

Status: Submitted

Last Updated: 8/17/10 10:35 PM

Technical Review Coversheet

Applicant: Youth Policy Institute -- , (U215P100294)

Reader #1: *****

	Points Possible	Points Scored
Questions		
Selection Criteria		
Need for Project		
1.Need for Project	10	10
Quality of Project Design		
1.Project Design	20	18
Quality of Project Services		
1.Project Services	15	15
Quality of Project Personnel		
1.Project Personnel	25	25
Quality of the Management Plan		
1.Management Plan	20	19
Significance		
1.Significance	10	10
	Sub Total	97
	Total	97

Technical Review Form

Panel #8 - Panel - 8: 84.215P

Reader #1: *****

Applicant: Youth Policy Institute -- , (U215P100294)

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:

Strengths: Using data from public health, census and private resources, applicant describes two distinct neighborhoods that will be the focus of this planning grant; Pacoima and Hollywood. Pacoima as been the recipient of intensive services from YPI with some success (the charter schools they run are producing results); the strategies that worked there will be used in Hollywood. The two neighborhoods are not contiguous but it seems that each are at a different stage of development. The data presented described a community that has historically struggled with low educational attainment, underdeveloped infrastructure and poor housing stock. Of note is that over a third of the population is under the age of 20 (p4) and almost 70% of the population lacks a high school degree. According to the CA 2008 birth records, 14% of women In Pacoima under 20 gave birth. Hollywood seems to have slightly higher income levels (\$27K vs \$18K), and 8% of teens gave birth but this area seems to have very high population homeless youth. It was noted that the high schools to be served, had a 24 hour crisis program; substance abuse programs and on-site Planned Parenthood among other services for a high-risk population. . Narrative indicates that GSI mapping and segmentation analysis will occur, but the explanation of how is in the next section. The high schools listed have very high attendance rates despite the under-achievement. It seems that if the students continue to attend at high rates, this will be a good investment. In the attachments, there was a very clear and comprehensive logic model for this effort which was very useful.

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:

In the attachments was a very clear flow chart that summarized the project design; the rather large advisory board will be receiving information from the Data Team (UCLA evaluators and YPI evaluation staff); and themselves be split into four teams to focus on a range of services to be provided to residents. A community survey and significant data mining will inform the final implementation plan, focused on school transformation and support services and the financing plan to support this initiative. Securing valid and reliable qualitative and quantitative data is a significant part of this effort; complete with cohorts and comparison groups and report back to stakeholders. The design takes a holistic approach with a focus on improving the environment through revitalization of housing, transformation of school by improving curriculum, instruction and family support, increasing the availability of high quality early education, and improving the health of the community by expanding access to fitness and nutrition services. There are 36 partners, which assures a pipeline of services to address all of the needs present in these communities.

Weaknesses:

On page 25, use of Social Solutions ETO system is mentioned as a way to collect all data to measure academic, family and community support. Given that the design includes providing target schools with a higher intensity of services (the Saturation Model) and also provide services to other schools through the Community Schools model, it's not clear if all data will be channeled through ETO. If that is the case, the build-out and full implementation will take more than this planning year. Also, there are many (36) signatories to the MOU; while impressive, not the least because all of the signatures were obtained but it also implies a potential for breakdown in communication.

Reader's Score: 18

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:

There is an explicit goal of opening up a charter school in each target area by September 2011, relying on research that school choice raises achievement rates and based on their own success with the two charter schools being operated by YPI. "The Saturation Model" is described: case management at targeted schools, expand early education, tutoring before, during, and after school and intensive academic summer programming; college preparation and counseling and parent education programs; ESL for youth and adults, physical and mental health services and supportive services. Several strong published programs will be used--Voyager, Scantron, REadWriteThink, NCLR Parents as Partners. School transformation focuses on teacher professional development, data-driven inquiry, and better curricula. On page 35, proposal describes a review of studies conducted for YPI's model and similar models, published research (experimental design) supporting their design continues on p 37.

Weaknesses:

The claim that school choice alone raises achievement levels feels like an over-reach; it is more likely that methods of instruction and school environment play a role in higher achievement which is evident in the services they are proposing. There are no citations for their research. Proposal refers to "staff" (p31-32) who will receive extensive training on facilitation, and use of ETO. It is not clear what staff is being referred to since, given the experience of YPI--there is already staff in place to offer services and they know most of what was described, except for maybe ETO. There are 36 partners, it is not clear if all of them will be using this data system to do their own data analyses.

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:

YPI has experience in managing large federal grants, in transforming schools, providing a full range of services to communities and a organizational culture of using data to develop and refine programming. Given that this project is a scale up of efforts in practice in one community to another, personnel seem amply prepared for the challenge. There are 23 key personnel; all of whom seem to have the appropriate range of management and program experience.

Weaknesses:

It is not clear if all the staff at all partner agencies will be using the data system that is created and what their capacity is to use all the information that will be generated.

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:

Overall it is a very sound management plan. The advisory board has a broad representation with nearly a third who are residents of the city, some of the area to be served and low income, along with some strong civic and political leaders. The theory of change is well defined and is applied to the wide range of partners involves (municipal departments, schools, non-profits, community development corp). The MOU is very clear on what services and by whom.

Weaknesses:

Building the ETO site may take more than 5 months; in general it takes up to a year and then another to become fully functional. There are 36 partners; while it is clear how often groups meet; it would be better if there were a description of how decisions are made.

Reader's Score: 19

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:

This proposal is a scale up of an existing model which has already had some impact on long-term systems change; and thus already has the been implemented in other settings.

Weaknesses:

This project requires a significant amount of coordination, particularly around sharing data and using a common system to track what is successful. It almost looks like the entire city is the "place" in "place-based interventions; not just a designated part of a larger area.

Reader's Score: 10

Status: Submitted
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Status: Submitted

Last Updated: 8/13/10 2:10 PM

Technical Review Coversheet

Applicant: Youth Policy Institute -- , (U215P100294)

Reader #2: *****

	Points Possible	Points Scored
Questions		
Selection Criteria		
Need for Project		
1.Need for Project	10	10
Quality of Project Design		
1.Project Design	20	18
Quality of Project Services		
1.Project Services	15	15
Quality of Project Personnel		
1.Project Personnel	25	25
Quality of the Management Plan		
1.Management Plan	20	18
Significance		
1.Significance	10	9
	Sub Total	95
	Total	95

Technical Review Form

Panel #8 - Panel - 8: 84.215P

Reader #2: *****

Applicant: Youth Policy Institute -- , (U215P100294)

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:

b (ii): General: the applicant describes two target areas I central LA - Pacoima and Hollywood. Pacoima is a 110 block area on the north side of San Fernando Road. Hollywood, on the other hand is located in the center of Los Angeles.

b (i): The applicant addresses severity on pages 3-13 of the proposal. The Pacoima area has 26.18% of families living in poverty, a large foreign born population, 35% of the population under the age of 20 years, 67% of the population not achieving a high school diploma, a significant homeless population, a toxic environment rampant crime and gang activity, and health issues like diabetes and obesity. Similarly the Hollywood area has a large foreign born population, with substantial homelessness and crime. It has an unusually large population of homeless youth. Gang activity is high. In both areas there are several low performing elementary middle and high schools.

b (iii): The abstract describes how the PN planning year will be spent to develop the data system, complete a financial plan, and plan school transformation, and marshal support services.

b (iii): The application doesn't provide the specific description of the extent to which specific gaps in services and infrastructure will be identified and addressed in this section, an explanation can be found on Page 13 in the first paragraph of the Project Design section.

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.
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 - 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:

b (1): On pages 15-17, the applicant provides detailed planning steps to be used in building the continuum of services.

b (iii): The applicant will use the data and analysis to create four steering committees to plan the cradle to college continuum. The applicant will also convene a School Transformation Steering Committee. Including plans to open a charter school at aK-12 charter school. (P. 27).

b (iv): Pages 18-21 describes comprehensive list of indicators and the sources.

b (vi): YPI will implement its saturation model, described on page 28, to involve its partners and the community in the transformation process to support the continuum from early childhood through college and career. The saturation model includes a number of items from case management through support services.

b (v): Commitment to work with the national evaluator can be found on P. 33.

b (vi): Page 34 and 39 describes how the applicant and its partners will leverage funding resources.

Weaknesses:

b (iv): The following section was not clearly addressed: 'The extent to which the applicant describes strategies for using data to manage program implementation, inform decision-making, engage stakeholders, and measure success'.

b (i-vi): The initiative as described is extremely ambitious and complex with committees and teams and meetings.

Reader's Score: 18

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:

b (1): The proposed solutions are based on the best evidence of outcomes from YPI's existing programs. P.35.

b (ii): The proposed implementation model demonstrates a high likelihood of success since elements have been part of extensive research and review.

b (iii): The applicant explains its plans for segmenting the data and identifying the students with the highest need. P.39.

Weaknesses:

None.

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.
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- 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:

b. As evidenced in the narrative on pages 44-46, the program director, the planning team and the director for research and evaluation all have strong and compelling credentials and experience with community development, fund raising, or research. All have had previous experience with the target areas.

c (i-v). Throughout the application YPI demonstrates its relevant experience and lessons learned as summarized on pages 39-44.

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:

- b (i): The application contains an extensive time line with responsibilities and tasks. P. 50-52.
- b (ii): All key parties have signed the memorandum and attached letters of support.
- b (ii): Per the applicant the proposed project in Pacoima is a scale up of services that are already in place. Hollywood, on the other hand is an expansion, using the track record of experiences gleaned from Pacoima.P.54-55.
- b (iv): The applicant notes broad capacity to support the project based its multimillion dollar funding and the funding associated with partners P. 55-58, including a consortium of foundations. Funding sources will be tracked and impediments identified by the Advisory Board. (p.59)

Weaknesses:

- b (iii) : The application does not address how a diversity of perspective will be brought into the process, especially parents, residents, and students.

Reader's Score: 18

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;
 - 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:

- b (i): The application includes a statement about the expectation of long term systems change and sites correlations to research-based evidence and the partnership with the LA United School District.
- b (ii): As stated by the applicant, the project will definitely expand services in Hollywood where there are few services.

b (iii): The proposed model builds on the YPI model of a saturated community.

b (iv): The applicant feels its process can be replicated if other locations follow the service and partner framework describes in the narrative.

Weaknesses:

General:

The project seems unwieldy and the lead organization very large. There are so many partners, so many initiatives underway by YPI, and so many employees demanding the time of the planning teams and YPI leadership that I am hesitant to believe this project will receive the attention from YPI that it deserves.

Reader's Score: 9

Status: Submitted

Last Updated: 8/13/10 2:10 PM

Status: Submitted

Last Updated: 8/12/10 12:18 PM

Technical Review Coversheet

Applicant: Youth Policy Institute -- , (U215P100294)

Reader #3: *****

	Points Possible	Points Scored
Questions		
Selection Criteria		
Need for Project		
1.Need for Project	10	10
Quality of Project Design		
1.Project Design	20	20
Quality of Project Services		
1.Project Services	15	15
Quality of Project Personnel		
1.Project Personnel	25	25
Quality of the Management Plan		
1.Management Plan	20	16
Significance		
1.Significance	10	10
	Sub Total	96
	Total	96

Technical Review Form

Panel #8 - Panel - 8: 84.215P

Reader #3: *****

Applicant: Youth Policy Institute -- , (U215P100294)

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 does an exceptional job of describing the magnitude and severity of the problems facing the citizens of Los Angeles, and more specifically those living in the Pacoima and Hollywood neighborhoods. It is clear that there is significant need for a concerted effort by multiple stakeholders that focuses on a shared vision of success with a strong social change model that all stakeholders are bought into and support. The applicant describes the geographic area both qualitatively and then supports this with excellent quantitative data and news articles. The applicant also does an excellent job of explaining why they are best suited to lead this proposed Promise Neighborhood and how they will use their extensive experience to ensure that specific gaps or weaknesses in services, infrastructure, or opportunities will be identified and addressed by this proposed project. A particular strength of this section is the extent to which the applicant has already done such a thorough job conducting a baseline landscape analysis of the existing services and providers in the schools where they intend to anchor this Promise Neighborhood.

Weaknesses:

No weaknesses were found.

Reader's Score: 10

Selection Criteria - Quality of Project Design

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- b) In determining the quality of the design of the proposed project, the Secretary considers the following factors:
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 - 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 does an excellent job describing the design for this project. It is evident that the applicant has already invested considerable time and resources to conduct a preliminary landscape analysis of this proposed neighborhood and that they have also already anchored themselves within this community. The applicant has a clear focus on using data to inform strategic decisions and is clearly committed to working with an evaluator. The plans for creating a comprehensive, integrated data management system targeted to neighborhoods and services will be useful for others to read and learn from as they wish to create their own dashboards. Pages 19 - 21 provide a list of indicators that will be finalized during the planning year: the indicators are well suited for the type of continuum the applicant will need to design during the planning year for this Promise Neighborhood. On page 17 the applicant outlines the way in which the planning year will be managed and is incredibly thorough; however, one caution for the applicant would be that it is quite ambitious and it would be helpful to think about how many weeks or months should be allocated to each step and who the responsible party is for the outcome.

The applicant demonstrates a commitment to both working with a national evaluator, as well as participating in national learning communities. Further, the applicant already has an organizational history of, and expertise in, aligning and coordinating related efforts in schools and communities; therefore, this Promise Neighborhood seems to build off the strengths of this applicant.

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 applicant has significant experience providing services that are monitored regularly through the use of data and metrics. On page 35 the applicant states that there is moderate evidence that their model will have a statistically significant effect on improving student achievement, closing achievement gaps, decreasing dropout rates, increasing high school graduation rates, or increasing college enrollment and completion rates. The research evidence provided by the applicant comes from multiple sources and seems quite compelling as well as entirely relevant for these claims. This proposed Promise Neighborhood would offer the applicant an opportunity to strengthen this evidence base and offer others wishing to replicate, a strong blue print for their efforts.

The applicant describes both using solutions and introducing projects that are based on the best available evidence and a willingness to conduct a thorough analysis to ensure that the best providers are selected for the needs of children and families along this continuum. It seems that there is great potential that the services provided by this proposed project can lead to improvements in the achievement of students as measured against rigorous academic standards. Further, the applicant explains on page 39 that the needs and segmentation analysis will segment need in the target neighborhoods and schools and that efforts will be taken to ensure that services provided will reflect areas of high need for students as well as the community.

Weaknesses:

No weaknesses were 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 demonstrates both a clear commitment to working in the targeted neighborhood as well as to working with the six schools listed in this proposal. The applicant already operates 18 programs, and partners with 70 schools in Los Angeles and has obtained significant cross-sectoral support for their efforts. On page 39, the applicant mentions that they have raised \$78 million for their work with schools in L.A., not including the general funds budgets of its own charter and pilot schools. It is highly evident that the applicant has significant experience securing and integrating funding streams from multiple public and private sources, as well as administering government grants. The applicant is the largest after-school provider for charter schools in California and one of the largest high school after-school providers in the nation, while also being the founder and operator of two high performing charter schools in L.A. The launch of a Promise Neighborhood appears to fit perfectly with the experiences the applicant already demonstrates, and will build on their numerous successes. In particular, the applicant has demonstrated the ability to numerous, diverse formal and informal relationships, and generate community support to achieve results.

All of the project personnel listed are highly qualified for their roles in this proposed Promise Neighborhood. The applicant does an excellent job of describing the core competencies of each role and the strengths of each listed staff member for filling those positions. It is clear that the applicant and their partners all have extensive experience working with the school(s) and/or neighborhood and its residents, as well as with collecting, analyzing, and using data for decision-making and ongoing improvement of program operations as well as internal and independent evaluations.

Weaknesses:

No weaknesses were 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;
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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 proposes a very strong management plan to achieve the objectives of the proposed project with clearly defined responsibilities and timelines for accomplishing project tasks. The memorandum of understanding describes the overall social change model and vision for this proposed Promise Neighborhood. It is clear that the applicant has strong cross-sectoral support for this initiative and there are a large number of funding streams identified by the applicant that could be used to sustain and scale up this proposed Promise Neighborhood.

Weaknesses:

The applicant does not explain how they will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project. It is also unclear within this section what the existing vision and social change models are for each of the partner organizations. While this is included in the appendix, it would have been helpful to include this information within this section to make it easier for the reader to follow your narrative and to understand how the overall social change model and vision tie into those of the partner organizations in a cohesive and unified manner.

Reader's Score: 16

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 proposes a project that seems to offer a very promising approach to a Promise Neighborhood that pulls elements from the Harlem Children's Zone model, as well as offers plans for developing a continuum that is best suited for this particular L.A. community based on the needs and segmentation analysis that will be conducted. The proposed project involves building on existing strategies, as well as incorporating new strategies after a thorough analysis. The applicant has a clear commitment to utilizing data for strategic decision making, as well as to hold all stakeholders accountable for results. The partners involved with this initiative all seem to be aligned around one central vision and social change model, which should make it easier to sustain and scale this model. Fidelity to the model, along with a strong commitment to utilizing metrics and dashboards, will help ensure that replication of this model and/or its strategies is feasible for others wishing to follow this blue print in their own works.

Weaknesses:

No weaknesses were found.

Reader's Score: 10

Status: Submitted

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