

Status: Submitted

Last Updated: 8/16/10 11:45 AM

## Technical Review Coversheet

**Applicant:** Community Day Care Center of Lawrence, Inc. -- , (U215P100138)

**Reader #1:** \*\*\*\*\*

|                                       | Points Possible  | Points Scored |
|---------------------------------------|------------------|---------------|
| <b>Questions</b>                      |                  |               |
| <b>Selection Criteria</b>             |                  |               |
| <b>Need for Project</b>               |                  |               |
| 1.Need for Project                    | 10               | 10            |
| <b>Quality of Project Design</b>      |                  |               |
| 1.Project Design                      | 20               | 19            |
| <b>Quality of Project Services</b>    |                  |               |
| 1.Project Services                    | 15               | 15            |
| <b>Quality of Project Personnel</b>   |                  |               |
| 1.Project Personnel                   | 25               | 25            |
| <b>Quality of the Management Plan</b> |                  |               |
| 1.Management Plan                     | 20               | 20            |
| <b>Significance</b>                   |                  |               |
| 1.Significance                        | 10               | 10            |
|                                       | <b>Sub Total</b> | 99            |
|                                       | <b>Total</b>     | 100           |

## Technical Review Form

Panel #26 - Panel - 26: 84.215P

Reader #1: \*\*\*\*\*

Applicant: Community Day Care Center of Lawrence, Inc. -- , (U215P100138)

### Questions

#### Selection Criteria - Need for Project

1. a) The Secretary considers the need for the proposed project.
- b) In determining the need for the proposed project, the Secretary considers-
  - i) The magnitude or severity of the problems to be addressed by the proposed project as described by indicators of need and other relevant indicators;
  - ii) The extent to which the geographically defined area has been described; and
  - iii) The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities will be identified and addressed by the proposed project.

#### Strengths:

The application includes a comprehensive depiction of the neighborhood, and provides evidence of a high level of distress, describing Lawrence as densely populated, and one of the poorest cities in the nation (p.2). The magnitude and severity of the problems to be addressed by this proposal for the community of Lawrence is detailed, covering a range of issues including health, employment, education, and crime. The statistics included are relevant and current. The four-year graduation rate of 48.1%, compared to the state rate of 86.9% (p.3), is sound evidence of the educational needs of the community. The applicant provides a description of the process and rationale for targeting the Arlington Neighborhood for the Promise Neighborhood project, in coordination with the Community Development Department of Lawrence (p.3). The applicant identifies gaps in services and describes indicators which support the magnitude of need for children and families in the Arlington Neighborhood. In addition to the needs identified in the narrative, the applicant directly ties the needs to the proposed project in Appendix F, stating problems, evidence and proposed solutions. The problems to be addressed include: children's health, early childhood development, K-12 learning, lifestyle health and choices, safety, school continuity and resources, postsecondary options, and family stability (Appendix F, p. 1-10).

#### Weaknesses:

No weaknesses found.

Reader's Score: 10

#### Selection Criteria - Quality of Project Design

1. a) The Secretary considers the quality of the design of the proposed project.
- b) In determining the quality of the design of the proposed project, the Secretary considers the following factors:
  - i) The extent to which the applicant describes how it will plan to build a continuum of solutions designed to significantly improve the academic and family and community support indicators in this notice;
  - ii) The extent to which the continuum of solutions includes a strategy, or a plan to develop a strategy, that will lead to significant improvements in one or more schools described in paragraph 2 of Absolute Priority 1;
  - iii) The extent to which the applicant describes strategies for using data to manage program implementation, inform decision-making, engage stakeholders, and measure success;

- iv) The extent to which the applicant identifies and describes academic and family and community support indicators to be used for the needs assessment during the planning year;
- v) The extent to which the applicant demonstrates a commitment to work with the Department and with a national evaluator for Promise Neighborhoods to ensure that data collection and program design are consistent with plans to conduct a rigorous national evaluation of the Promise Neighborhoods Program during the implementation phase and of specific solutions and strategies pursued by individual grantees; and
- vi) The extent to which the proposed project will be coordinated with similar or related efforts, and with other appropriate community, State, and Federal resources.

**Strengths:**

The applicant describes a plan to build a continuum of solutions which include a range of services from early development to career, and outlines the roles of eight essential partner organizations. In Figure 1, p. 7, the applicant identifies existing programs of The Community Group (TCG) from early childhood development to college transition along the continuum of solutions.

The applicant identifies three target schools in the neighborhood for the Promise Neighborhood, and strategies to significantly improve academic achievement for children attending those schools, along with all children in the neighborhood. These Neighborhood partner schools include Arlington Elementary School, Arlington Middle School, and Henry K. Oliver School (p. 4). The applicant includes a plan to develop a school-specific strategy for developing and implementing a school turn-around plan and providing year-round out of school time programming (p.9). This strategy includes academic remediation, enrichment, recreation, and fitness experiences (p.9).

The plan for data utilization is comprehensive. Achievement data will be used to identify specific solutions along the ACE continuum, and includes an analysis of MCAS data, a benchmark assessment system, individualization, expanded learning opportunities, formative assessment strategies, data-informed curriculum mapping, research-based literacy and vocabulary strategies, and blackboard configuration (p. 10).

The Data Working Group is an innovative way to ensure data flow between partner organizations (p.17). The applicant plans to collect comparison group data to evaluate the project's impact, which will yield robust evidence of the project's impact. The indicators are relevant, specific, and identified as academic or family and community support.

**Weaknesses:**

The application would be strengthened if it identified specifically how this effort will be coordinated with other State and Federal resources.

**Reader's Score: 19**

**Selection Criteria - Quality of Project Services**

- 1.a) The Secretary considers the quality of the services to be provided by the proposed project.
- b) In determining the quality of the project services, the Secretary considers
  - i) The extent to which the applicant describes proposed solutions to be provided by the proposed project that are based on the best available evidence including, where available, strong or moderate evidence;
  - ii) The likelihood that the services to be provided by the proposed project will lead to improvements in the achievement of students as measured against rigorous academic standards; and
  - iii) The extent to which the applicant explains how the needs assessment and segmentation analysis will be used to determine that children with the highest needs receive appropriate services to meet academic and developmental outcomes.

**Strengths:**

In Appendix F, the applicant details 15 problems, proposed solutions, and evidence-based best practices for implementing solutions, designed to improve the educational and life outcomes for children in the targeted Promise Neighborhood. Further, the applicant

identifies specific project partners for each of the fifteen identified issues. Appendix F, p. 2, proposes high-quality solutions and curricula, programs and tools for K-12 Learning, which will likely lead to improvements in the achievement of students as measured against rigorous academic standards. These solutions include implementing proven practices based on the success of the Community Day Charter Public School and high quality out of school time learning opportunities (Appendix F, p.3). The stated solution includes a plan for developing a clear mission, creating a culture of high expectations and support, and aligning the structures and systems to support the mission, hiring appropriate staff and committing resources to continuous improvements (Appendix F, p.3). The applicant states that bringing programs into stronger alignment with research-based practices is a key priority of this initiative (p.23). The applicant includes a detailed plan for conducting and using the needs assessment and segmentation analysis on p. 23-24, including a street-by-street census of the neighborhood, and involving the entire ACE partnership group in the planning process. The applicant has plans to develop a risk/vulnerability index to identify high-need residents.

**Weaknesses:**

No weaknesses found.

**Reader's Score: 15**

**Selection Criteria - Quality of Project Personnel**

1. a) The Secretary considers the quality of the project personnel who will carry out the proposed project.
- b) In determining the quality of the project personnel, the Secretary considers the qualifications, including relevant training and experience, of the applicant, including the project director, and the prior performance of the applicant on efforts similar or related to the proposed Promise Neighborhood.
- c) Relevant experience includes the applicant's experience in and lessons learned by:
  - i) Working with the school or schools described in paragraph 2 of Absolute Priority 1;
  - ii) Serving the neighborhood and its residents;
  - iii) Collecting, analyzing, and using data for decision-making and ongoing improvement;
  - iv) Creating formal and informal relationships, and generating community support to achieve results; and
  - v) Securing and integrating funding streams from multiple public and private sources.

**Strengths:**

The applicant has a strong presence in the community and a forty-year history of successfully providing services, with a mission to promote and provide high-quality educational programs (p.26). The organization has the capacity to operate a Promise Neighborhood, with its history of managing state contracts and grants, and its internal structure which includes development, accounting, human resources, public relations and data analysis staff (p.27-28).

The information provided on managing the community day care, child care circuit, and charter public schools are evidence of the applicant's experience working with schools, serving the neighborhood and greater Lawrence community, cultivating relationships with community partners and using data for decision making and improvements.

Figure 1, p. 7, provides an overview of evidence of the applicant's ability and experience in managing programs and services from early childhood development to college/career transition, across a continuum of solutions. On pages 27-32, the applicant provides a portfolio of programs, from birth to childhood, detailing experiences managing community day care centers, NAEYC accredited early childhood programs, a highly successful K-8 public charter school, a resource and referral agency - the Child Care Circuit - which operates across 53 communities, a professional development, capacity building consulting program called the Community Partners Initiative, and experience helping to meet the unique needs of the high population of Hispanics in the region.

**Weaknesses:**

None found.

**Reader's Score: 25**

**Selection Criteria - Quality of the Management Plan**

1. a) The Secretary considers the quality of the management plan for the proposed project.
- b) In determining the quality of the management plan of the proposed project, the Secretary considers--
  - i) The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks;
  - ii) The extent to which the memorandum of understanding described in paragraph 5 of Absolute Priority 1 describes each partner's financial and programmatic commitment; how each partner's existing vision, theory of action, and theory of change, and existing activities align with those of the proposed Promise Neighborhood; and the governance structure of the proposed Promise Neighborhood;
  - iii) How the applicant will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of families, school staff, the business community, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate; and
  - iv) The potential for continued support of the project after Federal funding ends, including, as appropriate, the demonstrated commitment of appropriate entities to sustain and scale up the proposed Promise Neighborhood.

**Strengths:**

The MOUs are well-organized, partner specific, and include each partner's commitments, vision, theory of action, theory of change, and activities. The support and commitment the applicant has secured from the city, the state, and other community partners is evidence of the potential for continued support of the project for the full eight years of the scale up strategy. The applicant describes a management plan which will achieve objectives on time and within budget. The roles and responsibilities of key project staff, partnership and the advisory board are described in detail. The advisory board is identified on p. 42, and includes neighborhood parents, school staff, local political leadership, and other community professionals, which will help ensure a diversity of perspectives are included in the management and leadership of this Promise Neighborhood project. The plan to cultivate neighborhood leaders, p. 44-45, is innovative, resident empowering, and will strengthen the applicant's ability to achieve the intended goals and objectives of the Promise Neighborhood project, while promoting long-term sustainability.

**Weaknesses:**

No weaknesses identified.

**Reader's Score: 20**

**Selection Criteria - Significance**

1. a) The Secretary considers the significance of the proposed project.
- b) In determining the significance of the proposed project, the Secretary considers--
  - i) The likelihood that the proposed project will result in long-term systems change or improvement;
  - ii) The extent to which the proposed project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population;
  - iii) The extent to which the proposed project involves the development or demonstration of promising new strategies that build on, or are alternatives to, existing strategies;

and

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

**Strengths:**

The applicant describes a plan to consider barriers, policies, and future funding streams in the Significance section of the narrative. The applicant describes a plan and an understanding of place-based change efforts that suggest the project will result in long-term systems changes, builds on promising new strategies, build local capacity, and has strong potential for sustainability and applicability as a model for place-based change efforts in other communities.

**Weaknesses:**

None found.

**Reader's Score: 10**

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**Status:** Submitted

**Last Updated:** 8/16/10 11:45 AM

Status: Submitted

Last Updated: 8/12/10 5:36 PM

## Technical Review Coversheet

**Applicant:** Community Day Care Center of Lawrence, Inc. -- , (U215P100138)

**Reader #2:** \*\*\*\*\*

|                                       | Points Possible  | Points Scored |
|---------------------------------------|------------------|---------------|
| <b>Questions</b>                      |                  |               |
| <b>Selection Criteria</b>             |                  |               |
| <b>Need for Project</b>               |                  |               |
| 1.Need for Project                    | 10               | 10            |
| <b>Quality of Project Design</b>      |                  |               |
| 1.Project Design                      | 20               | 20            |
| <b>Quality of Project Services</b>    |                  |               |
| 1.Project Services                    | 15               | 15            |
| <b>Quality of Project Personnel</b>   |                  |               |
| 1.Project Personnel                   | 25               | 24            |
| <b>Quality of the Management Plan</b> |                  |               |
| 1.Management Plan                     | 20               | 20            |
| <b>Significance</b>                   |                  |               |
| 1.Significance                        | 10               | 10            |
|                                       | <b>Sub Total</b> | 99            |
|                                       | <b>Total</b>     | 99            |

## Technical Review Form

Panel #26 - Panel - 26: 84.215P

Reader #2: \*\*\*\*\*

Applicant: Community Day Care Center of Lawrence, Inc. -- , (U215P100138)

### Questions

#### Selection Criteria - Need for Project

1. a) The Secretary considers the need for the proposed project.
- b) In determining the need for the proposed project, the Secretary considers-
  - i) The magnitude or severity of the problems to be addressed by the proposed project as described by indicators of need and other relevant indicators;
  - ii) The extent to which the geographically defined area has been described; and
  - iii) The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities will be identified and addressed by the proposed project.

#### Strengths:

The applicant provided a comprehensive and current statistical and descriptive look at the PNP. Indicators of need in the academic, community and family areas were all included. Descriptive indicators included, cited and described in context in reference to the city of Lawrence and the state. Data is current, and accurately captures the magnitude of the problems to be addressed (criteria i and iii). The geographic area is well described (criteria ii).

#### Weaknesses:

No weaknesses noted.

Reader's Score: 10

#### Selection Criteria - Quality of Project Design

1. a) The Secretary considers the quality of the design of the proposed project.
- b) In determining the quality of the design of the proposed project, the Secretary considers the following factors:
  - i) The extent to which the applicant describes how it will plan to build a continuum of solutions designed to significantly improve the academic and family and community support indicators in this notice;
  - ii) The extent to which the continuum of solutions includes a strategy, or a plan to develop a strategy, that will lead to significant improvements in one or more schools described in paragraph 2 of Absolute Priority 1;
  - iii) The extent to which the applicant describes strategies for using data to manage program implementation, inform decision-making, engage stakeholders, and measure success;
  - iv) The extent to which the applicant identifies and describes academic and family and community support indicators to be used for the needs assessment during the planning year;
  - v) The extent to which the applicant demonstrates a commitment to work with the Department and with a national evaluator for Promise Neighborhoods to ensure that data collection and program design are consistent with plans to conduct a rigorous national evaluation of the Promise Neighborhoods Program during the implementation phase and of specific solutions and strategies pursued by individual grantees; and
  - vi) The extent to which the proposed project will be coordinated with similar or related efforts, and with other appropriate community, State, and Federal resources.

**Strengths:**

The thought that has gone into the project design is evident at every turn. The use of data and the coordination with national and state level efforts is exemplary and displays a real knowledge of the current 'state of the art' of using data to inform decisions. A continuum of solutions and strategies to build them are addressed (criteria i, ii). The applicant describes specific strategies for using data and the academic, family and community indicators that will be used (criteria iii and iv). The applicant commits to working with a national evaluator and to coordinate the project with on-going and developing projects and resources.

**Weaknesses:**

No weaknesses noted.

Reader's Score: 20

**Selection Criteria - Quality of Project Services**

1. a) The Secretary considers the quality of the services to be provided by the proposed project.
- b) In determining the quality of the project services, the Secretary considers:
  - i) The extent to which the applicant describes proposed solutions to be provided by the proposed project that are based on the best available evidence including, where available, strong or moderate evidence;
  - ii) The likelihood that the services to be provided by the proposed project will lead to improvements in the achievement of students as measured against rigorous academic standards; and
  - iii) The extent to which the applicant explains how the needs assessment and segmentation analysis will be used to determine that children with the highest needs receive appropriate services to meet academic and developmental outcomes.

**Strengths:**

The description of possible solutions, tied to the evidence for their success, is exemplary. This type of thoughtful approach and use of evidence increases the likelihood that services provided WILL lead to improvements. The in-depth description of how the needs and segmentation analysis will be conducted to guarantee comprehensive coverage is state of the art and represents an elegant solution to a complicated problem. The chart included as Appendix F clearly tied proposed solutions to demonstrated need and summarized the evidence that backs the approach up.

**Weaknesses:**

No weaknesses noted.

Reader's Score: 15

**Selection Criteria - Quality of Project Personnel**

1. a) The Secretary considers the quality of the project personnel who will carry out the proposed project.
- b) In determining the quality of the project personnel, the Secretary considers the qualifications, including relevant training and experience, of the applicant, including the project director, and the prior performance of the applicant on efforts similar or related to the proposed Promise Neighborhood.
- c) Relevant experience includes the applicant's experience in and lessons learned by:
  - i) Working with the school or schools described in paragraph 2 of Absolute Priority 1;
  - ii) Serving the neighborhood and its residents;

- iii) Collecting, analyzing, and using data for decision-making and ongoing improvement;
- iv) Creating formal and informal relationships, and generating community support to achieve results; and
- v) Securing and integrating funding streams from multiple public and private sources.

**Strengths:**

TCG clearly has the experience, insight and relationships to see this project through to fruition. The partners (UMDI and 2Revolutions) will be very helpful in guiding and developing systems for data use. (criteria iii). Extensive organizational experience in working with the schools and neighborhood is presented (criteria i and ii). TCG has an excellent track record of building relationships and securing funding streams from varied partners (criteria iv and v).

**Weaknesses:**

The co-director of TCG is not 'introduced' nor is the future role of Balboni in TCG clear. TCG will continue to play a key role in the neighborhood and this project and it would be helpful to know the future trajectory of the organization is secure.

**Reader's Score: 24**

**Selection Criteria - Quality of the Management Plan**

- 1. a) The Secretary considers the quality of the management plan for the proposed project.
- b) In determining the quality of the management plan of the proposed project, the Secretary considers--
  - i) The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks;
  - ii) The extent to which the memorandum of understanding described in paragraph 5 of Absolute Priority 1 describes each partner's financial and programmatic commitment; how each partner's existing vision, theory of action, and theory of change, and existing activities align with those of the proposed Promise Neighborhood; and the governance structure of the proposed Promise Neighborhood;
  - iii) How the applicant will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of families, school staff, the business community, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate; and
  - iv) The potential for continued support of the project after Federal funding ends, including, as appropriate, the demonstrated commitment of appropriate entities to sustain and scale up the proposed Promise Neighborhood.

**Strengths:**

The structure described is likely to be effective during the planning phase and beyond. The working groups and neighborhood leaders will be particularly effective in grounding all discussions and surfacing both positives and negatives in a timely and specific manner (criteria iii). Clearly defined responsibilities, timelines and benchmarks are outlined (criteria i). MOUs and support described for each partner is likely to lead to continued support beyond the PNP period (criteria ii). The broad base of this project will contribute to continued support after the funding ends.

**Weaknesses:**

No weaknesses noted.

**Reader's Score: 20**

## Selection Criteria - Significance

- 1.a) The Secretary considers the significance of the proposed project.
- b) In determining the significance of the proposed project, the Secretary considers
  - i) The likelihood that the proposed project will result in long-term systems change or improvement;
  - ii) The extent to which the proposed project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population;
  - iii) The extent to which the proposed project involves the development or demonstration of promising new strategies that build on, or are alternatives to, existing strategies; and
  - iv) The potential to sustain and apply the model of the proposed project or strategies, including, as appropriate, the potential for implementation of the model in a variety of settings.

### Strengths:

The applicant has a track record and demonstrated understanding of the scope and potential significance of this project -- and specifically references the value of participating in a 'community of learning' with other applicants to surface and develop lessons learned. They have procedures in place to identify and address barriers that arise during project implementation. The project appears to have a high potential significance and is likely to build a model that may be workable in a variety of settings.

### Weaknesses:

No weaknesses noted.

**Reader's Score: 10**

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**Status:** Submitted

**Last Updated:** 8/12/10 5:36 PM

Status: Submitted

Last Updated: 8/19/10 4:01 PM

## Technical Review Coversheet

**Applicant:** Community Day Care Center of Lawrence, Inc. -- , (U215P100138)

**Reader #3:** \*\*\*\*\*

|                                       | Points Possible | Points Scored |
|---------------------------------------|-----------------|---------------|
| <b>Questions</b>                      |                 |               |
| <b>Selection Criteria</b>             |                 |               |
| <b>Need for Project</b>               |                 |               |
| 1.Need for Project                    | 10              | 9             |
| <b>Quality of Project Design</b>      |                 |               |
| 1.Project Design                      | 20              | 15            |
| <b>Quality of Project Services</b>    |                 |               |
| 1.Project Services                    | 15              | 12            |
| <b>Quality of Project Personnel</b>   |                 |               |
| 1.Project Personnel                   | 25              | 25            |
| <b>Quality of the Management Plan</b> |                 |               |
| 1.Management Plan                     | 20              | 20            |
| <b>Significance</b>                   |                 |               |
| 1.Significance                        | 10              | 10            |
| <b>Sub Total</b>                      | 100             | 91            |
| <b>Total</b>                          | 100             | 91            |

## Technical Review Form

Panel #26 - Panel - 26: 84.215P

Reader #3: \*\*\*\*\*

Applicant: Community Day Care Center of Lawrence, Inc. -- , (U215P100138)

### Questions

#### Selection Criteria - Need for Project

1. a) The Secretary considers the need for the proposed project.
- b) In determining the need for the proposed project, the Secretary considers-
  - i) The magnitude or severity of the problems to be addressed by the proposed project as described by indicators of need and other relevant indicators;
  - ii) The extent to which the geographically defined area has been described; and
  - iii) The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities will be identified and addressed by the proposed project.

#### Strengths:

The Applicant describes the city of Lawrence, Massachusetts as one of the poorest cities in the US. With a population of 72,388 residents occupying less than seven square miles. The size and location of the project is well defined (pg 3-5). Sixty-eight percent of the residents were described as Hispanic. The targeted area for the project will be the Arlington neighborhood of Lawrence with an unemployment rate at 17% (pg 3). The Applicant describes three schools to be targeted by the proposed plan: Arlington Elementary, Arlington Middle and Henry K. Oliver Schools. The average proficiency rates at these schools ranged from 38.2 to 45 points below the statewide average. Free and reduced lunch rates were noted to be from 89% to 90% (pg 4).

#### Weaknesses:

With such a large Hispanic population in the targeted neighborhood, the applicant does not provide a clear description of the extent of the gaps in services in meeting the need of English language learners and/or the barriers experienced by their parents. The limitation in childcare and 21st first century learning tools was not adequately discussed (pg. 5).

Reader's Score: 9

#### Selection Criteria - Quality of Project Design

1. a) The Secretary considers the quality of the design of the proposed project.
- b) In determining the quality of the design of the proposed project, the Secretary considers the following factors:
  - i) The extent to which the applicant describes how it will plan to build a continuum of solutions designed to significantly improve the academic and family and community support indicators in this notice;
  - ii) The extent to which the continuum of solutions includes a strategy, or a plan to develop a strategy, that will lead to significant improvements in one or more schools described in paragraph 2 of Absolute Priority 1;
  - iii) The extent to which the applicant describes strategies for using data to manage program implementation, inform decision-making, engage stakeholders, and measure success;
  - iv) The extent to which the applicant identifies and describes academic and family and community support indicators to be used for the needs assessment during the planning year;
  - v) The extent to which the applicant demonstrates a commitment to work with the Department and with a national evaluator for Promise Neighborhoods to ensure that data

collection and program design are consistent with plans to conduct a rigorous national evaluation of the Promise Neighborhoods Program during the implementation phase and of specific solutions and strategies pursued by individual grantees; and

vi) The extent to which the proposed project will be coordinated with similar or related efforts, and with other appropriate community, State, and Federal resources.

**Strengths:**

The applicant organization describes its current work as a birth to college continuum. Their existing services provide supportive services for infants through adults. The applicant states seven hundred and fifty infants through teens are served by the agency annually (pg 7).

The applicant's expertise in operating a successful charter school was described as part of the strategy to inform their work in assisting the three targeted schools with "turnaround" plans for school improvement (pg 9).

**Weaknesses:**

The applicant states a recent community analysis was completed to describe a broad set of pressing problems facing the residents of Arlington. The data revealed eight problem areas (child health; early childhood development; k-12 learning; lifestyle health; safety; school continuity; postsecondary options; and family stability), but then goes on to state it will conduct another needs assessment for three months during the proposed project. It was unclear why the applicant was unable to use the previously collected data that not only identifies the problem areas, but workable solutions (pg 13).

**Reader's Score: 15**

**Selection Criteria - Quality of Project Services**

1. a) The Secretary considers the quality of the services to be provided by the proposed project.
- b) In determining the quality of the project services, the Secretary considers
  - i) The extent to which the applicant describes proposed solutions to be provided by the proposed project that are based on the best available evidence including, where available, strong or moderate evidence;
  - ii) The likelihood that the services to be provided by the proposed project will lead to improvements in the achievement of students as measured against rigorous academic standards; and
  - iii) The extent to which the applicant explains how the needs assessment and segmentation analysis will be used to determine that children with the highest needs receive appropriate services to meet academic and developmental outcomes.

**Strengths:**

The planning process will include integration of the research based practices to inform curriculum selection, assessment and interventions. Root causes will be identified in the required areas of academic, family and community support. The applicant includes a timeline (November 2010) for assessing the indicators before launching into the needs assessment. Data collection will be organized by UMDI who will identify gaps in information from the partners and create an instrument for street to street canvassing. The needs analysis segmentation will be completed by January 2011 (pg 24-26). School Climate Survey will be sent out to families by partners to determine, physical education outcomes, safety at school to home and technology and internet access at home. The longitudinal database will capture out of school time among partners for K-12 students is a systematic way to take services (pg. 21-22).

**Weaknesses:**

Data tracking of college outcomes will be conducted through partnerships with local colleges. It was difficult to determine how data would be captured for students who go out of state, or choose not to attend college (pg. 23).

**Reader's Score: 12**

**Selection Criteria - Quality of Project Personnel**

1. a) The Secretary considers the quality of the project personnel who will carry out the proposed project.
- b) In determining the quality of the project personnel, the Secretary considers the qualifications, including relevant training and experience, of the applicant, including the project director, and the prior performance of the applicant on efforts similar or related to the proposed Promise Neighborhood.
- c) Relevant experience includes the applicant's experience in and lessons learned by
  - i) Working with the school or schools described in paragraph 2 of Absolute Priority 1;
  - ii) Serving the neighborhood and its residents;
  - iii) Collecting, analyzing, and using data for decision-making and ongoing improvement;
  - iv) Creating formal and informal relationships, and generating community support to achieve results; and
  - v) Securing and integrating funding streams from multiple public and private sources.

**Strengths:**

That applicant has expertise in a number of areas which includes developing a successful charter school which raised academic proficiency scores of second language learners to 88%. The applicant also offers early childhood education services to 750 children. In addition to its collaborative work with managing a network of 52 licensed family childcare providers (ten are noted to be within the targeted community, after school services are also provided daily to 269 students until 5:30 pm (pg. 26-29).

The applicant has also served as a resource for residents, providing parents with information regarding child care, continuing education, college courses, parent/family support services, and job creation for Hispanic populations. As a community resource to agencies, the applicant has experience providing technical assistance, data analysis and consulting services (Pg. 30-31)

The applicant will also work with the University of Massachusetts Donahue Institute to provide contractual support for the needs assessment and local evaluation efforts. They will coordinate the following services during the planning year: needs assessment; lead the continuum working group; participate in data working group; and work with the national evaluator.

**Weaknesses:**

No weaknesses were noted under this criteria.

**Reader's Score: 25**

**Selection Criteria - Quality of the Management Plan**

1. a) The Secretary considers the quality of the management plan for the proposed project.
- b) In determining the quality of the management plan of the proposed project, the Secretary considers--
  - i) The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks;
  - ii) The extent to which the memorandum of understanding described in paragraph 5 of

Absolute Priority 1 describes each partner's financial and programmatic commitment; how each partner's existing vision, theory of action, and theory of change, and existing activities align with those of the proposed Promise Neighborhood; and the governance structure of the proposed Promise Neighborhood;

iii) How the applicant will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of families, school staff, the business community, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate; and

iv) The potential for continued support of the project after Federal funding ends, including, as appropriate, the demonstrated commitment of appropriate entities to sustain and scale up the proposed Promise Neighborhood.

**Strengths:**

The applicant indicates that the 11 partners have agreed to designate a representative from their organization to complete the work set forth by the planning grant. Twelve members from the community will make up the board of directors. The planning groups will be task specific with: a continuum working group; public school working group; community planning; business and fundraising; data working group; human resources working group; facilities working group; and public relations working group (pg. 42-45).

**Weaknesses:**

No weaknesses were noted under this criteria

**Reader's Score: 20**

**Selection Criteria - Significance**

1. a) The Secretary considers the significance of the proposed project.

b) In determining the significance of the proposed project, the Secretary considers

i) The likelihood that the proposed project will result in long-term systems change or improvement;

ii) The extent to which the proposed project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population;

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

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

**Strengths:**

The applicant identified partners that can help to locate sustainable resources. The charter school effort will be used to replicate and strengthen the outcomes of this project with the creation of Community Partners Initiative. The applicant has created a model for disseminating child learning support strategies to administrators and teachers statewide.

The working groups are also a well-developed model that can be used to ensure partners with specific skills can focus on their area expertise to complete larger tasks (pg. 42-43).

**Weaknesses:**

No weaknesses were noted under this criteria.

**Reader's Score: 10**

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**Status:** Submitted

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