Table of Contents

Applicant Background and Introduction

The South Ward Children's Alliance (SWCA, dba **South Ward Promise Neighborhoods, or SWPN**) is a 501(c)(3) organization located in the South Ward of Newark, NJ. Our **mission** is rooted in a holistic approach to providing families in the South Ward of Newark with financial, food, housing, employment, medical, and mental health resources and services. Together, **SWPN partners build upon existing community assets to integrate and coordinate a two-generation continuum of high-quality schools and programs that meet the academic, social and emotional, and health needs of children while stabilizing and empowering families to achieve self-sufficiency.**

SWPN was founded by Teach For America (TFA) alumnus Dominique Lee. While teaching high school in Newark, Mr. Lee decided that he could not accept another paycheck while children graduated with little academic preparation for college and career. With permission from Newark Public Schools and support from a federal School Improvement Grant, Mr. Lee founded a nonprofit education management organization, BRICK (Building Resilient Intelligent Creative Kids), with other TFA alumni to restart and manage the second lowest-performing district elementary school in the State of New Jersey and the lowest-performing school in the City of Newark. By focusing on intensive coaching of teachers and individualized education plans known as "BRICK Plans" for each child, the team made remarkable progress. Yet, after five-plus years and expansion to two schools, BRICK founders recognized that additional academic progress could only be gained if students had both excellent teachers and non-academic supports to address life circumstances that affect the well-being of the children and families they serve.

This prompted Mr. Lee to found SWPN as an affiliate organization to BRICK in 2014. He invited the leaders of all South Ward public schools both traditional and charters to join. SWPN

is currently led by Chief Program Officer, Nichelle Holder, who oversees the organization's operations, program management, and strategic partnerships.

In December 2017, the U.S. Department of Education awarded the South Ward Children's Alliance a $30 million Promise Neighborhood grant to bring together partners from around Newark to serve South Ward families over the next five years. Today, we are known as the South Ward Promise Neighborhood (SWPN), a powerful collaborative effort of more than 25 organizations working together to lift families and children in the South Ward.

Concentrating on the South Ward allows SWPN to provide intensive quality services to a specific community, including those who are hardest to reach, where impact can be measured. The South Ward is a racially concentrated area of poverty. As with other communities like the South Ward, many residents lack access not only to good schools and health care but also to quality childcare, banks, jobs, healthy foods, and they frequently pay more for basic goods and services. All SWPN programs and services are free and voluntary to families and children.

SWPN partners began planning to establish a collective impact strategy for the entire South Ward well before the U.S. Department of Education announced that additional Promise Neighborhood Implementation grants would be offered. We see this work as essential to our mission, and therefore, we intend to pursue the solutions found herein—no matter the outcome of this proposal submission. However, should we receive a five-year Promise Neighborhood Program implementation grant from the U.S. Department of Education in the amount of $30,000,000 these much-needed funds will enable us to amplify outcomes, significantly advance our pace of execution, and accelerate and deepen our impact on the lives of children and families served. Leveraging the collective impact of parents, students, local community-based organizations, government agencies, health and human service agencies, K-12 schools, and

postsecondary institutions; we are laser-focused on achieving higher outcomes for the South Ward's children and youth.

SWPN's experience, management capacity, and standing within the community has positioned it well to expand on its current successes with its existing Promise Neighborhoods initiative and replicate the broad array of evidence-based programs and services to two additional South Ward neighborhoods, Weequahic and Lower Clinton Hill, that, together with our previously funded neighborhoods, form Newark's South Ward. This proposal details our cradle-though-career continuum of services and supports.

Priorities Addressed

The South Ward Promise Neighborhoods (SWPN) meets **Absolute Priority 1**, the **Invitational Priority**, and is also applying for priority points under **Competitive Preference Priorities 1, 2, and 3**.

Absolute Priority 1: PN's in Non-Rural and Non-Tribal Communities: The SWPN will serve one non-rural and non-tribal community as described throughout this proposal.

Invitational Priority: Community-based Crime Reduction Efforts: SWPN will partner with the Newark Community Street Team (NCST), which is an organization that conducts high-quality activities focused on the re-entry of formerly incarcerated individuals and on community-based crime reduction activities. NCST knows that its consistent presence in the community acts as a deterrent to criminal action. NCST has implemented and will continue to bring novel resource delivery to the community, including hardship funding to address emergency needs, access to pro bono legal services, job opportunities, mental health and healing services. Other implementation activities will include working with the City on quality-of-life concerns such as blight and broken streetlights that contribute to people congregating in places. NCST's Public Safety Roundtable is the forum of choice to educate residents, elicit information from them about

where neighborhood hotspots of crime are occurring, and take steps to address it. NCST has implemented **education programming** for both the NPD and the South Ward community regarding victim rights and compensation; implemented **mentorship to at-risk individuals** in the community through a research-based, trauma-informed case management system; **established a toll-free number for the community to use to call in** to provide staff with information on low-level, non-violent offenses such as loitering and domestic disputes. NCST encourages community members to call its organization instead of NPD for non-urgent matters, as NPD is already overwhelmed with calls for service. Through this program, NCST responds to issues that are low priority for NPD *prior to escalation*. In summary, NCST assists in stewarding relationships, creating community, and teaching people how to restore their relationship to other community members. Please see **Appendix I.1** for additional detail on how NCST will address crime prevention and see **Appendix I.2** for expanded information related to opioid abuse prevention. (Excerpt follows.)

Competitive Preference Priority 1—Community-Level Opioid Abuse Prevention Efforts.

The Problem. If you took everyone who is addicted to heroin in New Jersey and sent them to live in one place, it would be the state's fourth-largest city, boasting a population of at least 128,000. There is no doubt that drug use is on the rise throughout the state of NJ. In 2019, 5,915 people were admitted to Essex County (Newark-area) treatment sites for drug treatment--65% of the 9,161 people admitted statewide[1]. More than 6,665 of those were unduplicated admissions. More than half--4,854, or 53%--were admitted for addictions to heroin and other opiates. Although 32% (2,889) were referred by the court system, 36% (3,286) self-referred for

---

[1] https://www.nj.gov/humanservices/dmhas/publications/statistical/Substance%20Abuse%20Overview/2019/ ss.pdf

treatment. Of the 8,303 Essex County residents discharged from treatment, only 45% (3,767) completed their treatment plan.

Data from the New Jersey Office of the State Medical Examiner revealed that, in 2016, 2,221 people died from drug related overdoses, **up 40%** from 1,587 deaths the year before**. By 2018, the number had risen to 3,006, or 33.8 deaths per 100,000 residents—almost doubling the 17.9 deaths per 100,000 residents in two years since 2016.** The majority of victims had heroin or fentanyl in their systems. Fentanyl, a narcotic intended for use in hospitals and care facilities by medical professionals to treat pain, has increasingly made its way into addicts' hands, and the increased presence of heroin's stronger relative has made saving people much more difficult, according to county prosecutors and first responders. **The number of overdose deaths involving the drug—2,904 in 2018—is three times higher than it was in 2014**, according to state data. Essex County itself reported 356 drug overdose deaths in 2020—the highest number of any county in the state.

The Solution. Communities must tackle the drug epidemic by both intercepting and prohibiting illegal drugs and promoting education, prevention, and intervention.

Partner 1: Newark Community Street Team: SWPN will partner with **Newark Community Street Team** (NCST - https://www.newarkcommunitystreetteam.org/), founded by Mayor Ras J. Baraka as the City's community-based violence reduction strategy. NCST draws upon an evidence-based, trauma informed approach to violence reduction. NCST hires, trains, and deploys Outreach workers and High-Risk Interventionists in the South and West Wards of Newark to provide casework to those at greatest risk of becoming a victim or a perpetrator of violence; engage in high-risk intervention, both mediating on-going disputes that may result in violence and preventing retaliation; offer Safe Passage at contracted schools; and provide support

to crime survivors who are overlooked by traditional victim services agencies.

NCST is well suited to support the community and will work with the SWPN to prevent opioid abuse in the following way: NCST recognizes that many Newark residents have fraught relationships with law enforcement based on a history of documented abuses of power. Therefore, NCST does not cooperate with law enforcement and only receives information from law enforcement to provide mediation and other supportive services to victims and harm-doers. **NCST established partnerships, community presence and theory of change will lend itself well to the undertaking of creating a community-centered overdose response program.**

SWPN is confident that the **Newark Community Street Team (NCST)'s proven, effective model will be successful in approaching opioid abuse prevention at the community level**. NCST draws upon an evidence-based, trauma informed approach to violence reduction that has been implemented in several cities across the country. NCST believes that relying on crime rate data as the only indicator of public safety is inadequate. Safety is not just the absence of violence but the presence of well-being and systems that support the most vulnerable amongst us. NCST envisions a public safety system that puts victims at the center of our public safety strategy and invests in healing services for the community and our law enforcement partners.

NCST employs non-traditional community leaders, including those who have been formerly incarcerated and those who have been engaged in the drug trade. They are trained as mentors and interventionists and support at risk youth and young adults 14-30 years old through a case management model. NCST Outreach Workers have transformed their own lives and are committed to supporting others' transitions.

NCST's case management team can assist individuals as they navigate the health and social support system through the program's intensive case management services. NCST's outreach

workers can follow up with individuals directly providing **the warm hand-off** to other providers affiliated with an individual's case plan. The intensive case management provided through NCST's violence interruption work is available to the individual for up to 120 days, this same timeframe can be applied to overdose response work and can be adjusted to meet the needs of the participant. While some participants will want supportive services to address their substance use, it's important to not limit the service offerings to substance use and minimize a person's holistic needs. **NCST's overdose response program will work to provide wrap-around services informed by people who are directly impacted.**

Partner 2: Prevention Links: SWPN will also partner with Prevention Links to offer the evidence-based program, Lead & Seed, to middle and high school students in the South Ward. An intervention for middle and high school youth that is based on SAMHSA's Strategic Prevention Framework, Lead & Seed is designed to increase youth's knowledge and problem-solving skills for preventing substance use and substance-related behaviors in their communities, guide them to developing prevention plans, and help them implement these plans. **The goal of Lead & Seed is behavioral change.** The program is designed to build human, technical and financial capacities, encourage intergenerational involvement, increase knowledge of the effects of substance use, develop problem-solving skills and change attitudes for preventing and reducing alcohol, tobacco, and other drug (ATOD) use.

Lead & Seed is a process model of team building, strategic planning based on **1)** the Substance Abuse and Mental Health Services Administration (SAMHSA's) 5-step Strategic Prevention Framework (SPF); and **2)** the Center for Substance Abuse Prevention's (CSAP) prevention strategies which provide the foundation of the program. The training includes over 400 suggested youth-led activities to mobilize the community and ongoing technical assistance.

Prevention Links has a 50-year history and sustained record of accomplishments in working with the target population by providing community-based programs across the full continuum of substance use prevention and recovery support services.

<u>Competitive Preference Priority 3—Evidence-based Activities to Support Academic Achievement</u>. The evidence-based activities, strategies and interventions proposed herein are substantiated by at least one correlational study employing a randomized control trial. While the majority of SWPN's proposed activities are evidence-based, we refer to several specific studies from the What Works Clearinghouse (WWC) that substantiate our work and have direct impact on student performance. These include **Reading Mastery (K-2), Headsprout® Early Reading (K-1), Knowledge is Power Program (KIPP) (K-12), Uncommon Schools (K-8), Teach For America (K-12), and Positive Action (PK-8).** See **Appendix I.3** for a summary of the five evidence-based curricula SWPN uses as found on the WWC site. An expanded evidence base is provided in **Appendix C.1**, Evidence/Logic Model.

EVIDENCE-BASED ACTIVITIES TO SUPPORT ACADEMIC ACHIEVEMENT

RED: BRICK Education Network Programs in What Works Clearinghouse
BLUE: KIPP NJ Programs in What Works Clearinghouse
GREEN: Uncommon Schools Programs in What Works Clearinghouse
Teach For America is also in What Works Clearinghouse

Instructional Level	Programs (Grades)
PK	Tools of the Mind (PK)
K-4 ELA	**Reading Mastery (K-2)** **Headsprout© Early reading (K-1)** RAZ Kids/Lexia (K-2) Lucy Calkins Units of Study (K-2) CommonLIt/Newsela (3) Achievement First Curriculum for Literacy and Writing Block (3-4) **Uncommon Schools' Math Curriculum**
5-8 ELA	Achievement First's Navigator Program **Knowledge is Power Program (KIPP)** **Uncommon Schools' Math Curriculum**
9-12 ELA	Achievement First Curriculum **Knowledge is Power Program (KIPP)**
K-8 Math	Achievement First's Navigator Program i-Ready Math (online program) **Knowledge is Power Program (KIPP)** **Uncommon Schools' Math Curriculum**
9-12 Math/Science	Achievement First Curriculum Edgenuity for online learning this year **Knowledge is Power Program (KIPP)**
K-2 Science	FOSS Science Kits (Delta Education)
3-8 Science	Amplify Science
9-12 Science	STEMScopes Edgenuity for online learning this year
K-2 Social Studies/History	Core Knowledge History and Geography
3012 Social Studies/History	Achievement First Curriculum
PK-8 SEL	**Positive Action**
9-12 SEL	School-Connect
6-12 Special Ed Self-Contained	MyPath (may change next year)

(A) Need for the Project

(1) Magnitude or severity of the problems to be addressed by SWPN

In 2016, New York University's Metropolitan Center for Research on Equity and the Transformation of Schools (Metro Center) conducted a **needs and segmentation analysis** of Newark's South Ward to gather information about the area's demographics, schools, quality of life, health care, and other key indicators. (Please see **Appendix A.1** for the complete, 143-page analysis.[2]) Metro Center analyzed these data by neighborhood (using disaggregation by census tract and zip code) to identify disparities within the South Ward itself and compare it to the City of Newark and the State of New Jersey. The South Ward Children's Alliance dba South Ward Promise Neighborhood (SWPN) used this report as the foundation for its 2017 Promise Neighborhoods initiative, which focused resources and support in two South Ward neighborhoods: Upper Clinton Hill (blue shading in map at right) and Dayton (green shading).
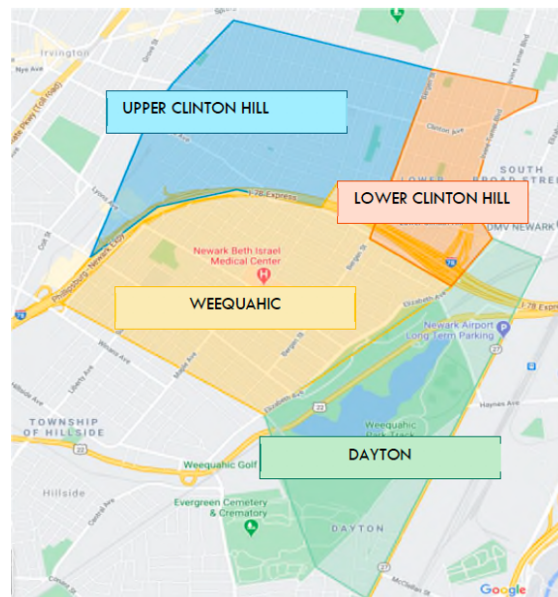
In 2021, SWPN requested an update to Metro Center's 2016 report (see **Appendix A.2**), this time with a focus on two other South Ward neighborhoods: **Lower Clinton Hill** (orange shading in map at right) and **Weequahic** (yellow shading), which this new **South Ward Promise**

---

[2] Pages 5-6 of this report detail the many data sources accessed to complete this comprehensive needs assessment.

Neighborhood (SWPN) initiative will impact.[3] About 58% of South Ward residents live in Weequahic (19,978) and Lower Clinton Hill (6,187). These two neighborhoods are contiguous with the current Promise Neighborhoods grant-funded neighborhoods, forming the South Ward of Newark, and will be referenced as the "Promise Neighborhoods" throughout this application.

Analysis of primary and secondary data collected over the past three years demonstrates considerable need for additional resources, services, and supports throughout these proposed new Promise Neighborhoods.

The following are the most salient points:

- **Women need workforce development.** Though unemployment is relatively low, about half of households earn less than $25,000 annually. *Half of households are also headed by single women, and women account for around 60% of the neighborhoods' 25- to 44-year-old residents, indicating that women are working but not earning livable wages*. Workforce development opportunities could have a dramatic impact on women's earning potential, increasing household incomes and reducing poverty among households and children throughout the neighborhood.

- **Develop post-secondary readiness.** *Though many students have college-going intentions, high schools in the South Ward have low college enrollment rates*. Low SAT scores and graduation rates indicate that **students are not adequately prepared to meet college admissions requirements, thus limiting their post-secondary options, particularly those that are more likely to result in higher paying jobs and long-term careers**. Charter high schools have more success than Newark Public Schools, suggesting effective models for

---

[3] To calculate the SWCA Promise Neighborhood baseline, census tracts for the Lower Clinton Hill and Weequahic neighborhoods were used. For purposes of this report, these two neighborhoods were treated as one neighborhood to compute PN baseline data.

enhancing post-secondary readiness are available and can be implemented among all South Ward students.

- **Residents want a safe and beautiful neighborhood**. Residents take pride in their neighborhood and wish to remain living there. Though they cite high crime and a lack of safety as key concerns for their community, they also point to a large potential to be a great place to live. They wish for more community collaboration and organization, so that residents are more connected, empowered, and engaged in community betterment.

- **Expand new and affordable housing. *Over 70% of residents are paying 30% or more of income toward housing, and many surveyed community members cited affordable housing as their most needed resource.*** Additionally, **more than 1/3 of the neighborhood's housing stock was built prior to 1940**, indicating older and possibly insufficient housing options. With a plethora of vacant buildings, there is opportunity to rehabilitate or build affordable housing.

In February 2021, SWPN conducted an online community survey to gather perspectives of South Ward residents and stakeholders (e.g., people working in or sending children to school in the neighborhood). The survey was developed by Via Evaluation (VIA) and SWPN and was hosted on VIA's Survey Monkey platform. Community partners distributed the survey link to potential respondents.

A total of 205 individuals provided a response to the survey during the week that it was open. Complete responses to each survey item are included in **Appendix A.3.** Key findings from this

survey include:

- **Safety and crime are primary concerns.** *Nearly 40% of concerns*

listed by respondents were directly related to safety and crime, with many others linked to these topics. Theft, gun violence, prostitution, and drug abuse were among the specific crimes mentioned repeatedly.

- **Affordable housing is a primary need.** *70% of respondents indicated that affordable housing is a resource needed in the South Ward.* Several respondents noted that they have difficulty finding housing in the community.

- **Public works activities could be improved.** *Sanitation-related needs accounted for the third most mentioned concerns, with many residents noting that cleanliness and trash pick-ups could be improved.* Others noted that public works services, such as snow removal and sidewalk maintenance, are lacking in the South Ward, and could go a long way towards improving quality of life, should they be increased.

- **The Community is connected but could be more so**. Though this survey asked about needs and concerns, many respondents took the opportunity to express their appreciation and love for the South Ward, noting the strengths of the community. *Several people recommended continuing to grow and expand community cohesion as the best way to improve quality of life in the South Ward.*

Stakeholders were asked to indicate which resources they think are most needed by residents of the South Ward. They were able to check as many resources from the list (8 items, plus an

"Other" option) as they wanted. The graphic shows the percent of respondents who indicated that each resource was needed in the South Ward. Over half of respondents noted that affordable housing (70%), healthy food options (60%), and

Affordable Housing	70%
Healthy food options	60%
Workforce development	57%
Quality early childhood care	49%
Support accessing public benefits	48%
Healthcare Center	46%
COVID-related services	43%
Service coordination	36%
Other	10%
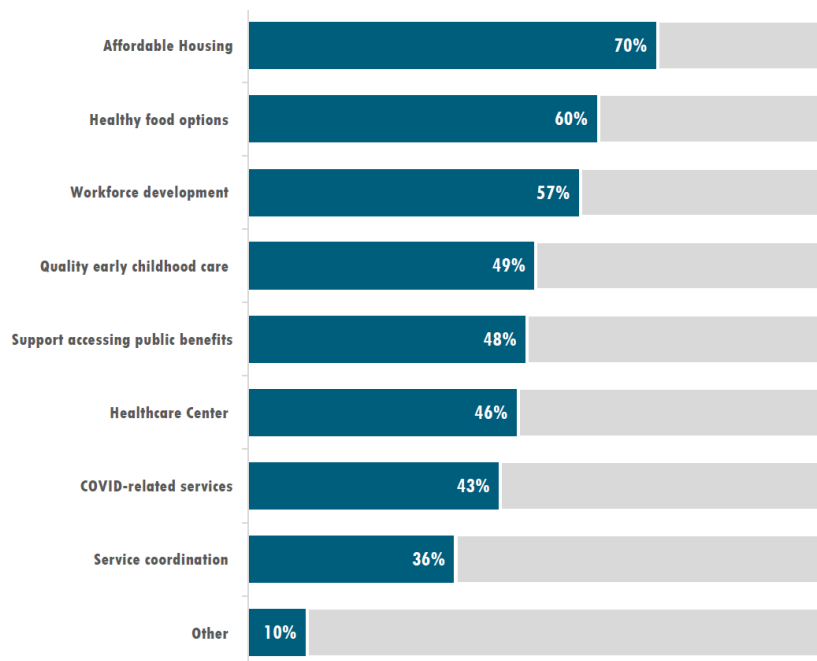
workforce development (57%) are needed resources. Just under half would like to see quality early childhood care (49%), support in accessing public benefits (48%), and a health care center (46%). An additional 43% think that the community needs COVID-related services, while over 1/3 think service coordination is needed.

(2) SWPN will address specific gaps or weaknesses in services, infrastructure, or opportunities

(i) Nature and magnitude of identified gaps or weaknesses

SWPN has been providing a continuum of services in the South Ward since it was awarded its first Promise Neighborhoods grant in 2017. After four years of operation, SWPN took time to critically evaluate its successes and plan for newly identified challenges. The report by Exponent Partners, included as **Appendix A.4**, summarizes the findings gleaned by bringing together stakeholders to clearly articulate the vision for the system and map out a path to get there. The work of this key consultant helped SWPN leaders strategize how the larger, long-term community goals align with the Promise Neighborhood work in smart ways and facilitated open and honest discussion regarding setting realistic expectations and timelines in order to

prioritize our work.

The findings codified in this report demonstrates that SWPN leaders presented, engaged, and vetted the new pipeline of service delivery with a diverse group of stakeholders (SWPN partners, community stakeholders, board members, and parents); provided clear metrics/deliverables; and created a timeline of the next steps based on their feedback and recommendations. SWPN's goal is to be transparent and inclusive and provide all stakeholders with information so they can hold us accountable to agreed-upon services.

This deep dive into successes and challenges resulted in the streamlining of some programs and a complete redesign of others. Even the mission statement underwent a transformation:

FROM: SWCA is a community-based organization that connects local families to the resources they need for their children to thrive in school and life.

TO: SWPN is a coordinated pipeline of services and resources that guides and supports families so that their children can live in healthy homes, succeed in school, contribute to their communities, and thrive in life.

From this new, energized perspective, SWPN created a series of next steps to realize its vision for navigation, advocacy, communication, and fundraising. These efforts, together with lessons learned and a solidly established pipelines of services, resources, and partners, has led SWPN to apply for new Promise Neighborhoods funding to expand the work already begun so as to benefit more South Ward residents. **SWPN's vision** is to create a citywide system that tells the story of Newark's residents across multiple generations regarding the unique community needs and the impact of the available supports and interventions from cradle to career. The system should holistically reflect the children of our community regardless of prior access to community resources, provide a clear value to partners and neighbors, and allow for self-service options. Additionally, the system should be multi-

generational; citywide, regardless of location or need; a clear value-add for partners and neighbors; and be structured for participant self-service.

South Ward Promise Neighborhood's current strategies and initiatives were developed to **1)** Support families and young people in the South Ward via evidence-based programming; **2)** Ensure that each part of the SWPN Pipeline is being addressed by one or more SWPN strategies and initiatives; **3)** Shift to creating population-level results; and **4)** Get South Ward families connected to the SWPN (funneled into the pipeline) so that they can access support as needed. Building upon our current strategies and initiatives, as well as the learning and experience of our current PN project, our core initiatives are:

- **Housing Improvement Initiative:** Complementing programmatic support through **a) legislative action that results in policies** to ensure families have adequate and affordable housing; and **b) Tiered housing support for families in all stages of housing stability**, from crisis (eviction and homelessness) to stability (increasing personal capital) to empowerment (home ownership).

- **SWPN Community Action Networks (CANs):** Meant to facilitate population-level change by bringing together SWPN partners and facilitating large-scale impact initiatives/projects. Currently, these include the Early Childhood, Health and Family Supports, College and Career, and K-12 Education CANs. SWPN is considering a Community Revitalization CAN and working on adding a Parent and Youth CAN.

- **SWPN Longitudinal Database:** Positioned to match families to students, hold data, and track families' use of SWPN services and resources. We will use the data to learn which combination and dosage of services and resources support family stability and student

academic achievement.

In the past, SWPN has also deployed additional strategies and solutions, such as the **Early Childhood Pipeline** (meant to funnel families into the SWPN pipeline to ensure a percentage of new parents receive early childhood care and support) and a plethora of **Family Supports** (wraparound services to families, including attendance support for struggling students). These are being brought under the umbrella of the **SWPN Community Wellness Center (A Federally Qualified Health Center (FQHC)**, which will serve as a one-stop shop for health care, parent and family education, and family and student support resources as detailed in the graphic that follows.

A hallmark of the South Ward Promise Neighborhood's new, streamlined approach is the creation of the **Promise Navigation model** (detailed on pages 32-35 and in the overview, provided in **Appendix A.5**), which reduces program redundancies and increases cost-efficiencies to maximize benefits for South Ward residents and stakeholders.

Promise Navigation Logic Model

Program Objective: Serving two-generations of family members to **promote stability and success in the four life domains (family, education, health, and wellness)** and promote access to resources to **remove barriers** and **proactively promote success** at key milestones from cradle to career.

INPUTS
- Children & Families
- Team Members & Facilities
- School Partnerships
- Service Provider Partnerships
- Peer Groups
- Community & Funder Support

STRATEGIES

KEY ACTIVITY CATEGORIES
- Knowledge Building & Outreach
- Stability Coaching & Case Management
- Proactive Milestone Management
- Service Planning & Goal Tracking
- Navigation through Resources
- Asset Building Support
- Long Term Engagement Activities

APPROACH
- Two Generation Approach
- Building Relationship & Trust
- Ensuring Trauma Informed Practices
- Strengthening Protective Factors
- Leveraging Domain Specialists
- Tracking Milestone Success Indicators
- Increasing Security with Asset Building

AGENCY IMPACT:
Children have an unimpeded path to unlocking a their limitless potential.

MEASURES OF EFFORT (OUTPUTS)

Families Enroll in Navigation.
- # of service plans prepared

Provide Direct Services to Families.
- UOS of direct service provision

Referrals to Community Resources.
- # of total partners & community resources
- # of referrals made

Outreach/Recruitment Events.
- # of outreach events
- % of Referrals that transition to enrollments

Engagement/Retention.
- # of peer leaders trained
- % of Families Staying Engaged

Students thrive in school and graduate ready to succeed in the workforce
- % chronic absenteeism
- % proficient on standardized tests

Children grow up in stable, caring homes where they can thrive
- % of families that increase protective factors
- % mobility rate
- % of families that increase assets
- % of families that enter the workforce
- % of families that have a living wage

Families are physically and emotionally healthy
- Prenatal/Perinatal care metrics
- Reduce ACES

Families live in vibrant, cohesive communities that are safe, supportive and welcoming
- # of Community Partners
- % of enrolled outbound Referrals
- Survey of peer leaders
- Community survey

Exponent Case Management

MEASURES OF SUCCESS (OUTCOMES)

Please also see **Appendix A.6** for additional detail on the phases, goals, and related staffing plan (along with key program activities by staff role) for this exciting new model, designed to further improve upon services provided in SWPN's prior Promise Neighborhoods-funded program.

(B) High-quality Project Services

(1) Strategies for ensuring equal access and treatment of underrepresented groups

The South Ward of Newark, NJ is a community full of vibrant families working toward bright futures for their children. **Many residents of the South Ward have been underserved by the city and state, which have denied them high-quality schools, health care, dependable transportation, banks, jobs, and healthy food options. This inequity has resulted in crime, poverty, and diminished high school graduation rates.** Despite this, the South Ward's families rise above these challenges to help their children succeed. To counteract these historic inequities, SWPN gives families the resources they need for their children to thrive in school and life. Our vision is that all children have an unimpeded path to unlock their limitless potential.

To this end, SWPN works collaboratively and strategically to **serve project participants**

who have traditionally been underrepresented based on race, color, national origin, gender, age, or disability. Collectively, the participants face a multiplicity of **academic, economic, and social barriers** that result in conditions such as these: 56% of children living the South Ward **live in poverty**—over 2 ½ times the national rate (22%). Only 1/3 of childcare seats in Upper Clinton Hill were located at **high-quality care centers**. Over *half* of Newark's students (and over 1/3 of South Ward students) **do not graduate from high school**. In the South Ward, only 8% of adults have **a college education.**

A key factor in the success of SWPN model is its robust **Navigator** Role (please see **Appendix B.1, pages 6-7,** for additional detail), which places highly qualified leaders with a shared background of experience to assist South Ward families in dramatically improving the trajectory of their and their children's lives. In addition, SWPN partners such as Teach For America (TFA) endeavor to reach underserved students by recruiting and hiring talented and diverse graduates to fill teaching positions in target schools, ensuring that they are certified, and providing extensive culturally responsive teacher training and leadership development during their two-year commitment.

TFA teachers have been highly impactful in our Promise Neighborhood schools. Dominique Lee, founder of the BRICK Education Network and SWCA, was himself a TFA corps member along with Melinda Weidman, Chief Accountability Officer, and Chris Perpich, BRICK's Chief Academic Officer. We also appreciate the fact many TFA teachers are themselves from historically underrepresented racial backgrounds or low-income families have the potential to have a profound additional impact on students. Finally, the founders of BRICK and, subsequently, SWPN are all TFA alumni and have extensive experience working with a diverse group of schools, both traditional public schools and public charter schools throughout the South

Ward and the City of Newark. Given that the founders are all former teachers, SWPN has a

unique vantage point to support families in crisis and link available resources to schools, which

directly impacts student outcomes. Demographics of Lower Clinton Hill and Weequahic,

specifically, are outlined in the following four graphics.

The population in Lower Clinton Hill is younger than that of most other areas. One-third of residents are under the age of 18, compared to 25% in Newark and 22% in Weequahic and New Jersey.
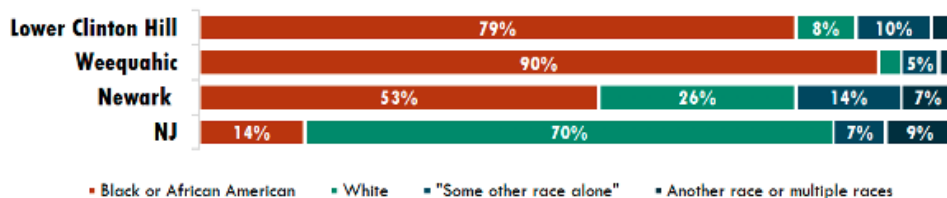

The population in Lower Clinton Hill is younger than that of most other areas. One-third of residents are under the age of 18, compared to 25% in Newark and 22% in Weequahic and New Jersey.
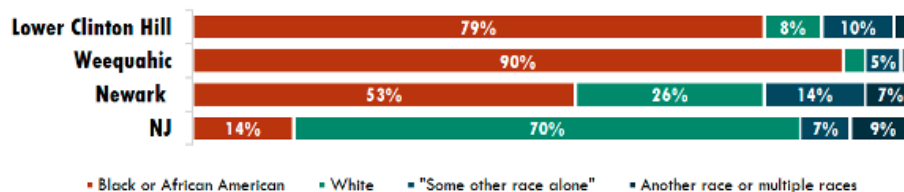
Nearly 6,500 children under age 18 live in the Promise Neighborhood (4,424 in Weequahic and 2,045 in Lower Clinton Hill). Though Lower Clinton Hill has the largest percentage of residents under age 18, it also has the highest proportion of children who are in the high school age range (15 to 17 years of age), with more than one-quarter (26%) at this age, compared with 22% of Weequahic's children and just 14% of Newark's children. Lower Clinton Hill also has the smallest portion of children under age 3 (12%). In both Promise Neighborhoods, the portion of children age 5 and under was lower (29%) than in Newark (34%) and New Jersey (32%).
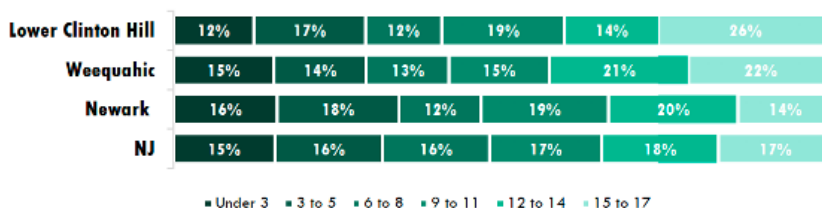
The female population (55%) is larger in both Promise Neighborhoods than the male population (45%). This is a greater discrepancy than among the broader populations of Newark and New Jersey, both of which are 51% female and 49% male.
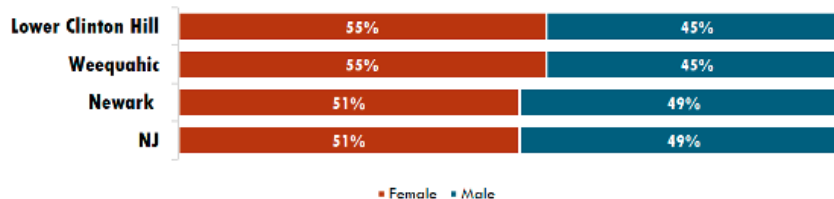
Theory of Action. To realize our mission, the SWPN will employ a two-generation strategy, providing children with **high-quality early childhood programs, schools, and academic supports** through college graduation paired with **social-emotional and health supports** from birth through college and career, **workforce development**, and **wraparound services to strengthen families** as needed and help stabilize the most vulnerable.

To close the academic achievement gap, the SWPN will invest in enhancing quality, scaling evidence-based practices, and bolstering our capacity to integrate and coordinate the continuum and build a system and culture of accountability and data in order to improve both the quality and quantity of continuum and sustain it for the long run.

To address academic proficiency, the SWPN network of schools will ensure children have great teachers and tutors, implement proven curriculum, and launch interventions strategies to promote school attendance. In addition, SWPN and partners will fill gaps so that all children can attend high quality after-school programs. SWPN and its partners will blanket the neighborhood with resources to counter the high prevalence of adverse childhood experiences and the resulting trauma that contributes to poor school performance and behavior, and risk for later negative life outcomes. All adolescents in the community must have multiple pathways to excel whether through a college preparatory track or programs and schools to reconnect or learn in a way that better suits them. To ensure youth make it to the finish line of college and career, supports will need to be put in place while they matriculate to achieve a college or vocational degree or certification that enables them to break the cycle of poverty and thrive as productive citizens.

(C) High-quality Project Design

(1) SWPN's model provides a complete pipeline of services, without gaps, for all children
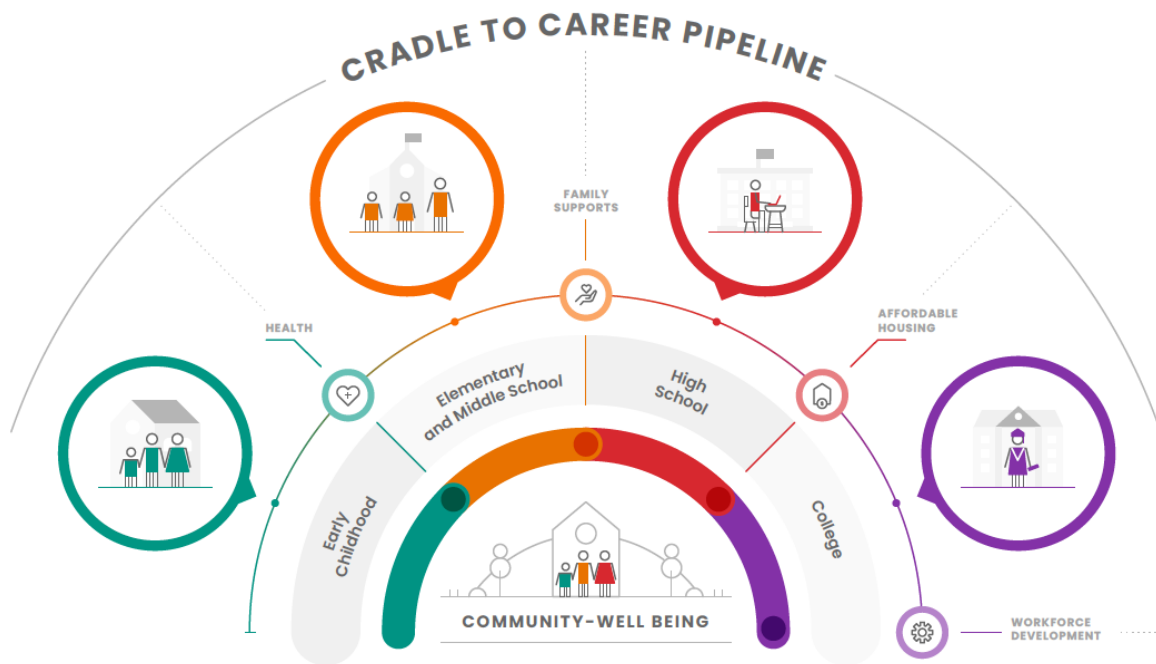
The South Ward Promise Neighborhood's **two-generation cradle-to-career educational pipeline** is a systematic, organized approach to ensure that all young people and their parents/guardians have ongoing access to and participate in high quality services and learning environments across the child's developmental years to achieve educational success. **SWPN's strategy is to increase family capacity and community ability to support youth success from early childhood through post-secondary; create a large, cohesive network of quality early childhood programs; connect K-12 schools with partners and programs that provide academic, social, emotional, and health support for students and families; and support students as they transition through high school, college, and career.**

Our vision for our continuum of solutions starts with heavily investing in the earliest years in both parents and children by strengthening parenting skills, ensuring children have a medical home and access to high quality early childhood programs and services.

Early Childhood

SWPN has five solutions in place to address the prenatal and early childhood segment of their pipeline (see Strategy #1 in the **Logic Model, Appendix C.1**), which are overseen and advanced by Early Childhood Collective Action Network. These include **1)** Investing in parents and caregivers; **2)** Increasing participation in and the availability of high-quality early learning slots; **3)** Providing social and emotional support to preschoolers; **4)** Ensuring that preschool students are healthy and ready for Kindergarten; and **5)** Improving the coordination and alignment among early learning and development systems, and between early childhood and elementary school.

SWPN works with several early childhood education partners to support kindergarten readiness and children's health and wellness. Nurse Family Partnership program offers families intensive, long-term home visitation services from pregnancy to the time the child reaches age two. Services are strength-based, where specially trained nurse home visitors educate families on important issues that impact the health and well-being of the mother/parents and infant. Nurse home visitors use the evidence-based parenting curriculum developed by NFP and Partners in Parenting Education. Family Connections, which administers the Parents as Teachers (PAT) program, provides evidence-based home visiting services—including healthcare resources and referrals and developmental screenings—for families with children from birth to 5 years old. SWPN also partners with two high-quality child care providers in the South Ward Community: Clinton Hill Early Childhood Center (CHECC) and La Casa de Don Pedro. SWPN's Early Childhood Department runs the Family College Program, which consists of a nine-week parenting education course for expectant mothers and parents of children from birth to 3 years old. The SWPN Community Wellness Center, FQHC will also launch **Centering Pregnancy**

(group prenatal care) and **Healthy Steps** (pediatric primary care for children ages zero to three)—two evidenced-based prenatal and early childhood programs.

Lastly, SWPN is pursuing a formal partnership with Newark Public Schools (NPS) to 1) partner with the district-led Early Childhood Center (EC South); and 2) secure kindergarten readiness data from schools in their catchment area. (Please see pages 30-31 for a complete list of targeted schools.)

K-12. SWPN's approach to the K-12 part of the pipeline is spearheaded by the K-12 Education Collaborative Action Network, led by the **Newark Trust for Education** and hinges on in-school supports to promote academic excellence. For students from Kindergarten to 12th grade, SWPN's solutions include implementing **evidence-based supports, curriculums and interventions** to bolster literacy and math proficiency inside and outside school, referenced in **Appendix I.3**; decreasing chronic absenteeism; and recruiting talented teachers and tutors. Interventions and supports provided include an after-school program, summer transition program, Success Mentors (a two-generation approach to increasing school attendance), substance-abuse prevention, in-school grief support, and a high-school equivalency diploma as an alternative path to high school completion. (See Logic Model, Strategy #2.) For students in high school, solutions include supporting graduation for charter and public school students and helping disengaged youth get back on track to school and career. (See Logic Model, Strategy #3.)

In addition to partnering with ten charter schools and traditional district schools in their catchment area, SWPN partners with several nonprofits to provide programming. Leaders for Life, a nonprofit that offers mentoring, afterschool programming, and other community outreach activities, provides academic support to students after school. Great Oaks Legacy Tutors

brought recent college graduates to live and work in Newark for a year of service, providing high-dosage daily tutoring to middle school students. Teach For America placed 10 new Corps Members in three schools. To support high school graduation among students of the South Ward SPWN's partner, Opportunity Youth Network/YouthBuild, engages disconnected youth between the ages of 16-24. The program supports students in completing their high school education and/or receiving industry certificates or credentials. The Family Hub—which provides case management services targeting housing, health, financial stability, and food security—remains a key partner in supporting attendance and stability. The Newark Community Street Team (NCST) provides safe passage to students at SWPN's partner schools and has expanded their services to include in-school programming.

College and Career. In order to address this part of the pipeline, SWPN programming—called the Road to College (see Logic Model, Strategy #4)—focuses on ensuring that high school graduates enroll and obtain a postsecondary degree, enter the military, or obtain a certification or credential and are career-ready. Programming—including college readiness and application and enrollment support—begins in high school to ensure that students are ready for their postsecondary path.

SWPN's College and Career Collaborative Action Network includes three main partners: **Rutgers-Newark Abbott Leadership Institute** (ALI), **Leaders for Life** (LFL), and **YouthBuild Newark/Opportunity Youth Network** (MOUs and budgets on file). The members of this CAN work individually with high school students and high school graduates to prepare them for the post-secondary experience of their choice and continuously engage the students while they are in college, career training, or the beginning stages of their career. This includes helping students prepare for and navigate the college application, acceptance, and matriculation

---

process; mentoring them as they explore career interests; providing training in resume writing and job interview skills; coordinating job fairs; and connecting them with internship opportunities. Beyond these key services, youth have the opportunity to participate in home-buying workshops, explore entrepreneurship, and build the credit and skills for an empowered, productive life. The Opportunity Youth Network also supports SWPN students in pursuing an industry-recognized certification and obtaining employment or vocational training. To bolster the college and career pipeline of services, SWPN has added partnerships which include the **New Jersey Institute of Technology** (NJIT), **SWPN's Gateway U**, **Propel America**, **Hopeworks**, and **KIPP To College**. NJIT's **Center for Pre-College Programs** offers students in grades 4-11 exposure and access to science, technology, engineering, and mathematics (STEM) through their series of summer programs designed to encourage and prepare students to succeed in the STEM fields in college and beyond. Gateway U will offer degree attainment through an innovative hybrid college model combining two key elements: a new, flexible degree pathway called competency-based education (CBE) and a scaffolded support program. **Flexibility** through **Competency-Based Education (CBE)** is what allows non-traditional colleges to serve students sidelined by traditional higher education models. Delivered online, this model offers self-paced coursework, project-based assessments, employer-aligned curriculum, and affordable tuition, thus allowing students to move at the pace that fits their time and aptitude while fitting school around their changing schedule. Propel America and Hopeworks will offer industry recognized medical and technology certification training programs. SWPN is in the process of finalizing its **Career Pathways Theory of Change,** please see **Appendix C.2** for drafts of the TOC and the Participant Journey visual. The KIPP To College program supports college students through college, and into graduation and beyond. KIPP counselors support students as they prepare for

college and career based on their interests and passions. Following high school graduation, KIPP advisors help alumni navigate the academic, social, and financial challenges they might face while in college or pursuing a career.

Family and Community Supports. Many of SWPN's solutions for supporting families and the South Ward community overlap with their solutions for stages in the pipeline, including the following: ensuring preschool students are healthy and ready for Kindergarten; addressing trauma and toxic stress to support healthy social-emotional development and academic achievement; investing in parents and caregivers; and increasing participation in and availability of high-quality early childhood slots.

SWPN fostered strong partnerships through their **Family Supports and Housing Collaborative Action Networks (CAN)** that provide programming to support strong and stable families and overall community health. SWPN and the **Greater Newark Healthcare Coalition** continued to work with **RWJBarnabas** and **Rutgers University** to implement their KidsFit Program. In addition to the work of the **Newark Community Street Team** described above, **Prevention Links'** programming helps increase students' knowledge and problem-solving skills for preventing and reducing alcohol, tobacco, and other drug use, and helps them to develop strategic prevention plans for their schools and communities. **Volunteer Lawyers for Justice**, a program of the Legal Services Foundation of Essex County, serves economically disadvantaged adults, children, and families in New Jersey by empowering them with tools, advice, and pro bono representation with the goal of securing fair and equal treatment within the legal system. The IRS-managed **Volunteer Income Tax Assistance (VITA)** program[4] staffs multiple community-based sites to assist those making less than $57,000 annually, persons with

---

[4] https://www.nj211.org/nj-free-tax-assistance-locations

disabilities, and limited English-speaking taxpayers file their returns at no charge. **Imagine, A Center for Coping with Loss** provides free peer grief support year-round for children, young adults, and families dealing with the death or life-altering illness of a parent, sibling or child, as well as training to a variety of organizations including schools, houses of worship and corporations. Crucially, Imagine also provides on-site support after any trauma or loss. Finally, new partner, **Weequahic Family Success Center**, one of several state-funded networks designed as "one-stop" shops, provides no-cost wrap-around resources and supports for families before they find themselves in crisis. The Center offers primary and secondary child abuse prevention services to families; brings together concerned community residents, leaders, and community agencies to address the problems that threaten the safety and stability of families and the community; and provides access to information on child, maternal, and family health services, including linkage to publicly-funded health insurance programs and referrals to local health care services, economic self-sufficiency/employment related services/income security services, connections to off-site public and private resources, life-skills training (budgeting, nutrition, etc.), housing-related services, parent education, and parent-child activities.

Theory of Change. The ultimate goal of this SWPN project is to drive results for children so that they all can earn a post-secondary degree, certification, or credential that enables them to be successful adults. However, high-quality education is only one of the means to achieve this. To do so requires systems improvements and leveraging of existing resources so that children have a continuum of high-quality supports and services for every developmental stage of their lives from birth through college graduation/post-secondary studies completion and career. This includes safe and stable housing and income for their families. The cumulative impact of this Promise Neighborhood continuum is more than the sum of its parts, and yet, it is also critical to

track progress continuously along all the indicators leading up to college and career success and apply that data for improvements. To build such a continuum that will achieve the Ten Promise Neighborhood Results requires application of all of the following:

1. **Best Practice, Evidence-Based Academic, Social-Emotional and Health Programs at Every Developmental Stage of a Child's Life:** Great schools from preschool to college must be at the center of the pipeline and they must also be preceded by programs that engage parents and caregivers in strengthening their child development skills and practices and accessing medical providers so that children arrive at kindergarten ready to learn. Early childhood education providers and schools that are not yet high-performing must be implementing best practices, including recruiting and training talented teachers, providing tutors for students who need extra help and putting resources in place to ensure children come to school on-time, every day and are at least proficient in academic subjects. Youth also need multiple pathways to success and schooling options must be varied for them to succeed. That said, all schools need help to address the challenges of poverty. Early childhood providers and schools need partners providing proven services and supports to address the full social-emotional and health needs of a child from birth through college and career and to assist and stabilize vulnerable families. SWPN and partners must fill gaps in quality programming by: integrating and layering on new evidence-based resources, helping established programs raise quality through technical assistance and professional development where needed, ensure youth have access to resources such as 21st century technology, and scaling up existing evidence- based solutions to increase the number of children and disconnected youth obtaining high school degrees or GEDs and then continuing on to earn postsecondary degrees, certifications or credentials with or without remediation.

2. **Residents are Experts and Partners:** Parents and other residents are full partners and experts in this work not only for their own families but for the community. The SWPN evaluation uses a community-based participatory research framework to ensure that it is community-driven, engaging residents as experts in their community and partners in all aspects of this project. Families and caregivers everywhere need knowledge, support and available resources in their community to help support their children's developmental growth and learning. They will want and need different levels of support and services. To reach the maximum number of families possible with these resources, it is important that these services are made available through multiple pathways, ranging from intensive as home visitation to open workshops. Other parental supports may include advocacy when needed, to overcome challenges in accessing available resources such as housing counseling, financial empowerment or legal assistance that help vulnerable families stabilize.

3. **A Strong Backbone Organization to Improve Systems:** A targeted infrastructure is required to integrate, coordinate and evaluate the impact of programs and partnerships in achieving outcomes for children. Therefore, this targeted infrastructure must include a shared case management system, staff focused on breaking down silos and building transitions for children and families at key developmental moments, evaluators to help develop a culture of evaluation to ensure all partners collect and apply data in a continuous cycle for program improvement. Another key part of our infrastructure is to build a robust fundraising department to ensure a diverse mix of public and private dollars and long-term sustainability.

4. **Environment Matters:** Neighborhood environment, culture, safety and resources impact children's well-being, beliefs about their futures and desire to come to school each day. Therefore, engaging residents in public safety, staffing programs and building

community are critical as is working at a neighborhood scale. In addition, due to the complexity of the work, SWPN can only manage it at the scale of a neighborhood if we are to ensure high quality programs and schools at every developmental age of a child's life.

5. **A Culture of Accountability:** Belief that all children can succeed and a willingness to be held accountable through data and other performance measures are twin pillars of SWPN's organizational culture. Partners must be willing to engage in transparent conversations in which, together, we analyze the data to evaluate our collective impact, identify needed improvements and implement changes accordingly. SWPN has a full-time internal Director of Evaluation and an external evaluation partner (VIA) that will coordinate to continually monitor progress and impact in order to promote accountability and maximize effectiveness of strategies and initiatives.

6. **Systems Change is Key:** Certain federal, state and local policies significantly impede children's achieving their full potential. Therefore, SWPN and partners must participate in collective policy and advocacy work with local, state and federal partners to ensure equitable opportunities and systems changes for children who are from a low-income background or are children of color. In order to ensure long term sustainability, SWPN must focus on additional funding streams that can support Promise Neighborhood solutions to maintain the Promise Neighborhood including working collaboratively with city agencies for better coordination and to ensure we make use of their assets in the long run.

(2) SWPN will increase the proportion of neighborhood students served by the complete continuum of high-quality services

With Promise Neighborhoods funding, **SWPN's educational reach, which began with 10 schools in its 2017 Promise Neighborhoods grant, will now extend to 6 additional schools,**

for a total of 19 schools served. In addition to the **three early childhood centers** (Clinton Hill Community, La Casa Don Pedro, and Early Childhood Center-South), **16 elementary, middle, and high schools** are implementation partners in SWPN: **1)** Achieve Community Charter School; **2)** Avon Avenue Elementary (Newark Public Schools/NPS); **3)** Belmont Runyon Elementary (NPS); **4)** Chancellor Avenue School Elementary (NPS); **5)** Eagle Academy for Young Men of Newark (NPS); **6)** George Washington Carver Elementary (NPS); **7)** Great Oaks Legacy Charter School; **8)** KIPP Life Academy; **9)** KIPP Seek Academy; **10)** KIPP TEAM Academy; **11)** New Jersey Regional Day School for Special Needs Students (NPS); **12)** North Star Clinton Hill Middle School; **13)** Peshine Elementary School (NPS); **14)** Malcom X Shabazz High School; **15)** Weequahic High School; and **16)** University High School.

All SWPN partner schools serve students from within and outside the neighborhood as the result of the One Newark Lottery System, which affords families access to lotteries for all schools, traditional and charter. The majority of SWPN's target and partner schools serve students from Kindergarten or Pre-K up to grade 12, which provides a tremendous opportunity for continuity of solutions from the early grades through the end of middle school and for the addition of solutions specifically targeted to middle and high school students. To achieve this continuity within schools and also to ensure integration of various solutions, SWPN's Operations Director, supported by SWPN's Anchor Partner, **The Newark Trust for Education**, will hold school roundtable meetings as well as solution-specific meetings to ensure organizations have face-to-face conversations about coordination. This will complement the use of the shared database to coordinate and integrate referrals and services for individual children and families. The following table summarizes the number of **students** to be served by each program component annually.

NUMBER OF STUDENTS TO BE SERVED BY SWPN PROGRAMS			
Program	**#**	**Program**	**#**
SWPN	950	NJIT	50
CAPC	100 housing units	Perinatal Health Equity Foundation	40
Clinton Hill ECC	193	Prevention Links	45
Family Connections	PAT 25 PrePARE 255	Propel America	25-50
Gateway U	100-150	Programs for Parents	6 childcare centers
Greater Newark Healthcare	100	TFA	400
HopeWorks	50	Rutgers-Newark ALI	300
Imagine	90	Volunteer Lawyers	200
La Casa de Don Pedro ECC	156	YouthBuild Newark-OYN	100
Leaders for Life	100 middle school 50 High School	YCS: Nurse Family Partnership	56

Please also see **Appendix C.3**, Needs and Solutions Table, for more detail on SWPN program-aligned needs by pipeline area. In addition to these direct service providers, we will also be working with Clinton Hill Community Action (CHCA), Food Allergy Research and Education (FARE), Greater Newark Healthcare Coalition, and Newark Trust for Education on population level initiatives.

(3) High-quality family navigation system provides sufficient services and supports

　　Origin and Criteria for Success. The South Ward Promise Neighborhoods Navigation Model originated with the need to develop a case management model that is: **1)** Scalable to a Newark-wide solution; **2)** Compatible with a future FQHC; and **3)** Able to use a single data system for both case management and longitudinal data. As a result of their working experience with this early model, SWPN staff saw that **the benchmark for success was to ensure the model supports families from crisis to sustainability and from sustainability to thriving.** SWPN defines this as stakeholders a) gaining resilience through asset-building; and b) exhibiting proactive behaviors at key life milestones.

Model Overview. The SWPN team established **outcomes** we intend to help families achieve and worked backward to create a multi-faceted **approach** to serving them:

Approach	Outcomes
- Two Generation Approach - Building Relationship & Trust - Ensuring Trauma Informed Practices - Strengthening Protective Factors - Leveraging Domain Specialists - Tracking Milestone Success Indicators - Increasing Security with Asset Building	- Students thrive in school and graduate ready to succeed in the workforce - Children grow up in stable, caring homes where they can thrive - Families are physically and emotionally healthy - Families live in vibrant, cohesive communities that are safe, supportive and welcoming

From here, the SWPN team created a model built around the following key services:

Service	Goal	Staffing	Caseload	Intensity	Service Plan	Timeframe
Stability Services	Crisis → Stable	Professional Domain Lead Navigator (support)	Low 20 families per staff member	High 2-4 hrs per *week* per family	Customized Custom service plan for each family	Timebound Duration TBD, but likely 4-8 weeks
Milestone Services	Stable → Thriving	Para Navigator Domain Lead (support)	High 60 families per staff member	Low 3-4 hrs per *quarter* per family	Pre-Built Pre-built service plans for different life stages	Open Ended Cradle-to-career

Stability Services. In this service line, licensed social workers called Domain Leads provide customized, intensive support and direct service to families over a limited time frame to move them from crisis to stability. In this service line, while the family is primarily working with the Domain Lead, the family is also supported by a paraprofessional called a Navigator.

Milestone Services. In this service line, paraprofessional Navigators provide programmatic, technology-assisted low-touch coaching and support over a cradle-to-career timeline to move them from stability to thriving. In this service line, while the family is primarily working with the Navigator, the case team also includes a Domain Lead.

By combining a highly intensive, customized Stability Service, with a programmatic, lower intensity Milestone Service, this model can be highly scalable. The model makes sure

that Domain Leads are always focusing their time where we can best leverage their professional expertise and training, while simultaneously providing the technology and structure to allow Navigators to provide support to a large caseload. This allows us to serve a much larger caseload than we could support if Domain Leads were providing all the family support.

Model Phases. The remaining model components below serve to support these two critical service lines.

- *Building Bridges and Partnerships.* Develop and maintain a support infrastructure for families by connecting to resources that meet family needs.

- *Outreach & Education Efforts.* Conduct events that strengthen bonds between SWPN and the Community and recruit families into our pipeline of services.

- *Intake & Enrollment.* Intake families into one of the service lines while intentionally building trust, assisting with urgent needs, and learning about families' individual situations.

- *Engagement Efforts.* Facilitate staff- and parent-led events and activities that keep families engaged with the SWPN after their crisis needs are met.

- *Stability Services.* Provide the necessary supports to help families navigate a crisis, and work with them to build and implement a plan for achieving stability.

- *Milestone Services.* Work proactively with families to promote success at crucial milestones to move families from stable to thriving and disrupt the cycle of generational poverty.

Staffing Structure. In order to do this work, the model requires high-quality staff in each of four distinct roles: **1) <u>Director:</u>** Coordinates with stakeholders to set goals for the program and provides leadership to the team to communicate the vision. **2) <u>Domain Lead:</u>** Subject matter expert in their specific domain. Responsible for staying up to date on best practices and providing support to the team in that area. Families will be assigned a Domain Lead based on

their highest need. Domain Leads can also consult with one another as the families on their caseload may have needs in multiple domains. **3) Navigation Manager:** Responsible for maintaining a holistic view of the families who are in the pipeline and assigning families to caseloads and also a consistent entry point for the pipeline. **4) Navigator:** Stays with the family across all the phases of the program. The navigator is someone who deeply understands our community, knows what resources are available, and has walked in the shoes of the families we are supporting. They will help families throughout their journey in navigating through the pipeline and through the resources available to them. Please see page 3 of **Appendix A.5** (Navigator Model Overview) for the *staffing plan by model phase and goal* and page 4 of the overview for the *key program activities* of each of these four roles.

(D) High-quality Management Plan

(1) SWPN will achieve all project objectives on time and within budget

The quality of the South Ward Promise Neighborhoods management plan to achieve project objectives and established performance indicators on time and within budget is supported by the strength of our governing board, Project Management Team (CEO, Project Director, and other key staff as needed), Evaluation Team, and project personnel (resumes and organizational chart can both be found in **Resumes of Key Personnel**). The proposed budget for evaluation was crafted to support technical assistance and training to community residents in data collection, analysis and reporting—a central feature of community-based participatory research. This is a SWPN also proposes to increase capacity among its partners by investing in human capital; ensuring the efficacy of programs, services, and supports provided to South Ward children and families; increasing knowledge, understanding and the practice of data collection, reporting and sharing; and improving cross-sector communications to ensure transparent and fair decision-

making.

Clearly defined responsibilities, timelines, and milestones for accomplishing project tasks South Ward Children's Alliance (dba South Ward Promise Neighborhoods/SWPN) will serve as **the lead agency and fiscal agent** for this proposed project. In this capacity, SWPN will assume legal, fiscal and fiduciary responsibility for managing federal funds in accordance with federal regulations, policies and guidelines. SWPN and its board will have final decision-making authority. SWPN is governed by its Board of Directors and also has an established **Advisory Committee**, which will serve as the project's steering committee and will play an active role in project decision-making. The Advisory Committee also will host two annual community meetings, open to the public, to **share data**, communicate SWPN's **progress towards achieving established indicators and objectives**, and **gather participant feedback** to ensure programs, services, and supports meet the needs of children and adults in the South Ward. **Project partners** are grouped by expertise into Early Childhood, Health, Education, Housing, Family Supports, and College and Career **Community Advisory Networks (or CANs)**.

CANs are the engines behind the South Ward Promise Neighborhood's collective impact strategy. Each CAN is spearheaded by a **SWPN Anchor Partner** who has been identified by the SWPN as having expert knowledge in the CAN's content area, broad organizational and institutional networks, and the ability to ensure a continuous system of communication between CAN members and external stakeholders, both within and across CANs. Anchor Partners are charged with: Ensuring alignment amongst partners' work; keeping a keen eye on the data in their respective CAN; considering and surfacing policy changes and/or structural barriers that may impede the implementation of SWPN activities (especially those specific to the Anchor Partner's CAN); planning for the sustainability of the work within their CAN; building public

will around CAN activities and goals; and where possible; and sharing and leveraging funding opportunities for CAN members and specific CAN-related all the activities/initiatives.

In addition to Anchor Partners, CANs are comprised of SWPN partners (i.e. "CAN members") whose programmatic work and expertise aligns with CAN goals. As CANs are meant to facilitate collective impact, CANs are tasked with the job of coordinating and aligning partner strategies to meet yearly CAN-specific goals (determined by the SWPN in collaboration with Anchor Partners, and based off of CAN Logic Models), and leverage partners' expertise and resources towards implementing strategies; all-the-while surfacing bright-spots, lessons learned, best-practices, and barriers associated to CAN strategies. CANs support a combination of policy, professional development, technical assistance, and learning. Please see **Appendix D.1** for more complete information on SWPN CANs, including the annual CAN Learning Cycle, Anchor Partner Leads, and the associated GPRAs (goals) for each CAN.

To continually monitor and assess progress of implementation and impact, SWPN will engage in a robust, multi-faceted evaluation. The evaluation will use a community-based participatory research (CBPR) approach, in which the community participates in all evaluation-related activities, from the design to implementation and analysis to reporting.

The evaluation will be coordinated by SWPN's Senior Director of Evaluation in collaboration with staff from Via Evaluation (VIA), SWPN's long-term external evaluation partner (see **Appendix D.2** for Via Evaluation's Statement of Qualifications and resumes of key personnel assigned to this project). Building on their prior experience coordinating CBPR and community-led evaluations, VIA will oversee central hallmarks of this framework, including assembling a Community Advisory Board to serve as members of the evaluation team (CAB members will be compensated through the project evaluation budget for their time); providing

training, skill-building, and technical assistance for the CAB to conduct evaluation activities; and providing support and guidance to ensure the CBPR approach is implemented with fidelity.

This evaluation team will develop a comprehensive monitoring and evaluation (M&E) plan to guide the process, outcome, and impact evaluations over the course of the 5-year project. Building upon the Theory of Change and each strategy's logic models (included in Attachment G), the M&E plan will identify and describe specific evaluation questions, approaches, and methods employed to monitor the extent and quality of implementation of major activities and strategies, detailing qualitative (e.g., interviews, project artifacts) and quantitative (e.g., surveys, administrative records, student assessment results) data to be collected, with persons responsible for collection, methods of analyses, and timelines for these efforts. Working in coordination with partners and the Project Management Team, the M&E plan will finalize outcomes and indicators associated with each strategy. Using baseline data, the team will set targets and identify bi-annual benchmarks to guide continuous quality improvement and measure progress over time.

In keeping with the CBPR approach and SWPN's belief that "residents are experts and partners," SWPN's evaluation will use participatory, community-centered methods (such as Ripple Effects Mapping, Community/World Cafes, action-oriented community assessments, and Data Walks) wherever possible to ensure that all aspects of this work (e.g., data collection, evaluation questions, recommendations) are informed and guided by community members. All information and data collected will be shared with community members, so that they can participate in analyses, syntheses, and learning. Reports and materials will use principles of user-centered design and data visualization to maximize reach and engagement with results.

The M&E plan will be revisited and adjusted annually by the evaluation team, to ensure that the plans and approaches meet the needs of community members and result in increased

understanding of project effectiveness and impact for residents of the South Ward

Project Management Timeline

The following table illustrates the key **project management** activities, responsibilities, timelines, and milestones for this South Ward Promise Neighborhoods project that will ensure fidelity to the SWPN model, adherence to program budget, and the timely accomplishment of all program goals and objectives. **Items will repeat annually throughout the grant with the exception of items marked with an asterisk** (*) that are one- time activities. (Note: Timeline reflects the *grant project quarters*, ex: Q1 – April - June, etc.). Please see the section following for experience of the project team.

MAJOR PROJECT MANAGEMENT ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE
Announce notice of Promise Neighborhoods grant award to the South Ward community*; meet with stakeholders to review goals, objectives, activities, and budget as appropriate	CEO	Upon notice of funding/ Q1
Formally designate SWPN Project Director (PD) who will oversee project implementation, compliance, and reporting*	CEO	Q1
Hire FTEs as noted in Budget Narrative (Project Director, Chief Strategy Officer, Accountant, Managing Director of Finance, Development Director, Development Associate, Communications Director, Human Resources Associate, Navigators (Community Outreach Workers), Director of Workforce Development, Family HUB Director, Family HUB Domain Leads, and Family HUB Navigator Coordinator)	CEO	Q1-Q2 and as needed as the project develops
Conduct grant kick-off call to begin implementation planning with the Project Management Team and Evaluators	CEO + PD	Q1
Provide ongoing professional development for all SWPN staff	PD, other leaders	Ongoing
MILESTONE: Project Staffing Complete		
Establish data-gathering and -reporting procedures, timelines, and methods*; align with other existing SWPN grant and protocols in place*	SWPN Sr. Dir. of Evaluation + VIA (external evaluator)	Q1
Update baseline demographics* and other data	PD, SWPN staff	Q1 Update 2x/yr.
Convene Community Action Network (CAN) meetings and trainings	CEO + PD	Q1, monthly
Conduct data-gathering for project evaluation	PD + Evaluators	Ongoing
MILESTONE: Project Systems, Baselines, and Targets Established		
Purchase/receive/store/distribute/install supplies, materials, and equipment to support project implementation	PD	Q1, Ongoing
Complete annual interim financial and management reports; share with stakeholders via board meetings	PD	As required

MAJOR PROJECT MANAGEMENT ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE
Disseminate results of SWPN project to US Dept. of Education, community stakeholders, partners, and others	CEO + PD	As required
MILESTONE: All Project Goals, Objectives, and Targets Achieved and Results Communicated		

(2) Experience, lessons learned, and capacity-building for the project management team/director

Nichelle Holder, Chief Program Officer for the BRICK Education Network (whose founder also established SWPN) will serve as SWPN Executive Director. Nichelle provides the strategic vision for BRICK's 2 GEN and leads SWPN's cradle-to- college/career pipeline of continuum services. Through Nichelle's leadership, SWPN is now positioned as the Anchor Institution of the South Ward. Prior to joining BEN, Nichelle was the first Chief Service Officer for the City of Newark and led a collaborative effort to develop and implement a comprehensive citywide volunteer service plan. With more than 20 years of management experience in philanthropy and nonprofit, Nichelle has effectively brokered needed social services to under-resourced schools, communities, and various organizations devoted to youth development and empowerment. As a Project Director for Communities in Schools of Newark, she supervised eight other Project Directors after her promotion to Managing Director. As a Program Officer of The MCJ Amelior Foundation, Nichelle oversaw and managed $10 million in annual giving.

To bolster her already strong, existing skill set, Nichelle seeks out opportunities to build her capacity even further. In 2019, Nichelle, Justine Asante (Director of Partner Operations), along with the Executive Director of The Newark Trust for Education (SWPN's K-12 Anchor Partner), and the CEO of Leaders for Life (SWPN Middle School and High School Recovery partner) participated in the **Annie E. Casey Results Count leadership development** series. In July 2020, Justine Asante applied and was selected to participate in Leadership Newark, a two-year fellowship program where she is building skills in leadership and addressing public policy. In 2021, SWPN was selected to participate in the **Prudential Foundation's Newark Nonprofit**

Capacity Accelerator Fellowship, providing professional development on the following topics: leadership, fiscal management, program development, fundraising, board governance, and development and marketing. Nichelle was also selected for **Prudential's Executive Enterprise Development Program** and will be matched with a Senior Team Member to receive Executive Leadership Coaching, starting in May 2021. Additionally, SWPN Directors are in the process of applying to participate in the **Institute for Nonprofit Practice's Core Certificate Program**, a year-long capacity-building training for social sector senior leaders focused on strategic mission- and results-based decision-making. Please see **Appendix D.3** for a summary of each program.

As SWPN Project Director, Nichelle will be supported by a phalanx of senior leaders with deep experience in education, social services, nonprofit management and school administration, policy and systems change and continuous improvement, data management and analysis, and accountability. The **Project Leadership Team** (resumes/bios attached) includes the following professionals, each of whom brings collaborative working relationships with corporate partners, local district and chartered public schools, nonprofit organizations, local and state service partners, and/or postsecondary institutions.

Dominique Lee, Chief Executive Officer, is the founder and Chief Executive Officer of Building Resilient Intelligent Creative Kids (BRICK) Education Network. He was cited in Dale Rusakoff's New York Times bestselling book, *The Prize*, featured on the front page of The New York Times in 2010, and in 2011, was named to The Grio's 100: History Makers in the Making list, which recognizes the next generation of African American thought leaders and industry disruptors from collective fields like education. Dominique has also been awarded the Leaders and Legends Award for Outstanding Achievement in Early Childhood Education by Programs for Parents, the Russ Berrie Making a Difference award by The Russell Berrie

Foundation, the Young Changemakers Award by the Community Foundation of New Jersey. In 2019, he was honored with the Charter School Leadership Awards from the National Alliance for Public Charter Schools and is a Pahara-NextGen Fellow, Spring 2014 inaugural cohort.

Chris Perpich, Co-Founder & Chief Academic Officer, BRICK Schools, began his career as an educator as a Teach For America Corps Member at Branch Brook School in Newark, where he taught 3rd and 4th graders. Chris was part of the founding team of BRICK Academy and served as vice principal of BRICK's first Campus, BRICK Avon Academy for four years before transitioning to his current role. As CAO, Chris worked to build the organization's academic and social-emotional program and recently moved into the founding principal role at BRICK's first charter school, Achieve Community Charter School.

Yoni Samuel-Siegel, Chief Operating Officer, served the first 10 years of his career as a middle school Language Arts teacher who was highly involved in his school community, where he coached basketball and track and founded a student peer leadership organization. He continued to build his knowledge and skills by designing professional development sessions delivered to other teachers at his school and within the region. After leaving the classroom, Yoni served for five years as Campus Director and Managing Director of Program with Citizen Schools in Houston, Texas. There, he launched two new middle school sites of Citizen Schools' expanded learning program. Most recently, Yoni served for four years as Associate Chief Operating Officer with Uncommon Schools, leading all school and regional operations for Camden Prep, Uncommon's newest region.

Mindy Weidman, Co-Founder & Chief Talent and Performance Officer, sets the strategic vision and oversees all organization operations. As CTPO, Mindy leads the recruitment, hiring, and on-boarding of all new staff members. Her division also has created and manages the

BEN Performance Management system and data infrastructure that collects, organizes, and reports organization metrics to ensure optimal performance. Prior to serving in her current role, Mindy co-founded BRICK and served as a school leader at BRICK's first campus. She also served as Institute Director for TNTP's TEACHERNEX program in Newark, hiring and training dozens of teachers for the city, and as a Learning Team leader, training and supporting Teach For America corps members teaching in Newark. In her current role, Mindy is accountable for creating the systems to select and onboard high-quality employees, coaching and developing staff, and evaluating staff, department, and organization-wide performance.

Priscilla Everhart, Chief Strategy/Chief Financial Officer, is a leader in strategy, growth, and financial sustainability. In her most recent role with Aspire Public Schools, she led and supported the creation, refinement, and execution of Aspire's regional growth strategy for Memphis, TN. This ensured continued improvement of the region's financial health, expansion possibilities, and facilities footprint in order to further establish the region. She has also served as a classroom teacher in Memphis and as Director of Operations for Teach For America.

Tish Johnson, Managing Director External Relations, honed her leadership skills and expertise in coalition-building, communications, parent engagement, and strategic growth and expansion as a Coalition Director for We Raise New Jersey (a diverse group of organizations and associations united in the belief that New Jersey students need and deserve a world-class education to effectively compete and succeed in the rapidly changing world); as a Legislative Aide for the City of Newark, NJ Municipal Council; and in her own capacity-building firm, The GroundWork Agency. In her current role, Tish is charged with brand marketing and communications, student recruitment and retention, and community engagement and advocacy for the BRICK Education Network.

Dr. Ashley Hazelwood, Senior Director of Evaluation (internal), is a K-12 and higher education professional and researcher with progressive experience in providing critical and strategic thought leadership in a variety of educational ecosystems. She is highly proficient in the promotion, accountability, awareness and implementation of equitable and inclusive practices in education and is a coalition builder, passionate about creating access to high-quality education for all students. She has served as a program evaluator at La Casa de Don Pedro (a partner in this SWPN initiative), as an equity research and consultant at Educational Testing Services (ETS) and United Community Corporation, and as a Director at TEACH Colorado.

Justine Asante, Director of Partner Operations, is accountable for managing over 26 SWPN partners, including the process for partner contracts and budget creation. She also plans and organizes all SWPN community empowerment workshops and events, co-created the Family Hub (SWPN's case management division), the handbook for social workers and family coaches working with families; and created the Family College childcare curriculum. Justine has a broad range of research interests, including marriage and family counseling, building culturally sensitive and effective programs for Black and Brown families, building resilience in adversity, and inner-city adolescents and the school-to-prison pipeline.

Excerpted from this broader team is **the Project Management Team (PMT), which will consist of the Project Director, CEO, CAO, CFO, and Senior Director of Evaluation and Director of Operations**, the latter of whom will work directly with the independent staff of VIA Evaluation.

Longitudinal data system. Over the last 3 years, the South Ward Promise Neighborhood has worked with the Newark Trust for Education to develop a groundbreaking new data system. While currently envisioned as a solution for the SWPN, the data system is being built with an

eye toward replication and scaling. Our goal is to build a system that tells the story of Newark's residents across multiple generations at both the individual and community level, enables direct support of those families, and provides actionable data around the impact of community supports and interventions from cradle to career. The system, which lives in Salesforce, has four primary components, **illustrated above right.**
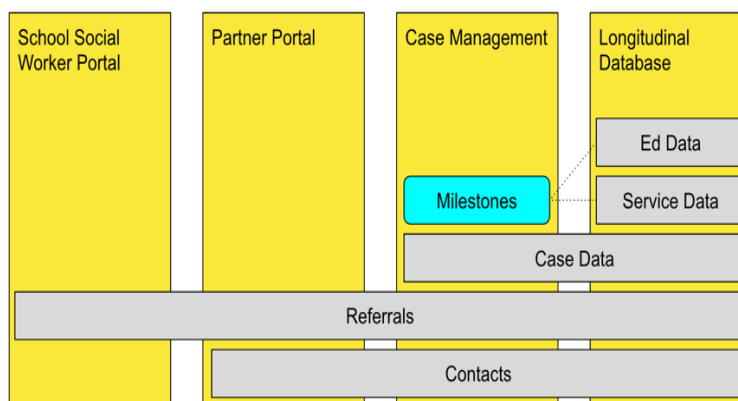
Appendix D.4, Data and Performance Management System, provides details on the **School Social Worker Portal** (introduced in October 2019), the **Partner Portal** (introduced in May 2019 and updated May 2020), and the **Case Management System** (introduced in February 2021). The final component of the model is the **Longitudinal Database**. This allows us to take large data sets—such as partner service data and extracts from Newark Public Schools and SWPN-partnered charter schools—and match it with "internally generated" data (e.g., Case Management and Referral data). Partner service data and school data are entered into the system via uploads. We have built logic into the system so that uploaded records are automatically linked to existing contacts in the system (using multiple matching criteria), even if they originated in the Partner Portal or Case Management sections of the system. If the contact is not yet in the system, it automatically generates a contact, extracting demographic information from the uploaded data, and adding it to the contact record. The system can use probabilistic and fuzzy matching to link these records so that we can scale this process up without hitting a manual-matching bottleneck. This matching is critical, because it means that both intervention data

(referrals, case management, and partner service data) and outcome data (educational data, partner service data) are linked to the same record, enabling impact analysis and other research/evaluation.

Currently, the data in the Longitudinal Database is not visible to other users in the system because the data collected contains highly sensitive information, and SWPN is highly selective about what data we make visible. Consent for the release of participants' data will be modeled after the Urban Institute's "Measuring Performance: A Guidance Document for Promise Neighborhoods on Collecting Data and Reporting Results". As noted in the graphic on the preceding page, one area of future growth is pulling data from the Longitudinal Database into the Case Management component of the system, so that the data can inform care management. **Appendix D.4 also summarizes SWPN's key lessons learned while building, testing, and refining the database.**

In addition to these data systems, the SWPN has set up a monthly tempo of "**Data Step-Backs**" to review the previous month's data as a group. These conversations include the full team, from front-line Social Workers to Directors, and are led by SWPN's internal data team, which curates and visualizes data in preparation for each month's meeting and facilitates the conversation. We use an "Observations/Interpretation/Implications/Next Steps" framework to organize conversations around data. These meetings have proven highly effective in elevating issues with care delivery and care coordination and finding solutions.

(E) South Ward Children's Alliance (SWPN) Has Adequate Resources

(1) Project costs are reasonable relative to persons to be served, results, and benefits

The South Ward Promise Neighborhood (SWPN) is a collective impact strategy comprising public and private partners who are building a comprehensive, cradle-to-college-career pipeline to ensure academic and life success for 6,500 children and adults living in the South Ward of Newark, NJ. Since launching, SWCA and BRICK have received several public and private grants, thereby demonstrating our capacity to design and implement a complex, multi-year financial and operating model as presented herein. Accordingly, SWPN is well-positioned to serve as the lead applicant for this initiative and dedicates its full resources to ensuring its success.

We anticipate this Promise Neighborhoods initiative will yield a significant return on investment. BRICK's charter school and select neighboring traditional public schools have been implementing several of the proposed solutions found herein for the last four years and have succeeded in improving academic and nonacademic outcomes for those children enrolled. In addition, SWPN's ongoing establishment of strong cross-sector partnerships has already resulted in greater access to quality education and supports for children and families residing in the South Ward. Furthermore, SWPN's theory of action describes solutions with demonstrated evidence of success as detailed in **Appendix C**. **At a total annual cost of $6,000,000—or approximately $923 per person served by the SWPN, project costs are reasonable in relation to the number of persons to be served and to the anticipated results and benefits to South Ward participants.**

Multi-year financial and operating model and accompanying plan

South Ward Promise Neighborhoods' (SWPN's) Financial Sustainability Plan includes a multi-year financial and operating model and accompanying plan (see **Appendix E.1**) to support our collective **commitment to operate beyond the length of the project**. In addition, SWPN has a **247-day cash-on-hand fund balance ($2.5M); a line of credit with New Jersey Community Capital at a 2.5% interest rate; a proven track record of cultivating relationships and securing diverse funding; and the ability to operate a successful place-based initiative through "braiding" of private and public revenues.**

Key Strategy for Sustainability:1) Build the **capacity** of the development team by adding additional FTE's; 2) Reorient existing public dollars; 3) Secure new public funding streams; 4) Build an **individual donor base**, through a membership program; and 5) Build coalitions with partners to use **data to drive public policy change.**

Demonstrated commitment of project partners; evidence of broad support from stakeholders

Thirty-seven partners, representing a diverse array of local education agency officials, community-based and philanthropic organizations, school leadership, institutions of higher education, health and human service agencies, and local government, comprise the proposed SWPN. All partners have pledged in-kind support (including human capital), and 24 partners including the SWPN as the lead agency have pledged a 100% match to this initiative. The graphic on the preceding page shows a comprehensive list of partners for the SWPN. New partners are noted in **bold type** in the graphic on the following page.

Please also see **Appendix E.2** for a detailed table of partners by GPRA measures. Upon joining SWPN, each partner signs an MOU (please see **SWPN Partner MOU**), affirming that **regardless of grant**

South Ward Promise Neighborhoods' High-Quality Partnership

1. Achieve Community Charter School
2. Clinton Hill Community Action
3. Clinton Hill Community Early Childhood Center
4. Community Asset Preservation Corporation
5. **Eagle Academy for Young Men of Newark - Newark Public Schools**
6. **Early Childhood Center South**
7. Great Oaks Legacy Charter School
8. Greater Newark Healthcare Coalition
9. Family Connections Inc., PAT, PrePARE
10. **Food Allergy Research & Education**
11. **Hopeworks**
12. Imagine, A Center for Coping with Loss
13. **KIPP New Jersey: KIPP Life Academy (K-4), KIPP Seek Academy (K-4) and KIPP TEAM Academy (5th-8th)**
14. La Casa Don Pedro-Early Childhood Center
15. Leaders for Life
16. **New Jersey Regional Day School for Special Needs Students: Newark Public School**
17. Newark Beth Israel Hospital
18. Newark Community Street Team
19. Newark Public Schools:
20. Newark Trust for Education
21. **New Jersey Institute for Technology (NJIT)**
22. North Star Clinton Hill Middle School
23. Perinatal Health Equity Foundation
24. Prevention Links
25. Programs for Parents
26. **Propel America**
27. Rutgers Newark University - Abbott Leadership Institute
28. **St. James Health Center**
29. **SWPN Programs: Success Mentor Program;** Family Hub; Family College Program; **Workforce Development; Gateway U; and South Ward Healthy Beginnings (FQHC)**
30. Teach for America
31. **University High School**
32. Visiting Nurses Association
33. Volunteer Lawyers for Justice
34. **Weequahic Family Success Center**
35. **Weequahic High School**
36. Youth Consultation Service - Nurse Family Partnership
37. Youth Build Newark/ Opportunity Youth Network

funding, we all share a commitment to the vision, mission, and strategic plan we have collectively outlined, and **all partners intend to continue collaborating to create a cradle-to-college-and-career continuum.** Of special note: **Key federal and local elected officials and public school leaders** have also provided **letters of support** (please see **Letters of Support)**, including New Jersey First Lady Tammy Murphy, Senator Cory Booker, Senator Bob Menendez and Congressman Donald Payne. Select **South Ward district and chartered public schools** have also joined the SWPN and participate regularly in our School Roundtables.

We believe this extraordinary level of commitment will ensure success and sustainability. Matching funds have been garnered from federal, state, and local public agencies and SWPN partners' private philanthropic funders. **SWPN and its Partners have met and exceeded the required 10% of matching funds in cash, securing at least 85% in matching cash funds ~ $25.5M.** Taken together, these in-kind supports and matching cash funds match the required

100% match.

(3) Existing neighborhood assets and programs supported by Federal, State, local, and private funds that will be used to implement a continuum of solutions

SWPN partners include neighborhood assets and programs supported by federal, state, local, and private funds that will be used to implement pipeline services. SWCA and its partners will create a 10-year fund development plan to encompass federal, state and local funds; public and private foundation grants; special events; and individual donations to ensure the solutions presented herein continue. Additionally, SWPN is establishing a Community Wellness Center, FQHC that will serve as a Medicare site and will benefit from that funding source, and the charter schools will be sustained through ongoing per-pupil funding. Two SWPN Partner Early Childhood Centers--Clinton Hill Community Early Childhood Center and La Casa Don Pedro-- were recently awarded Early Head Start funding to expand services and provide high-quality infant care to babies ages six weeks to three years. SWPN partners have already begun to align their program goals, objectives, and fundraising to the activities to be undertaken by this initiative to leverage existing and future funding streams. **This SWPN initiative is wholeheartedly supported by Mayor Ras Baraka and the City of Newark and long-standing community-based organizations.** Above all, **our presence in and service to the community has earned our work buy-in and engagement from South Ward residents**. Nevertheless, this five-year opportunity to build cross-sector capacity; establish cross-sector systems to support children and families; and collect, share, and use data to increase efficiencies and effectiveness of neighborhood resources is crucial to build the foundation of our project's sustainability.