

Status: Submitted

Last Updated: 8/22/10 1:45 PM

## Technical Review Coversheet

**Applicant:** Universal Community Homes -- Universal Companies,Corporate (U215P100155)

**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	20
<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>	100
	<b>Total</b>	100

## Technical Review Form

Panel #11 - Panel - 11: 84.215P

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

Applicant: Universal Community Homes -- Universal Companies, Corporate (U215P100155)

### 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:

One of the strengths of the proposed project is a clear description of the neighborhood's need, as evidenced by specific problem areas including, but not limited to, violence/crime (1), housing (2), the poverty level in comparison to national level (2) and health (3).

Another strength of the proposed project is a clear identification of the geographic area. In addition to a description of the basic geography (7), the report also includes information from the 2009 Philadelphia City Planning Commission with a map. Evidence of an outside source helps to strengthen the credibility of this section.

Gaps in the school system are identified, and a proposal to create a continuum of solutions (11) is outlined and defined. How these goals will be met is outlined on page 12, including a extended resources to assist with post-secondary education career choices and assisting individuals in the community (13).

#### Weaknesses:

No weaknesses found 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 proposed project clearly describes how they will create solutions to improve identified indicators, and describes a solid strategy. For example, an initial planning process is outlined (14), that highlights specific supports to be addresses. On page 15, the plan is outlines with clear steps.

The plans also includes strategies to use data. They plan to use work groups (16), and the diversity of the individuals included in the four work groups demonstrates a commitment to community outreach. The work groups are described on page 17. A specific data team is also identified on page 21, which leads directly into another strength of this application, in that they demonstrate an ability to work with a national evaluator working alongside the Promise neighborhood initiative. The data management plan includes various long term projects with a history of success and clear plans to evaluate themselves and allow outside groups to coordinate efforts alongside their own (27). They explain a convincing track record of their lead evaluator and their handling of data systems and analysis (31). This clearly demonstrates an ability to coordinate their efforts with outside resources.

**Weaknesses:**

There are no weaknesses 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 considersâ
  - 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:**

A strength of the application is that the projects described are created by, and based on, solid evidence. The application divides planning grant activities into two types, and both type identify a strategy connected to data (34).

In turn, due to the strength of the evidence, there is clear evidence to suggest that the proposed project will contribute toward the improvement of academics for students. Among other factors outlines on page 35, Dr. Ackerman has a strong track record of established programs based upon sophisticated data assessment (35).

Another strength of this applications is that needs assessments are clearly identified on pages 36 and 37, and then a process is described where students with the largest gaps and requirements well be targeted on page 37, where the Data team will work with an advisory

group. A flow chart on page 38 outlines an action table and various measurements for planned out comes.

**Weaknesses:**

**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:**

Universal demonstrates relevant community experience and has established strong partnerships in the surrounding community (41 and 46). The Executive Project Management team has showed that they have served the community in the past, and represent a clear ability to do so in the future (appendix). The individuals listed in leadership roles collectively represent experience working in schools, and working for and with the community. Page 44 outlines their ability to work with partnerships with local, state, and federal representatives and their potential to secure funds from public and private sources (45). Page 63 also mentions entities that have signed on to their planning process.

**Weaknesses:**

There are no weaknesses in this section.

**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 outlines a clear management plan. There are clearly defined responsibilities (60), and the three phase planning project will help the project stay on time and meet task deadlines (59). The 5 work groups are tied to a timeline with clear milestones (62). There are community partners lined up to work with putting the plan into place (63) and their commitments and plans are well explained on page 64. Plans to include a diversity of perspectives are included into the plan (66), and page 64 shows a wide number of schools and staff members and community members will be included in building the project. There is a strong indication that the project will benefit from continued support after the promise neighborhood money ends, and these efforts to scale up are discussed on page 67.

**Weaknesses:**

There are no weaknesses in this section.

**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:**

There is strong reason to suggest the project would result in long term systems change. Universal Companies and its partners have presented a clear model to use data to target current systems, and then plan a model to expand upon them to address the needs of a target populations. This expansion is talked about on page 74, and includes helping families gain access to financial institutions. Placing schools at the center of their effort, explained on page 71, is a clear example of their model to target and explain upon current systems. The plan also demonstrates a strong potential for the model to be applied into multiple settings. For example, the districts pre-kindergarten core curriculum and head start outcome frameworks are ways that local standards can be compared and used both local and nationally (72).

**Weaknesses:**

There are no weaknesses in this section.

**Reader's Score: 10**

---

**Status:** Submitted

**Last Updated:** 8/22/10 1:45 PM

Status: Submitted

Last Updated: 8/17/10 12:40 PM

## Technical Review Coversheet

**Applicant:** Universal Community Homes -- Universal Companies,Corporate (U215P100155)

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

	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	20
<b>Quality of Project Services</b>		
1.Project Services	15	14
<b>Quality of Project Personnel</b>		
1.Project Personnel	25	24
<b>Quality of the Management Plan</b>		
1.Management Plan	20	18
<b>Significance</b>		
1.Significance	10	9
	<b>Sub Total</b>	94
	<b>Total</b>	94

## Technical Review Form

Panel #11 - Panel - 11: 84.215P

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

Applicant: Universal Community Homes -- Universal Companies, Corporate (U215P100155)

### 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 presented data on a specifically defined geographic area, as well as demographic, educational and economic indicators outlining the severity of the problem to be addressed by the proposed project. The applicant presented a strong case for neighborhood distress and school challenges.

The applicant was able to include some neighborhood specific outcome data based on the indicators identified in Tables 1 and 2 of the application notice.

The applicant stated that the planning process will provide an opportunity to identify gaps in services, infrastructure, and opportunities (p. 10), and presented general information about the proposed continuum of solutions that would support effective schools, strong families and safe communities.

#### Weaknesses:

The applicant did not provide a strong link between the magnitude of the problems with more specific information about the intended gaps or weaknesses that will be addressed.

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 proposed developing a continuum of solutions by "assessing needs, identifying and quantifying the number of programs in each neighborhood, evaluating performance of existing programs, and determining gaps" (p. 14). The applicant intends to use extensive data collection and analysis to inform the needs assessment and planning process, in addition to identifying assets already in the target neighborhoods.

The applicant identified that the school district has already begun implementing school turnaround plans and other initiatives to improve the quality of academic outcomes. The applicant identified these initiatives as opportunities to leverage outcomes for students and provide linkages with the proposed project.

The applicant identified some evidence-based and promising practices that are already employed by educational programs in the community, particularly early learning programs, such as a quality rating program, home visiting and Parent Child Home.

The applicant included a detailed and extensive plan for data collection, analysis and use for decision-making purposes.

The applicant identified that it intends to work with the national evaluator and provide data through a web-accessible format.

**Weaknesses:**

No weaknesses

**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 identified key initiatives and strong leadership within the schools, as well as strong leadership within the community, that indicate a strong likelihood that services will lead to improvements and student achievement that could be measured against academic standards. The extensive data collection and reporting plan identified by the applicant further enhance this potential.

The applicant provided a detailed description of how it intends to use data from the needs assessment and segmentation analysis, as well as technology tools, to help prioritize geographic areas and schools with the highest needs as a way to determine that

children with the highest needs receive appropriate services.

**Weaknesses:**

The applicant provided only general detail on the plan for developing a continuum of solutions and did not include much information about the array of family services that may be included in that continuum. The applicant's proposed data processes include identifying and evaluating current practices in the community. Given the scope and timeline of the planning process, it does not seem realistic to be able to assess effectiveness for a myriad of family and related support services in the community.

**Reader's Score: 14**

**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 identified a broad group of participants including high profile community leaders and senior management personnel from the school district. The applicant further identified a list of public and private agencies that have agreed to participate in the project.

The applicant organization appears to have a long history in the community and has managed other large scale public/private initiatives, including HOPE VI developments, charter schools and a Neighborhood Transformation Initiative.

The applicant provided extensive detail on the number and types of major initiatives the applicant organization has managed, collaborations it has facilitated and resources it has leveraged to aid the target neighborhood and the broader community.

**Weaknesses:**

The applicant did not identify a specific project director or a position description. It is unclear from the application if it is the intention of the project to hire a specific director who will provide the intended leadership and vision on a day-to-day basis.

**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 applicant included a proposed work plan with objectives, milestones and timelines. The applicant further identified five work groups to address specific age groups.

The applicant outlined the overall management structure which includes a project executive team, a project management team, which includes a consultant hired to lead the planning process, and a team of technical advisors.

The applicant identified connections between the applicant organization and children, students and families which will be coordinated or facilitated by the advisory committee.

**Weaknesses:**

The applicant did not identify any school or school district representatives on the project executive or project management team. It is unclear what role the schools will have in the overall direction of the project.

The applicant included a series of MOUs signed between the applicant organization and the partner agencies. The MOUs described the roles and responsibilities of each organization; however by creating individual agreements between the applicant organization and each partner organization separately, it is not clear the relationships among the other organizations and how this structure will help facilitate collaboration and the breakdown of traditional organizational silos, which is one of the desired outcomes of this grant.

**Reader's Score: 18**

**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 sustainability strategies that were discussed among all stakeholders (p. 67).

The applicant identified programs in the community that are using research-based practices and indicated that it intends to use these programs as the foundation for the continuum of solutions.

**Weaknesses:**

The applicant reference that a sustainability plan "was developed and will be implemented by our leadership team" (p. 66); however no such plan was included in the application and no further detail was provided in the narrative.

The applicant stated that is "secured ongoing, balanced and diversified funding that will result in financial sustainability" (p. 67); however no further detail was provided in the narrative.

**Reader's Score: 9**

---

**Status:** Submitted**Last Updated:** 8/17/10 12:40 PM

Status: Submitted

Last Updated: 8/17/10 2:33 PM

## Technical Review Coversheet

**Applicant:** Universal Community Homes -- Universal Companies,Corporate (U215P100155)

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

	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	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
	<b>Total</b>	100

## Technical Review Form

Panel #11 - Panel - 11: 84.215P

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

Applicant: Universal Community Homes -- Universal Companies, Corporate (U215P100155)

### 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:

Excellent description of need in the community with thorough data on health, education, poverty and housing. The applicant's ability to place the indicators in context and to describe how the strengthening of family support services relates to student outcomes (pg e6) was particularly convincing. The geographic area is well described including several maps that detail data on school site locations and vacant lots. The applicant's description of a strategy for comprehensive assessment of gaps or weaknesses in services, infrastructure and opportunities sufficiently addresses the criteria in this section in so far as it represents a plan to plan.

#### 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's planning process spans student development and family development, constituting a comprehensive continuum of solutions that is evidence-based and speaks directly to the needs in the community. The asset review framework comes from Universal's community revitalization experience. The applicant successfully builds on that framework to incorporate educational, developmental and social resources into their analysis which will lead to a comprehensive needs assessment. Experience in the management of schools and partnership with the district as well as ambitious efforts to target an entire high school feeder system will likely lead to significant improvements across the 10-school cohort. Work groups will examine best practices regarding both social and academic supports from birth through 12th grade for families and for the community as a whole. Data use strategies are detailed and thorough including specific research methodologies, data collection mechanisms and tools for analysis following appropriate procedures to ensure privacy with consideration for feasibility. The applicant demonstrates significant experience using data for informed decision making in prior projects. Applicant demonstrates an eagerness to work with the national evaluator by including this component throughout the proposal. They present a plan for conducting strategy adjustments due to data findings. Indicators are outlined in great detail, including a strategy to provide updates on progress to key stakeholders on an ongoing basis. The magnitude of the applicant's efforts to coordinate with similar or related efforts is clear from its support by nearly every local public agency in the city including 50 letters of support outside their professional team of partners.

**Weaknesses:**

No weaknesses found.

**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 likelihood that the proposed project will lead to academic improvements as measured against rigorous standards is demonstrated in the applicant's understanding of the Promise Neighborhood model as the coordination of services across a continuum without gaps or weaknesses with strong schools at the center. The applicant provides specific academy programs that will be employed under a student-centered learning philosophy, recognizing the importance of strong school leadership. Participation in Renaissance Schools shows a commitment to public school reform through transformation. Presenting data spatially will allow the applicant to conduct the needs assessment and segmentation analysis block by block and resident by resident. Such mapping will be a powerful tool in identifying high needs residents and targeting service delivery.

**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:**

Not only has the applicant worked with many of the target schools, it has managed two and runs its own charter which has demonstrated success in improving student outcomes. Universal has served the neighborhood and its residents through community revitalization efforts including managing HOPE VI grants in the area. The scope of its services is broad enough that it represents most of the components necessary to build out the Promise Neighborhood continuum of solutions. Universal has demonstrated that data is used continuously in its work for decision making and ongoing improvement. There is no doubt that the effective use of data will continue through Promise Neighborhood planning and implementation. The success of previous efforts demonstrates the organization's ability to create relationships that achieve results. Universal has brought more than a billion dollars to the community showing that securing and integrating funding streams to ensure project sustainability will not be a challenge for this applicant. A management team is identified in lieu of a project director.

**Weaknesses:**

No weaknesses 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:**

Responsibilities, timelines and milestones are clearly defined, suggesting that the proposed project will be completed on time and within budget. The MOUs demonstrate clear alignment and commitment on the part of all project partners. The professional staff of the project represents a diversity of perspectives which is strengthened by the 50 letters of support from public agencies in the community above and beyond the project's official partners. The potential for continued support is demonstrated by the organization's successful fundraising history, the commitment of \$600,000 to the project already and the plan to scale up as soon as the 2010-2011 school year by expanding health clinics and libraries in the target schools.

**Weaknesses:**

No weaknesses found.

**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 extent to which key stakeholders have rallied behind this proposal underscores the likelihood that this project will result in long-term systems change. As noted in the comments for the previous section, the expertise of the staff in securing funding suggests long-term sustainability and increases the likelihood that if the project is successfully implemented, it will continue to grow and scale up. The vision behind this proposal demonstrates the commitment of its authors to develop new strategies and build on existing strategies to transform this community to improve and expand services for the target population.

**Weaknesses:**

No weaknesses found.

**Reader's Score: 10**

---

**Status:** Submitted

**Last Updated:** 8/17/10 2:33 PM

