Technical Review Coversheet

Applicant: Rutgers, The State University (U215P120039)

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

	Points Possible	Points Scored
Questions		
Selection Criteria		
Need for Project		
1. Selection Critera 1	15	15
Quality of Project Design		
1. Selection Criteria 2	20	20
Quality of Project Services		
1. Selection Criteria 3	20	20
Quality of the Management Plan		
1. Selection Criteria 4	45	45
Sub Total	100	100
Priority Questions		
Competitive Preference Priority		
Competitive Preference Priority 4		
1. CPP 4	2	2
Competitive Preference Priority 5		
1. CPP 5	1	1
Competitive Preference Priority 6		
1. CPP 6	1	
Competitive Preference Priority 7		
1. CPP 7	1	
Sub Total	5	3
Total	105	103

Technical Review Form

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

Applicant: Rutgers, The State University (U215P120039)

Questions

Selection Criteria - Need for Project

1. **The Secretary considers the need for the proposed project.**

   In determining the need for the proposed project, the Secretary considers:

Reader's Score: 15

   Sub Question

   1. **Magnitude of Problems to be Addressed**

      The magnitude or severity of the problems to be addressed by the proposed project as described by indicators of need and other relevant indicators identified in part by the needs assessment and segmentation analysis.

      Strengths:

      The applicant provided a thorough description of the severity of need for this targeted region. Although the local district has consolidated three schools because of their persistently low achieving status, the data makes the case that a schools alone approach is not sufficient (page 19). The data shared shows this area as economically disadvantaged, high minority, with few adults with postsecondary education or employment when compared with the state(pages 20-26). Further supporting the need is the input of focus groups that engaged over 1,000 residents which identified gaps in community services (page 28)

      Weaknesses:

      none

      Reader's Score: 10

   2. **Geographic Area Description**

      The extent to which the geographically defined area has been described.

      Strengths:

      The geographic area is clearly defined. The map provides illustrates the 33 square block area the project will encompass (page 29). The data shows that the needs in this region are significant when compared to the city as a whole.

      Weaknesses:

      none

      Reader's Score: 5

Selection Criteria - Quality of Project Design

1. The Secretary considers the quality of the design of the proposed project.

In determining the quality of the design of the proposed project, the Secretary considers:

Reader's Score: 20

Sub Question

1. Comprehensive Strategy and Solutions:

The extent to which the continuum of solutions will be aligned with an ambitious, rigorous, and comprehensive strategy for improvement of schools in the neighborhood.

Strengths:

Solutions identified are anchored around education impacts (pages 31-32) and informed by the work of the Newark Global Village Zone (page 15). This model has four prongs that speak to the alignment of education, health care, employment and social services within the community to increase academic success (page 32). Key partners are identified for each prong which will ensure the solution to be comprehensive and ambitious. It is evident that the applicant has reviewed current literature on school reform and community models that support it. This will bode well as a comprehensive solution is developed.

Weaknesses:

Reader's Score: 10

2. Implementation Plan:

The extent to which the applicant describes a proposal to plan to create a complete continuum of solutions, including early learning through grade 12, college- and career-readiness, and family and community supports, without time and resource gaps that will prepare all children in the neighborhood to attain an excellent education and successfully transition to college and a career.

Strengths:

The continuum of solutions proposed will address early childhood (page 41), k-12 (page 42) and career and college readiness (page 43). Additionally, relationships have been built with key partners in support of this work and input from the community has informed the focus (page 41 and page 45). This support is related directly to specific areas within the continuum of solutions and will assist in reaching the target population.

Weaknesses:

Reader's Score: 5

3. Identification of Existing Neighborhood Assets:

The extent to which solutions leverage existing neighborhood assets and coordinate with other efforts, including programs supported by Federal, State, local, and private funds.

Sub Question

Strengths:

The applicant has established and will expand key partners in this effort, including gaining input from the community needs assessment (page 54). Table 3 links the proposed solutions to the leveraged partnership opportunities and their contributions to this work (page 57-59). Collectively, it represents a variety of organizations from federal, state, local and private funds. The applicant clearly identifies the collaborator and the role they will play in the planning process. A steering committee made up of key organizations is a strategic way to leverage resources and ensure buy-in. Most importantly, it will lay the groundwork for a planning process that is complete and thorough.

Weaknesses:

Reader's Score: 5

Selection Criteria - Quality of Project Services

1. **The Secretary considers the quality of the services to be provided by the proposed project.**

   In determining the quality of the project services, the Secretary considers:

Reader's Score: 20

Sub Question

1. **Needs Assessment and Segmentation Analysis:**

   The extent to which the applicant describes how the needs assessment and segmentation analysis, including identifying and describing indicators, will be used during the planning phase to determine each solution within the continuum.

   Strengths:

   The applicant provides a detailed plan that includes a broad range of well thought out resources. The proposed plan includes needs assessment (page 61) that will inform the treatment offered to address academic performance. Additionally, a community inventory will allow for asset mapping (page 63). Multiple methods will be used to gain information from the community, including a community survey (page 63), interviews, longitudinal data along with teacher/student surveys (page 64) and surveys to identify existing programs that could contribute to this process. Segmentation analysis will assist in identifying the varying areas of need within the community (page 67). This will form the basis for decision-making and ensure a comprehensive data collection process.

   Weaknesses:

   Reader's Score: 10

2. **Evidence-Based Solutions:**

   The extent to which the applicant describes how it will determine that solutions are based on the best available evidence including, where available, strong or moderate evidence, and ensure that solutions drive results and lead to changes on indicators.

Strengths:

A literature review will identify best practices nationally and these models will inform the planning process (page 67). Input from the community and critical organizations will shape solutions. All are anchored around school improvement goals.

Weaknesses:

Reader's Score:　　10

Selection Criteria - Quality of the Management Plan

1. **The Secretary considers the quality of the management plan for the proposed project.**

   In determining the quality of the management plan for the proposed project, the Secretary considers the experience, lessons learned, and proposal to build capacity of the applicant's management team and project director in all of the following areas

Reader's Score:　　45

1. **Ability to Work with Neighborhood Residents:**

   Experience, lessons learned, and proposal to build capacity of the applicants management team and project director in working with the neighborhood and its residents; the schools described in paragraph (2)(b) of Absolute Priority 1; the LEA in which those schools are located; Federal, State, and local government leaders; and other service providers.

   Strengths:

   The management team is made up of three lead community partners with strong relationships and ties to the community and each other (page 69). The directors from the Project Management Team have strong backgrounds working with families and students from the neighborhood. This will ensure that solutions generated will have practical application to the targeted area. This collaboration is built on successful past collaborations and includes organizations that can support prek-16 solutions and knowledge about the community.

   Weaknesses:

   Reader's Score:　　10

2. **Ability to Utilize Data:**

   Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in collecting, analyzing, and using data for decision-making, learning, continuous improvement, and accountability.

   Strengths:

   A neighborhood planning council will be creating to collect, review and analyze data (page 71). This council will include representatives from the community partners and residents to make sense of the data. A plan for regular sharing and access to data is included (page 72) which will allow for data to inform the planning process. A long term plan is to create a database to store and retrieve needed data

with access by key stakeholders. (page 72). There is an strong commitment to collect and share data in a timely manner. The involvement of the project director in all aspects of the work will increase understanding and give input into the development of strategies and their results.

Weaknesses:

Reader's Score: 15

3. **Ability to Create Partnerships:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in creating formal and informal partnerships, including the alignment of the visions, theories of action, and theories of change described in its memorandum of understanding, and creating a system for holding partners accountable for performance in accordance with the memorandum of understanding.

Strengths:

Partnerships are united under a common theory of change included in each MOU (page 73). All organizations have clearly identified goals and deliverables. A plan is in place to build a collaborative leadership model (page 74). Accountability is created through ongoing communication and transparency, as well as community access to meeting notes and other documents (page 74). An infrastructure is identified to support the planning process, including a communication and branding plan (page 78-79), as well as an advisory board made up of residents of the community (page 79). Staff is embedded in all day to day activities (page 80).

Weaknesses:

Reader's Score: 10

4. **Ability to Integrate Funding Streams:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in integrating funding streams from multiple public and private sources, including its proposal to leverage and integrate high-quality programs in the neighborhood into the continuum of solutions.

Strengths:

The applicant has established relationships with key partners to secure and leverage resources (page82). The addition of a person focused on public/partnerships is a value added for this effort.

Weaknesses:

Reader's Score: 10

Priority Questions

Competitive Preference Priority - Competitive Preference Priority 4

1. **Comprehensive Local Early Learning Network:**

To meet this priority, an applicant must propose in its plan to expand, enhance, or modify, an existing network of early learning programs and services to ensure they are high-quality and comprehensive for

children from birth through the third grade.

Strengths:

The applicant seeks to align the network of early learning organizations in the targeted region to focus on support to the child and their family. The strategies include a needs assessment, training, embedding of national early learning standards and parental education (pages 66-67).

Weaknesses:

Reader's Score: 2

Competitive Preference Priority - Competitive Preference Priority 5

1. Quality Internet Connectivity:

To meet this priority, an applicant must ensure that almost all students in the geographic area proposed to be served have broadband Internet access at home and at school, the knowledge and skills to use broadband internet access effectively, and a connected computing device to support schoolwork.

Strengths:

Increase broadband access will be achieved by the implementation of programs that will support both the student and their parents in achieving computer literacy, increasing the number of home with wireless capability and educating families on careers in information technology (page 86).

Weaknesses:

Reader's Score: 1

Competitive Preference Priority - Competitive Preference Priority 6

1. Arts and Humanities:

To meet this priority, an applicant must include in its plan opportunities for children and youth to experience and participate actively in the arts and humanities in their community so as to broaden, enrich, and enliven the educational, cultural, and civic experiences available in the neighborhood.

Strengths:

Weaknesses:

Reader's Score:

Competitive Preference Priority - Competitive Preference Priority 7

1. Quality Affordable Housing:

To meet this priority, an applicant must propose to serve geographic areas that were the subject of an affordable housing transformation pursuant to a Choice Neighborhoods or HOPE VI grant awarded by the U.S. Department of Housing and Urban Development during FY2009 or later years.

Strengths:

Weaknesses:

Reader's Score:

Status:	Submitted
Last Updated:	11/07/2012 11:43 AM

Technical Review Coversheet

Applicant: Rutgers, The State University (U215P120039)
Reader #2: **********

	Points Possible	Points Scored
Questions		
Selection Criteria		
Need for Project		
1. Selection Critera 1	15	15
Quality of Project Design		
1. Selection Criteria 2	20	20
Quality of Project Services		
1. Selection Criteria 3	20	20
Quality of the Management Plan		
1. Selection Criteria 4	45	45
Sub Total	100	100
Priority Questions		
Competitive Preference Priority		
Competitive Preference Priority 4		
1. CPP 4	2	2
Competitive Preference Priority 5		
1. CPP 5	1	1
Competitive Preference Priority 6		
1. CPP 6	1	0
Competitive Preference Priority 7		
1. CPP 7	1	0
Sub Total	5	3
Total	105	103

Technical Review Form

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

Applicant: Rutgers, The State University (U215P120039)

Questions

Selection Criteria - Need for Project

1. **The Secretary considers the need for the proposed project.**

   In determining the need for the proposed project, the Secretary considers:

Reader's Score: 15

   Sub Question

   1. **Magnitude of Problems to be Addressed**

   The magnitude or severity of the problems to be addressed by the proposed project as described by indicators of need and other relevant indicators identified in part by the needs assessment and segmentation analysis.

   Strengths:

   1.   The applicant used data from the United States 2010 census reports to describe the target area as having a high rate of poverty that exceeded 50% of the population; high levels of unemployment that exceeded 28% for 2010 as reported by the federal Bureau of Labor statistics; large numbers of poorly educated and trained young people; a large number of single-parent households; poor housing with high rates of rental units; high crime statistics; and schools with low proficiency rates that fail far below the state average based on New Jersey assessment of skills and knowledge standardized test results. These factors confirmed and documented serious needs with in targeted areas.(pp. 18-24)
   2.   All data used by the applicant to determine the needs of the targeted area was confirmed by the Fairmont Neighborhood Strategic Plan, a document that was produced in 2009 by a collaboration of local stake holders.(pp. 18-24)
   3.   Data that confirmed the academic problems of students in elementary middle and high schools within the targeted area was confirmed by the New Jersey Department of Education No Child Left Behind Report for 2010. (pp. 18-24)
   4.   The needs of the target area included information that described just 17% of the students enroll in two-year colleges vs. 31% statewide; and 21% enter into four year colleges vs. 29% statewide.(p.25)
   5.   The targeted neighborhood had health issues including child obesity rates in excess of 44%, asthma rates in excess of 25%.; low immunization rates (below 25%0 and women receiving little or no prenatal care.(p26)

   Weaknesses:

   Weaknesses:
   1.   None noted.

   Reader's Score: 10

   2. **Geographic Area Description**

The extent to which the geographically defined area has been described.

Strengths:

1.   The applicant described a 33 square block area known as the Fairmont neighborhood in Newark New Jersey's West Ward. The area is bounded by W. Market St. on the north side; 12th Ave. on the south side; Bergen St. on the East side; and 16th Street on the west side. Children living in the area are considered as having little chance for success in school or life.(p.29)

Weaknesses:

Weaknesses:
1.   None noted.

Reader's Score: 5

Selection Criteria - Quality of Project Design

1. The Secretary considers the quality of the design of the proposed project.

   In determining the quality of the design of the proposed project, the Secretary considers:

Reader's Score: 20

Sub Question

1. Comprehensive Strategy and Solutions:

   The extent to which the continuum of solutions will be aligned with an ambitious, rigorous, and comprehensive strategy for improvement of schools in the neighborhood.

Strengths:

1.   The applicant described a project design that addresses and is aligned with school improvement through educational reform; social services community engagement; economic development; and research. The project design focuses on a model that views educational improvement as a product of coordinated reforms in education healthcare employment opportunities social services and community involvement. (pp. 31-33)
2.   The project design includes a comprehensive systemic approach to educational reform and improvements that builds upon the existing approach implemented in several existing reform models. The design requires the development of a partnership that will use a framework and strategies that have been proven to be effective in the target area for improving schools.(pp.31-33)
3.   The project design includes activities that involve students with special needs and or may require special services.
4.   The project includes activities that will implement programs and services that support parents with achieving comprehensive life improvement strategies. These activities include these activities include these activities include GED attainment, job training, rental and housing assistance, public safety measures, and other needs identified through the needs assessment process. (p.38)

Weaknesses:

Weaknesses:
1.   None noted.

Reader's Score: 10

2. **Implementation Plan:**

The extent to which the applicant describes a proposal to plan to create a complete continuum of solutions, including early learning through grade 12, college- and career-readiness, and family and community supports, without time and resource gaps that will prepare all children in the neighborhood to attain an excellent education and successfully transition to college and a career.

Strengths:

1.   The applicant proposes to create a continuum of solutions including children below the age of three; preschool-aged children; children in grades K-12; children with special needs with IEP's; students graduating from high school in need of college or further training; and families living in the targeted area. (pp36-38)

2.   The applicant specifically identifies collaborating partners who will be used to meet the needs of each population. These partners include the

3.   Preschool Council, the Center for Effective School Practices at Rutgers, the Fairmont Neighborhood Association, the Urban League, and the Rutgers Newark-Abbott Leadership Institute. (pp. 40-43)

Weaknesses:

Weaknesses :

1.   None noted.

Reader's Score: 5

3. **Identification of Existing Neighborhood Assets:**

The extent to which solutions leverage existing neighborhood assets and coordinate with other efforts, including programs supported by Federal, State, local, and private funds.

Strengths:

1.   The applicant clearly identified existing collaborators and community partners and asked specific roles with in the project design. The partnership will build upon strong community relationships to bring the expertise, familiarity with the community and perspective to the proposal. (p.54)

2.   The applicant clearly defines a strategy to work with community partners based on the comprehensive needs assessment to ensure that an integrated approach is adopted to provide young people in the Fairmont community with comprehensive healthcare, employment, social service, and community engagement resources.(p.54)

Weaknesses:

Weaknesses:

1.   None noted.

Reader's Score: 5

Selection Criteria - Quality of Project Services

1. **The Secretary considers the quality of the services to be provided by the proposed project.**

In determining the quality of the project services, the Secretary considers:

Reader's Score: 20

1. **Needs Assessment and Segmentation Analysis:**

   The extent to which the applicant describes how the needs assessment and segmentation analysis, including identifying and describing indicators, will be used during the planning phase to determine each solution within the continuum.

   Strengths:

   1.   The applicant outlines domains including kindergarten readiness, schools and student achievement, family learning activities, child care, health, crime, households, and family community support neighborhood assets. These domains clearly identify the areas where in data will be collected and also segment the populations and data. The data will be analyzed during the needs assessment process to form the basis for all decision making.(pp.47-50)

   Weaknesses:

   Weaknesses:
   1.   None noted.

   Reader's Score: 10

2. **Evidence-Based Solutions:**

   The extent to which the applicant describes how it will determine that solutions are based on the best available evidence including, where available, strong or moderate evidence, and ensure that solutions drive results and lead to changes on indicators.

   Strengths:

   1.   The applicant proposes to establish indicators for each component of the continuum of solutions to monitor progress toward the goals of the planning strategy. The applicant clearly outlines the process by which solutions will be accepted and implemented.(p.46)
   2.   The applicant includes formative measures to evaluate the processes used in the needs assessment process and also for identifying solutions thereby, ensuring that the best solutions are clearly identified to address the needs of the target area.(p.54)

   Weaknesses:

   Weaknesses:
   1.   None noted.

   Reader's Score: 10

Selection Criteria - Quality of the Management Plan

The Secretary considers the quality of the management plan for the proposed project.

In determining the quality of the management plan for the proposed project, the Secretary considers the experience, lessons learned, and proposal to build capacity of the applicant's management team and project director in all of the following areas

Reader's Score: **45**

1. **Ability to Work with Neighborhood Residents:**

   Experience, lessons learned, and proposal to build capacity of the applicants management team and project director in working with the neighborhood and its residents; the schools described in paragraph (2)(b) of Absolute Priority 1; the LEA in which those schools are located; Federal, State, and local government leaders; and other service providers.

   Strengths:

   1.   The three lead community partner organizations have extensive experience providing services within the targeted area. The directors of these organizations form the management team. Collectively they have more than 59 years of experience working with the neighborhood, at risk children and families in the target area.
   2.   The directors and management team are directly involved in all aspects of the proposed program that relate directly to engaging the neighborhood, its residents and the schools, thereby creating an opportunity for increasing the management team s ability and capacity to work with in the neighborhood with residents.

   Weaknesses:

   Weaknesses:
   1.   None noted.

Reader's Score: **10**

2. **Ability to Utilize Data:**

   Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in collecting, analyzing, and using data for decision-making, learning, continuous improvement, and accountability.

   Strengths:

   1.   The three lead community partner organizations have extensive experience providing services and collecting and analyzing data within the targeted area. The applicant recently led development of the Fairmont Neighborhood Strategic Plan, a comprehensive data and community driven effort that focuses on improving quality of life in the community. The Newark Schools Research Council, a part of the applicant organization is a research organization with a long history of work with the school system in the collection of data. The directors of these organizations form the management team. Collectively they have more than 59 years of experience working with at risk children and families in the target area. (pp70-73)
   2.   The directors and management team are directly involved in collecting and analyzing data through the proposed project. The data is used for decision making, thereby creating an opportunity for increasing the management staff s ability to collect, analyze and use data. (p.74)
   3.   Accountability will be addressed through use of a Planning Council that reports directly of management officials. (p.74)

   Weaknesses:

   Weaknesses:
   1.   None noted.

Reader's Score: 15

3. **Ability to Create Partnerships:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in creating formal and informal partnerships, including the alignment of the visions, theories of action, and theories of change described in its memorandum of understanding, and creating a system for holding partners accountable for performance in accordance with the memorandum of understanding.

Strengths:

1.   The three lead community partner organizations have extensive experience providing services within the targeted area. Experiences include serving a Director of Community Impact which required the development of partnerships, Program and Evaluation Specialist for a major community service provider which required the development of partnerships for common interests, Directing a Program Services Division of a major public organization which required the development of partnerships. The management team has collectively, more than 59 years of experience developing partnerships in the target area.

2.   The directors and management team are directly involved in the development of partnerships and the forging of unified ideas to develop solutions to the problems of the community, thereby creating an opportunity for increasing the management team s ability to create partnerships and align visions of other agencies with similar visions..

Weaknesses:

Weaknesses: None noted.

Reader's Score: 10

4. **Ability to Integrate Funding Streams:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in integrating funding streams from multiple public and private sources, including its proposal to leverage and integrate high-quality programs in the neighborhood into the continuum of solutions.

Strengths:

1.   The three lead community partner organizations have extensive experience in integrating funding streams. Experiences include the management of a major service provider (United Way) that relies on the leveraging of funds from multiple doner groups to provide services. The applicant organization works directly with the Newark Philanthropic Liaison, a city hall official charged strengthening and leveraging public and private partnerships. The Liaison will work directly with the project management team as a representative the New Jersey Grantmakers Association. Proposed privately funded efforts may include Living Cities Strong Healthy Communities Initiative and work with the Newark Funders Group. The management team, collectively they have more than 59 years of experience working with integrating funding steams to solve problems for at risk children and families in the target area.

2.   The directors and management team are directly involved in the integration of funding streams from multiple sources, thereby creating an opportunity for increasing the management team s ability to leverage funding from multiple sources to attain shared goals.

Sub Question

Weaknesses:

Weaknesses:
1.   None noted.

Reader's Score: 10

Priority Questions

Competitive Preference Priority - Competitive Preference Priority 4

1. Comprehensive Local Early Learning Network:

To meet this priority, an applicant must propose in its plan to expand, enhance, or modify, an existing network of early learning programs and services to ensure they are high-quality and comprehensive for children from birth through the third grade.

Strengths:

The applicant offered a comprehensive plan to expand the opportunities for early chilhood training and acces to child care services for children, families and providers in the target area.

Weaknesses:

None noted.

Reader's Score: 2

Competitive Preference Priority - Competitive Preference Priority 5

1. Quality Internet Connectivity:

To meet this priority, an applicant must ensure that almost all students in the geographic area proposed to be served have broadband Internet access at home and at school, the knowledge and skills to use broadband internet access effectively, and a connected computing device to support schoolwork.

Strengths:

The applicant provided a detailed plan for ensuring that all children, families and providers had internet connectivity in the proposed service area.

Weaknesses:

None noted.

Reader's Score: 1

Competitive Preference Priority - Competitive Preference Priority 6

1. Arts and Humanities:

To meet this priority, an applicant must include in its plan opportunities for children and youth to experience and participate actively in the arts and humanities in their community so as to broaden, enrich, and enliven the educational, cultural, and civic experiences available in the neighborhood.

Strengths:

N/A

Weaknesses:

N/A

Reader's Score: 0

Competitive Preference Priority - Competitive Preference Priority 7

1. Quality Affordable Housing:

To meet this priority, an applicant must propose to serve geographic areas that were the subject of an affordable housing transformation pursuant to a Choice Neighborhoods or HOPE VI grant awarded by the U.S. Department of Housing and Urban Development during FY2009 or later years.

Strengths:

N/A

Weaknesses:

N/A

Reader's Score: 0

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Status: Submitted
Last Updated: 10/11/2012 05:41 PM

Status: Submitted
Last Updated: 10/10/2012 01:01 PM

Technical Review Coversheet

Applicant: Rutgers, The State University (U215P120039)
Reader #3:   **********

	Points Possible	Points Scored
Questions		
Selection Criteria		
Need for Project		
1. Selection Critera 1	15	15
Quality of Project Design		
1. Selection Criteria 2	20	20
Quality of Project Services		
1. Selection Criteria 3	20	20
Quality of the Management Plan		
1. Selection Criteria 4	45	43
Sub Total	100	98
Priority Questions		
Competitive Preference Priority		
Competitive Preference Priority 4		
1. CPP 4	2	2
Competitive Preference Priority 5		
1. CPP 5	1	1
Competitive Preference Priority 6		
1. CPP 6	1	0
Competitive Preference Priority 7		
1. CPP 7	1	0
Sub Total	5	3
Total	105	101

Technical Review Form

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

Applicant: Rutgers, The State University (U215P120039)

Questions

Selection Criteria - Need for Project

1. The Secretary considers the need for the proposed project.

   In determining the need for the proposed project, the Secretary considers:

Reader's Score: 15

    Sub Question

  1. Magnitude of Problems to be Addressed

    The magnitude or severity of the problems to be addressed by the proposed project as described by indicators of need and other relevant indicators identified in part by the needs assessment and segmentation analysis.

    Strengths:

    Applicant presents comprehensive and compelling information on the indicator of needs of the target area. For example in the Newark Fairmont Neighborhood 35% of local children are living in poverty; and the median family income is $35,507 compared to that of the State which is $68,981. The Area also has a high unemployment rate of 28% in the targeted area compared to the city. In addition, the targeted schools are documented as being low performing schools and were listed among the 45 of 75 schools in the Newark Public schools District identified as In Need of Improvement.   Page e18

    Applicant presents a comprehensive view of the multifaceted indicators of need in the target area including low education level of Fairmont residents, housing status, housing tenure and cost burden, Crime, and health. The information provided gives a complete picture of the magnitude of the problems in the area and how they impact academic performance. The information provided is well documented in the Fairmount Neighborhood Strategic Plan, page e21-22

    The applicant demonstrated that the targeted schools are underperforming as evident by 82% of k-4 students in the Martin Luther King , Jr. Elementary school were proficient in language Art and 69.3% were partially proficient in Math; and 77.7% of k-4th graders at the 13th Avenue were particularly proficient in Language Arts and 76.2% scores partially proficient in Math. Page e23

    Weaknesses:

    None noted

    Reader's Score: 10

  2. Geographic Area Description

The extent to which the geographically defined area has been described.

Strengths:

The applicant clearly identifies the geographical area as Newark Fairmont Neighborhood and provides specific information on bordering streets. Applicant also provides an area map which specifically identified the exact location of the promised neighborhood.

Applicant also uses census data to demonstrate the indicators of need including poverty, health disparities, income insecurity, high crime and lower educational attainment. page e30

Weaknesses:

none noted

Reader's Score: 5

Selection Criteria - Quality of Project Design

The Secretary considers the quality of the design of the proposed project.

In determining the quality of the design of the proposed project, the Secretary considers:

Reader's Score: 20

Sub Question

1. **Comprehensive Strategy and Solutions:**

The extent to which the continuum of solutions will be aligned with an ambitious, rigorous, and comprehensive strategy for improvement of schools in the neighborhood.

Strengths:

The applicant presents an ambitious and comprehensive approach for school improvement based on the Broader, Bolder Approach to Education (BBA). This approach is very comprehensive in that it addresses a wide range of factors to school improvement including education reform, social services, community engagement, and economic development in designing a program. The applicant proposes to implement a comprehensive plan that addresses all of the above areas of the BBA Model. For example for family and community engagement, the applicant will work with the Newark Public School Chief Family and Community Engagement Officer, the Urban League, and the Rutgers-Newark Abbot Leadership Center to build the capacity and collaboration of parent and the community. To address the Social Services needs, the applicant plans to implement a system for early intervention to identify family needs, the applicant plans will also screen and evaluate current and potential providers to determine how they will fit into the pipeline. The applicant also plans to conduct extensive needs assessment to identify service gaps so that a coordinated effort of service integration can be generated.
Pages e32-38

The applicant demonstrate that it will build upon existing school reform initiative which will enable better use of resources and further engage and build collaboration between community , residents and the School district. The use of current data from school reform initiative will also provide a baseline for the project. Page e34-35

Weaknesses:

none noted

Reader's Score: 10

2. **Implementation Plan:**

The extent to which the applicant describes a proposal to plan to create a complete continuum of solutions, including early learning through grade 12, college- and career-readiness, and family and community supports, without time and resource gaps that will prepare all children in the neighborhood to attain an excellent education and successfully transition to college and a career.

Strengths:

The applicant plan includes a detail process for addressing all areas of the continuum, including early learning through grade 12, college- and career-readiness, and family and community supports as evident by current and planned partnerships with key stakeholders and providers. For example, the applicant will partner with Newark Department of Child and Family Well-being and the Northern Maternal child Health Consortium to assist these entities in reaching the target population Fore the provision of services such as pre-conception programs, parenting education, direct healthcare, maternal support services, nutrition and services geared toward improving birth outcomes. In addition, the applicant has already begun to build relationships and is proposing to build upon existing school reforms which will ensure that they are no gaps in the process. Page e40-46

Applicant also plans to utilize its involvement in the CHEN (Council on Higher Education in Newark) and area Universities to bring higher college level programs into the neighborhood to help elevate the interest of young people in the target area. Page e43

The applicant also demonstrates commitment to address college readiness through affiliated programs such as GEAR UP, Upward bound and SAT Prep provided by local area Universities. Because the applicant is already well connected with other Universities and currently provide several college readiness programs, they will bring a great asset to the planning as well as the further implementation of the project in the area of college readiness. Pages e42-43

Weaknesses:

none noted

Reader's Score: 5

3. **Identification of Existing Neighborhood Assets:**

The extent to which solutions leverage existing neighborhood assets and coordinate with other efforts, including programs supported by Federal, State, local, and private funds.

Strengths:

The applicant demonstrates ability to leverage existing neighborhood assets as evident by its planned steering committee which will have representatives from foundations, city government, health department, school district and community-based organizations bringing a wealth of knowledge and expertise in their respective areas. In addition, the applicant has already engaged several local organizations in the proposed planning process which will result in more than ▮▮▮▮▮▮ in in-kind contributions. In addition the Applicant is also a part of the CHEN Network. Pages e53-54

Applicant also provides information on the specific leveraged resources as they relate to each area of the continuum including early learning through grade 12, college- and career-readiness, and family and community supports . For example, for school readiness the applicant will leverage resources from a variety of early childhood program including Head Start, Newark Preschool Council and Program for Parents. For the Social Services component, the applicant will engage the new Jersey Department of

human Services, Department of Citizens Services, Essex County, Georgia Village Family Center and Newark NOW. Page e55-56

Weaknesses:

none noted

Reader's Score: 5

Selection Criteria - Quality of Project Services

1. **The Secretary considers the quality of the services to be provided by the proposed project.**

   In determining the quality of the project services, the Secretary considers:

Reader's Score: 20

Sub Question

1. **Needs Assessment and Segmentation Analysis:**

   The extent to which the applicant describes how the needs assessment and segmentation analysis, including identifying and describing indicators, will be used during the planning phase to determine each solution within the continuum.

   Strengths:

   The applicant describes a comprehensive plan to conduct needs assessment and segmentation analysis to identify the needs of the families and children of the targeted neighborhood including the use of current data on a variety of factors (educational indicators and family and community indicators). In addition, the applicant plans to use a broad range of resources to develop the needs assessment including databases, surveys and interviews. They also plan to obtain data from all segments of the population through household surveys, qualitative research, teacher surveys, provider s surveys and preschool/kindergarten assessments. This approach will ensure that a comprehensive needs assessment is completed and that all relevant indicators are identified. Pages e61-62

   The applicant provides a detailed description of its plan to conduct segmentation analysis through partnership with Newark School Research Collaborative who will take the lead in this effort. The applicant also identifies its method for gathering data for the analysis including surveys, interviews, and focus groups. They also specified the analysis method to be used i.e. SAS; and indicates that it will also conduct a Literary Review to identify Best Practices based on similarity , adaptability and applicability to the target community as they develop the solutions. The applicant plans to use the results of this analysis to develop programs goals and activities, and further refined the indicators based on the results of the segmentation analysis. This approach is very systematic and logical and further demonstrates the applicant s capability and capacity to conduct and effective needs assessment process. Page e66-67

   Weaknesses:

   none noted

Reader's Score: 10

2. **Evidence-Based Solutions:**

The extent to which the applicant describes how it will determine that solutions are based on the best available evidence including, where available, strong or moderate evidence, and ensure that solutions drive results and lead to changes on indicators.

Strengths:

The applicant demonstrates a plan to identify best practices and strategies based on evidence through conducting a literary review to identify best practices nationally and locally. The applicant further indicates its intention to focus on models that have been successful in similar communities and those that are adaptable to the proposed project. In addition, the applicant project team will generate a report to summarize relevant data and evidenced-based solutions for each learning community and they will receive professional support from the NSRC in determining how to best infuse or adapt these models and practices in the local community. Page e67

Weaknesses:

none noted

Reader's Score: 10

Selection Criteria - Quality of the Management Plan

The Secretary considers the quality of the management plan for the proposed project.

In determining the quality of the management plan for the proposed project, the Secretary considers the experience, lessons learned, and proposal to build capacity of the applicant's management team and project director in all of the following areas

Reader's Score: 43

Sub Question

1. **Ability to Work with Neighborhood Residents:**

Experience, lessons learned, and proposal to build capacity of the applicants management team and project director in working with the neighborhood and its residents; the schools described in paragraph (2)(b) of Absolute Priority 1; the LEA in which those schools are located; Federal, State, and local government leaders; and other service providers.

Strengths:

The applicant demonstrates that it and its partners has extensive experience in working with neighborhood residents and schools as evident by individual program each agency operates and the project teams individual competencies (i.e. education, experience, history of providing similar services in the community). In addition, the lead community partners collectively have 59 years of experience working with at-risk youth; and the lead applicant also has a long and successful history of providing firs-rate education since 1908. Page e68

The applicant demonstrates a track record and history of working with schools and local services providers. This is evident by current and past projects described in the application. For example, the applicant has a program called RU Ready for Work which is a youth career-readiness program which target students at the West Side High School; an American Reads/Count Program, a reading and math tutoring program for youth and adults in Newark; and the Newark School Initiative which is a joint venture between the applicant and Newark Public School to increase interest in knowledge about college

for youth. The applicant also has the office of University and Community Partnership which is devoted to strengthening the University s relationship with the community by bringing resources to the community to address community related issues of importance. Pages e67-68

Applicant demonstrate the ability to engage local government leaders as evident by letters of support from Mayor Cory Booker, Municipal Council President, Donald Payne, and Councilman of the Newark West War, Ronald Rice. Pages e126-129

Weaknesses:

none noted

Reader's Score: 10

2. **Ability to Utilize Data:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in collecting, analyzing, and using data for decision-making, learning, continuous improvement, and accountability.

Strengths:

The applicant provides a detailed description of how it will collect, analyze and use data for decision making and program improvement as evident by its plan to create a Planning Council that will the responsible for research design, data collection and the segmentation analysis; and the formation of an Advisory Board. The applicant also describes its plan to collect timely and accurate data from key stakeholders including students, families, teachers and providers who will have access to the data through a data base. The applicant will also work with the computer science colleagues to identify potential technologies and vendors for a longitudinal database. Page E71-72

Weaknesses:

The applicant indicates that the Newark School Research Collaborative (NSRC) will provide technical support to the planning council in research design, data collection, and segmentation analyses. However, the experience and expertise of the NSRC is unclear. Information on past projects and track record of conducting similar projects would have been helpful in determining NSRC s capacity and the level of expertise it could bring to the proposed project.   Pages E71-72

Reader's Score: 13

3. **Ability to Create Partnerships:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in creating formal and informal partnerships, including the alignment of the visions, theories of action, and theories of change described in its memorandum of understanding, and creating a system for holding partners accountable for performance in accordance with the memorandum of understanding.

Strengths:

The applicant demonstrates that the Project Director has experience in creating formal partnership as this position would be held by the University Assistant Chancellor of Community Partnerships, which is responsible for working to increase the universities relationship with community organizations. In addition the project team also includes the President/CEO of the United Way who has extensive experience in building community partnerships as evident by his involvement in numerous local Boards such as Newark Mentoring Coalition, American Red Cross, and community College Foundation. Page

Sub Question

e130,e145

Applicant demonstrates the capacity to build partnerships as evident by the MOU which includes several local community based agencies. In addition, the applicant proposed partnership strategies are carefully planned in that the partner agencies were selected based on shared values, goals and commitment to address the identified problems in the target area. page E72-73

The MOU clearly describes the roles and responsibility of each partner and the resources each will bring to the project. There is also a plan to ensure accountability through meeting reports and action steps outline in a written report to document expectation of key partners. Applicant also plans to create a publicly accessible website which will also ensure accountability of partners. page E102-110

Weaknesses:

none noted

Reader's Score: 10

4. **Ability to Integrate Funding Streams:**

Experience, lessons learned, and proposal to build capacity of applicant's management team and project director in integrating funding streams from multiple public and private sources, including its proposal to leverage and integrate high-quality programs in the neighborhood into the continuum of solutions.

Strengths:

The applicant demonstrates its ability to leverage government and private funding as evident by In-kind Contributions from the Living Cities Strong Healthy Commission which will provide ▮▮▮▮▮ the Kresge Foundation which will contribute ▮▮▮▮▮, and additional ▮▮▮▮▮ rom the Victoria Foundation, The Prudential Foundation and the Nicholson Foundation. Pages E54-56

The partnership of the city hall based official who focuses on leveraging public-partnership is a great asset to the applicant in terms of identifying future funding and developing additional relationships with other organizations to further leverage resources. The applicants partnership with the united Way is also a great asset in building its capacity to leverage community resources as this entity will bring its expertise and resources to the table as it related to funding. Page E81

Weaknesses:

none noted

Reader's Score: 10

Priority Questions

Competitive Preference Priority - Competitive Preference Priority 4

1. **Comprehensive Local Early Learning Network:**

To meet this priority, an applicant must propose in its plan to expand, enhance, or modify, an existing network of early learning programs and services to ensure they are high-quality and comprehensive for children from birth through the third grade.

Strengths:

The applicant provides a detailed description of existing early learning programs in the community and has a clear plan to enhanced and or expand these services. For example, the applicant will partner with the Program for Parents (PCP) to implement a system for quality improvement for local child care centers and family

childcare providers. Page E82-83

Weaknesses:

none noted

Reader's Score: 2

Competitive Preference Priority - Competitive Preference Priority 5

1. Quality Internet Connectivity:

To meet this priority, an applicant must ensure that almost all students in the geographic area proposed to be served have broadband Internet access at home and at school, the knowledge and skills to use broadband internet access effectively, and a connected computing device to support schoolwork.

Strengths:

The applicant demonstrates a plan to work with school on currently identified steps to ensuring computer access as evident by current Newark Tech Saturday Program in which the applicant provides computer literacy programs for parents and children k-152thgrade. The applicant plans to expand this program by serving 20-30 additional students and making their home wireless for computer access. age e85

Weaknesses:

none noted

Reader's Score: 1

Competitive Preference Priority - Competitive Preference Priority 6

1. Arts and Humanities:

To meet this priority, an applicant must include in its plan opportunities for children and youth to experience and participate actively in the arts and humanities in their community so as to broaden, enrich, and enliven the educational, cultural, and civic experiences available in the neighborhood.

Strengths:

n/a

Weaknesses:

n/a

Reader's Score: 0

Competitive Preference Priority - Competitive Preference Priority 7

1. Quality Affordable Housing:

To meet this priority, an applicant must propose to serve geographic areas that were the subject of an affordable housing transformation pursuant to a Choice Neighborhoods or HOPE VI grant awarded by the U.S. Department of Housing and Urban Development during FY2009 or later years.

Strengths:

n/a

Weaknesses:

n/a

Reader's Score: 0

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