improve the lives of children and youth within the target community. The Partnership will incorporate this information into the

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

development of the continuum of solutions and the implementation plan that is submitted as the culmination of the planning process.

iv. The potential for continued support of the project after Federal funding ends and commitments to sustain and “scale up”

As shown below, in addition to agreeing to serve on the Advisory Board and to fulfilling all of the expectations that this membership entails, all of the partner agencies have committed in-kind or cash resources to support the one-year planning process. The total commitments exceed the 50% matching requirement (meeting Absolute Priority Requirement 5) for \$617,029.

In addition, UWMA is poised to provide a wide range of technical assistance and training activities for partner agency staff in the areas of sustainability and bringing projects to scale. UWMA will help partners to identify and leverage public and private funding sources both during and subsequent to the implementation phase to support the continuum of solutions that will be put into place and/or scaled up to serve children, youth and families on the westside of Atlanta (addressing Absolute Priority Requirement 4). The Program Manager will work closely with the grants and/or development offices of the various private and government agencies to ensure that data needs and other types of information required for soliciting fiscal support of Partnership activities are current and available on a timely basis.

SIGNIFICANCE (10-points)

i. Likelihood that the project will result in long-term systems change or improvement

There are four key factors which the Partnership believe will increase the likelihood of long-term systems change: 1) strong leadership with a vision and deep commitment to the targeted community; 2) commitment of key agencies to partner differently across education, health and income; 3) intentional planning that utilizes data as the centerpiece for decision-making; and 4)

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

awareness and mitigation of common barriers. Given the deep-seated commitment of MSM President John Maupin, the AUCC Council of Presidents, and the President of UWMA Milton J. Little, Jr., the MSM/UWMA Partnership will result in long-term systems change that will significantly improve the educational and developmental outcomes of children and youth who reside in Atlanta's westside community. MSM and UWMA share a common commitment to Atlanta's west side, sensitive to some of the poor educational and health outcomes for youth, but also excited by the potential to significantly impact the area. Given their mutuality around addressing issues on Atlanta's west side, the presidents of both of these highly esteemed institutions agreed to wed their interests together to create *Atlanta's Promise Neighborhood*. The arrival of the Promise Neighborhood planning grant opportunity was very timely in its alignment with the strategic mission of both MSM and UWMA.

MSM's President John E. Maupin Jr., DDS, became President of the AUC Council of Presidents in 2009, and made as his signature priority the transformation of the historic West End District of Atlanta, taking the Westside Wellness Zone multi-partner collaborative under its wing. United Way President Milton Little shares this same ambitious goal, articulated in UWMA's place-based strategy to open the doors of opportunity by targeting neighborhoods that can dramatically benefit if local services are coordinated, local leadership is mobilized and the assets in the community work together toward shared goals. The two managing partners resolve to move forward with their historic partnership to plan and create a Promise Neighborhood on Atlanta's west side – with or without federal funding. Moreover, the United Way has committed a substantial cash match of \$50,000 to the proposed planning effort. In addition, an impressive set of influential partners such as Georgia Governor Sonny Purdue, and Dr. Beverly Hall, Superintendent of the Atlanta Public Schools will ensure that the Partnership achieves changes

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

that are deep and wide. The Partnership strongly believes that the quality of life for residents will dramatically improve if services were better coordinated, institutions formed meaningful partnerships, and local assets were maximized toward building a stronger community.

While the Partnership is cognizant of potential barriers and challenges that might derail or inhibit timely progression of planning and implementation efforts, MSM/UWMA is committed to overcoming these barriers in the best interests of *Atlanta's Promise Neighborhood*. In concert with the Advisory Board, the Management Team will identify potential barriers to sustainable implementation for each strategy as it relates to funding, capacity building and buy-in, administrative and political leadership, and systems change. From collective past experience, for example, we know that to make a major change initiative, such as a Promise Neighborhood, stay on track, the Partnership must learn to identify and avoid the most common barriers:

- **Cultural complacency, resistance, or skepticism:** The Partnership will expect and prepare for a certain level of disagreement. Change is hard, and there may be incidences where philosophies or approaches may differ;
- **Lack of communication:** The Management Team and the Program Manager will put together a strong communication strategy to help avoid misunderstanding that might thwart “best-laid” plans;
- **Lack of alignment and accountability:** This aspect will be vital to the long-term success of the Partnership. The Management Team and the implementation task force will establish management procedures so that there is clear alignment between performance and goals and will hold partners and individuals accountable for results; and
- **Lack of control plans to measure and sustain results:** There are many examples of great planning and implementation when it comes to introducing something new like a

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

community transformation initiative. The problem seems to be in making sure the results stick. As such, the Partnership will develop specific mechanisms to maintain the results of Promise Neighborhood, and detect issues as they arise.

ii. Extent to which the project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population

Data sharing will be pivotal to the proposed planning process, and both qualitative and quantitative data will be used to support the Partnership's use of a data-driven decision making model. Through the facilitation of the Advisory Board, partners will become familiar with the current set of proposed solutions to understand their service population, implementation elements, factors that have facilitated and hindered implementation, and measurable outcomes. Information from literature reviews conducted during the planning process will serve to build further partners' knowledge of best practices, innovative and promising practices, and lessons learned on implementation. Moreover, MSM/UWMA will become fully steeped in the approaches and practices used in the field for replicating effective models in various settings.

iii. The extent to which the project involves the development or demonstration of promising new strategies that build on, or are alternatives to, existing strategies

As described earlier in this proposal, the Partnership will leverage a wide range of existing evidenced-based programs and strategies currently provided by the Advisory Board partners. Importantly, the academic reform already being implemented at the APS target feeder system, Project GRAD, has a strong research base.

The six Continuum Planning Councils will help to examine needs assessment and segmentation analysis data to identify service gaps and conduct literature reviews to identify new strategies to address prevailing needs in the community. Additionally, MSM/UWMA will utilize

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

a local evaluation process once implementation begins to provide both formative and summative data on the implementation and outcomes of the existing and expanded array of programs, interventions, and services that will become part of the Promise Neighborhood approach.

iv. The potential to sustain and apply the model of the proposed project or strategies, including, the potential for implementation of the model in a variety of settings

Through the unique managing partnership between MSM and the United Way of Metropolitan Atlanta, the proposed partnership will provide technical assistance to partners to establish or strengthen more broad-based capacity within the community to leverage funds and/or in-kind resources from entities beyond the Advisory Board. MSM and UWMA will provide technical assistance in the development of grant proposals and other fundraising activities and design. The Partnership will use additional key financing strategies, such as:

- Establishing a strong management system that collects and uses data to guide decision-making;
- Convening potential partners to support joint grant-writing efforts;
- Helping to connect partners with training and technical assistance providers to promote economies in the delivery of technical assistance; and
- Creating a learning network of program leaders to share ideas.

In addition, nearly all of the members of the Advisory Board have a long-standing physical presence within and service commitment to the westside community. Through the Advisory Board, these partners embrace the opportunity to continue and even maximize their resources over time toward improving the educational and developmental outcomes of children and youth who reside in the West End in ways that are consistent with each partner's mission statement. Consistent with Requirements 6 and 7 associated with the Absolute Priority, and in the context of

ATLANTA'S PROMISE NEIGHBORHOOD – PLANNING GRANT PROPOSAL

the current economic climate, the Partnership will enable partners to work collaboratively (instead of competitively) in seeking out federal, state, and private funding sources that will sustain and scale up programming in ways that enable effective implementation in a variety of settings. Using the timely information from the *Connected to Fund Development* and *Connected to Policy Development* briefs that the Georgia Family Connection Partnership regularly distributes, the Management Team will collect and screen policy update information and grants forecast alerts that are relevant to MSM/UWMA goals on a regular basis. The Advisory Board members will review this information monthly (or more frequently, as needed) to make informed decision about potential funding sources. Through segmentation analysis, the Atlanta Regional Commission will continue to assist the Partnership in GIS mapping to align the location of residents, the needs of residents in that location, and services provided in that area.

^[vi] Ongoing