



Center For Family Services

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# Camden Cooper Lanning Promise Neighborhood Initiative

Application to the U.S. Department of Education Promise Neighborhoods  
Planning Grant Application  
July 27, 2012

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**INTRODUCTION:** Walt Whitman described Camden as a “city invincible.” In 2010, with support from the city’s leadership, Mayor Dana Redd, Center For Family Services (CFS), a nonprofit human service agency, assembled an impressive set of community partners to launch a comprehensive effort to improve educational and developmental outcomes for children and families living in the Cooper Lanning section of Camden City. Serving as the cornerstone for a renewed, stronger Camden, this call for transformative change is a vision shared by partners and residents alike. A Promise Neighborhood planning grant will help CFS, its partners, and residents level the playing field for Camden’s socio-economically disadvantaged children by developing and implementing a thoughtful and long-term strategic plan.

Known as the Camden Cooper Lanning Promise Neighborhood (CCLPN), the initiative is a partnership between CFS, the City of Camden, the Cooper Foundation, Lanning Square Family School, and Rowan University at Camden. Since 2010, CCLPN partners have begun to assess needs, identify gaps, streamline and integrate services, and share resources so that children and families in Cooper Lanning can succeed. Despite not receiving Promise Neighborhood planning grant funds in 2011, the CCLPN partnership continues to move forward, having spent the past year and a half engaging in monthly planning meetings, learning from Promise Neighborhood initiatives nationally, building an integrated network of 27 CCLPN providers, identifying new community assets, and implementing pilot projects.

To carry out a more comprehensive needs assessment and segmentation analysis that will serve to refine the work already begun by partners, CFS submits this request for funding under the guidelines provided for Secretary’s **Absolute Priority 1–Proposal to Develop a Promise Neighborhood Plan**. The CCLPN plan will incorporate evidence-based programs, as well as nationally recognized best practice models, and will build on the strengths, assets, and

knowledge of local stakeholders (families, community partners, and committed leaders). The CCLPN plan will include an early learning network to ensure Cooper Lanning children receive a high quality preschool education (**Competitive Preference Priority (CPP) 4**), increase internet access to students and their families (**CPP 5**), and coordinate efforts with adult education providers who serve Cooper Lanning residents (**Invitational Priority (IP) 8**).

#### **CREATE A COMPREHENSIVE LOCAL EARLY LEARNING NETWORK (CPP 4)**

A critical goal of the CCLPN is to increase the preparedness of the young children who live in the Cooper Lanning neighborhood to learn and successfully transition to school ready to learn and graduate prepared for college, work, and life. Research shows that intensive, high quality preschool programs can help children perform better in school and participate more productively in their communities as adults (NJ Education Law Center, 2005). At the same time, Baker and Little (2004) assert that an effective transition to school framework addresses environmental and familial factors that influence readiness to learn. They believe the transition should be shared among families, teachers, and the community and influenced by the relationships that occur from preschool through kindergarten. Based on recent research conducted by the National Alliance of Children's Trust and Prevention Funds 2011, *Strengthening Families and Parental Resiliency: Impact on School Readiness*, three factors contribute to successful transitions to kindergarten:

- The parent's experience with their child's preschool
- The establishment of a plan for kindergarten with which parents are comfortable
- The parent's confidence in their child's readiness to learn and attend school

These contributing factors are in line with the Head Start Child Development and Early Learning Framework concepts. These state that to achieve high quality services and school readiness, programs must implement curriculum that addresses all domains of school readiness, use child

level data, provide early learning coaching to all staff , and ensure parent partnerships that promote understanding of child progress and supports and encourage learning and leadership.

**Network Governance Structure:** As the lead agency for the CCLPN planning grant, CFS is proposing to create a comprehensive and coordinated early learning network comprised of existing programs and services within the Cooper Lanning neighborhood. As the Head Start provider for Camden, CFS is in a unique position to lead this effort to ensure that all early learning programs and services are high quality and readily available for children from birth to Grade 3. The CFS Head Start Director, [REDACTED] will lead the early learning network. (The appendix to this proposal includes a résumé and job description for Ms. [REDACTED] ) The Head Start Policy Council, comprised of parents and residents, will play an integral role in the governance structure of the early learning network, will identify neighborhood and home-based care settings, and serve as community liaisons to families to encourage enrollment in high quality programs and engage in their child’s education.

**Proposed Work for Planning Year:** Under the direction of Ms. [REDACTED] the Camden Preschool Principals/Directors Consortium will serve as the foundation for planning, training, and ensuring integration of the different early learning programs and services that will comprise the network. This group currently includes approximately 40 leaders from private and public early learning providers that offer Abbott preschool programs<sup>1</sup> throughout Camden. During the planning grant year, CFS will work with early learning partners and the Policy Council to expand the membership of the Preschool Consortium. They will create a neighborhood subset of the

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<sup>1</sup> Camden is one of 31 urban school districts in New Jersey known as Abbott districts, which resulted from a series of lawsuits, collectively known as Abbott vs. Burke. The NJ Supreme Court mandated that state funding for these districts be equal to that spent in the wealthiest districts and that these districts implement urban school improvement, which includes preschool reform.

overall group so that ultimately all early learning providers, including Early Head Start, daycare centers, and family- and home-based settings offer intensive, high quality programs in Cooper Lanning and across the city.

During the Promise Neighborhood planning grant period, the expanded Preschool Consortium will review and use early learning and Head Start needs assessment data to determine best practices and indicators of quality for the network. The neighborhood subset of the consortium will establish goals for ensuring all providers in the network offer high quality programs, develop strategies for achieving these goals, and set benchmarks for progress that are aligned with the Head Start Early Learning Framework, Camden City Board of Education (BOE) and the NJ State Quality Rating and Improvement Scale for preschools. They will also be engaged in planning, coaching, training, and networking opportunities to improve outcomes across the five core domains of birth to five school readiness.

The early learning network will focus on parent engagement, including strengthening families' skills, knowledge, and relationships to transition their children successfully to kindergarten. This strategy will explore the use of the Protective Factors Survey, a tool developed for the federally-funded Community Based Child Abuse Prevention programs to help programs assess changes in family protective factors, including family functioning/resiliency, social support, concrete support, child development/knowledge of parenting, and nurturing and attachment. The planning year will include strategies to train all family workers throughout the consortium on the Strengthening Families Framework developed by Center for the Study of Social Policy, which will be utilized with parents throughout the early learning continuum from birth through Grade 3 across all CCLPN partner programs.

Curriculum changes will be discussed to bolster the quality and rigor of instruction based on the programmatic guidelines and teaching and learning standards of the NJ DOE, including:

- The *Preschool Program Implementation Guidelines, 2010* – Recommendations for providing developmentally appropriate, high quality preschool programs.
- *Preschool Teaching and Learning Standards, 2009* – A theoretical framework for delivering high quality educational experiences to young children.
- *NJ Core Curriculum Content Standards* – Includes the math and language arts content standards for Grades K-3.

Program quality will be reviewed to improve integration and articulation of the process of educational programs for preschool through Grade 3. This work will be informed by the *NJ Kindergarten Implementation Guidelines (2011)*, which the state designed to give administrators and teachers guidance and resources to implement the components of a high quality kindergarten program. The guidelines also aim to advance a comprehensive and seamless educational continuum from preschool through Grade 3.

The early learning network will establish short-term outcomes and benchmarks to ensure programs and services result in improved outcomes. CFS and partners recognize the need to examine child level data to ask if strengthened families, high quality curriculum, and improved program quality have worked together to improve student learning among the children in the CPPLN early learning network. The CCLPN, Preschool Consortium, and Camden City BOE will also develop more cohesive and consistent communication with local schools to effectively share child specific information so that services and settings align with respect to early learning in Grades K-3. Family engagement strategies will continue to reinforce parent advocacy of their child's education.

Standardized published tools, including the CLASS (Classroom Assessment Scoring System) and the Early Childhood Environment Rating Scale (ECERS), will be used to ensure all of the network providers are accountable for the use of best practice and other standards of quality. CLASS is a proven observational tool to assess classroom quality in pre-kindergarten through Grade 3 based on teacher–student interactions in the classroom. The ECERS assesses the process quality of educational programs for preschool through kindergarten. CFS will implement a community-based train the trainer model, using their CLASS-certified trainers.

**Early Learning Opportunities on Multiple Platforms:** As part of the planning process, CFS and partners will work to ensure that high quality early learning is accessible beyond formal childcare settings. The partners will explore resources for extending curriculum components into home-based childcare and home visiting programs. The American Reading Company will implement parent trainings and family workshops to empower parents to play a key role in literacy foundations (see MOU). The CCLPN will establish relationships with CamCare’s *Reach Out and Read* program, which provides books to every parent through primary care doctor visits.

**Accessibility of Programs for Children with Disabilities:** CFS will ensure the accessibility of early learning services and programs for children with disabilities. CFS Head Start is committed to working with families and schools to recruit and serves at least 10% of its funded enrollment as children with disabilities. A primary goal of CFS Head Start is to work with families to make decisions, help parents negotiate the system, understand their rights, arrange for evaluations, obtain services, and develop individual family service plans. The CFS Disabilities Coordinator will play a key role, connecting families with a network of resources. Moreover, the Abbott law requires that school districts provide children with disabilities with educational experiences tailored to their individual needs and, for as much time as possible, educated with

their general education peers. As such, the Camden City Schools has a Preschool Child Study Team that evaluates preschool-age children for possible developmental or learning delays and ensures they receive education, to the extent possible, with non-disabled children.

#### **DEVELOP A QUALITY INTERNET CONNECTIVITY INITIATIVE (CPP 5)**

During the planning grant year, the CCLPN is proposing to develop a Quality Internet Connectivity (QIC) initiative to ensure all Cooper Lanning students and their families have access to the Internet in their homes and schools and the knowledge of how to use the Internet effectively. The goal for the QIC initiative will be to provide free Wi-fi access points in Cooper Lanning and reduced-rate home Internet services provided by the Comcast Internet Essentials program. This work will entail an assessment of Cooper Lanning students' and their families' current use of technology and a program implementation plan with strategies for taking the program to scale. The QIC assessment will include determining the technology infrastructure at local schools, pre-schools, and community centers; Internet accessibility of Cooper Lanning families and schools; and the types of technology used by CCLPN service providers.

Planning for the QIC initiative will begin with strategies to inform families of the Comcast Internet Essentials program, which will provide Cooper Lanning students with low-cost Internet access (■■■■ month) and computers (■■■■ family) for families with students who qualify for the federal free or reduced-price lunch program. The CCLPN Planning Team will identify funding sources to help reimburse or subsidize the ■■■■ computer cost per family and seek donations for refurbished computers; establish a free Wi-fi access point for residents at the new Promise Neighborhood Family Success Center; and identify and/or develop Internet and computer use training sessions.

## **FAMILY ENGAGEMENT IN LEARNING THROUGH ADULT EDUCATION (IP 8)**

The CCLPN and Camden County College recognize the fact that education is one of the most effective ways parents can raise their families' incomes. The National Center for Children in Poverty (NCCP) found that 82% of children whose parents have less than a high school diploma live in low-income families, and that 74% of children whose parents work full-time and year round but have less than a high school diploma also live in low-income families. To achieve the objective of raising the education level of parents while improving the educational and developmental outcomes of children and youth, Camden County College (CCC) will link its adult education programming with Cooper Lanning adults.

CCC has been directly serving the residents of Camden City since 1969. More than 2,500 adults attend classes daily at the Camden Campus and are living proof of the College's mission to provide accessible, affordable high quality education to all who can benefit, including adults who do not have a high school diploma. CCC and the CCLPN will coordinate information and referral to adult education programming through the Promise Neighborhood Family Success Center. Programs that will be offered during the planning year include:

The **Adult Basic Skills/GED Program**, funded by the Workforce Investment Act, Title II, is available to any New Jersey adult 16 years of age and older without a high school diploma and prepares adults to take and pass the GED Test to obtain a NJ High School Diploma. The program provides students with the traditional instruction and contextualized learning materials that feature workplace information as the context for the reading, writing, and mathematics instruction. This workplace literacy provides a relevant and realistic framework for GED instruction. The program also provides family literacy instruction that involves adults in a child's

literacy education, builds a foundation for literacy skills development, and strengthens bonds between adults and children.

**Transition To College (TTC) Project**, funded by the United Way of Camden County, provides 36-one hour lessons that allow students to explore who they are, learn about in-demand occupations and how to write résumés and apply for college, recognize time management needs, address how to deal with the financial aid process, and explore careers that might interest them including healthcare, auto technology, culinary arts, STEM, and customer service.

**Gateway to College**, a program funded by Camden City Public Schools, is designed for young adults 16-20 who have dropped out of a Camden City high school. Through Gateway to College, youth can renew their education by attending literacy classes that upgrade their skills so they can take some of CCC's developmental classes and get college credit simultaneously while working toward their high school diploma. The ultimate goal of Gateway to College is the attainment of a high school diploma awarded by the Camden City Public Schools.

**Camden County Technical School**, located in Sicklerville, NJ, provides 14 technical and five apprenticeship programs.

To help coordinate adult education activities, Camden County College can bring these and more resources to the CCLPN. It is anticipated that by partnering with the Promise Neighborhood Family Success Center at least 30 Cooper Lanning residents will participate in the GED Program and five will attend Gateway to College (see MOU). Camden County College will ensure the CCLPN includes adult education as an important part of the continuum of solutions, as it believes raising expectations for adults to get their high school diploma will translate into higher expectations for neighborhood children.

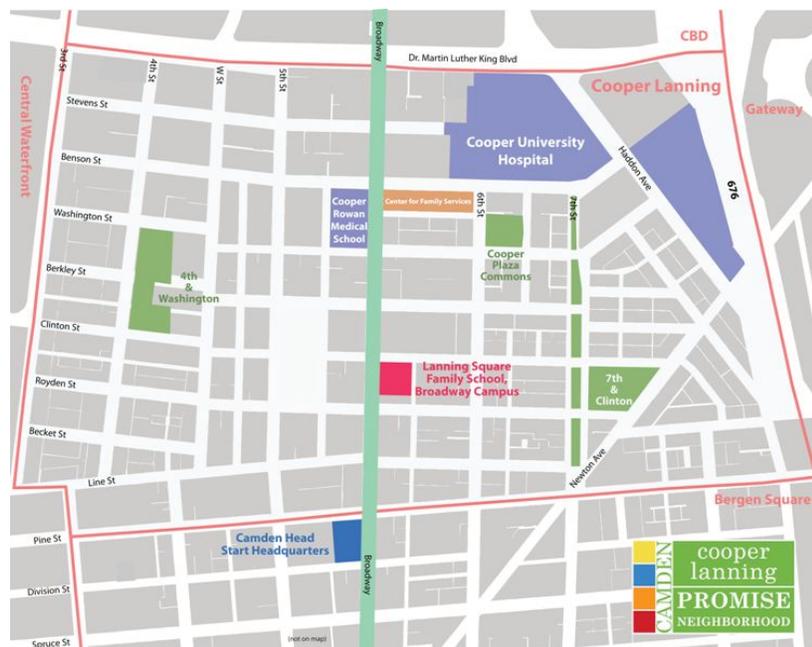
## A. NEED FOR PROJECT

### DESCRIPTION OF THE GEOGRAPHICALLY DEFINED AREA

Camden City, Camden County is located in southwest New Jersey and was once recognized as a prosperous center for manufacturing and industry. The consequences of half a century of demographic, economic, political, and social challenges have tragically impacted its residents. In 2010, Camden was the poorest city in the nation per capita. With a total population of 77,344 (2010 US Census), Camden experienced a 3.2% decline in residents from the 2000 Census.

The Camden Cooper Lanning Promise Neighborhood includes a combination of two adjacent Camden neighborhoods, Cooper Plaza and Lanning Square (known as Cooper Lanning), shown below, which share a little over a half (0.65) square mile and make up census tract 6104. While

this neighborhood faces many challenges, it is a beacon of hope for Camden because of many inherent advantages, recent attention, and investment. Cooper Lanning was the first community in Camden to have an approved



redevelopment plan and an approved Human Capital Plan, both of which identified community needs and assets. This neighborhood is headquarters to Cooper University Hospital, site of the new Cooper Medical School at Rowan University, is served by a network of high quality health

and social service providers, is the home of active resident association groups, and contains the main Broadway Corridor, a commerce hub that runs through Camden.

Children growing up in the Cooper Lanning community face a myriad of obstacles in achieving academic and life-long success. Almost half (43.6%) of all Cooper Lanning residents live below the federal poverty level. This is high in comparison to Camden City (35.5%) (city-data.com), more than double the national average (15.3%), and more than triple that of Camden County (12.4%). When looking at poverty statistics for Cooper Lanning’s children and youth, it is even more alarming – as many families lack the resources to provide their children with basic needs. The table below provides an overview of how children in Cooper Lanning experience higher rates of poverty than do their counterparts across the city and county.

**Table 1. Concentration of Children Living in Poverty**

	Cooper Lanning (Census Tract 6104)	Camden City	Camden County
Total population in families	3,109	75,031	504,977
Number/percent of children	1,122 (36.1%)	28,105 (37.5%)	163,530 (32.4%)
Percent of children in poverty	70.3%	50.3%	16.8%

*Source: 2006-2010 ACS 5-Year Estimates*

Census data also show that families live on a patchwork of public assistance programs: 27.6% receive social security income, 25.44% food assistance benefits, 25.6% cash public assistance, and 11.9% supplemental security income. Camden City Public School records also indicate that most students who attend the public schools zoned for Cooper Lanning were eligible for the federal free or reduced price lunch program in 2010, a commonly used proxy for poverty: 75.9% at Lanning Square Family School and 69.1% at Camden High School.

#### **MAGNITUDE AND SEVERITY OF PROBLEMS AND INDICATORS OF NEED**

**SCHOOL READINESS:** In August 2010, the Education Law Center, a public interest law firm that specializes in school system reform in New Jersey, issued *The Abbot Preschool Program: A*

*10-Year Progress Report*, which examined data on approved and actual enrollments from 1999-2000 through 2009-2010 provided by the NJDOE's Division of Early Childhood Education. For the past two consecutive school years, Camden City Public Schools failed to meet the legislative target to maintain enrollment levels of at least 90% of the eligible universe of children. In 2008-2009, the district showed a total preschool enrollment of 2,095 children and 74% of eligible served; by 2009-2010 the total enrollment increased slightly to 2,147 and 79% of eligible children served. According to school data, only 59% of third graders in Lanning Square Family School (LSFS), the local public school serving Cooper Lanning, attended a preschool program.

**EDUCATION NEED:** The NJDOE recently rated 23 of 26 Camden City Public Schools as failing and among the worst in the State. According to the Philadelphia Inquirer, Camden Public Schools have failed the State's Quality Single Accountability Continuum (QSAC) performance review. Based on possible scores of 100%, the district received failing grades in four of five categories: instruction and program (7%); operations (47%); personnel (9%); and governance (33%). It received 79% in fiscal management, which acting NJ Education Commissioner ██████ said was "mostly because the district was checked daily by a state-appointed fiscal monitor."

The Camden City Public Schools in the Cooper Lanning attendance zone serve 1,213 students – LSFS (324 students in Grades Pre-K-8) and Camden City High School (HS) (889 students in Grades 9-12). At LSFS, a staggering 84.1% of Grade 3 students did not achieve proficiency on the language arts section of the NJ Assessment of Skills and Knowledge (2011), which is more than twice as poor a rate as the state's (36.8%). Approximately 83.3% of Grade 6 students at LSFS have only partial proficiency in language arts, which is more than two and a half times worse than the state (33.0%). These data are not surprising given the fact that Cooper

Lanning students were almost three times as likely to have entered and left school during 2010-2011 than were their peers statewide (student mobility rate: 27.8% vs. 10.0%, respectively).

The NJDOE categorizes LSFS as a priority School in Need of Improvement (SINI), which means a Corrective Action intervention is required. For 2012-2013, the school is in Year 5 in language arts based on failure to achieve adequate yearly progress (AYP) for five consecutive years, and in Year 1 for math, not having achieved AYP in 2011-2012 for the first time.

Corrective actions at the elementary and middle school grades are critical because as these students progress to Camden HS their educational outlook worsens. The student mobility rate for Camden HS in 2010-2011 was a staggering 66.0%, which doubled from 2008-2009 (28.6%) and is 7.5 times higher than the state average (only 8.8%). Studies of student mobility, controlled for family and academic background, have found that changing schools between 1<sup>st</sup> and 8<sup>th</sup> grade increases a child's odds of dropping out by 12<sup>th</sup> grade, and changing schools even once during high school reduces chances of graduating by more than 50% (Rumberger, 2003).

On the language arts section of the High School Performance Assessment (HSPA), New Jersey's primary requirement for graduation, a little more than half of the Camden HS Grade 11 students scored at or above "proficient" (51.6%), compared to 90.4% of their peers statewide. On the math section, the results were more problematic, with only 18.0% of Camden HS students scoring at least "proficient" in 2010-2011 (76.0% of all NJ high school students). In 2011, students at Camden HS were substantially less likely to attend school (76.7% attendance rate vs. 94.6% for NJ) and graduate by passing both sections of the HSPA (37.9% vs. 82.2% for NJ) and much more likely to drop out of school altogether (12.9% vs. 1.4%, respectively).

The NJDOE classified Camden HS as a Persistently Lowest Achieving (PLA) school and awarded the school funds to implement the Turnaround Model to address school performance

and achievement. In addition, in fall 2011, Camden HS and other low-performing schools in NJ received federal School Improvement Grant (SIG) dollars to support the Turnaround Model.

### **FAMILY AND COMMUNITY SUPPORT NEEDS**

Families in Cooper Lanning face an array of obstacles in providing their children with a safe and healthy place in which to grow and thrive.

**UNEMPLOYMENT:** The Census Bureau’s 2006-2010 American Community (ACS) Survey showed that (in 2010 inflation adjusted dollars) the median household income for Camden City was \$26,520, which is less than half that of Camden County (\$60,976). The ACS data also showed that among all families in Cooper Lanning, 23.7% are comprised of unemployed adults, which is twice the rate of Camden County (11.5%) and higher than Camden City (19.4%).

**CRIME:** Safety is a grave concern for children growing up in Cooper Lanning. Camden was ranked America’s “most dangerous city” in 2004, 2005, and 2009 by CQ Press, which ranks US cities based on FBI data statistics on murder, rape, robbery, aggravated assault, burglary, and motor vehicle theft. Table 2 shows the rising incidence of violent crimes as reported by the Camden City Police Department. In just two days in mid-July, five murders were committed, all in close proximity to playgrounds with children looking on.

**Table 2. Numbers of Violent Crimes in Camden City**

	2009	2010	2011
Killings	34	34	47
Shootings	183	219	405
Rape	60	73	66
Robbery	857	712	766
Aggravated Assault	1,020	1,019	1,182

*Source: Camden City Police Department*

A November 2010 press release issued by Mayor Redd and Camden City Police Chief

█ asserted that domestic violence accounts for 10% of the homicides and 17% of the

overall violent crime in Camden City. According to the Camden Center for Law and Social Justice, Camden County continues to have the highest number of domestic violence cases (7,043) in the state. Within Camden City, there were 2,253 incidences of domestic violence in 2008, which increased to 2,468 in 2009 (NJ State Police).

Given the extent of crime that plagues Camden, it is not surprising Camden County has the second highest percentage of offenders in prison complexes out of all 21 NJ counties (NJ Department of Corrections, 2012). In 2008 (the most recent data available), the Camden County Jail reported an average daily population of 1,640, which is 129% of the operating capacity (Camden County, NJ Jail Population Analysis). In 2009, Camden County had the highest juvenile arrest rate (14.9%), the third highest violent arrest rate (9.1%), and the fifth highest juvenile drug arrest rate (8.3%) of any New Jersey county, with the most juvenile offenses concentrated in Camden City.

**FOOD, NUTRITION, AND HEALTH:** The health of its residents is a critical component of overall well-being of a city. While data are limited at the city level regarding health outcomes, the 2010 county-level data suggest a greater incidence of obesity (31.3% for Camden vs. 24.8% for NJ) and a higher concentration of adults who smoke daily (20.7% for Camden vs. 10.2% for NJ) and binge drink (16.8% for Camden vs. 13.8% for NJ).

Poor nutrition is clearly evident in Cooper Lanning. In January 2012, *New Jersey Today* reported Camden City was one of 134 food deserts in New Jersey with just one supermarket serving the entire city. The 2010 NJ Health Obesity Survey of Camden households found that while most parents shop at supermarkets, they reported limited availability of fresh produce and low fat items at these stores. Out of 31 public schools in the city, LSFS is ranked 4<sup>th</sup> with 47.3% of students categorized as overweight/obese and Camden HS is ranked 9<sup>th</sup> with 44.5% of

students overweight/obese (Ohri-Vachaspati, 2010). Additionally, only 42% of Camden children ages 3 to 18 meet national physical activity guidelines (NJ Health Obesity Survey, 2010).

Asthma is another chronic health condition that plagues Cooper Lanning children. Data from the CCLPN community survey completed in 2011 showed that breathing problems were the most frequent medical problems for children cited by 42% of the resident respondents. Cooper Lanning ranked 4 out of 21 Camden neighborhoods in the number of hospital visits for asthmatic youth under age 21 with 458 hospitalizations per 1,000 residents (CamConnect, 2010).

**TEEN BIRTHS:** Teenage pregnancy prevention is a state priority for New Jersey with the 10<sup>th</sup> largest number of teen pregnancies nationally. Teens living in circumstances that expose them to poverty, inadequate or overcrowded housing, low educational attainment, low literacy levels, family violence, gang involvement, and crime are most at risk for becoming pregnant or causing a pregnancy. According to the NJ Division of Health and Senior Services, from 2007 to 2009, 21.8% of all births in Camden City were born to mothers 10 to 19 years of age (compared to 6.3% statewide) and the city showed the highest Perinatal Index Score (demographic risk characteristics) of 30 identified high-risk communities. The data also showed that teen moms who lived in Camden City were four times as likely to have repeat births than the rest of the state (8.4% vs. 2.1%, respectively).

**HOUSING CONDITIONS:** Data from 2010 Census showed that a full one-third (33.3%) of the housing stock in Cooper Lanning is vacant, which is high compared to all Camden City (16.8%). Of the neighborhood's occupied homes, most tend to be old and dilapidated and used as rentals (53.0%), with 64.4% built prior to 1950. Tenants have little incentive or money to maintain their properties, while homeowners also lack the resources to improve their homes.

In addition, the city's Housing Authority serves 4,000 residents annually in an affordable housing inventory that includes a combination of public housing and assisted living for seniors and the physically challenged, and a home ownership development program. In the agency's most recent operations and management plan, it identified the following major deficiencies in its housing strategy: a 16% vacancy rate in older sites, high unit turnaround times, and crime and drug incidents that exceed 120% the statistics in the surrounding communities.

## **B. QUALITY OF THE PROJECT DESIGN**

The impressive impact of a Promise Neighborhood stems from the transformation of the environment in which families live. By providing a pipeline of services that change the way parents raise children, the way children learn, and the neighborhood that surrounds them, the focus becomes proactive instead of reactive. This integrated and coordinated approach to service delivery will help end the cycle of generational poverty, and keep children from becoming victims of problems and challenges that prevent them from graduating college.

Over the past two years, Mayor Redd has mobilized an unprecedented effort based on collaboration and communication that has resulted in a multi-disciplinary strategy to achieve positive change in the City from a structural, physical, and human capital perspective. Camden has made significant strides with respect to breaking down silos between public, private, and nonprofit organizations in order to achieve a more focused impact for neighborhoods and people living in the city. Under Mayor Redd's tenure, achieving a Promise Neighborhood in Cooper Lanning that can be taken to scale throughout Camden has become a priority. With her support and leadership, CFS and partners will develop a resident- and results- driven plan that builds a continuum of solutions well matched to the needs of children and families, informed by the best available evidence, and aligned with the school reform efforts already under way.

## **B.1 THE CONTINUUM OF SOLUTIONS ALIGNED WITH A COMPREHENSIVE STRATEGY FOR SCHOOL IMPROVEMENT**

Educational achievement is the overarching goal of the CCLPN initiative. A college degree has become a prerequisite for a productive future and the only consistent mechanism to economic self-sufficiency. Improving school outcomes will be the cornerstone of the CCLPN's comprehensive continuum of solutions that address the many aspects of a child's life to support educational success. This pipeline of services will involve the whole family and will focus on providing supports during a child's formative years to build a strong foundation for future success. The CCLPN educational strategy is consistent with our overarching commitment to a birth through college and career pipeline, and, in concert with the US Department of Education, engenders the understanding that the key to educational success begins long before children enter the K-12 school system.

The CCLPN strategy will target Head Start, the K-8 Lanning Square Family School (LSFS), and Camden High School (HS). Successful and supportive transitions for the children and families from each of these educational homes will be an intentional focus of the strategy. The CCLPN team recognizes that charter schools and a large private school located in Camden also play an integral role in the education of many children in this neighborhood and throughout the city. As a result, City Invincible Charter and Urban Promise are also key partners in this effort.

An immediate focus for the CCLPN planning process will be the birth to eight component of the pipeline. CFS and partners recognize that in order to acquire the early learning skills that are critical for kindergarten readiness and grade-level reading by third grade, children must be healthy and ready to learn. CCLPN partners will provide families with comprehensive health, social, and educational services, through programs including Healthy Families, Camden County

TANF Initiative for Parents, Healthy Start, Early Intervention, Acelero Learning Camden Early Head Start, and Nurse Family Partnership as part of our birth to age three pipeline. Children and families will transition into the CFS Head Start program as part of the age three to five component of the pipeline. As noted above, CFS recently assumed responsibility for Head Start education services in Camden City and Camden County, having successfully demonstrated their ability and commitment to using evidence-based curriculum that aligns with the NJ Common Core Standards, increasing exposure to literacy both in school and at home, providing a full day kindergarten program, and implementing a preschool summer program.

One of the CFS Head Start locations is at the southern border of the Promise Neighborhood footprint, making it easily accessible for Cooper Lanning children and families. As part of the Office of Head Start's efforts to improve educational outcomes for children nationwide, school readiness has become a major focus of this national program and the number one priority at CFS Head Start. CFS will use assessments and standardized diagnostics to ensure that each child is making progress toward school readiness. CFS Head Start will support parent engagement and training so that parents are sufficiently comfortable and knowledgeable to establish habits of school involvement and advocacy on behalf of their children. The program will educate parents about the transition to kindergarten and work with children and families to ensure a smooth transition to LSFS or the area charter school the child may attend. As part of the CCLPN initiative, the Cooper Summer Learning Institute will provide one-on-one literacy and language development support for each child leaving Head Start and entering kindergarten.

LSFS is already implementing a Corrective Action Plan to address deficiencies and improve students' K-8 educational outcomes. Key components of that plan include: implementation of the American Reading Company 100 Book Challenge to increase student proficiency; extension of

the Envisions Mathematics program; use of electronic portfolios as an alternative assessment; the Rowan Reading Clinic and Reading Institute at Lanning Square; the Urban Promise summer camp; the Cooper Learning Center Writer’s Workshop; and lesson study in primary mathematics. CCLPN partner Rowan University will lead the initiative’s efforts to support school improvement at LSFS. They will design and deliver a holistic Professional Development School (PDS) program to help teachers provide academic support for their students. Below are examples of how the CCLPN has supported and will continue to support school improvement at LSFS.

- CFS is offering a **Head Start Summer Program** for the first time for community residents in summer 2012. As part of the CCLPN initiative, CFS will expand this early childhood summer program to afford more children the opportunity to participate.
- CCLPN and American Reading Company (ARC) hold monthly **Reading Blitz events** at LSFS. Volunteers read one-to-one with students at these events to help children achieve the “100 Book Challenge” reading goals and promote a love of reading.
- A part of Cooper University Hospital’s pediatric department, the Cooper Learning Center is the region’s only child-learning program affiliated with a hospital. The **Reading Institute at Lanning Square** is a six-week summer program for LSFS students that targets the early reading development skills of phonemic awareness and phonics.
- **Quixote Quest (QQ)** is a service-learning experience that matches high school mentors with at-risk LSFS children providing weekly one-to-one support, homework help, and behavioral assistance. QQ will move the location of this Saturday enrichment program to the Promise Neighborhood Family Success Center, overcoming existing transportation issues and creating a community-based hub of support for neighborhood children.

- Through a partnership with Urban Promise, a faith-based nonprofit that offers outreach and programming for children and teens in Camden City, students at LSFS will continue to have neighborhood-based **extended learning time opportunities**, including after-school and summer programs with a strong academic focus (see MOU).

While Camden HS is located outside the footprint of the CCLPN, it is the public high school within the attendance zone of Cooper Lanning. As such, the improvement of student outcomes at Camden HS is crucial for the successful development of Cooper Lanning’s children as they progress from cradle to college to career. The CCLPN partners will work collaboratively with the school as they implement the Turnaround Model and the activities as part of their SIG grant. The CCLPN initiative will support the new principal, Mr. [REDACTED] and the Camden City BOE School-Based Youth Services through established partnerships, such as the Mayor’s Youth Violence Prevention Board focused on truancy prevention. As required with the Turnaround Model, the staff at Camden HS will use student data to inform instruction and implement strategies to recruit and retain high quality staff. All of the school improvement efforts align with NJ State academic standards, and align vertically from one grade to the next to ensure continuous and consistent services throughout a student’s high school experience.

In addition to the Federal requirements associated with implementation of the Turnaround Model, the NJ DOE has pioneered a district-wide school improvement approach for all districts receiving state SIG funds. The award of these funds requires that districts develop a plan to enact reforms across the district, tied to the four key pillars of the Department, including:

- *Academics*—implementation of the Common Core State Standards by 2014;
- *Performance*—development or purchase of robust formative assessments that provide timely data to teachers and administrators;

- *Talent*—implementation of a performance evaluation system aligned to the state’s Teacher Evaluation Pilot, and;
- *Innovation*—development of a dropout identification and intervention system.

The distinct opportunity to strengthen the early childhood education system through Head Start and a strong collaboration with the district, along with these ongoing aggressive school reform efforts at LSFS and Camden HS and the opportunities for adult education, will form an essential part of our continuum of solutions. In order to ensure transformative change in the target schools and the best possible outcomes for students, the CCLPN planning process will identify and/or develop a comprehensive continuum of critical supports and services in the schools and in the community. These will focus on addressing non-academic barriers to kindergarten and school readiness, reading on grade-level by third grade, and overall student success and creating sufficient out of school learning opportunities for children and youth, which reinforce and align with the education reform strategies under way.

## **B.2 PROPOSAL TO CREATE A COMPLETE CONTINUUM OF SOLUTIONS**

**ENGAGE THE COMMUNITY:** Community expertise and involvement through resident leaders is crucial to the success and long-term sustainability of the CCLPN. CFS fully recognizes that a sustainable and successful Promise Neighborhood effort is only possible with a combined bottom up, top down approach. While CFS and partners will provide the overall structure for the CCLPN initiative, they will engage community residents in planning and implementation. Partners and residents will determine community priorities, identify real-time trends occurring within the neighborhood, discuss what services really work, and strategize how families might better access these services and remain enrolled for maximum benefits. To accomplish this, the CCLPN is firmly committed to setting a broad table that includes a variety of stakeholders from

across the target neighborhood, especially those traditionally disenfranchised community residents, in actively deciding the community's future.

The presidents of the two neighborhood associations, Cooper Lanning Civic Association (CLCA) and Lanning Square West Residents in Action (LSWRA), Ms. [REDACTED] and Ms. [REDACTED] respectively, have served on the CCLPN Planning Team since its inception. Both leaders are lifetime residents of Camden and serve as community liaisons and advocates. During Planning Team meetings conducted from October 2011 to July 2012, Ms. [REDACTED] and Ms. [REDACTED] provided neighborhood updates, presented information on immediate and emerging needs, assisted with CCLPN event and program planning, and contributed to goal setting discussions and decisions.

Importantly, neighborhood residents and parents of children in Head Start and the target schools will contribute mightily to the design of the CCLPN because their understanding of the schools and community assets and weaknesses – such as individual needs of residents, vacant properties, family demographics, and unmet concerns – and the prioritization of services. CFS will engage parents and other community residents through the Head Start program's parent-elected Policy Council, which has significant responsibility for short- and long-term program planning, community outreach and advocacy, and policy development. The local Early Head Start, provided by Acelero, also has an active policy council who serve a similar role. Their connections and reach to parents and families of children at the earliest entry points to our continuum will support our community engagement efforts. Parent Teacher Organization (PTO) leaders and members at LSFS and at the neighborhood charter school, Foundations Inc. Charter School, City Invincible, will also serve as critical leaders of the CCLPN community engagement strategy.

With a PN planning grant , CCLPN will hire a Community Organizer whose primary responsibility will be to expand upon these initial efforts to achieve the level of resident engagement necessary to bring a Promise Neighborhood to scale. A Community Engagement Committee (CEC), comprised of community residents, local community-based organizations, neighborhood associations, schools, service providers, and the faith community, will support the Community Organizer. As results from the planning grant needs assessment activities become available, the Community Organizer and CEC members will design and implement innovative strategies for engaging residents in meaningful conversations around data. CCLPN partners will provide leadership training for members of the CEC to cultivate, develop, and build capacity among community leaders, and train future leaders.

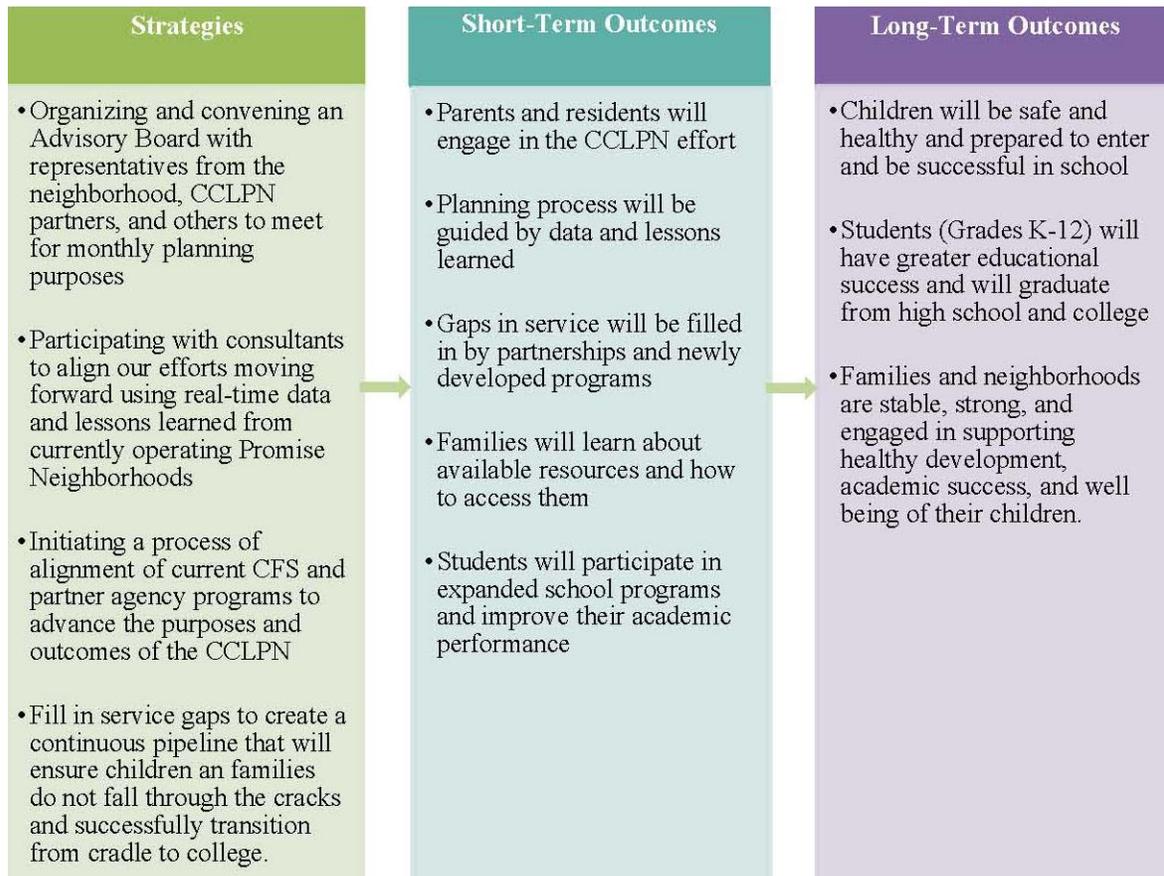
The parent and resident leadership of the Promise Neighborhood Family Success Center will also support the grassroots family engagement strategy of the CCLPN. The Promise Neighborhood Family Success Center will hold monthly Parent Cafés, proven method for parent engagement in Strengthening Families, an evidence-based child abuse prevention framework. These Cafés will serve as a vehicle to disseminate information to parents, build social connections, increase access to community resources, build knowledge of parenting and child development, and share ideas and knowledge about the CCLPN initiative, school readiness, kindergarten registration options, and processes to manage transitions. In addition, CFS will hold Community Dinners as an engagement strategy throughout the planning year. Conducted in English and Spanish, the Community Dinners will bring together residents and service providers, providing a friendly, informal environment to learn about the CCLPN efforts and meet the partners.

**DEVELOP A PLAN:** The CCLPN partners understand the cradle to college to career philosophy and recognize the importance of keeping children continuously engaged in social services and in school by creating seamless hand-offs between programs and grades that will achieve positive and dramatic change.

The team participated in the prestigious Harlem Children’s Zone Practitioner Institute in 2010, which served as a foundation for the CCLPN work over the last two and a half years. In July 2012, CFS and the team members attended the next phase of the Practitioner’s Institute, “Opening the Vault.” This learning exchange was a unique opportunity to work closely with the HCZ team with an intense and detailed focus on particular areas. This training was critical for the CCLPN since the initiative will target the birth to kindergarten segment of the educational pipeline during initial implementation. The CCLPN will continue to work directly with HCZ staff to design a Camden version of the “Baby College Model” as well as use CFS’ Head Start Program as the basis for replicating the Harlem Gems program.

The CCLPN Theory of Change states that the initiative will improve outcomes for all children and youth within Cooper Lanning. The CCLPN will accomplish this with the planning and implementation of a full continuum of evidence-based and research-informed solutions driven by the CCLPN Theory of Action (see Theory of Change diagram below). As described in the *Quality of Project Services* section of this proposal, each of the core activities that the CCLPN partners propose to implement during the planning year is critical to the development of a sound implementation plan and achievement of intended accomplishments.

Diagram 1: Theory of Change



**IMPLEMENT PROPOSED SOLUTIONS:** The CCLPN has begun and will continue to address the development of a full continuum of solutions in the following areas: Early Learning (Birth–Grade 3); Learning through Grade 12; College and Career Readiness; and Family, Health, and Community Supports. We have convened service providers and educational institutions to align their current programs and resources for the benefit of the families in Cooper Lanning, uniquely positioning the CCLPN initiative to begin to produce positive results for families during the planning year. See Table 3 for a detailed list of programs that will be available to residents. The aligned services form a strong braiding of resources and tangible in-kind support to the CCLPN efforts but do not represent the full pipeline of services necessary to bring a Promise

Neighborhood to scale. During the planning year, the CCLPN Planning Team will identify additional service providers and programs to fill current gaps.

**PREVENT RESOURCE OR TIME GAPS:** By employing a strong case management model that includes the braiding of social services, health, and education, the CCLPN Management Team will ensure students remain engaged in programs, families are aware of resources available, and a smooth transition occurs from program to program, grade to grade, and school to school. The CCLPN Program Manager will develop a flow chart and decision matrix of continuum solutions. This will ensure that upon entry into the pipeline, case managers can conduct individual needs assessments and connect children, youth, and where needed their families to the appropriate services within the continuum. Supported by the Efforts to Outcomes (ETO™) or another similar software system, we will also design a process that enables case managers to follow a child's and family's progress, taking action at key transition points to refer and enroll the child or family in a new program at least one month prior to completion of the current program. Case managers will duplicate this process at each transition point with particular attention paid to "hard" transitions and life events where the change in facilities, routine, or process may be more difficult for children and families.

**PARTICIPATE IN COMMUNITIES OF PRACTICE:** The CCLPN will seek to convene and participate in communities of practice, such as the Promise Neighborhoods Institute, with area experts, other grantees, and concerned and interested parties in order to share knowledge, inform best practices and advocate for the well-being of low-income children and families across the country. Interaction with these communities of practice will likely take the form of national conferences, seminars, and advocacy days. CFS recognizes the value of participating in idea

sharing and collaborative reflection for the improvement of our own initiative, as well as serving as a model for future groups striving to create Promise Neighborhoods.

**IDENTIFY AND ADDRESS IMPEDIMENTS:** While CFS and partners are cognizant of potential barriers and challenges that might derail or inhibit timely progression of planning and implementation efforts, the CCLPN team is committed to overcoming these barriers in the best interests of the Cooper Lanning community. From collective past experiences, CCLPN partners know that to make a major change initiative stay on track they must be continuously identifying impediments and developing strategies to address barriers. Some of the lessons learned about barriers to successful change that will inform the work of the CCLPN include:

- **Ensure cultural competence:** Family engagement within the CCLPN initiative must occur in ways that affirm the cultural identity, diversity, and unique assets of the Cooper Lanning families. As part of the agency’s overall Continuous Quality Improvement process, CFS has an established cultural competency committee, which will provide training and support for CCLPN partners in cultural competence and other collaborative values needed to engage families in meaningful, effective planning and decision-making activities.
- **Maintain strong communication:** The CCLPN partners will expect and prepare for a certain level of disagreement. Change is hard, and there may be incidences where partners have different philosophies or approaches. The CCLPN Planning Team, Project Director, and full-time Program Manager will put together a strong communication strategy to help avoid misunderstanding that might thwart “best-laid” plans, facilitate effective decision-making, and create agreed-upon mechanisms for addressing conflict.
- **Ensure shared accountability:** Vital to the long-term success of the CCLPN initiative, the Management Team will establish procedures to ensure there is clear alignment between

performance and goals and hold partners and individuals accountable for results. This will occur primarily using the Results Scorecard™, a strategic management software tool to manage and support a seamless coordination of services. This tool helps broad based, diverse community partnerships work smarter, ensure shared accountability among stakeholders, and ultimately assess measurable results for the target community. CFS and partners will be working with the Results Leadership Group to design the elements of the CCLPN scorecard, aligning the program and project-specific indicators (see Table 4) that will measure progress toward achieving annual performance outcomes and long-range goals (see MOU).

- **Celebrate successes:** Accomplishments identified from the planning grant process evaluation will be communicated widely on the CCLPN website, in the appropriate public or private format. CCLPN partners will share and celebrate the work of the planning grant using neighborhood association hard copy and electronic newsletters distributed throughout the neighborhood, regular community events and town hall meetings, and the CCLPN blog recently started by CFS staff. The CCLPN Management Team may consider establishing a social media presence for the CCLPN, including the use of Facebook and Twitter.

The CCLPN Management Team will also review lessons learned from the planning and implementation experiences of the 2010 and 2011 Promise Neighborhood grantees and research on best and promising practices on implementing place-based community transformation initiatives. Examples might include *Impact in Place: A Progress Report on the Department of Education's Place-Based Strategy* (US Department of Education, June 2012), *Integrating High Quality Academic Programs and Supportive Health, Social, and Community Services* (Center for

the Study of Social Policy, February 2011), and *Building Neighborhoods of Opportunity: Neighborhood Revitalization Initiative* (White House Report, July 2011).

The CCLPN will identify and address impediments through an ongoing process evaluation conducted by Metis Associates, a research firm with expertise in evaluating comprehensive community collaborative initiatives. Metis will lead a multi-partner effort to review and use real-time data to discern both successful pipeline interventions and impediments to success moving forward. At the program level, Metis will assist with using evaluation data and needs assessment findings to determine gaps in service delivery, identify funding needs, and identify programmatic improvements. At the service delivery level, the CCLPN Program Manager will facilitate ongoing data-driven discussions to identify barriers to access and participation and to develop strategies to overcome barriers. The Program Manager will report on these impediments to the CCLPN Team and will help implement solutions. At the initiative level, the Mayor’s Office, the existing networks of CCLPN partners, as well as the support of state and other local elected officials, will also help the initiative identify and overcome policy-related impediments to progress.

**B.3 LEVERAGING NEIGHBORHOOD ASSETS AND COORDINATING WITH OTHER EFFORTS**

As shown in the following table, the CCLPN initiative has leveraged existing neighborhood assets from which the partners will build and coordinate, along with other neighborhood-based efforts to create a complete continuum of solutions available in the Cooper Lanning community.

**Table 3. Neighborhood Existing Continuum Supports (see Appendix for complete listing)**

Neighborhood Assets and Efforts	Programmatic Commitment	CCLPN Continuum
Weisman Children’s Rehabilitation Hospital	<ul style="list-style-type: none"> <li>• Refer children completing medical daycare to CCLPN early childhood programs</li> <li>• Refer parents of medical daycare children to CCLPN adult education and parenting</li> </ul>	Early Learning (Birth to Grade 3) Family, Health and Community Support

Neighborhood Assets and Efforts	Programmatic Commitment	CCLPN Continuum
	programs <ul style="list-style-type: none"> <li>• Provide designated slots for the medical daycare program</li> </ul>	Family, Health, and Community Support
Urban Promise	<ul style="list-style-type: none"> <li>• Provide a 6-week summer program for students at LSFS</li> <li>• Conduct a 30-week after school program at LSFS</li> </ul>	Early Learning; Learning through Grade 12 Early Learning; Learning through Grade 12
Susquehanna Bank	<ul style="list-style-type: none"> <li>• Conduct financial literacy workshops for Cooper Lanning families</li> </ul>	Family, Health, and Community Support
Southern New Jersey Perinatal Cooperative	<ul style="list-style-type: none"> <li>• Provide designated slots in the Nurse Family Partnership program</li> <li>• Provide designated slots in the Camden Healthy Start Program</li> <li>• Provide designated spots for eligible children in the Early Intervention program</li> <li>• Provide staff mentoring and training for CCLPN partners on administering ASD screenings</li> </ul>	Early Learning; Family, Health, and Community Support Early Learning; Family, Health, and Community Support Early Learning; Family, Health, and Community Support Early Learning; Family, Health, and Community Support
South Jersey Eye Center	<ul style="list-style-type: none"> <li>• Conduct vision screenings and eye exams at LSFS and two community events</li> </ul>	Family, Health, and Community Support

In fact, over [REDACTED] in in-kind programmatic support is committed from these organizations and others to this initiative (see MOUs and Match Support Letters attached). These supports include allocating specifically designated slots to children and families in the Cooper Lanning neighborhood. Obtaining this level of support so early in our planning process will enable us to test the effectiveness of potential solutions using indicators for success and accountability, provide real time feedback about the strategies needed to ensure our continuum is seamless, and to target the right children and families with the right services.

CFS has been successful in braiding together multiple funding streams from federal, state, and local public sources, as well as cash and in-kind support of universities, hospitals,

businesses, and service providers, effectively integrating funding sources to better direct resources at the neighborhood-level in targeted and intentional ways. As recognized in the “Building Neighborhoods of Opportunity” White House Neighborhood Revitalization Initiative Report (White House, 2011), “Given the complex nature and unpredictability of public funding, the sustainability of an effort often depends on securing diverse resources, particularly from the private sector.” CFS has adopted this frame of reference for developing the CCLPN continuum of solutions and will continue to secure diverse cash and in-kind funding.

## C. QUALITY OF PROJECT SERVICES

### C1. DESCRIPTION OF THE NEEDS ASSESSMENT AND SEGMENTATION ANALYSIS

Under the direction of the CCLPN Management Team, a multi-partner workgroup will carry out a comprehensive needs assessment of the children and families in Cooper Lanning. The needs assessment will start in fall 2012 and conclude by April 2013 and will follow a mixed-method approach, including three major components, as described below:

**Quantitative Study:** A team of researchers from Metis Associates will lead the quantitative data collection derived from a wide array of secondary sources (public agencies and reputable administrative data sources) and primary sources (community survey administration), and will conduct the quantitative data analysis. Data analysts and geographic information specialists (GIS) from CamConnect, Camden City’s local data intermediary (part of the National Neighborhood Indicators Partnership), and the CCLPN Data Manager will support the Metis team.

Specifically, the quantitative assessment team will collect aggregate academic and family and community support indicators (see Table 4) that will serve to determine areas of need and establish baseline data for the assessing the efficacy of programs, services, and activities.

Whenever possible, Metis will collect project indicator data from extant sources disaggregated by key demographic groups (e.g., gender, ethnicity). In instances where data are not available from extant sources, Metis will develop or modify existing data collection tools (e.g., the community survey). Metis will work with CCLPN partners to administer surveys with target children and families at various points of service within Cooper Lanning (e.g., CFS headquarters, Promise Neighborhood Family Success Center, Head Start, charter schools, and LSFS). CamConnect will help facilitate data collection and support the data analysis work using their GIS expertise.

**Table 4. Cooper Lanning Promise Neighborhood Program and Project Indicators**

<b>Education Indicators</b>	<b>Possible Data Source</b>
Number/percent children birth to kindergarten entry who have a medical home, other than an emergency room	Community survey
Number/percent of three-year-olds and children in kindergarten who demonstrate age-appropriate functioning across multiple domains of early learning at the beginning of the school year	Developmentally appropriate early learning measures
Number/percent of children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs	Project records, early learning provider survey
Number/percent of students at or above grade level in math and reading or language arts (Grades 3-8 and 9-12)	NJ state assessments
Attendance rate of students (Grades 6-9)	School system data files
Number/percent of graduates with a regular HS diploma and who obtain postsecondary degrees, vocational certificates, or other certifications or credentials without remediation	School system data files
Graduation rate for Camden HS	School system data files
<b>Family and Community Support Indicators</b>	<b>Possible Data Source</b>
Number/percent of children who participate in at least 60 minutes of moderate to vigorous physical activity daily	Community survey; child and youth surveys
Number/percent of children who consume five or more servings of fruits and vegetables daily	Community survey; child and youth surveys
Number/percent of students who feel safe at school and traveling to and from school	School climate survey
Student mobility rate	School system data files
Number/percent of parents/family members (with children	Community survey

Education Indicators	Possible Data Source
birth to kindergarten entry) who read to their child more 3 or more times a week	
Number/percent of parents/family members who encourage their child to read books outside of school (Grades K-8)	Community survey
Number/percent of parents/family members who talk with their child about the importance of college and career (Grades 9-12)	Community survey
Number/percent of students who have school and home access (and percent of the day they have access) to broadband Internet and a connected computing device	Community survey; child and youth surveys
Locally-Developed Education and Family and Community Support Indicators	Possible Data Source
Number/percent of total preschool population served, by number and type of provider	Project records; service delivery partner data files
Number/percent of children who develop the skills they will need to continue to learn and develop in kindergarten	Standardized school readiness assessment
Representation of stakeholder groups/functioning of the Early Childhood Principals/Directors Consortium	Project records and documentation
Number/percent of parents of preschool children who are prepared and confident to establish a kindergarten transition plan and support their children's readiness to learn	Parent School Readiness Indicator Survey
Number/percent of early learning classrooms that demonstrate effective interactions between teachers and children	Classroom Assessment Scoring System (CLASS)
Number/percent of all early learning programs that demonstrate at least "good" quality assessment scores	Early Childhood Environment Rating Scale (ECERS)

**Qualitative Assessment:** Metis will collaborate with the Center for Behavior Analysis of Rowan University, led by the Center Director Dr. [REDACTED], to conduct the qualitative assessment (see MOU). Known as ABC Consultants, Rowan's Center for Behavior Analysis was formed in 2009 to provide services for children and adolescents with special needs, the educators that support them, and their families. [REDACTED] and her colleagues represent a group of national leaders and recognized experts committed to improving individual outcomes and effecting systems change through education, research, and service. The qualitative assessment component will begin with at least 10 neighborhood-based focus groups with residents held at Early Head Start and Head Start parent meetings, the Promise Neighborhood

Family Success Center, Parent Cafés, Community Dinners, resident association meetings, and school-based parent meetings, and door to door. The qualitative data collection will continue with a series of individual in-depth interviews with service providers and other key stakeholders (government, resident, and other community leaders). The project's Community Organizer will support Dr. [REDACTED] and the Metis team. The qualitative assessment will seek to identify causes and underlying conditions related to the quantitative data, collecting perceptions of community needs, information about existing assets, and opinions on strategies that might best address these needs.

**Community Asset Study:** The qualitative assessment team, with GIS mapping support from CamConnect, will also conduct the community asset study (see MOU). The goals of the community asset study will be to accomplish the following:

- Identify individual assets among community residents that can help support the work of the CCLPN, using individual asset assessment as part of the overall community survey,
- Inventory citizen associations and social assets and recreational assets, and
- Identify, list, and map the local institutions that can support the work of the initiative.

Community segmentation analysis will be central to the development of the most targeted approaches for CCLPN implementation. The Metis research team, working with members of the CCLPN Planning Team, will design and conduct a series of data analyses, using the project indicator and survey data partitioned by subgroups of children, youth, and families of interest, such as racial/ethnic background, gender, age, grade, disability status, English language proficiency, poverty status, housing status, and geography. For example, one such segmentation analysis might examine the extent to which there are differences in the number of families encouraging their young children to read based on level of participation in Parent Cafés or by

early learning provider type. The results of the segmentation analysis will help the CCLPN establish baseline data and targets for improvements for each of the project program indicators.

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

Metis will work with the CCLPN Planning Team to facilitate a process for reviewing and interpreting data and for identifying families with the highest needs using the results of the segmentation analysis. A cluster analysis will be conducted to segment the target population into groups so that the children and youth who fall within each group will share a common set of characteristics and indicator outcomes. Results may challenge beliefs about demographic or geographic characteristics and it will be important to incorporate the contextual information that CCLPN partners and residents bring to the table when interpreting these data. Metis will work with the partners to overlay the needs assessment findings with the segmentation analysis data to refine further the group's understanding about the location and nature of current academic and family support programming and their association with high- and lower-need target groups. The Metis research team will have the overall responsibility for preparing a written summary of findings of the needs assessment, and synthesizing the qualitative and quantitative findings, including the results of the segmentation analysis and community asset study.

## C2. SOLUTIONS BASED ON THE BEST AVAILABLE EVIDENCE

The CCLPN partners will choose solutions based on strong or moderate evidence and directly linked to the local educational and family/community indicators through the data sets gathered. CFS and partners have broad experience implementing evidence-based programs, including the following existing examples that will be in the CCLPN continuum of solutions.

- Southern New Jersey Perinatal Cooperative (SNJPC) **Nurse Family Partnership**, a registered nurse home visiting program for first-time mothers. A nine-year follow-up study (Olds, 2007) showed that nurse-visited women had significantly fewer subsequent low birth weight infants, fewer subsequent births, and longer relationships with a current partner than control group mothers. Children in the treatment group were more likely to have higher test scores in math and reading in Grades 1-3 and less likely to die by preventable causes.
- SNJPC **Healthy Start**, an evidence-supported program that will offer outreach, education, and direct case management to prevent infant mortality and improve maternal and infant health. Mathematica (Devaney et al., 2000) found that a larger percentage of women had an adequate or better number of prenatal care visits than women in the comparison group. Several treatment sites also had lower rates of low-birth weight babies and pre-term births.
- CFS **Active Parenting**, an in-home program that teaches parenting skills, effective discipline/communication and positive reinforcement. Active Parenting is in SAMHSA's National Registry of Evidence-based Programs and Practices and credited with improving attitudes and beliefs around parenting, parent-child relationships, and child behaviors.
- CFS is licensed to provide **Multi-Systemic Therapy** (MST), a family-driven treatment that serves at-risk teens. CFS's outcome data show that of 243 families who have received a full course of treatment, 90.1% of youth have remained in the home, 83.5% are in school or

working, and 85.4% have had no new arrests. A summary of findings on the Promising Practices Network also show that in comparison to non-participants, MST families had more family cohesion while participants had lower rates of incarceration.

The initial programs in the CCLPN continuum of solutions is based on the “The Cradle through College Pipeline: Supporting Children’s Development through Evidence Based Practices” completed by the Harlem Children’s Zone (HCZ, 2010). This document includes only those programs proven effective by using randomized controlled trial studies and are deemed as “evidence-based” or “evidence-supported.”

Solutions defined in the *Neighborhood Existing Continuum Supports Chart* (see Appendix) are programs recommended in the HCZ document and that CFS or CCLPN partners have experience in delivering. The CCLPN Planning Team will utilize this document, as well as recognized sources such as SAMHSA’s National Registry of Evidence-based Programs and Practices, OJJDP’s Model Programs Guide, the California Evidence-Based Clearing House for Child Welfare, childtrends.org, The What Works Clearinghouse for Education, and The Ohio State University Center for Learning Excellence Evidence-based Programs Database for locating additional evidence-based programs. The programs will be selected for the continuum of solutions based on the needs data, segmentation analysis, and planning process.

#### **D. QUALITY OF THE MANAGEMENT PLAN**

**Center For Family Services** is highly qualified to serve as the lead applicant for the proposed PN planning grant. CFS has a 90-year history of delivering social services in southern New Jersey and has an extensive record of accomplishments working with neighborhood residents, schools, government leaders, and local service providers. CFS has maintained a growing presence in Camden City and County since its inception in 1920. The agency’s range of

services spans more than 55 programs including evidence-based prevention and counseling services, emergency shelters and supportive residential facilities, healing services for those who have experienced abuse or trauma, educational and school-based programs, and substance abuse treatment. CFS' mission is *to support and empower individuals, families, and communities to achieve a better life through vision, hope, and strength*, which is fully aligned with the vision of the CCLPN. CFS operates under the assumption that all individuals are inherently whole, capable, powerful, and loving, and that in order to realize those qualities, they need a caring place in which to learn about themselves, others, and their environment.

As a large multi-service non-profit organization, CFS has strong administrative and organizational capacity which includes human resources, finance, development and public relations, and IT departments that manage, sustain, and build large agency initiatives. CFS' organizational structure is headed by a Board of Trustees that meets monthly and is comprised of a diverse group of community members. The CFS President/CEO, [REDACTED], is a licensed clinical social worker and a marriage counselor, as well as a professor at Rutgers University in Camden. Mr. [REDACTED] has led CFS in an executive capacity for 30 years, expanding the work of the agency from a single-focused family counseling organization of a 50 member staff to a 750 member, multi-service organization with statewide and regional impact.

**STAFFING:** To accomplish the work of the PN grant effectively and efficiently, a **Promise Neighborhood (PN) Director**, [REDACTED] will provide overall leadership and direction for the CCLPN. As the PN Director, Ms. Rutolo will oversee the CCLPN Management Team responsible for putting into practice the strategic direction of the initiative and ensuring that the project meets milestones and deliverables. In addition, Ms. [REDACTED] will serve in a part-time capacity as the initiative's **Early Learning Network Director**. Ms. [REDACTED] will devote

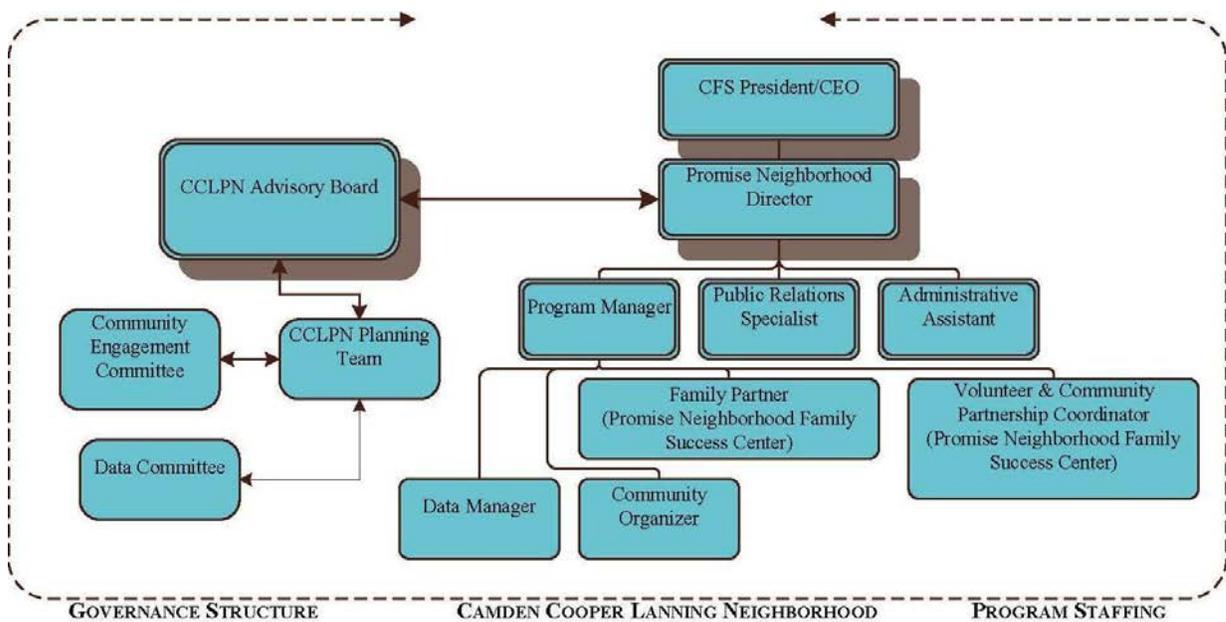
approximately 30 percent of her time to her role in the CCLPN, of which 15 percent will be dedicated to the Early Learning Network. Ms. [REDACTED] will report directly to Mr. [REDACTED]

Ms. [REDACTED] has served as the vice president of CFS for 10 years, managed the rapid implementation of a \$10 million Head Start program which she now directs, and leads new program and fund development, marketing, and community relations for the agency. Having been at the helm of the CCLPN initiative since its inception, Ms. [REDACTED] has the experience necessary to engage residents, partners, and funders to move the CCLPN Initiative forward.

Led by the CCLPN Director, the **Management Team** will include six full time employees and one part time employee (see Organization Structure diagram below). The **Program Manager** will oversee the day-to-day operations and engage the initiative's Management Team in creating content-focused working groups. The **Community Organizer** will work with the Community Engagement Committee (see section B2) to design and oversee implementation of innovative strategies for engaging community residents in meaningful conversations around data to better understand and represent the community's needs, opinions, and assets in the planning process. The Program Manager and Community Organizer will be grant-funded positions with candidate searches that give priority to Cooper Lanning and/or Camden City residents. The **Data Manager** will be responsible for collecting, recording, and tracking data on the program and project indicators to inform the needs assessment and segmentation analysis. This will be an in-kind position filled by an AmeriCorps VISTA worker recruited and managed by CFS. Full-time CFS staff from the Promise Neighborhood Family Success Center will be dedicated to the CCLPN effort and will report to the Promise Neighborhood Program Manager. This includes a full-time **Volunteer and Community Partnerships Coordinator** and a full-time **Family Partner**. The Volunteer and Community Partnerships Coordinator will provide support in

bringing together community partners, identifying neighborhood strengths and challenges, and recruiting volunteers. The Family Partner will work directly with families to provide prevention programs. In addition, a part-time CFS **Public Relations & Communications Specialist** and a full-time **Administrative Assistant** will support the work of the CCLPN and report directly to Ms. [REDACTED].

Diagram 2: **Organization Structure**



**GOVERNANCE STRUCTURE:** The core of the CCLPN governance structure is an **Advisory Board** that CFS and its partners will assemble during the planning year and will draw no less than one-third of its membership from the residents of Cooper Lanning. The CCLPN Advisory Board will take into account a wide range of views and experiences, while remaining professionally managed, data driven, and decisive. The Advisory Board will include executive-level representatives from CFS, Rowan University, the Cooper Lanning Civic Association,

Lanning Square West Residents in Action, Cooper University Hospital, LSFS, and the City of Camden. The Advisory Board will also include representation from the CFS Youth Advisory Board (YAB). The YAB President and Vice President live in Cooper Lanning and will build credibility for the project among the neighborhood's children, teens, and young adults. Youth on the Advisory Board will gain valuable skills needed for college and career such as problem solving skills, conflict resolution, leadership skills, team building, self-management, and cultural competence. Additionally, youth participation on the Advisory Board will create natural mentoring opportunities and foster cross-generational learning.

With the CCLPN Program Director reporting directly to the Advisory Board at monthly meetings, it will serve as the primary governing board for the CCLPN. Specific roles and responsibilities of the Advisory Board are to:

- Serve as advocates in the community, facilitating community support and engagement in CCLPN development and assisting with sustainability development activities;
- Serve as ambassadors to advocate for broader awareness and support of the project;
- Participate in ongoing evaluation activities to support continuous improvement;
- Embrace feedback from the community about continuous quality improvement; and
- Recruit new members for the Advisory Board and the Management Board as needed.

A Data Committee (described on page 49) and the Community Engagement Committee (see page 24) will work with the CCLPN Planning Team, which has been in existence for the past two years, comprising key CCLPN representatives from partner organizations and resident associations. During the planning grant year, the composition of the Planning Team will expand to include each of the service providers committed to the CCLPN network as well as parents from the Head Start Policy Council. This expansion will ensure that there is a cross section of

parents, residents, and providers representing various ages and phases across the pipeline. The Planning Team is presently under the direction of Ms. [REDACTED]; once the Advisory Board is in place, the CCLPN Planning Team will report directly to the Advisory Board. The CCLPN Planning Team will meet with the Advisory Board quarterly to discuss progress, obstacles, and key decisions.

During the past two years, members of the CCLPN Planning Team piloted the use of a subcommittee structure to oversee and conduct efforts leading into the planning year, but found that whole group meetings were more effective in continuing to break down the silos that exist within the service community. As such, during the planning grant year, CFS and its partners propose to use the whole CCLPN Planning Team as the primary planning body that will focus on critical aspects necessary to bring the CCLPN to scale, including assessment, pipeline and program design, community engagement, advocacy, marketing, and fundraising. Monthly and special convenings of the CCLPN Planning Team will occur for detailed attention to every aspect of CCLPN program design.

**DOCUMENTING THE PLANNING PROCESS, LESSONS LEARNED AND BEST PRACTICES:** CFS and partners will document the planning process, lessons learned and best practices adopted in the planning year. A comprehensive process evaluation of the planning grant conducted by Metis Associates will support the overall documentation effort. The process evaluation will include the following activities:

- A document review of planning activities (e.g., meeting minutes, community engagement activities)
- A literature review of research published on the national Promise Neighborhood and other relevant neighborhood/community transformation initiatives

- Collection and analysis of preliminary neighborhood indicator statistics and results of standardized assessment tools (e.g., CLASS, ECERS, and DIBELS)
- Interviews and focus group discussion with stakeholders involved in the planning process

Metis will work with the CCLPN Planning Team to compile lessons learned, document the planning process, and develop a short- and long-term roadmap to achieve the mission, vision, and goals outlined in the Theory of Change. This work will also include the development of a timeline for the planning year that highlights key milestones in the planning process, and a long-range timeline to encompass implementation and launch of the CCLPN. The final implementation plan will include a timeline for implementation of the comprehensive continuum of solutions and development of a sustainability plan.

#### **D1. EXPERIENCE, LESSONS LEARNED, AND CAPACITY IN WORKING WITH NEIGHBORHOOD RESIDENTS, SCHOOLS, GOVERNMENT LEADERS, AND SERVICE PROVIDERS**

CFS has a long-standing history and strong presence in Camden with proven experience collaborating with public and private organizations to implement community transformation projects and strong relevant experience in working with Camden’s residents and collaborating with resident, faith-based, and community groups. Below are examples of these collaborations.

- In July 2012, CFS received a [REDACTED] grant from the NJ Department of Children and Families to create a neighborhood-based and family focused center in the Cooper Lanning section of Camden City, known as the **Promise Neighborhood Family Success Center**. The Center will open in fall 2012 and CFS will begin offering some programs and services immediately and will phase in others as parents receive training to deliver their own workshops and CFS recruits volunteers. The Center will be community-led

with resident integration into all aspects of design, planning, implementation, and service delivery .

- In September 2011, the US Department of Health and Human Services awarded CFS the **Head Start Replacement Grant**, designating the agency as the new provider for Head Start in part of Camden City and Camden County. In less than four months, CFS hired over 200 staff, assuming operation of Head Start services in 14 locations, including five in Camden City and nine in Camden County. The transition of Head Start services to CFS occurred on time and without any gaps in services. In addition, in May 2012, the Campbell Soup Foundation awarded CFS a [REDACTED] grant to continue to the high quality education activities they provide to Head Start students during the school year through the summer.
- The NJ Department of Education awarded CFS one of only two statewide **Promise Communities Strategic Planning Pilot Project** planning grants July 2010. The grant request was a partnership between CFS, the Mayor's Office , the principal of LSFS, the Camden school system, Cooper Hospital, Rowan University, Rutgers University, and other local agencies. CFS and partners used the funds from this planning grant to conduct a needs assessment of different neighborhoods in Camden City and study the school transformation framework of the Harlem Children's Zone (HCZ).

**WORKING WITH THE NEIGHBORHOOD AND ITS RESIDENTS:** CFS is very much a part of the of the neighborhood, maintaining its administrative headquarters, transitional housing facilities, Head Start headquarters and classrooms, and counseling offices in Cooper Lanning, and has played a prominent role in the revitalization of the neighborhood. In 1998 and 2002, CFS refurbished several row homes on Benson Street, working closely with the two neighborhood

associations in the process and incorporating their opinions and vision in the project. The renovation project solidified the agency's relationship with the two neighborhood associations and served as a model for community engagement moving forward. Feedback from residents showed the redevelopment efforts improved feelings about the neighborhood. "They [CFS] have been good neighbors," said [REDACTED], President of the Cooper Lanning Civic Association. "Because the community was engaged and we knew what was going on. They have worked with community organizations doing projects in the community—they are just a part of the community." ([REDACTED] in *Healing Homes: A road to recovery for NJ Youth*, 2009).

Since CFS launched the development of the CCLPN initiative in 2010 and assumed leadership of Head Start in 2011, the agency has learned that, while it is sometimes difficult work, true, shared leadership with residents and parents at every stage of planning and implementation is critical. The Advisory Board for the agency's new Promise Neighborhood Family Success Center will have at least 51% residents. Other lessons learned regarding working with community residents include: engage with the community outside of the office; plan meetings and other activities when it is convenient for the community, which is not necessarily Monday through Friday from 9am-5pm; and find the natural, homegrown leadership that exists in the community. CFS would never be where it is without the work of the community leaders.

CFS continues to enjoy a long-standing relationship with Cooper Lanning's resident organizations, **Cooper Lanning Civic Association** and **Lanning Square West Residents in Action**. As mentioned earlier, the Presidents of both associations serve on the CCLPN Planning Team and they will continue as members of the planning grant Advisory Board to share their insights on all components of the initiative, ensuring that above all else CCLPN initiative remains accountable to the families in the neighborhood.

**WORKING WITH THE TARGET SCHOOLS AND THE CAMDEN CITY SCHOOLS:** As the public P-8 school serving the Cooper Lanning neighborhood, **Lanning Square Family School** is as a key partner in the CCLPN. The CCLPN partners have received unprecedented support and buy-in of the LSFS administration, staff, and teachers in regards to sharing student level data, welcoming new and innovative projects to improve student achievement, and expanding collaborations to nontraditional school partners in the interest of greater student wellbeing. Principal [REDACTED] and her administrative staff are involved in the CCLPN Planning Team, particularly in regard to education and child development, and they will continue to serve as members of the CCLPN Advisory Board and Planning team during the planning grant year.

CFS has a strong relationship with **Camden High School** through its work with the School Based Youth Services Program (SBYSP) and the truancy prevention programming. SBYSP embeds supports within the Camden City Public Schools. These supports are aimed at treating problems facing at-risk youth to prepare them to graduate, and include crisis and family counseling, health and nutrition, family life, and connections to community resources. In 2012, CFS will implement the Youth Court Forum, a new program in collaboration with the truancy officer at Camden HS. Camden HS leadership will be part of the CCLPN Planning Team (see attached letter of commitment) and will be key contributors to the continuum program design.

The **Camden City Board of Education**, the local education authority, was engaged early in the CCLPN exploration process. They have been supportive of the initiative from the outset and have granted CFS and its partners access to district schools during non-school hours to provide programming and community events for residents. Ms. [REDACTED] the district's Associate Superintendent for Curriculum and Instruction, will serve on the CCLPN Advisory Board.

**WORKING WITH GOVERNMENT LEADERS:** Mayor Dana Redd is an enthusiastic supporter of the CCLPN Initiative. The Mayor views CFS as a significant partner and community resource in her support of resident needs and community goals. CFS is a founding partner in the Camden County Covenant for Children, Youth, and Families (co-convened by Mayor Redd and Freeholder [REDACTED] and the Mayor’s Youth Violence Prevention Board—two intersecting, targeted efforts working to align resources, address gaps in services, and identify solutions for Camden. These initiatives bring together representatives from multiple service providers, community partners, schools, and government to share and streamline data and combine efforts to deliver services to residents in a seamless and comprehensive manner. Each of these initiatives is closely aligned with both the CCLPN’s developing pipeline of services and the goals of the City. The Mayor herself will sit on the CCLPN Advisory Board, and a representative of the Mayor’s office will sit on the initiative’s Planning Team.

**WORKING WITH OTHER SERVICE PROVIDERS:** CFS has secured significant support from more than 35 partners that include social and educational wraparound services, consultation, and data sharing. Each of these partners will have representation as appropriate on the CCLPN Planning Team. Their respective insight and expertise will be brought together to create a collaborative infrastructure. CFS recognizes the potential difficulty in creating such collaborative processes, but will draw from our long history as a convener to successfully integrate each partner into the development of a continuum of services.

## **D2. EXPERIENCE, LESSONS LEARNED, AND PROPOSAL TO BUILD CAPACITY IN COLLECTING, ANALYZING, AND USING DATA**

CFS has the capacity, expertise, and partnerships to build a system for collecting, analyzing, applying, and sharing the data that will drive CCLPN decision-making, learning, continuous

improvement, and accountability. The breadth of services CFS supports across more than 55 programs with efforts from 750 staff requires significant information technology (IT) capacity, including the knowledge of using data. CFS IT staff manage numerous database applications. CFS is required by several funders to submit required program data in web-based systems, such as the Child Outcome Planning and Assessment (COPA) required for use by Head Start programs. CFS also supports robust, complex systems the agency acquired on its own, such as MSHealth, which CFS staff use to manage health-related service data. CFS recently acquired Foothold Technology's AWARDS system, which will replace MSHealth. Once fully implemented this system includes the tools to provide, manage, bill, and track behavioral healthcare and social services.

CFS and partners plan to develop and implement a longitudinal database system (LDS) derived from the strategic assumption that a LDS will prove to be most effective if its investment and implementation occur with a multi-year time timeline. The CCLPN LDS will need to evolve over time as our implementation matures and as our analytical needs grow and evolve. Therefore, while our current planning is focused on specifying first-year investment and activity, we realize there will be an ongoing need to invest in our LDS and other related information technology infrastructure. Ultimately, the CCLPN LDS will integrate participant-level data from multiple sources, link outcome and attendance data from Head Start and Camden City Public Schools and service delivery partners, and support rapid-time processing of individual-level data collected over the long term and automated reporting of the initiative's indicators at the neighborhood-level.

CCLPN will convene a Data Committee comprised of members from various partners with special expertise and interest in data systems to serve as the initiative's data governance body. In

addition to the Data Committee, CFS will engage Metis Associates to guide the CCLPN LDS planning efforts. Metis has significant LDS experience; they have helped the Arkansas Department of Education secure three federal grants totaling [REDACTED] to develop their statewide longitudinal data system. Metis will also bring Promise Neighborhood LDS experience to CFS, having worked with the Sunset Park Promise Neighborhood initiative since fall 2011.

**The Software Platform:** CFS will enter into a license agreement with Social Solutions for use of their Efforts to Outcomes (ETO™) software through the contracting vehicle the Promise Neighborhood Institute at PolicyLink has developed with ETO™'s vendor, Social Solutions. Social Solutions has expanded its core ETO™ Collaborative tool with features specifically designed with Promise Neighborhoods in mind, including 20+ templates that will serve as the entry point for data related to social services provided by organizations other than schools. There are also starter reports that track service delivery outcomes for individuals or programs that can integrate with the Promise Scorecard, which the CCLPN partners are already using. CFS will deploy ETO™ for case management support and as an analytical reporting tool supportive of promoting continuous program improvement with real-time data.

**Planning and Development:** Metis will guide the planning of the ETO™ configuration and eventual roll-out through a process of partner and stakeholder engagement to elicit details that will be written into a LDS design requirements document. Metis and CFS will focus planning around collecting and loading data to configure ETO™.

Below are the key planning and development tasks and activities for the LDS component during the planning grant year:

- Identify/convene CCLPN data committee,

- Conduct a stakeholder engagement process that will result in the specification of the data items that need to be collected to support our reporting,
- Develop a LDS design documentation package,
- Determine and document the data collection and assembly processes needed to ensure data are collected and loaded into ETO™ in a timely, effective manner,
- Identify/hire LDS data manager/other support staff as necessary,
- Develop/finalize data sharing agreements, MOUs as needed with the partners,
- Negotiate ETO™ license and implementation support agreements,
- Assemble documentation material into a technical design document ,
- Manage the development and implementation of the technical LDS loading and programming, likely to be delivered through the Social Solutions/ETO™ platform, and
- Specify a LDS implementation plan and timetable, including guidance to partners opting to use ETO™ or other platforms for their own purposes.

**Rapid Prototyping and Linking with LEA, State, and Other Data Sets:** Metis will use rapid prototyping to configure ETO™ in ways needed to process input of the data and output of the needed information. Prototyping is an approach whereby more emphasis, activity, and processing are directed to the early stages of software development (requirements analysis and functional specification), engaging user participation in determining, shaping, or evaluating emerging system functionality. Eventually CCLPN will use ETO™ to integrate several data sets from various sources, such as data on infants and toddlers from the South Jersey Perinatal Cooperative. CCLPN will also plan for the LDS to interface with external data sources such as CamConnect, the city’s data intermediary

### **D3. EXPERIENCE, LESSONS LEARNED, AND PLAN TO BUILD CAPACITY IN CREATING FORMAL AND INFORMAL PARTNERSHIPS**

Over the past 12 years, CFS has identified a number of lessons learned in building effective informal and formal partnerships that will inform their role as lead agency for the PN planning grant, which include:

invest the time; compromise when you can; partner with humility; define a management structure; document the process; expect glitches; celebrate successes; trust partners and expect they will deliver; show appreciation; be flexible; hold yourself accountable; and always debrief and reflect on what worked well and what did not so that partnerships are improved.

CFS and partners have many formal partnerships firmly established to support the work of the CCLPN initiative, such as: *Public Education Providers*—LSFS and Camden HS; *City/LEA*—City of Camden and Camden City Board of Education; *Resident Groups*—Cooper Plaza Civic Association and Lanning Square West Resident Association; *Higher Education Providers*—Rowan University, Camden County College, Cooper University Medical School of Rowan University; *Other Education Providers*—Acelero, Urban Promise, and American Reading Company; *Family and Social Supports Providers*—Cooper University Hospital, Camden Coalition of Health Care Providers, CamCare, South Jersey Eye Center, and Southern New Jersey Perinatal Cooperative; *Conveners*—United Way and the Community Planning and Advocacy Council (CPAC); *Data*—CamConnect. Please see the detailed Memorandum of Understanding (MOU) and match support letters included in the attachments for information on commitments of all current CCLPN partners.

#### **D4. EXPERIENCE, LESSONS LEARNED, AND PLAN TO BUILD CAPACITY IN INTEGRATING FUNDING STREAMS AND LEVERAGING HIGH QUALITY PROGRAMS**

CFS has experienced unprecedented recent growth in its financial resources and programs. This growth has resulted in a staff capacity increase of more than 30 times and a tripled annual operating budget since the year 2000. CFS has completed multiple mergers and affiliations, and has recently assumed management of Head Start in Camden City and County. As such, CFS has a demonstrated capacity to integrate and maintain a diverse, stable funding base from public and private sectors that allow programs to continue well beyond the initial or pilot grant year. CFS currently administers over [REDACTED] from both public and private grants. Of that [REDACTED] [REDACTED] has been aligned to focus on residents in the Cooper Lanning neighborhood.

CFS has learned to use their large and diverse funding base to support real service integration, to break down silos to help families, and not be constrained in their efforts by any particular funding source. The greatest challenges the agency has encountered in integrating funding streams and leveraging high quality programs are the financial data maintained in different software systems. CFS recently acquired a new data system that will better support their integration efforts and their family-focused approach to service delivery, known as Foothold AWARDS. CFS also recently upgraded their financial software to Blackbaud which will help the agency manage and integrate multiple funding streams.

In addition to our own in-kind match, *CFS has successfully leveraged funds from CCLPN partners that represent a [REDACTED] in-kind match and [REDACTED] cash match.* The CCLPN Planning Team played a crucial role in obtaining these significant dollars. These match funds, documented in attached MOU and support letters, represent integrated funding from a variety of streams, including the NJ Department of Children and Families; the US Department of Health

and Human Services (HHS), Administration for Children and Families; HHS Health Resources and Services Administration; HHS Office of Head Start; the Robert Wood Johnson Foundation; Merk Company Foundation; the Cooper Foundation, and the Annie E. Casey Foundation.

During the planning year the Program Director, with assistance from the CCLPN Advisory Board, will conduct a cost analysis of planning funds, the initial pipeline programs, and staffing to determine what it will take to bring this effort to scale. The Program Director and the Advisory Board will work to identify gaps between what resources the CCLPN initiative has and what it needs and develop a strategic plan for funding that will fill gaps in services.

**INTEGRATING HIGH QUALITY PROGRAMS:** As described earlier, CFS and partners have begun to deliver services in the pipeline of solutions even before the planning year through the integration of existing, high quality programs from dedicated CCLPN partners. During the planning year, the CCLPN partners and providers will have a combined total of almost 900 slots reserved for Cooper Lanning residents. The programs are a mix of educational supports and family and community supports, including nine evidence-based social service programs. The data sharing and cohesive case management that are at the center of this initiative will be essential to creating positive outcomes for the residents of Cooper Lanning. CFS has created solid ground on which to plan to launch the full continuum of supports needed for a successful Promise Neighborhood, but we recognize there is still an immense amount of work for the partners to accomplish in the years ahead including the development and implementation of a complete continuum of solutions.

**FUND MANAGEMENT:** CCLPN funds will be managed by CFS. CFS utilizes the accrual method of fund accounting and the agency maintains fiscal integrity through a series of internal and external checks and balances within the guidelines of Generally Accepted Accounting

Principles (GAAP). CFS has 501(c)(3) status listed on the irs.gov July 15, 2011 updated listing and has received a full compliance letter with no deficiencies on its most recent audit dated November 11, 2011 for year ending June 30, 2011.

#### **E. COMMITMENT TO WORKING WITH A NATIONAL EVALUATOR**

The CCLPN partners are committed to working with the USDOE and a national evaluator to ensure data collection and program design are consistent with plans to conduct a national evaluation of Promise Neighborhoods and the strategies and solutions of individual grantees. The MOU includes a commitment from all partners to work with the evaluator for data sharing, including administrative and program and project indicator data. CFS will also develop, in consultation with the national evaluator, an evaluation strategy including a credible comparison group, and a plan for identifying and collecting baseline data for both program participants and the comparison group of non-participants. CFS will set up data reporting requirements for CCLPN partners to report to the evaluator on a quarterly basis or as requested.

**CAMDEN COOPER LANNING PROMISE NEIGHBORHOOD INITIATIVE  
PRELIMINARY MEMORANDUM OF UNDERSTANDING  
FOR: DEPARTMENT OF EDUCATION,  
PROMISE NEIGHBORHOOD PLANNING GRANT COMPETITION**



Through the signing of this Memorandum of Understanding (MOU), each partner is bound to work collaboratively with **Center For Family Services** (CFS), the lead agency in the Camden Cooper Lanning Promise Neighborhood (CCLPN). Each partner will be held to the noted commitments, aligns their contributions with the following vision and theories of change and action, consent to allowing a national evaluator and the Department of Education access relevant project data on a quarterly basis as applicable, agree to create Letters of Agreement that outline standards and procedures for accountability, and agree to share data sets with CamConnect and Metis Associates.

***Vision:*** The efforts, resources, and strategies of the CCLPN partners will be targeted to significantly improve the educational and developmental outcomes of children and youth in Cooper Lanning, from birth through college and career, while significantly strengthening the social, communal, and familial infrastructures that support and nurture their success.

***Theory of Change:*** The CCLPN believes that the intended impact can be brought to life and made real for all children living within the footprint of the neighborhood, as it grounds its work to implement this project to accomplish the following results: 1) Children and youth are safe and healthy, and fully prepared to enter school and succeed there; 2) Youth graduate from high school and college; 3) Families and neighborhoods are stable, strong, and engaged enough to support the healthy development, academic success, and well being of their children.

***Theory of Action:*** The CCLPN Initiative will drive accomplishments through the following actions: 1) Organizing and convening an Advisory Board with representatives from the neighborhood, partners in this MOU, and others to meet monthly for planning purposes; 2)

Participating with consultants to align our efforts moving forward using real-time data and lessons learned from currently operating Promise Neighborhoods; 3) Initiating a process of alignment of current CFS and partner agency programs to advance the purposes and outcomes of the CCLPN; 4) Fill in services gaps to create a continuous pipeline that will ensure children and families do not fall through the cracks and successfully transition from cradle to college.

The term of this MOU will be from January 1, 2013 thru December 31, 2013; or the Department of Education determined Planning Period time period.

<b>Center For Family Services</b>	
<i>Organizational Priorities</i>	The mission of Center For Family Services is to support and empower individuals, families, and communities to achieve a better life through vision, hope, and strength. Center For Family Services (CFS) is headquartered in the Cooper Lanning neighborhood and offers a full range of programs to serve children, youth, and families, addressing the needs of the population at every stage of life. CFS is committed to leading the Camden Cooper Lanning Promise Neighborhood effort and affecting community-wide change that will make all children kindergarten ready, college bound, and career set.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>■ High-quality early childhood education programs to prepare children ages 3-5 for kindergarten and prevent summer learning loss, valued at [REDACTED]</li> <li>■ Parenting support for families receiving Temporary Assistance for Needy Families who are pregnant or have a baby 12 months or younger (TIP), valued at [REDACTED]</li> <li>■ Home visitation and parenting support to first time mothers (Healthy Families), valued at [REDACTED]</li> <li>■ Evidence-based parenting program (Active Parenting), valued at [REDACTED]</li> <li>■ Evidence-based, supportive program for families who have a medically fragile or injured child age 11 or younger (Family CONNECT), valued at [REDACTED]</li> <li>■ Mentoring program for youth ages 16-18 on probation (STEP), valued at [REDACTED]</li> <li>■ Fully staffed Saturday mentoring and educational program designed for LSFS students (Qrew's Nest), valued at [REDACTED]</li> <li>■ Truancy reduction program for middle school students at risk for excessive absences, failing grades, and high suspensions (TRYs), valued at [REDACTED]</li> <li>■ Evidence-based in home counseling program for youth that are at risk of out of home placement (MST), valued at [REDACTED]</li> <li>■ In-home counseling, case management, and support for the elderly and grandparents raising grandchildren (SAFE/TAG), valued at [REDACTED]</li> <li>■ Cash contribution from Promise Neighborhood Family Success Center [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>■ Data sharing of outcomes for residents in all programs</li> <li>■ Commitment to lead the CCLPN Planning Board</li> <li>■ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> <li>■ Provide 400 CCLPN children with new backpacks, school supplies, and holiday gifts valued at [REDACTED]</li> <li>■ Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School valued at [REDACTED]</li> <li>■ Commitment of staff time for Early Learning Network and Development/Public Relations, valued at [REDACTED]</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
Date 7/23/12	

## THE LOCAL GOVERNMENT AND PARTNERS IN EDUCATION/LEA

<b>City of Camden</b>	
<i>Organizational Priorities</i>	The City of Camden is guided by the mission to serve and build Camden's diverse community by effectively, efficiently, and equitably enhancing resident's quality of life, attracting private investment, stimulating growth citywide, and delivering services with a commitment to excellence. The City and the Office of the Mayor have to this point and will continue to actively support the Cooper Lanning Promise Neighborhood Initiative to empower Cooper Lanning residents and positively transform the neighborhood.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ [REDACTED] cash commitment to develop Youth Forums to reduce truancy as part of CCLPN planning year</li> <li>▪ Participate in training of second step violence prevention model in CFS Head Start and LSFS Elementary School</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment to encourage and convene organizations around Cooper Lanning Promise Neighborhood Initiative</li> <li>▪ Commitment to serve as spokesperson for Cooper Lanning Promise Neighborhood when necessary and appropriate</li> <li>▪ Participate in the collaborative National Forum on Youth Violence Prevention</li> <li>▪ Lead a multi-disciplinary team to develop a three year plan to address youth violence in Camden City, New Jersey</li> <li>▪ Convene regular meetings to develop and implement Camden's plan</li> <li>▪ Dedicate 15% of staff time to planning and supporting truancy, literacy, and youth components of the CCLPN pipeline as part of the Mayor's Youth Policy and Prevention Board.</li> </ul>
<i>Total Value</i>	*See Match Support Letter
Mayor, City of Camden	<div style="text-align: center;">7/23/2012 Date</div>

<b>Camden City Board of Education – Early Childhood Education Division</b>	
<i>Organizational Priorities</i>	<p>Camden City Public Schools maintains that academic success and student achievement through rigorous teaching and learning and a safe environment is the district's primary focus. Aligning district curriculum with the New Jersey Core Curriculum Content Standards promotes accountability and high expectations of students and staff. Creating school communities which promote a sense of caring and respect for culture enables all students to achieve academic success. Engaging students, parents, and the community as partners will further develop positive responsibilities and relationships that empower students to compete in a diverse and rapidly changing society.</p> <p>The Early Childhood Education Division of the Board of Education is committed to providing high quality education for Camden City's children. The ECE division works with community partners and is committed to ensuring every Camden City pre-k child is kindergarten ready.</p>
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ Partnership with CFS Head Start on the Early Learning Network by convening early childhood partners through the foundation of the ECE Division's Principals and Directors consortium</li> <li>▪ Sharing of best practices and professional development opportunities to ensure all providers for the CCLPN are meeting high standards as determined by the ECERS and other assessments</li> <li>▪ Staff time of an ECE senior staff to participate in the Early Learning Network and the CCLPN planning team.</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Contracting with CFS Head Start to provide district classrooms as part of the Head Start Program</li> </ul>
[REDACTED]	<div style="text-align: center;">Date 7/23/12</div>

Lanning Square Family School	
<i>Organizational Priorities</i>	Lanning Square Family School (LSFS) is the pre-K through 8 <sup>th</sup> grade school for students in the Cooper Lanning Neighborhood. LSFS staff believes that if students experience a comprehensive instructional program with an increase in self-esteem and self-image through positive academic, social, and emotional experiences, regardless of family background, socioeconomic status, race, or gender, they will achieve. LSFS staff accepts responsibility to provide the positive cognitive and affective opportunities to the entire school community in order to strengthen students' ability to attain their maximum potential.
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Use of Lanning Square Family School and staff for CCLPN Community and Parent Engagement Events</li> <li>▪ Use of LSFS and staff for Qrew's Nest weekly Saturday program</li> <li>▪ Use of LSFS and staff for UrbanPromise Afterschool program</li> <li>▪ Use of LSFS and staff for UrbanPromise Summer program</li> <li>▪ Commitment to share student level data for CCLPN longitudinal data tracking</li> <li>▪ Commitment of at least one LSFS representative for CCLPN Planning Group and CCLPN Advisory Board</li> <li>▪ Commitment to host monthly Reading Blitzes for one-on-one reading coaching for all LSFS students</li> <li>▪ Commitment to participate on the CCLPN on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
Date 7-12-12	

American Reading Company	
<i>Organizational Priorities</i>	The mission of American Reading Company is to ensure that every student is reading on or above grade level. American Reading Company sets a standard for reading achievement in the classroom and at home, and is helping to improve reading scores for schools and school districts. Lanning Square Family School has employed American Reading Company's Action 100 Accountability System, a 12-step Response to Intervention school transformation model, designed to aggressively transform school cultures for sustainable student achievement. This framework jumpstarts low-performing school in their move toward accelerated and continuous reading improvement.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ 8 days of staff development consultant services for LSFS and CFS staff, valued at [REDACTED]</li> <li>▪ Books for 350 LSFS students at 3 events [REDACTED] book including S&amp;H, valued at [REDACTED]</li> <li>▪ Family workshops for PreK-8 at 3 events, valued at [REDACTED]</li> <li>▪ Volunteer training at monthly Reading Blitzes during 2012-2013 school year at Lanning Square Family School, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment to share student level reading achievement data for CCLPN longitudinal data tracking</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
7/24/2012	

Camden County College	
<i>Organizational Priorities</i>	The mission of Camden County College is to provide accessible and affordable education to all who can benefit. Camden County College is recognized universally as an institution of higher education that ably fulfills its mission of offering affordable, high-quality education to the individuals and entities it is charged with serving. Camden County College has been serving Camden City since 1969.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ 30 slots for Cooper Lanning residents in adult literacy program, valued at [REDACTED]</li> <li>▪ 5 slots for Cooper Lanning residents in Gateway to College education program, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> <li>▪ Valued at [REDACTED]</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter for Details
Date 7/24/12	



<b>Rutgers University, Camden Campus</b>	
<i>Organizational Priorities</i>	Rutgers, the State University of New Jersey, is recognized worldwide for its rigorous standards in faculty excellence and reputable academic programs that prepare graduates for successful careers. In the City of Camden, Rutgers anchors the University District and the Camden Waterfront, and fuels development and growth activities across the city's diverse neighborhoods. Rutgers—Camden engages its host city and region through thoughtful programs that seek to bolster economic growth; promote learning opportunities for all citizens regardless of age; safeguard the legal rights of the underrepresented; nurture new businesses; and much more.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>2 Promise Neighborhood Interns with stipend paid by Rutgers, valued at [REDACTED]</li> <li>Partnership and consultation in convening Early Childhood Network for Camden City, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>Commitment of at least two volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
[REDACTED]	
[REDACTED] Chancellor Date: July 18, 2012	

<b>UrbanPromise</b>	
<i>Organizational Priorities</i>	The mission of UrbanPromise is to equip Camden's children and young adults with the skills necessary for academic achievement, life management, spiritual growth, and Christian leadership. Through the CamdenForward School (K-8) and UrbanPromise Academy (9-12), teen job training, experiential learning, and after-school and summer camps, UrbanPromise seeks to create a better future for Camden children. The organization has broken the traditional wall between public and private schools and is partnering with Lanning Square Family School to support the children of Cooper Lanning with after-school and summer programming.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>Fully staffed 6-week summer program for students at LSFS, including salaries, staff transportation, snacks, recreational activities, and field trips costs for students/staff, valued at [REDACTED]</li> <li>After-school program consisting of 4 days/week for 30 weeks for students at LSFS, including salaries, staff transportation, snacks, recreational activities, educational materials, and supplies, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>Data sharing for outcomes achieved in summer and after-school programs</li> <li>Academic achievement data of students attending CamdenForward School and UrbanPromise Academy who reside in Cooper Lanning Neighborhood</li> <li>Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
[REDACTED]	
[REDACTED] Date 7/19/12	

## FAMILY AND SOCIAL SUPPORTS

<b>Project H.O.P.E.</b>	
<i>Organizational Priorities</i>	Project H.O.P.E., Inc. serves the medical and social needs of the homeless population in Camden County, particularly Camden City. Financial and social barriers often render primary health care services inaccessible for the homeless of Camden. As the only healthcare provider specifically for homeless individuals in Camden County, Project H.O.P.E. is working to dismantle these barriers thereby increasing access to primary health care services for the homeless by increasing the enabling services that are being offered.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>Provide referrals, health screenings, primary health care visits by nurses and medical providers in Camden City specifically targeted to homeless residents and residents at risk of being homeless, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>Commitment to share resident hospital data with Camden Coalition of Healthcare Providers for neighborhood level health data tracking</li> <li>Commitment of at least one representative on the CCLPN Health and Nutrition Subcommittee</li> <li>Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
[REDACTED]	
[REDACTED] Date 7/18/2012	

<b>Planned Parenthood of Southern New Jersey</b>	
<i>Organizational Priorities</i>	Planned Parenthood of Southern New Jersey is located in the Cooper Lanning Neighborhood of Camden City, NJ is a trusted health care provider, an informed educator, a passionate advocate, and a partner helping similar organizations. Planned Parenthood delivers vital reproductive health care, sex education, and information to millions of women, men, and young people worldwide.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ 4 education groups for parents in Cooper Lanning about stages of sexual and emotional development of children, valued at [REDACTED]</li> <li>▪ 4 education groups for parents in Cooper Lanning about STIs, HIV and adolescent pregnancy, valued at [REDACTED]</li> <li>▪ Provision of 2 parent/child communication workshops for Cooper Lanning families, valued at [REDACTED]</li> <li>▪ Provision of 26 educational workshops for middle school and 26 sessions for older adolescents in Cooper Lanning with evidence based, nationally recognized curriculum, valued at [REDACTED]</li> <li>▪ Information and educational materials for Cooper Lanning residents on male and female reproductive health services, cancer screenings, prenatal services, the Teens on Track group, and Fathers on Track group, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
	[REDACTED]
	July 17, 2012 Date

<b>Camden County Department of Children's Services</b>	
<i>Organizational Priorities</i>	The mission of the Camden County Department of Children's Services is to promote and support quality, accessible and affordable child care services for all families in Camden County. As the Child Care Resource and Referral agency for Camden County, the Camden County Department of Children's Services is responsible for the coordination of child care services within the 37 County municipalities. The office operates as an agency under the administration of the Board of Freeholders, supported by local, state, and federal funding.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment to refer children in Cooper Lanning to high quality early childhood Camden Cooper Lanning Promise Neighborhood (CCLPN) programs</li> <li>▪ Commitment to refer parents to CCLPN adult education and parenting programs</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment of at least one representative for CCLPN Planning Group and CCLPN Advisory Board</li> <li>▪ Commitment to data sharing</li> </ul>
	[REDACTED]
	07/17/2012

<b>CAMcare</b>	
<i>Organizational Priorities</i>	CAMcare has been a trusted name in health care for the people of Southern New Jersey since 1978. CAMcare's commitment to providing the highest quality care has helped them grow to become one of the largest primary care providers in the area. They offer eight convenient locations to provide easier access to the care residents need. CAMcare has developed many affiliations in the community, which promote the integration of health services for all age groups, because health care needs may go beyond the direct care provided at their facilities.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ Provide educational sessions for Cooper Lanning residents in oral health, immunizations, asthma, diabetes, and prenatal care, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment to share resident hospital data with Camden Coalition of Healthcare Providers for neighborhood level health data tracking</li> <li>▪ Commitment of at least one CAMcare representative for CLPN Planning Group</li> <li>▪ Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to developing seamless referrals and service provision for all CFS Head Start Children and assisting with health and dental efforts to serve Cooper Lanning children and youth</li> </ul>
<i>Total Value</i>	[REDACTED]
	8/26/12 Date

<b>South Jersey Eye Center</b>	
<i>Organizational Priorities</i>	The South Jersey Eye Center (SJEC) has been providing vital eye care services to the residents of Camden City and South Jersey since 1961. The SJEC is dedicated to providing free and low cost eye care to poor, low and moderate income, uninsured and underinsured, and homeless residents. SJEC has recognized the great need for services in Camden City, and has thus committed to keeping their headquarters right in the CCLPN footprint.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ Vision screenings at Lanning Square Family School for all students in need, valued at [REDACTED]</li> <li>▪ Eye examinations at Lanning Square Family School for 100 students.</li> <li>▪ Vision screenings at CFS Head Start for 200 Camden City children.</li> <li>▪ Vision screenings at two Cooper Lanning community events, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	*See Match Support Letter
[REDACTED]	
[REDACTED] Chief Operating Officer	
Date 7/25/2012	

**RESIDENTS**

<b>Cooper Lanning Resident Association &amp; Lanning Square West Residents in Action</b>	
<i>Organizational Priorities</i>	Cooper Lanning Resident Association (CLRA) and Lanning Square West Residents in Action (LSWRA) are resident led community groups that communicate the needs and concerns of Cooper Lanning Residents. Both groups have worked with Center For Family Services since the inception of the Cooper Lanning Promise Neighborhood and are key partners in engaging residents and identifying resident leadership. Each group organizes community activities such as block parties, tree plantings, youth events, clean-ups, and public safety initiatives.
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment of at least one CLRA and LSWRA representative for CCLPN Planning Group and Advisory Committee</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to participate in resident engagement activities including community dinners</li> <li>▪ Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School</li> </ul>
[REDACTED]	
[REDACTED] Date 7/10/12	
[REDACTED] Date 7/12/12	

**DATA**

<b>CamConnect</b>	
<i>Organizational Priorities</i>	CamConnect is an independent, non-profit, non-partisan, data intermediary and data warehouse. CamConnect provides data, analysis, mapping, reports, technical assistance, program evaluation, survey design, and an online public document library. CamConnect is dedicated to expanding and democratizing access to data and information for those who live and work in the City of Camden, NJ. CamConnect is a member of the Urban Institute's National Neighborhood Indicators Partnership (NNIP) as well as a partner of Camden's 2010 Census Complete Count Committee.
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Data collection consultation</li> <li>▪ Data mapping for CLPN targeted information, fee-for-service</li> <li>▪ Commitment to work with Metis Associates for tracking CCLPN targeted information</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
[REDACTED]	
Date 7/11/2012	

<b>Results Leadership Group</b>	
<i>Organizational Priorities</i>	The Results Leadership Group (RLG) provides support to individual organizations, partnerships, and collaborations. RLG offers individuals executive coaching and educational programs in subjects such as Results-Based Accountability™, facilitation, leadership, emotional intelligence, negotiation, coaching, and storytelling. RLG consultants, educators, coaches, and facilitators develop the capacity of government and non-profit organizations to produce measurable results for clients and communities.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ 4 months of trial usage of software during the development phase, valued at [REDACTED]</li> <li>▪ Training and technical assistance for CCLPN partners for start-up and maintenance of the Results Scorecard, valued at [REDACTED]</li> <li>▪ In-kind conceptual design and technical assistance, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment to work with CCLPN partners in developing and maintaining a common language, shared accountability and Results Scorecard that is accurate and representative of the Cooper Lanning community</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
Date 7/20/2012	

## LOCAL CONVENING ORGANIZATIONS

<b>Susquehanna Bank</b>	
<i>Organizational Priorities</i>	In addition to a full service bank branch facility, Susquehanna Bank maintains a regional office on the Camden waterfront and is a committed community partner, particularly in initiatives that are focused on education. It is Susquehanna's belief that viable, sustainable communities are created when corporations work closely with strong nonprofit partners to address critical community needs. Susquehanna has been actively involved in the Cooper Lanning Promise Neighborhood since its inception.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>▪ Financial education workshops for families in Cooper Lanning neighborhood, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Outreach for summer program and financial education workshops in Cooper Lanning</li> <li>▪ Commitment of at least one representative for CCLPN Planning Board</li> <li>▪ Commitment of providing a minimum of 3 volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>▪ Provide space for meetings</li> <li>▪ Funding to provide refreshments at 3 steering meetings</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
Date: 7/13/12	

<b>United Way of Camden County</b>	
<i>Organizational Priorities</i>	The United Way of Greater Philadelphia and Southern New Jersey works to advance the common good by creating opportunities for a better life for all. UWGPSNJ's mission is to improve lives by mobilizing the caring power of our community, the vision to build a stronger community by creating opportunities for a better life for all, and the goal to create long-lasting changes by addressing the underlying causes of problems. UWGPSNJ is located in Camden City, minutes outside the Cooper Lanning neighborhood, and invests in initiatives focused on Education, Income and Health..
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>▪ Commitment to encourage and convene organizations around Cooper Lanning Promise Neighborhood Initiative</li> <li>▪ Staff time of the Executive Leadership of United Way of Camden County for all regular meetings and events</li> <li>▪ Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>▪ Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>▪ Commitment to convening the Camden County Early Childhood and Education community nonprofits around data collection, outcome measurements and increased ECERS and ITERS scores</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
Date: July 20, 2012	

<b>Foundations, Inc.</b>	
<i>Organizational Priorities</i>	Foundations, Inc. is a nonprofit organization committed to improving educational experiences for America's children and youth—throughout the day, everywhere they learn. Partnering with education and community leaders, Foundations, Inc. supports those who enhance the lives and prospects of the most vulnerable children. The mission of Foundations, Inc. is to build the capacity of organizations and individuals to transform the world of learning for children and youth.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>Registration for CCLPN partner for Beyond School Hours Conference in February 2013, valued at [REDACTED]</li> <li>Partnership and consultation in convening Early Childhood Network in Camden City</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>Commitment to working with Lanning Square Elementary School for student transition between grades/schools, as needed.</li> <li>Commitment to participate on the CCLPN Planning Board and have one representative attend monthly CCLPN Planning Board meetings, valued at [REDACTED]</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
[REDACTED]	
Date 07/24/12	

<b>Community Planning and Advocacy Council</b>	
<i>Organizational Priorities</i>	Community Planning and Advocacy Council (CPAC) works with over 300 social service agencies, health agencies, and public and private organizations, serving as a catalyst in addressing social, health, and mental health problems, creating solutions meeting community needs. CPAC is also a convener of the Covenant for Children. The Camden County Covenant for Children, Youth, and Families offers resources, information and opportunities for children to reach their full potential as responsible and productive members of their communities. The Freeholder Board is sponsoring a Children's Bill of Rights to insure that all children have a safe and nurturing environment in which to develop into adulthood.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>Program at Youth Education Employment Success (YE2S) Center, availability of slots for Cooper Lanning adolescents</li> <li>Outreach in Cooper Lanning for YE2S Center programs</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>Commitment of at least 3 volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>Commitment to participate on the CCLPN planning board and on at least one of the subcommittees of the Planning Board</li> <li>Commitment to have one Community Parent Advisory Council representative attend monthly CCLPN planning board meetings</li> <li>Commitment to results accountability, including entering programmatic information into RBA software and tracking process and outcome data in ETO software</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
[REDACTED]	
Date 7/23/12	

<b>Campbell Soup Company</b>	
<i>Organizational Priorities</i>	This mission of Campbell Soup Company is to nourish people's lives everywhere, every day through access to convenient, delicious, and affordable food choices that can help everyone enjoy a balanced, healthful diet. Campbell is committed to supporting initiatives that address wellness and public health—from promoting healthy eating habits to combating hunger, obesity, and heart disease.
<i>Programmatic Commitment</i>	<ul style="list-style-type: none"> <li>Cash contribution in support of Healthy Living, Healthy Learning, Early Childhood Summer Program, valued at [REDACTED]</li> </ul>
<i>Partnership Commitment</i>	<ul style="list-style-type: none"> <li>Commitment of volunteers for monthly Reading Blitzes at Lanning Square Family School</li> <li>Commitment to participate on the CCLPN planning board</li> <li>Commitment to have one representative attend monthly CCLPN planning board meetings</li> <li>Commitment to assist support families in Cooper Lanning through Operation Backpack and the Holiday Gift Project</li> </ul>
<i>Total Value</i>	[REDACTED] *See Match Support Letter
[REDACTED]	
Date 7/26/12	

**ROBERT E. ANDREWS**

FIRST DISTRICT, NEW JERSEY

COMMITTEES:

**EDUCATION AND THE WORKFORCE**

**RANKING MEMBER**, SUBCOMMITTEE ON  
HEALTH, EMPLOYMENT, LABOR  
AND PENSIONS (HELP)

**MEMBER**, SUBCOMMITTEE ON HIGHER EDUCATION  
AND WORKFORCE TRAINING

**ARMED SERVICES**

**MEMBER**, SUBCOMMITTEE ON EMERGING THREATS  
AND CAPABILITIES

**RANKING MEMBER**, PANEL ON DEFENSE ACQUISITION REFORM

**MEMBER**, SUBCOMMITTEE ON OVERSIGHT  
AND INVESTIGATIONS

**Congress of the United States**  
**House of Representatives**  
Washington, DC 20515-3001

July 19, 2012

PLEASE REPLY TO:

2265 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-6501

515 GROVE STREET  
3RD FLOOR, SUITE 3C  
HADDON HEIGHTS, NJ 08035  
(856) 546-5100

63 NORTH BROAD STREET  
WOODBURY, NJ 08096  
(856) 546-5100

WEBSITE:

[www.house.gov/andrews](http://www.house.gov/andrews)

Mr. James H. Shelton  
Assistant Deputy Secretary for Innovation and Improvement  
U.S. Department of Energy  
Forrestal Building, Room 7b138  
1000 Independence Avenue, Sw  
Washington, DC 20585-0001

Dear Mr. Shelton:

I write to you in strong support for Center For Family Services' application to the Department of Education, Office of Innovation and Improvement to plan a Promise Neighborhood in the Cooper Landing Neighborhood of Camden City, New Jersey. I ask that you please take this letter as an indication of my wholehearted support in Center For Family Services' quest to meet the extreme needs for services in my district's area. Camden City is consistently one of the poorest cities in the nation, but development and commitments in recent years have given the city great hope for a better future.

It is my understanding that this funding will enable Center for Family Services (CFS) to create a plan for a place based, resident driven effort to change the culture of the community and ensure families have all the necessary supports for their children to succeed in school and college. CFS is a leading nonprofit human services agency with over 90 years of experience providing services for children and families throughout Camden City. They have continued their commitment to the city by not only holding their headquarters in Cooper Lanning neighborhood but also by building strong relationships with their neighborhood residents and institutional partners over the course of many years.

CFS has expanded their services and presence in the surrounding community with the recent takeover of 14 Head Start sites. I had the pleasure of attending the open house ceremony at their Head Start headquarters in Camden, which presented CFS as the new program provider. I was able to express my support of this organization to the Head Start families and community partners and meet the children who will benefit from this fantastic component of the Promise Neighborhood Initiative.

CFS has played a crucial role in the beginning development of the Camden Cooper Lanning Promise Neighborhood over the course of the past two years, leaving them well-positioned for this funding opportunity. This knowledge makes me confident that CFS is the ideal organization for creating a Promise Neighborhood in Camden City and that their effort would be welcome among the community residents they serve. I ask that you afford Center For Family Services'

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application all due consideration in your selection process. Thank in you in advance for your time and consideration.

Sincerely,



Robert Andrews  
Member of Congress

REA/rc



**NEW JERSEY SENATE & GENERAL ASSEMBLY**  
*FIFTH LEGISLATIVE DISTRICT*

**SENATOR DONALD W. NORCROSS**  
*SenNorcross@njleg.org*

**ASSEMBLYMAN ANGEL FUENTES**  
*AsmFuentes@njleg.org*

**ASSEMBLYMAN GILBERT L. "WHIP" WILSON**  
*AsmWilson@njleg.org*

July 24, 2012

Jim Shelton, Assistant Deputy Secretary  
Office Innovation and Improvement  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202

Dear Mr. Shelton:

We are pleased to support Center for Family Services' (CFS) application to the United States Department of Education, Office of Innovation and Improvement for the planning of a Promise Neighborhood in the Cooper Lanning Neighborhood of Camden City, New Jersey.

This funding will help CFS build upon their current efforts to create a Promise Neighborhood in Cooper Lanning and will provide CFS and their partners the ability to bring this project to scale through their comprehensive plan. With this funding CFS seeks to make a significant positive impact in the community. CFS has a long history of beneficial outcomes in an area that is in need of assistance. The importance of this funding cannot be overstated.

We ask that you give this application the serious consideration it deserves. Should you have any questions, please do not hesitate to contact our office at (856) 547-4800.

Respectfully,



Angel Fuentes  
Assemblyman



Donald Norcross  
Senator



Gilbert L. "Whip" Wilson  
Assemblyman

**Camden City Hall**  
520 Market Street, Suite 104  
Camden, New Jersey 08102  
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**Audubon Commercial Center**  
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**Gloucester Co. Courthouse Annex**  
114 North Broad Street  
Woodbury, New Jersey 08096  
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CITY COUNCIL  
**CITY OF CAMDEN**  
NEW JERSEY

**DANA M. BURLEY**  
COUNCILPERSON - 1<sup>ST</sup> WARD

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July 20, 2012

Jim Shelton, Assistant Deputy Secretary  
Office of Innovation and Improvement  
Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202

Dear Mr. Shelton:

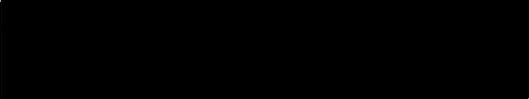
As the Ward 1 representative on the Camden City Council, my constituency includes the Cooper Lanning Neighborhood. As such, I would like to express my support for the Center For Family Services' application to the Department of Education, Office of Innovation and Improvement for funding to continue planning their Promise Neighborhood Initiative.

For the past two years, Center For Family Services has been successful in convening community partners to exchange dialogue about the shared vision to provide this neighborhood with educational and social support that could potentially have a lasting effect. Being born and raised in Camden, I can speak to the challenges that sometimes distress this city. I also know Camden is a place where dreams can be realized and achieved.

I have helped Center For Family Services and the Cooper Lanning residents identify ways to partner on the initiative, engage the community in the process, and determine ways to bring needed resources to the families and individuals living in this area. With the work of Center For Family Services and their partners, I wholeheartedly believe that Cooper Lanning can become a thriving community.

I ask that you please give Center For Family Services' proposal the most serious consideration.

Sincerely,

  
The Honorable Dana M. Burley

SUITE 201, CITY HALL, P.O. BOX 95120, CAMDEN, NEW JERSEY 08101-5120



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Philadelphia, PA 19121  
(215) 235-3196  
[www.acelero.net](http://www.acelero.net)

Merilee Rutolo  
Vice President/Head Start Director  
Center For Family Services  
500 Pine Street  
Camden, NJ 08101

Dear Mrs. Rutolo:

The mission of Acelero Learning Camden Philadelphia is to bring a relentless focus on positive child and family outcomes to close the achievement gap and build a better future for children, families, and communities served by the Head Start program. Acelero Learning combines the knowledge and expertise of our local staff and boards of directors with the management support of a national network. Acelero Learning utilizes data-driven decision making and extensive and ongoing staff to ensure that children and families receive the highest quality programs and services that Head Start can deliver.

Acelero Learning Camden Philadelphia Early Head Start program serves 150 children and pregnant women throughout Camden County. Our program provides high quality early learning to children within a center base environment as early as 6 weeks of age. We also offer in home support for children with disabilities, nutrition and health information, as well as, education and referrals to other services/programs for parents.

Over the past year we have worked in collaboration with the Center For Family Services as a referral source for our transitioning children. Center For Family Services Head Start has allowed us to recruit pregnant moms and children under the age of 3 from their facilities via parent meeting and program events. We are committed to working with CFFS to ensure smooth transition from Early Head Start to Head Start.

We are pleased to support the proposed Center For Family Service Cooper Lanning Promise Neighborhood Initiative and we are committed to working with them. Having the ability to provide high quality early learning to Early Head Start and Head Start children throughout Camden County allows the families within our community the opportunity to experience comprehensive health, education and family services.

Sincerely,

Victoria Ankrah  
Executive Director