

Technical Review Cover Sheet

Panel Details

**Fiscal Year** 2017      **CFDA/Subprogram** 84.215N   **Schedule No** 1   **Tier No.** 1  
**Panel Name** Panel - 49

**Applicant Name** South Bay Community Services   **PR/Award No** U215N170049

Questions

	Points Possible	Points Scored
<b>1. Selection Criteria</b>		
Need	15	15
Project Design	30	30
Project Services	20	20
Management Plan	20	20
Adequacy of Resources	15	15
<b>TOTAL</b>	<b>100</b>	<b>100</b>

Priority Questions

**1. Competitive Preference Priority**  
Priority

3      0

Priority	3	3
Priority	1	0
Priority	1	1
<b>TOTAL</b>	<b>8</b>	<b>4</b>
<b>GRAND TOTAL</b>	<b>108</b>	<b>104</b>

#### Technical Review Form

**Applicant Name** South Bay Community Services **PR/Award No** U215N170049

**Reviewer Name**

#### Selection Criteria - Need for Project

1.

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.

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

The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities have been identified and will be addressed by the proposed project, including the nature and magnitude of those gaps or weaknesses.

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-5; Adequately Developed: 6-10; Strongly Developed: 11-14; Fully Developed: 15**

Strengths: The applicant did an exceptional job demonstrating the magnitude of problems in the communities that the proposed project will serve (pp. e18-

21).Based on the data it is very evident that the communities need resources and services because major gaps exist (pp. e18-34). For example, weaknesses exist such as language barriers because 52.5% of the population can not speak English very well. Another weakness is the lack of early learning support based on the needs assessment. The proposed project plans to address all of the weaknesses and gaps in these communities.

Weaknesses: No weaknesses found.

Strengths: The applicant completely described the geographical area (pp. e34-35). The area consists of 2 of the most impoverished regions in District 8 in the City of San Diego. The area encompasses two school districts in the San Diego area located entirely within the Promise Zone. The area makes up 9 census tracks and has good proximity to waterways and highways (p. e36).

Weaknesses: No weaknesses found.

Strengths: The applicant identified specific needs that the communities lack (p. e38). For example, youth programs and employment services and job training, which are very significant for the overall health of an already challenged area. An absence or deficiency of appropriate youth programs is devastating for an area consisting of 35% under the age of 17 (p. e35).

Weaknesses: No weaknesses found.

**Question Status:Completed**

**Reviewer Score: 15**

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**Selection Criteria - Quality of Project Design**

**2.**

**The extent to which the applicant describes a plan to create a complete pipeline of services, 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, and that will significantly increase the proportion of students in the neighborhood that are served by the complete continuum to reach scale over time.**

**The extent to which the methods of evaluation include the use of objective performance measures that are clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.**

**The extent to which the proposed project is supported by strong theory.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-11; Adequately Developed: 12-23; Strongly Developed: 24-29; Fully Developed: 30**

**Strengths:** The proposed project offers “cradle to career” support for the communities to be served (p. e40). The pipeline consists of 4 elements. The most important being Kinder Readiness Strategy. Early learning and education is vital for all future academic success. The remaining 3 elements are rigorous academic interventions, enhanced college and career readiness, and a safety net of wrap around services. The strategies are replicated from another successful plan, CVPromise (p. e42).

**Weaknesses:** No weaknesses found.

**Strengths:** The applicant will use Social Solutions Efforts to Outcomes software for tracking outcomes and performance management (pp. e78-84;e93;e210). Universal screening tool will ensure participants are routed to the correct services and programs. Annual goals for performance measures are outlined for the project (p. e80). For example, attendance rates and graduations rates are both aligned to intended outcomes of the project, such as successful transition to high school (p. e81). The applicant will collect different forms of data such as surveys and focus groups. Evaluators will be from outside sources to prevent bias this will benefit the fidelity of the project (p. e85).

**Weaknesses:** No weaknesses found.

**Strengths:** The applicant stated the use of culturally specific programs and services (p. e85). This is impressive due to the fact that research based and data driven strategies are not always culturally based but use a “one size fits all” mindset. The proposed project will incorporate a trauma-informed approach (p. e86). This approach is suitable for these communities since most have endured some sort of trauma that they must recovery from in order to succeed.

**Weaknesses:** No weaknesses found.

**Question Status:Completed**

**Reviewer Score: 30**

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**Selection Criteria - Quality of Project Services**

**3.**

**The quality and sufficiency of strategies for ensuring equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**

**The likelihood that the services to be provided by the proposed project will lead to improvement in the achievement of students as measured against rigorous academic standards.**

**The quality of the applicant's plan to establish formal and informal partnerships, including the alignment of the visions, theories of action, and theories of change described in its memorandum of understanding, and to create a system for holding partners accountable for performance in accordance with the memorandum of understanding.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-6; Adequately Developed: 7-13; Strongly Developed: 14-19; Fully Developed: 20**

**Strengths:** The proposed project will implement strategies for ensuring equality for underrepresented groups such as, Hispanics and English Language Learners. The percentage of underrepresented groups in the area the project will serve has higher percentages than statewide such as, foreign born and households that receive food stamps (p. e94). The strategies were designed with the community's input and will take place in common community hubs. Based upon this information the project will be successful in ensuring equal access and treatment.

**Weaknesses:** No weaknesses found.

**Strengths:** The applicant's project will use the Granger Turnaround Model (GTM) (pp. e97-99) which has a track record for success. By correctly executing the interventions such as targeted and timely support students will likely succeed. The project also will set out to change the culture of the schools. This is important for communities that have generally failed by increasing attendance, and improving behavior. The Kinder Readiness strategy is also an excellent solution because it addresses caregivers with limited knowledge of child development (pp. e205;210). This will be addressed by a developmental specialist. Solutions as this and others will increase academic achievement.

**Weaknesses:** No weaknesses found.

**Strengths:** The applicant reveals numerous partnerships with reputable organizations and businesses that fully support the proposed project (pp. e102-116). One of the strategies replicated from another successful project is the use of Results-Based Accountability (RBA), a framework used to hold all partners accountable (p. e42). The Core Management Team (p. e87) which oversees day-to-day operations will also monitor accountability. These plans in place will greatly increase accountability and reflection of all partners. The applicant provides a thorough communications and outreach plan in order for the project to continuously engage residents and partners, and bring on new partners (pp. e123-124). The applicant included MOUs to prove support and commitment from some stakeholders (pp. e165-192). For example, the collaborative memorandum of understanding displays an alignment of the visions and theories, partners acknowledged and signed (pp. e169-181).

**Weaknesses:** No weaknesses found.

**Question Status:Completed**

**Reviewer Score: 20**

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**Selection Criteria - Quality of the Management Plan**

**4.**

**Capacity Quality of the Management Plan**      **The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.**

**The adequacy of the management plan's provisions on collecting, analyzing, and using data for decision making, learning, continuous improvement, and accountability, including whether the applicant has a plan to build, adapt, or expand a longitudinal data system that integrates student-level data from multiple sources in order to measure progress while abiding by privacy laws and requirements, and ensuring that any systems built, adapted, or expanded upon includes essential security controls.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-6; Adequately Developed: 7-13; Strongly Developed: 14-19; Fully Developed: 20**

Strengths: The applicant presents information to show that there is a management plan in place that will sufficiently support the project. For example, the applicant lists detailed organizational capacity for accomplishing the project's tasks (pp. e117-118). The applicant provided adequate cost data to maintain budget as outlined in the project (pp. e246-255). With this well documented management plan, the applicant will execute the goals on time and within budget. The Core Management Team has the responsibility of tracking the achievement of milestones. There are milestones for each component such as, targeted monthly goals (pp. e117-124).

Weaknesses: No weaknesses found.

Strengths: The project will use the Efforts to Outcomes (ETO) system for maintaining data and THP-Plus (supportive transitional housing for former foster youth) participant tracking system (pp. e124-125). The tracking systems currently in place are cost efficient because no additional development is needed and all new users can be easily trained. The project will use a universal release of information, signed by parents, giving permission to share non-identifying data in progress reports. Every partner will not have universal access to all data, however, no one will be able to access information that could allow them to identify a participant (p. e128). This is an innovative approach to ensure security and privacy.

Weaknesses: No weaknesses found.

**Question Status:Completed**

**Reviewer Score: 20**

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**Selection Criteria - Adequacy of Resources**

**5.**

**The extent to which the costs are reasonable in relation to the number of persons to be served and to the anticipated results and benefits.**

**The extent to which the applicant demonstrates that it has the resources to operate the project beyond the length of the grant, including a multi-year financial and operating model and accompanying plan; the demonstrated commitment of any partners; evidence of broad support from stakeholders (e.g., State educational agencies, teachers' unions) critical to the project's long-term success; or more than one of these types of evidence.**

**The extent to which the applicant identifies existing neighborhood assets and programs supported by Federal, State, local, and private funds that will be used to implement pipeline services.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-5; Adequately Developed: 6-10; Strongly Developed: 11-14; Fully Developed: 15**

Strengths: The applicant provides information that staff wages fall within state guidelines based on employee education and experience; program expenses are based on actual costs; and the backbone organizational administration costs are calculated using the agency's federal indirect rate agreement (p. e129). This is impressive and reasonable. The cost per solution is detailed by the applicant as well as the estimated number of participants (e193-208). For example, Manpower of San Diego, will cost \$500,000 for an estimated 140 students with 1% penetration (p. e202).

Weaknesses: No weaknesses found.

Strengths: The applicant has over \$33 million in match funding (p. e39). The proposed project has a Sustainability Committee in place (p. e130). This committee has significant responsibilities such as sharing funding opportunities and approaches. The applicant is also working with CVPromise and other Promise Neighborhoods to develop a statewide sustainability program (p. e89). The budget narrative details how sustainability is already built into the plan once the grant period ends (p. e246). For example, funding is spread over a wide base of local, county, state, and federal agencies as well as individual donors, corporations, and private foundations. The applicant is also broadening their donor base through online fundraising and planned giving opportunities. Memorandums of understanding and letters of support are included (p. e133). The applicant demonstrates that sources of funding beyond the grant period.

Weaknesses: No weaknesses found.

Strengths: The applicant identifies existing assets and programs (p. e130-133). An example is Live Well San Diego which, is the overall vision for this region and

is a formal partner with SBCS as well as D8PN. The existing services include building better health, living safely and thriving. These programs will continue to be in use for pipeline services during the grant period.

Weaknesses: No weaknesses found.

**Question Status:Completed**

**Reviewer Score: 15**

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#### Priority Questions

##### **Competitive Preference Priority - Competitive Preference Priority**

**1.**

**Competitive Preference Priority 1  
0 or 3 Points**

##### **Byrne Criminal Justice Innovation (BCJI) Program**

**To meet this priority, an applicant must propose to serve geographic areas that were the subject of a targeted strategy addressing crime in a specific community pursuant to a BCJI grant awarded by the U.S. Department of Justice during FY 2012 or later years. To be eligible under this priority, the applicant must either: (1) Be able to demonstrate that it has received a BCJI grant; or (2) provide, in its application, a memorandum of understanding between it and a partner that is a recipient of a BCJI grant. The memorandum of understanding must indicate a commitment on the part of the applicant and partner to coordinate implementation and align resources to the greatest extent practicable.**

Strengths: No strengths found.

Weaknesses: The applicant does not make it clear how they will address priority however, it is mentioned (p. e135).

**Question Status:Not Completed**



**Reviewer Score: 0**

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**Competitive Preference Priority - Competitive Preference Priority**

**2.**

**Competitive Preference Priority 2**  
**0 or 3 Points**

**Drug Free Communities (DFC) Support Program**

**To receive points under this priority, the applicant must either: (1) Demonstrate that it has received a DFC grant to prevent opioid abuse (as one of its areas of focus); or (2) provide, in its application, a memorandum of understanding between it and a partner that is a recipient of a DFC grant to address opioid abuse prevention as one of its areas of focus.**

Strengths: The applicant will be a partner of the Cinco de Mayo Con Orgullo, San Diego's DFC program. The signed MOU from SAY San Diego, DFC grant recipient was provided (p. e167).

Weaknesses: No weaknesses found.

**Question Status:Not Completed**

**Reviewer Score: 3**

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**Competitive Preference Priority - Competitive Preference Priority**

**3.**

**FOR EVIDENCE BASED REVIEWERS ONLY**

**Competitive Preference Priority 3**  
**0 or 1 Points**

**Evidence-Based Activities, Strategies, or Interventions**

To meet this priority, an applicant must propose to carry out evidence based activities, strategies, or interventions that, based on information included in their application, are supported by promising evidence.

Strengths: This will be addressed by an evidence reviewer.

Weaknesses:

**Question Status:**Not Completed

**Reviewer Score:** 0

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#### **Competitive Preference Priority - Competitive Preference Priority**

**4.**

**Competitive Preference Priority 4  
0 or 1 Points**

##### **Promise Zones**

**This priority is for projects that are designed to serve and coordinate with a federally designated Promise Zone. To meet this priority, an applicant must include a Certification of Consistency with Promise Zone Goals and Implementation (HUD Form 50153) signed by an authorized representative of the lead organization of a Promise Zone designated by the Department of Housing and Urban Development (HUD) or the United States Department of Agriculture. An application for Promise Neighborhoods grant funds that is not accompanied by a signed certification (HUD Form 50153) will receive zero points for this priority. The certification form is available at [//portal.hud.gov/hudportal/documents/huddoc?id=HUD\\_Form\\_50153.pdf](http://portal.hud.gov/hudportal/documents/huddoc?id=HUD_Form_50153.pdf). To view the list of designated Promise Zones and lead organizations please go to [www.hud.gov/promisezones](http://www.hud.gov/promisezones).**

Strengths: The City of San Diego was awarded Promise Zone status in 2016, and the proposed project includes a significant presence in the San Diego Promise Zone. The applicant provided a signed HUD Certification (p. e166).

Weaknesses: No weaknesses found.

**Question Status:**Not Completed

**Reviewer Score: 1**

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Panel Details

**Fiscal Year** 2017      **CFDA/Subprogram** 84.215N   **Schedule No** 1   **Tier No.** 1  
**Panel Name** Panel - 49

**Applicant Name** South Bay Community Services   **PR/Award No** U215N170049

Questions

	Points Possible	Points Scored
<b>1. Selection Criteria</b>		
Need	15	15
Project Design	30	30
Project Services	20	20
Management Plan	20	20
Adequacy of Resources	15	15
<b>TOTAL</b>	<b>100</b>	<b>100</b>

Priority Questions

**1. Competitive Preference Priority**

Priority	3	0
Priority	3	3
Priority	1	0
Priority	1	1
<b>TOTAL</b>		<b>4</b>
<b>GRAND TOTAL</b>		<b>104</b>

## Technical Review Form

**Applicant Name** South Bay Community Services **PR/Award No** U215N170049**Reviewer Name****Selection Criteria - Need for Project****1.**

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.

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

The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities have been identified and will be addressed by the proposed project, including the nature and magnitude of those gaps or weaknesses.

Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-5; Adequately Developed: 6-10; Strongly Developed: 11-14; Fully Developed: 15

The applicant provides convincing evidence of issues of need to improve education, health and development outcomes by systematically addressing low-performing schools, immigration concerns, transience, poverty, crime, low educational expectations, and homelessness. Within target area, the Barrio Logan/Logan Heights and San Ysidro neighborhoods of District 8 in San Diego. The 7,393 families in Barrio Logan/Logan Heights have a \$27,619 and median household income, 40.2% live below the federal poverty rate, child poverty is at 59.3%, and 19.3% are eligible for food stamps, while 6.0% receive cash and/or public assistance; 29.5% live below the federal poverty rate, childhood poverty is at 29.5%, and 25.6% are eligible for food stamps, while 7.6% receive cash and/or public assistance; this is the most impoverished area in the county and the state of California. Collectively, 15% of residents possess less than an 8th grade education and 90% lack a college degree. About 5,560 youth attend 8 schools; 26-33% of elementary-aged children are proficient in ELA and 15-35% are proficient in math. English learner data is even lower, 7-15% are proficient in ELA and 4-9% are proficient in math. An estimated 30-40% residents in Barrio Logan are homeless. In addition target residents live with environmental injustice – exposed to toxins and vulnerable to health issues that impact the workforce. These factors and data points indicate a strong need for programming. pp e18-34

Weaknesses: None noted.

b) Strengths: The applicant clearly identifies the areas to be served as San Ysidro comprising 4 census tracts while Barrio Logan is made up of 5 census tracts. A detailed map of each community (e36) is provided as well as narrative describing location in proximity to interstates and water ways. pp e34-37

Weaknesses: None noted.

c) Strengths: Specific identified gaps are identified clearly. For instance, being under sourced and lacking programming for youth, lack of community green spaces, access to affordable housing, available job training, issues with public safety, and economic development opportunities are all identified clearly. Survey data collected as well as data from a variety of sources highlight the extent of needs in education, workforce development, health, safety, and basic needs. pp e38-39

Weaknesses: None noted.

**Question Status:Completed**

**Reviewer Score: 15**

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#### **Selection Criteria - Quality of Project Design**

**2.**

**The extent to which the applicant describes a plan to create a complete pipeline of services, 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, and that will significantly increase the proportion of students in the neighborhood**

that are served by the complete continuum to reach scale over time.

**The extent to which the methods of evaluation include the use of objective performance measures that are clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.**

**The extent to which the proposed project is supported by strong theory.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-11; Adequately Developed: 12-23; Strongly Developed: 24-29; Fully Developed: 30**

a) Strengths: The applicant adequately targets 4 issues to be addressed and identifies corresponding solutions within a pipeline of services. Those issues are: kinder readiness with limited access to quality early learning; low academic achievement coupled with low performing schools, a high percentage of ELLs, and high teacher turnover; post-secondary/career as evidenced by lack of preparation and low family expectations; family and community supports that address food desserts, mobility, homelessness, underemployment, and lack of technology savviness. Solutions are identified as a means to address gaps from education to employment, access to health services, safety, and providing basic needs. Kinder readiness, academic rigor, college and career readiness, a continuum of safety-net, wraparound services, and sustainability are presented in detail and are all part of the applicant's plan to provide a pipeline of services to ameliorate issues in a scaled up model of delivery. Children currently being served in 8 schools are targeted. pp e39-78

Weaknesses: None noted

b) Strengths: The applicant presents a well-conceived logic model of inputs, resources, continuum of solutions, and outputs. The Social Solutions' Efforts to Outcomes software is proposed which establishes sufficient quantitative baseline data, captures longitudinal data, and provides data reporting aligned to performance objectives. Goals for each performance measure are specified in detail. Baseline data (and sources), number of children targeted and yearly growth targets are all specified. As an example, schools will provide attendance data and the state Department of Education will supply academic. Depth of performance indicators will be collected and analyzed. Survey data will be collected as well as secondary data, and a segmentation analysis identified 3 levels of risk. The applicant adequately identifies data sources, intervals, target populations, and secure storage as part of its comprehensive plan; commitment to providing access to a national evaluator is explicitly stated. pp e78-84; 93; 210

Weaknesses: None noted.

c) Strengths: The project is adequately supported by strong, recent, and relevant theory. The three issues to be addressed are thoroughly supported by research, the most recent being in 2016. Each evidenced-based solution is detailed in Appendix G. pp e85-92; 193; (Appendix G) 209-245

Weaknesses: None noted.



**Question Status:Completed**

**Reviewer Score: 30**

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**Selection Criteria - Quality of Project Services**

**3.**

**The quality and sufficiency of strategies for ensuring equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**

**The likelihood that the services to be provided by the proposed project will lead to improvement in the achievement of students as measured against rigorous academic standards.**

**The quality of the applicant's plan to establish formal and informal partnerships, including the alignment of the visions, theories of action, and theories of change described in its memorandum of understanding, and to create a system for holding partners accountable for performance in accordance with the memorandum of understanding.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-6; Adequately Developed: 7-13; Strongly Developed: 14-19; Fully Developed: 20**

a) Strengths: The applicant has adequately identified targeted, underrepresented groups as: Hispanic/Latinos, juvenile justice youth, English learners, immigrants, food stamp recipients, those with less than a 9th grade education, unemployed over the age of 16, and persons without vehicles as sub groups without equal access. Strategies presented by the applicant address equal access for all groups, but especially the groups recognized as traditionally not having access to services and especially the homeless. As an example, washer and dryers will be placed at target elementaries to provide homeless children with clean clothing. pp e94-96

Weaknesses: None noted.

b) Strengths: A seamless continuum is presented from kinder to secondary. As an example, the Granger Turnaround Model (GTM) will be utilized at each school. This model follows 4 research-based interventions that have yielded results: directive, targeted, timely, and systematic. These 4 systems work together to change school culture and defuse the impact of poverty in schools such as attendance, behavior, and intervention. Parental assistance for homework is addressed. The GTM also assesses weekly, opportunities for teachers to immediately adjust instruction and consider both short-term and long-term outcomes. pp e30; 97-102

Weaknesses: None noted.

c) Strengths: The applicant provides a strong plan is based on existing partnerships that include residents within the targeted communities, foundations, and

community organizations; this evidences a continuum and avoids unnecessary duplication. South Bay Community Services (SBCS) will provide coordination and leadership with 46 years' experience of establishing partnerships. For example, SBCS pioneered the SafeCare model of in-home visits to assist parents and caregivers at risk for neglect. Partners such as Casa Familiar, Barrio Logan College Institute, Ysidro Health Center, and Barrio Station support the applicant's theory of change: transformation, understanding of children as part of systems, and engaged, informed parents. A plan to provide all partners from families to schools and community agencies is proposed. pp e38-78; 102-116; (Appendix D) 182-192; 165-192 (MOU)

Weaknesses: None noted.

**Question Status:Completed**

**Reviewer Score: 20**

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**Selection Criteria - Quality of the Management Plan**

**4.**

**Capacity Quality of the Management Plan**      **The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.**

**The adequacy of the management plan's provisions on collecting, analyzing, and using data for decision making, learning, continuous improvement, and accountability, including whether the applicant has a plan to build, adapt, or expand a longitudinal data system that integrates student-level data from multiple sources in order to measure progress while abiding by privacy laws and requirements, and ensuring that any systems built, adapted, or expanded upon includes essential security controls.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-6; Adequately Developed: 7-13; Strongly Developed: 14-19; Fully Developed: 20**

a) Strengths: The proposed organizational management plan is highly structured and detailed. An organizational chart represents how responsible personnel are deployed throughout the plan. A detailed calendar supplies all milestones, responsible personnel, and resources. The plan addresses criteria and how SBCS will address critical issues. The plan also includes detailed timelines, members of organizations represented, roles within organizations regarding each organization's responsible personnel; objectives will be addressed through the plan indicating the plan will be implemented on time and within the proposed budget. Additionally, parents and residents are included in every single aspect of the management plan. pp e117-124; 246-255

Weaknesses: None noted.

b) Strengths: The applicant's plan to collect, analyze, and use data to drive decision-making is sufficient. SBCS's Contractual Compliance and Quality Assurance Department has extensive experience and will use a web-based longitudinal tracking system. Each partner will designate an appointed person for data management. A detailed MOU specifies each partner's data commitments. Trend and current data will be generated and used to provide the best services in a targeted, specific, and individualized manner. pp e124-129; 165-192 (MOU)

Weaknesses: None noted.

**Question Status:Completed**

**Reviewer Score: 20**

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**Selection Criteria - Adequacy of Resources**

**5.**

**The extent to which the costs are reasonable in relation to the number of persons to be served and to the anticipated results and benefits.**

**The extent to which the applicant demonstrates that it has the resources to operate the project beyond the length of the grant, including a multi-year financial and operating model and accompanying plan; the demonstrated commitment of any partners; evidence of broad support from stakeholders (e.g., State educational agencies, teachers' unions) critical to the project's long-term success; or more than one of these types of evidence.**

**The extent to which the applicant identifies existing neighborhood assets and programs supported by Federal, State, local, and private funds that will be used to implement pipeline services.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-5; Adequately Developed: 6-10; Strongly Developed: 11-14; Fully Developed: 15**

a) Strengths: The costs associated with implementing the applicant's plan are reasonable; necessary budget items such as personnel, travel, equipment and supplies and necessary contracted services are included. Scope and impact are maximized; for example, the Promotoras are managed by Casa Familiar, who has experience operating a Promotoras as well as a tutoring program. Cost per solution indicates the number of residents to be served and the penetration rate on a year-by-year basis; as such incremental increases as proposed. For instance, First Five Steps (Newborn Home Visiting) will serve 40 children in year 1, 50 in year 2, 60 in year 3, 80 in year 4 and a total of 100 in year 5; the penetration rate increases from 6% to 15% over the life of the grant for this solution. pp e129-130; 193-208; 246-258 (Budget Narrative)

Weaknesses: None noted.

b) Strengths: The applicant is designating SBCS as the entity that will be responsible for sustaining funding beyond the life of the grant. The SBCS has a successful 28 year history of sustaining programming and manages 56 federal grants. Broad support from stakeholders is evident; for example, funding is leveraged from several streams. A Sustainability Committee is in place to specifically address sustainability. pp e130-133; 165-192 (MOU)

Weaknesses: None noted.

c) Strengths: A specific plan called Live Well San Diego is the county vision that was created and offers a perceived better San Diego for all residents in terms of health, living safely, and thriving as community members. Both local and private funds that will be used to implement pipeline services through existing community programs supported by federal, state or local, and private funds. As examples, the San Diego Futures Foundation (non profit status) will improve lives through technology access, Barrio Station (a community-based resource center) actually contains a computer lab, gym, and meeting spaces for residents to utilize, while the San Diego Police Department (state organization) has committed to add an additional School and Community Resource Officer. pp e133-135

Weaknesses: None noted.

**Question Status:Completed**

**Reviewer Score: 15**

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#### Priority Questions

##### **Competitive Preference Priority - Competitive Preference Priority**

**1.**

##### **Competitive Preference Priority 1 0 or 3 Points**

##### **Byrne Criminal Justice Innovation (BCJI) Program**

**To meet this priority, an applicant must propose to serve geographic areas that were the subject of a targeted strategy addressing crime in a specific community pursuant to a BCJI grant awarded by the U.S. Department of Justice during FY 2012 or later years. To be eligible under this priority, the applicant must either: (1) Be able to demonstrate that it has received a BCJI grant; or (2) provide, in its application, a memorandum of understanding between it and a partner that is a recipient of a BCJI grant. The memorandum of understanding must indicate a commitment on the part of the applicant and partner to coordinate implementation and align resources to the greatest extent practicable.**

The applicant states Byrne Criminal Justice Innovation is reflected throughout the proposed implementation plan, but the Byrne Criminal Justice Innovation (BCJI) Program is not specified. In the abstract the applicant does not address this competitive preference priority. p e135

**Question Status:Completed**

**Reviewer Score: 0**

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**Competitive Preference Priority - Competitive Preference Priority**

**2.**

**Competitive Preference Priority 2  
0 or 3 Points**

**Drug Free Communities (DFC) Support Program**

**To receive points under this priority, the applicant must either: (1) Demonstrate that it has received a DFC grant to prevent opioid abuse (as one of its areas of focus); or (2) provide, in its application, a memorandum of understanding between it and a partner that is a recipient of a DFC grant to address opioid abuse prevention as one of its areas of focus.**

The Cinco de Mayo Con Orgullo is identified by the applicant as an awardee of Drug Free Community Support Program. Cinco de Mayo Con Orgullo has agreed to enter into a MOU with the applicant to reduce both drug and alcohol use, satisfying the Competitive Preference Priority. p e135

**Question Status:Completed**

**Reviewer Score: 3**

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**Competitive Preference Priority - Competitive Preference Priority**

**3.**

**FOR EVIDENCE BASED REVIEWERS ONLY**

**Competitive Preference Priority 3**  
**0 or 1 Points**

**Evidence-Based Activities, Strategies, or Interventions**

**To meet this priority, an applicant must propose to carry out evidence based activities, strategies, or interventions that, based on information included in their application, are supported by promising evidence.**

This Competitive Preference Priority will be reviewed by an Evidence Reviewer.

**Question Status:Completed**

**Reviewer Score: 0**

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**Competitive Preference Priority - Competitive Preference Priority**

**4.**

**Competitive Preference Priority 4**  
**0 or 1 Points**

**Promise Zones**

**This priority is for projects that are designed to serve and coordinate with a federally designated Promise Zone. To meet this priority, an applicant must include a Certification of Consistency with Promise Zone Goals and Implementation (HUD Form 50153) signed by an authorized representative of the lead organization of a Promise Zone designated by the Department of Housing and Urban Development (HUD) or the United States Department of Agriculture. An application for Promise Neighborhoods grant funds that is not accompanied by a signed certification (HUD Form 50153) will receive zero points for this priority. The certification form is available at [//portal.hud.gov/hudportal/documents/huddoc?id=HUD\\_Form\\_50153.pdf](https://portal.hud.gov/hudportal/documents/huddoc?id=HUD_Form_50153.pdf). To view the list of designated Promise Zones and lead organizations please go to [www.hud.gov/promisezones](http://www.hud.gov/promisezones).**

The City of San Diego was awarded Promise Zone status in 2016; the applicant has a significant presence in the San Diego Promise Zone addresses this Competitive Preference Priority. A signed certificate from HUD is included in the applicant's application, satisfying this Competitive Preference Priority. p e135

**Question Status:Completed**

**Reviewer Score: 1**

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Technical Review Cover Sheet

Panel Details

**Fiscal Year** 2017      **CFDA/Subprogram** 84.215N   **Schedule No** 1   **Tier No.** 1  
**Panel Name** Panel - 49

**Applicant Name** South Bay Community Services   **PR/Award No** U215N170049

Questions

	Points Possible	Points Scored
<b>1. Selection Criteria</b>		
Need	15	15
Project Design	30	30
Project Services	20	20
Management Plan	20	20
Adequacy of Resources	15	15
<b>TOTAL</b>	<b>100</b>	<b>100</b>

Priority Questions



**1. Competitive Preference Priority**

Priority	3	0
Priority	3	3
Priority	1	0
Priority	1	1
<b>TOTAL</b>		<b>4</b>
<b>GRAND TOTAL</b>		<b>104</b>

## Technical Review Form

**Applicant Name** South Bay Community Services **PR/Award No** U215N170049**Reviewer Name****Selection Criteria - Need for Project****1.**

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.

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

The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities have been identified and will be addressed by the proposed project, including the nature and magnitude of those gaps or weaknesses.

Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-5; Adequately Developed: 6-10; Strongly Developed: 11-14; Fully Developed: 15

The applicant provides evidence and statistics showing the target area is in need of the program and describes the issues faced by the target area. Both neighborhoods are predominately Hispanic, low income, and politically disenfranchised. They both face the struggles of immigration, low socio-economics, homelessness, and poor performing schools. Issues of under employment, economic hardships, schools overburdened as they try to address the severe needs of students, lack of English language proficiency, and other factors associated with poverty, infringe upon families' desire for their children to obtain a good education in order to succeed. The applicant provides narrative and additional statistics of the barriers faced by the target population. (3)

The applicant provides narrative identifying the target area to be impacted by the program. The applicant indicates: Areas affected by the San Diego D8 Promise Neighborhood: The San Diego D8 Promise Neighborhood will be situated in the 2 most impoverished areas in the City of San Diego's District 8, in the County of San Diego, State of California. (Page 3)

The applicant provides a statement that basically describes the gaps and social conditions faced in the target area. San Diego's District 8 is deprived of many basic resources that communities require to survive and thrive. Community forums, conducted during the planning stages of the City of San Diego's 2015-2019 Consolidated Plan, consistently identified San Ysidro and Barrio Logan/Logan Heights as highly depressed and under resourced communities. (Page 23)

The applicant provides narrative identifying the seriousness of the barriers faced by the target population and the socioeconomic gaps preventing social progress. For example, among the specific needs identified, the following were noted most frequently: Youth Programs; Affordable Housing; Employment Services and Job Training; Improved and Expanded. Parks; Improved Infrastructure; Public Safety Enhancements; and Economic Development. District 8 was also identified as a high need community in the City of San Diego's successful 2016 Promise Zone application Despite tremendous need, SY remains removed from the City of San Diego, geographically and socially isolated and served by separate school districts; and politically divided, lacking the financial resources and power to contend in City elections and influence public policy. Both communities are considered hopeless communities. (Page 23)

WEAKNESSES: No weaknesses noted.

**Question Status:Completed**

**Reviewer Score: 15**

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### **Selection Criteria - Quality of Project Design**

**2.**

**The extent to which the applicant describes a plan to create a complete pipeline of services, 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, and that will significantly increase the proportion of students in the neighborhood that are served by the complete continuum to reach scale over time.**

**The extent to which the methods of evaluation include the use of objective performance measures that are clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.**

**The extent to which the proposed project is supported by strong theory.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-11; Adequately Developed: 12-23; Strongly Developed: 24-29; Fully Developed: 30**

The applicant provides details and evidence the project design is based on solid experience and best practices research. The applicant indicates D8PN will be led by South Bay Community Services, a recipient of a 2011 Promise Neighborhoods Planning Grant, followed by a 2012 Promise Neighborhoods Implementation Grant which is supporting the Chula Vista Promise Neighborhood. ( Page 24)

The applicant provides narrative indicating the program mobilized a great number of community partners and have worked hand in hand for years insuring a variety of perspectives and experience to the structure of the program. For CVPromise, SBCS mobilized 28 partners – schools, government agencies, non-profit organizations, and businesses that signed on to provide over \$33 million in matching funds. CVPromise successes to date include significant increases in kinder readiness, school, academic proficiency, graduation rates, college retention, and community engagement. The proposed D8PN Department Director and Program Director have managed CVPromise since it began, so they bring 5 years experience directing one of the nations most successful Promise Neighborhoods to this new initiative. Many of the solutions in the D8PN pipeline have been successfully implemented - and improved over the past 5 years - in CVPromise. (Page 24)

The applicant provides an excellent narrative of the planning details. SBCS has been serving the residents of District 8 for over 20 years. For the D8PN initiative, SBCS led an intensive 12-month planning phase that included community mobilization, a needs assessment, data analysis, recruitment of multiple service providers from various sectors, and planning meetings. The end result is an implementation plan for a seamless continuum of cradle to career solutions that will provide all children with opportunities for success, steady, nurturing relationships throughout the pipeline, and a clear and viable pathway to college and career success. D8PN will establish a culture of healing and wellness – a healing zone – that permeates the neighborhood, mitigating pervasive environmental traumas that can lead to Persistent Traumatic Stress Disorder; poverty, violence, homelessness, racism, hunger, abuse and neglect, drugs, crime. (Pages 24, 25)

The applicant provides an excellent narrative on the evaluation component. For example, performance-based evaluation criteria are written for each objective and activity. These evaluation measures precisely the accomplishment of objectives and activities against pre-set quantifiable standards. The database used by the project will provide for collections of data for the evaluation measures and will be a very strong asset of the evaluation plan because it produces appropriate, objective, and quantifiable data to illustrate whether the project is effectively achieving its objectives and activities, including quantitative and qualitative data. D8PN has selected Social Solutions Efforts to Outcomes software for tracking outcomes and performance management. CVPromise has already developed a Universal Screening Tool, which will be used by all D8PN partners to screen for family and individual risk factors, in order to refer to appropriate programs and services. Partner providers will enter data into the ETO database. Using the ETO software, D8PN will be able to track efforts and outcomes at a variety of levels, including for individual children and family members, programs provided by the partners, and the Promise Neighborhood as a whole. (Pages 63, 64)

The applicant provides information indicating the implementation strategy is based on solid research. For instance, D8PNs implementation plan is research-based and data-driven. D8PN has selected programs and services that are evidenced-based and culturally-specific, and will have a direct impact on the chosen indicators. SBCS programs range from evidence-based models collaborating closely with the models creators, to new innovations employing external evaluators to implement rigorous evaluations studying program outcomes. Data is systematically collected and analyzed for all programs. (Pages 69, 70)

The applicant provides excellent details on the evaluation and management of strong theory. The use of Efforts to Outcomes software, with a Results Based Accountability grounding, is innovative in that it requires data-driven program evaluation, improvement, and implementation in real-time, thereby bridging the gap between research and practice. Impact is imminently achieved, challenges are quickly addressed, and accountability is maintained through results. SBCS also participates in external evaluations: SANDAG publishes annual reports on outcomes of all county Community Assessment Teams, including SBCS in the South Region. Harder & Co. has evaluated SBCS Community Services for Families, Healthy Development Services, First Steps, and Therapeutic preschool. (Page 70)

WEAKNESSES: No weaknesses noted.

**Question Status:Completed**

**Reviewer Score: 30**

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### **Selection Criteria - Quality of Project Services**

**3.**

**The quality and sufficiency of strategies for ensuring equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**

**The likelihood that the services to be provided by the proposed project will lead to improvement in the achievement of students as measured against rigorous academic standards.**

**The quality of the applicant's plan to establish formal and informal partnerships, including the alignment of the visions, theories of action, and theories of change described in its memorandum of understanding, and to create a system for holding partners accountable for performance in accordance with the memorandum of understanding.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-6; Adequately Developed: 7-13; Strongly Developed: 14-19; Fully Developed: 20**

The applicant provides a strong narrative with ample statistics showing strategies for ensuring equal access and treatment for traditionally unrepresented groups.

D8PN will employ various strategies to ensure equal access and treatment for all participants, including those members of groups that traditionally have been underrepresented. The target neighborhood supports 2 communities that have for years experienced political, economic, and cultural isolation, demonstrating the commitment to giving representation to an often ignored population. Census data reveals that the D8PN target population includes high numbers of traditionally underrepresented groups. (Page 79).

D8PNs rigorous, comprehensive strategy begins with a vital Kinder Readiness Strategy, a seamless continuum of services which will support children from birth through pre-K so that they enter Kindergarten healthy, ready to learn, and prepared for the academically rigorous education ahead of them. Lead applicant South Bay Community Services, already an experienced provider of a successful Promise Neighborhood initiative, has worked with local schools for 13 years to develop a nationally recognized model for turning around persistently low performing schools. This research-based, data-driven academic intervention model is grounded in a philosophy that supports resilience, viewing students from a perspective of strength regardless of home or community situations. D8PN will duplicate and expand past successes in a comprehensive initiative to inspire all children in the target area to stay in school and aspire to a college education and/or a fulfilling career. D8PN will simultaneously provide parents with resources they need to overcome barriers and support their child's success. (Appendix, 30).

The applicant provides ample evidence of having solid contacts and support from numerous community organizations and provides the Memorandum of Understanding with most community organizations. The applicant indicates community-driven planning will continue throughout the project, to ensure that the pipeline of solutions meets the evolving needs of the neighborhood. In year 1, 50% of the funds have been budgeted towards planning activities, and the first 6 months of Year 1 will involve a detailed planning process with input from all partners, including residents, service providers, school and district personnel, and local government. The D8PN pipeline is designed to leverage and integrate high-quality programs, public and private investments, and existing neighborhood assets into the continuum of solutions. (Pages 25, 51)

The applicant indicates SBCS provides a broad continuum of coordinated services for children, youth, and families. SBCS regularly takes the lead in bringing together public and private service agencies to align services, fill gaps while avoiding duplication, and leverage resources. SBCS was chosen among the collaborative partners to be the backbone organization for the D8PN initiative because of its history as a community leader and its extensive range of services. The applicant indicates as described in the General MOU, the partners have agreed upon a shared D8PN Theory of Change, which is embodied throughout this proposal. The Children's Initiative will provide technical assistance and support for the pipeline, and will work with the initiative and its partners to ensure that all involved understand and implement the D8PN theory of change. The applicant provides the MOU in the application. (Pages 87, 97)

WEAKNESSES: No weaknesses noted.

**Question Status:Completed**

**Reviewer Score: 20**

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**Selection Criteria - Quality of the Management Plan**

4.

**Capacity Quality of the Management Plan** The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.

The adequacy of the management plan's provisions on collecting, analyzing, and using data for decision making, learning, continuous improvement, and accountability, including whether the applicant has a plan to build, adapt, or expand a longitudinal data system that integrates student-level data from multiple sources in order to measure progress while abiding by privacy laws and requirements, and ensuring that any systems built, adapted, or expanded upon includes essential security controls.

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-6; Adequately Developed: 7-13; Strongly Developed: 14-19; Fully Developed: 20**

The applicant indicates the goal and objectives of the project will be accomplished via the activities depicted in the application. The applicant provides a calendar with information of activities, personnel required to accomplish the activity, the date and milestones of the component and resources required to conduct the activities. (Pages 101 to 104).

The applicant provides details on how the program keeps track of data collection to see if the program is achieving the proposed goals and objectives. The CVPromise data tracking system is recognized as one of the best among all existing Promise Neighborhood sites. The team brings together the San Diego Association of Governments and all D8PN partners, each of which are able to access unique sets of data for the project. The role of the Data Team is to assist the project in accessing the necessary data key indicators and other factors, monitor the longitudinal data gathering system, analyzing data and providing regular reports to the Program Manager, Core Management Team, and Advisory Committee in order to guide future planning and continuous improvement. SANDAG conducted the needs assessment and segmentation analysis, and will continue participating in the project by providing quarterly and annual reports on indicators, conducting annual school-wide surveys, communicating with the National Evaluator, and ensuring that all data requirements are met. Data will also be used by the Core Management Team and Advisory Committee to determine whether solutions in the continuum are achieving desired outcomes. (Pages 111)

WEAKNESSES: No weaknesses noted.

**Question Status:Completed**

**Reviewer Score: 20**

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**Selection Criteria - Adequacy of Resources**

5.

**The extent to which the costs are reasonable in relation to the number of persons to be served and to the anticipated results and benefits.**

**The extent to which the applicant demonstrates that it has the resources to operate the project beyond the length of the grant, including a multi-year financial and operating model and accompanying plan; the demonstrated commitment of any partners; evidence of broad support from stakeholders (e.g., State educational agencies, teachers' unions) critical to the project's long-term success; or more than one of these types of evidence.**

**The extent to which the applicant identifies existing neighborhood assets and programs supported by Federal, State, local, and private funds that will be used to implement pipeline services.**

**Suggested Point Ranges: Not Addressed: 0; Poorly Developed: 1-5; Adequately Developed: 6-10; Strongly Developed: 11-14; Fully Developed: 15**

The budget is reasonable, cost-effective and adequate to support the project. The applicant provides a well-documented budget narrative. The budget appears well organized and adequate to support planned services and activities. Costs are reasonable in relation to the objectives and scope of the project. Expenditures and personnel responsible for the budget are clearly identified.

The applicant does an excellent job of identification of partners and community resources that will be available for the program to effectively achieve the goals of the program in a community-wide spectrum. The applicant identifies the resources available from other programs and services to avoid duplication. SBCS provides a broad continuum of coordinated services for children, youth, and families. SBCS regularly takes the lead in bringing together public and private service agencies to align services, fill gaps while avoiding duplication, and leverage resources. SBCS provides a broad continuum of coordinated services for children, youth, and families. SBCS regularly takes the lead in bringing together public and private service agencies to align services, fill gaps while avoiding duplication, and leverage resources. (Budget Narrative, 87).

**Question Status:Completed**

**Reviewer Score: 15**

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Priority Questions

**Competitive Preference Priority - Competitive Preference Priority**

1.

**Competitive Preference Priority 1**  
**0 or 3 Points**

**Byrne Criminal Justice Innovation (BCJI) Program**

To meet this priority, an applicant must propose to serve geographic areas that were the subject of a targeted strategy addressing crime in a specific community pursuant to a BCJI grant awarded by the U.S. Department of Justice during FY 2012 or later years. To be eligible under this priority, the applicant must either: (1) Be able to demonstrate that it has received a BCJI grant; or (2) provide, in its application, a memorandum of understanding between it and a partner that is a recipient of a BCJI grant. The memorandum of understanding must indicate a commitment on the part of the applicant and partner to coordinate implementation and align resources to the greatest extent practicable.

The applicant does not clearly indicates how it will address Competitive Preference Priority 1.

**Question Status:Completed**

**Reviewer Score: 0**

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**Competitive Preference Priority - Competitive Preference Priority**

2.

**Competitive Preference Priority 2**  
**0 or 3 Points**

**Drug Free Communities (DFC) Support Program**

To receive points under this priority, the applicant must either: (1) Demonstrate that it has received a DFC grant to prevent opioid abuse (as one of its areas of focus); or (2) provide, in its application, a memorandum of understanding between it and a partner that is a recipient of a DFC grant to address opioid abuse prevention as one of its areas of focus.



The applicant meets Competitive Preference 2. The applicant indicates CP 2 (Drug-Free Communities) D8PN will be an important partner of the Cinco de Mayo Con Orgullo, San Diego's DFC program described above. There is an attached signed MOU from SAY San Diego, DFC grant recipient. 120, Appendix

**Question Status:Completed**

**Reviewer Score: 3**

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**Competitive Preference Priority - Competitive Preference Priority**

**3.**

**FOR EVIDENCE BASED REVIEWERS ONLY**

**Competitive Preference Priority 3**

**0 or 1 Points**

**Evidence-Based Activities, Strategies, or Interventions**

**To meet this priority, an applicant must propose to carry out evidence based activities, strategies, or interventions that, based on information included in their application, are supported by promising evidence.**

The sections does not apply.

**Question Status:Completed**

**Reviewer Score: 0**

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**Competitive Preference Priority - Competitive Preference Priority**

4.

**Competitive Preference Priority 4**  
**0 or 1 Points**

**Promise Zones**

**This priority is for projects that are designed to serve and coordinate with a federally designated Promise Zone. To meet this priority, an applicant must include a Certification of Consistency with Promise Zone Goals and Implementation (HUD Form 50153) signed by an authorized representative of the lead organization of a Promise Zone designated by the Department of Housing and Urban Development (HUD) or the United States Department of Agriculture. An application for Promise Neighborhoods grant funds that is not accompanied by a signed certification (HUD Form 50153) will receive zero points for this priority. The certification form is available at [//portal.hud.gov/hudportal/documents/huddoc?id=HUD\\_Form\\_50153.pdf](http://portal.hud.gov/hudportal/documents/huddoc?id=HUD_Form_50153.pdf). To view the list of designated Promise Zones and lead organizations please go to [www.hud.gov/promisezones](http://www.hud.gov/promisezones).**

The applicant is federally designated Promise Zone. The applicant meets the competitive Preference Priority 4.

**Question Status:Completed**

**Reviewer Score: 1**

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