Technical Review Coversheet

Applicant: Dudley Street Neighborhood Initiative -- , (U215P100187)
Reader #1: **********

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<tr>
<th>Questions</th>
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<td><strong>Selection Criteria</strong></td>
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Technical Review Form

Panel #33 - Panel - 33: 84.215P

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

Applicant: Dudley Street Neighborhood Initiative -- , (U215P100187)

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 clearly defines the geographic region impacted by the proposal and future scaling. The severity of the problem is articulated through poverty rates, income disparities, low levels of educational attainment, and multiple health risks. The application further fully describes the gaps in services, infrastructure and opportunities.

Weaknesses:
None

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.
The application describes how DSNI will plan to build a continuum of solutions (page 16). The continuum prioritizes early learning and educational success through Dudley Children Thrive. DSNI clearly describes a multi-tiered effort to engage stakeholders (page 18). The application addresses how it will use data (page 24) and its commitment to work with a national evaluator (p 26). DNSI's application identifies and describes academic and family and community support indicators to be used for the needs assessment during the planning year.

**Weaknesses:**
None

**Reader's Score:** 20

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**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 application explains how the needs assessment will be used to determine children with the highest needs receive appropriate services. The program is based off of successful interventions and organization which will increase the likelihood of success.

**Weaknesses:**
None.

**Reader's Score:** 15

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**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:
   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 qualifications, including relevant training and experience, of the applicant, is significant. The project personnel has relevant experience working with the school or schools and serving the neighborhood and its residents. The application also includes individuals with collecting, analyzing, and using data for decision-making and ongoing improvement. DNSI has significant history in both creating formal and informal relationships, and generating community support to achieve results and in securing and integrating funding streams from multiple public and private sources.

Weaknesses:
None.

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 application's management plan including clearly defined responsibilities, timeliness, and milestones for accomplishing project tasks. The MOU's describes each partner's financial and programmatic commitment, existing vision, theory of action, and theory of change, and existing activities align with those of the proposed Promise Neighborhood. The application includes the governance structure of the proposed Promise Neighborhood. The application also addresses 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.

Weaknesses:

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 application described how the proposed project will result in long-term systems change or improvement and will continue to build local capacity to provide, improve, or expand services that address the needs of the target population. The application also includes information on the development of promising new strategies that build on their existing strategies and projects.

Weaknesses:
None.

Reader's Score: 10

Status: Submitted
Last Updated: 8/16/10 11:33 AM
Technical Review Coversheet

Applicant: Dudley Street Neighborhood Initiative -- , (U215P100187)
Reader #2: **********

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Sub Total: 100, 100

Total: 100, 100
Questions

Selection Criteria - Need for Project

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      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, Dudley Street Neighborhood Initiative (DSNI), identified the Dudley Street neighborhood in Boston, MA and two school buildings serving students from that neighborhood, Orchard Gardens and Dearborn Middle as the targeted area/sites for their PN initiative. The two school sites meet the NCLB qualifications for schools with students struggling academically. DSNI provided a strong set of needs-related data – unemployment, poverty, poor health outcomes, neighborhood characteristics and indicators linked to youth disengagement in school that demonstrated the need for a community-wide intervention, pages 8 through 14. The applicant also identified past and ongoing initiatives that may contribute to the success of this initiative including involvement in Boston's Circle of Promise initiative, identification of over 140 resource organizations linked to the neighborhood and the Boston Opportunity Agenda, pages 4-5.

Weaknesses:
No weaknesses were identified in this section.

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 proposes building on the lead organization's several decades of experience working with Dudley Neighborhood residents to improve living conditions and local schools by employing "multi-level focus: individuals, organizations, community, systems and policies," see page 17-18. This process will employ both current DSNI structures and process such as the Board, Advisory Council, Design Team and the Dudley Children Thrive Initiative. The six Pathway Working Groups (PWG) focused on areas directly related to the project's priorities, pages 19 and 20 describe a strategy that should contribute to the successful identification of a plan likely to achieve the project's goals. DSNI provides information in the proposal demonstrating both past uses of data to drive decision-making and a plan to expand and enhance their data collection and use processes to drive this initiative on pages 23 to 26 to ensure gathering and involving neighborhood residents in this process. The applicant describes its commitment to work with the national evaluator and the project specific indicators/processes that will be used to plan and measure success on pages 26 through 33. Throughout the application, DSNI provides multiple examples of coordination with other Boston-area initiatives that will strengthen their PN project and a detailed list on pages 34–36 and in Attachment 6 identifying other significant funding supporting related efforts.

Weaknesses:

No weaknesses were identified in this section.

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:

On pages 21-23, DSNI describes the planning year steps specifically linked to academic outcomes. These include working with Orchard Garden’s turnaround school initiative as the lead community partner and as a design team member for Dearborn’s similar initiative, key linkages that tie to improving academic achievement. The PN planning design also includes 3 Pathway Working Groups charged with identifying needs and improvement strategies aligned with improvement of student achievement; Children Thrive Working Group (0-5), Achieving Students (k-8) and Youth Adults (high school to college), p 20. On page 22 the applicant identifies research on Chicago’s school improvement process that will provide the basis for this initiative's school-related planning. The applicant proposes to implement a needs assessment/segmentation analysis that builds on the work of Dr. James Jennings, DSNI staff member, to identify key sets of data that will be used to quantify "distress" to drive service provision, pages 25-26. The initiative's Participatory Data and Impact Working Group, in addition to assuring data is available and provided for rapid-time decision-making, is also assigned the responsibility of identifying evidence-based practices and solutions linked to the work of each of the other working groups.
This will assist those groups in identifying strategies most likely to be effective in the Dudley Neighborhood and the participating school sites, p. 27.

Weaknesses:
No weaknesses were found in this section.

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 provided information on many projects DSNI has led or been engaged in since 1987 to improve the lives of the neighborhood's residents. These examples demonstrate its capacity to lead the PN planning year project and successfully develop a strategic, site-specific plan likely to achieve the desired academic and neighborhood improvements. Examples provided include: implementation of a land trust to transform the land area; school improvement partnerships; and achievement of a Kroc Foundation grant to establish a community center. DSNI sponsors a Resident Development Institute to help residents build their community leadership competencies, p 39. The DSNI Board is designed to reflect the neighborhood's diversity and conducts its business meetings in the 3 primary languages of residents, p 40. Information provided on the key staff that will lead and be involved in this project, page 43 and resumes, showed a project team with skills and experience directly tied to this project's scope and intent. DSNI has a history of fundraising and partnering to bring needed resources to their neighborhood, see page 44.

Weaknesses:
No weaknesses were identified in this area.

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.
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      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;
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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 provided a detailed timeline in the appendix with project milestones, responsibilities and timeline by quarter that ties to the project design. The MOU included in the appendix was signed by an impressive array of key partners and includes information on their theories of change/action linked to the PN planning project and governance structure. On pages 48-49, the applicant details the key partners' commitments that will enhance the planning year's work. This proposal includes a thoughtful, thorough, inclusive planning process that is anchored by the neighborhood residents and strengthened by engagement of representatives from organizations, public entities, schools and other related initiatives. On pages 46-47 the applicant details its plan to sustain and scale-up this initiative that uses strategies proven effective for other DSNI initiatives.

Weaknesses:
No weaknesses in this area

Reader's Score: 20

Selection Criteria – Significance

1. a) The Secretary considers the significance of the proposed project.
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      i) The likelihood that the proposed project will result in long-term systems change or improvement;
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      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:
DSNI described in this proposal, a place-based, whole community improvement initiative focused on improving academic and other indicators for residents, driven by local needs and one not tied to the particular goal/purpose of a service-providing organization. Given their long-term employment of this strategy; ongoing relationships with residents, organization, schools and city entities; and their use of data-driven, local decision-making it is highly likely the planning year will identify strategies to improve local capacity and result in systems change. While the applicant did not clearly identify in this section, the process to use to identify promising new strategies to build on or replace existing strategies, the process described in the design/services section of this application detailed their intent to do so, especially the use of the Participatory Data Working Group to provide information on promising strategies to each of the other PWGs to assure identification of strategies most likely to be effective in the target neighborhood. If this planning process is as successful as it appears it could be, the potential for scaling up in other Boston neighborhoods is high given the involvement of the key city and school district leadership.
Weaknesses:
No weaknesses were identified in this area.

Reader's Score: 10

Status: Submitted
Last Updated: 8/11/10 3:14 PM
## Technical Review Coversheet

**Applicant:** Dudley Street Neighborhood Initiative -- , (U215P100187)  
**Reader #3:** **********

**Questions**

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Selection Criteria - Need for Project

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      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 Dudley Street Neighborhood Initiative, founded in 1984, was developed to transform a 
depressed community devastated by urban renewal, arson, and neglect. 12 of the 34 Boston 
Schools have been classified as Level 4—significantly underperforming. In January 2010, a 
landmark education reform law was passed that includes tools that will allow for 
significant changes such as recruiting new leaders and initiating student support 
systems. The applicant provided information such as median income, poverty and 
unemployment rate for the Dudley community, the target area for this project. The 
applicant provided a map for the target community which included its Neighborhood Distress 
Score which was 70-88.

The applicant provided data to demonstrate they have underperforming schools serving very 
low income children. The applicant identified specific gaps and weaknesses in services, 
and also identified opportunities for the target community.

Weaknesses:

None 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 applicant intends to provide a comprehensive coordinated plan that supports the successful transition into kindergarten and middle school and prepares youth for the transition to high school. They are basing this project on their experience from the Turnaround Schools Redesign. The applicant also created the Dudley Children Thrive Initiative, to implement place-based family and community engagement strategies. These initiatives will be used to support the Boston Promise Initiative. The applicant has an Advisory Committee which is appointed. They also have a BPI Strategy Group which will develop the implementation plan for the proposed project. They also intend to have six Pathway Working Groups. Each group will concentrate on a specific aspect of life for the children and families in the target community utilizing a process supported by the BPI Design Team. The applicant described how they will collect, analyze and utilize data for decision making. The applicant included a commitment to working with the national evaluator.

Weaknesses:
None 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 applicant described how the various indicators will be used to engage residents, track each child in the neighborhood, share information, develop an evaluation and provide mechanisms to inform the community. They explained how segmentation analysis will be used to assure that children with the highest needs receive appropriate services to meet academic and developmental outcomes. The applicant provided a list of current programs that will be incorporated into the Promise Neighborhood project.

Weaknesses:
None noted.
Selection Criteria - Quality of Project Personnel

1. The Secretary considers the quality of the project personnel who will carry out the proposed project.
   a) 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.
   b) 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 demonstrated experience in working with schools and has several current projects which would support the Promise Neighborhood Project. The applicant has a broad range of experience in working with the target neighborhood and its residents. The applicant has described the means they will use to collect and analyze the data and use it for decision making. They have experience in securing and integrating funding streams from multiple public and private sources.

Weaknesses:
None noted.

Selection Criteria - Quality of the Management Plan

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      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 included Memorandums of Understanding with the key partners and intends to get similar documents from the supporting partners once the project is funded. The applicant included a strategy to ensure that all segments of the population, families, school staff, business community, recipients and beneficiaries of services would be
involved. The applicant addressed the sustainment of the project and intends to use projects that sustain similar efforts to augment the proposed project.

Weaknesses:
None 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:
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      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 designed a project that will result in long term change and improvements in the systems which affect the community's children and their academic achievement. Their approach will actively include the community while targeting supportive human and social services. They also intend to focus on academic achievement.

Weaknesses:
None noted.

Reader's Score: 10

Status: Submitted
Last Updated: 8/18/10 6:19 PM