

Guidelines for Evaluating 2009 CED Applications

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Overview

This document provides instructions to application reviewers for the 2009 CED Program, as presented in the Program Announcement (PA) dated March 6, 2009 and the PA Modification dated April 17, 2009. It suggests an orderly process for evaluating CED applications, contains a Summary of the CED Program to refer back to as needed, and provides detailed guidelines on the Program's evaluation criteria. The CED comment and scoring form is included in the Review Management Module (RMM). RMM is a web-based computer system used to assist the Office of Community Services (OCS) grant application reviewing process. It provides a user friendly environment to facilitate the grant review process while allowing reviewers to participate from remote locations.

Before reviewing any applications, reviewers are encouraged to read the PA to make sure they are familiar with the intent, design and nuances of the Program. However, these Guidelines are designed to include all the information necessary to guide reviewers through the actual reviews, and are intended to be used side-by-side with the RMM system as it is being completed. In addition, the Financial Analysis Guide is a companion document that will assist reviewers in evaluating the economic viability of applications. Reviewers should make use of the **Financial Analysis Guide** during the evaluation of **Criterion 2.c Approach – Financial Strategies** and **Criterion 2.d Approach – Financial Viability** of each application.

The Guidelines and the RMM comment and scoring form use the criterion names and ordering that were published in the PA. The Guidelines are structured as follows:

- Name of each criterion and its total point value
- Basis for Scoring: A concise statement representing the overall basis for scoring that criterion
- For each criterion, a table listing all evaluation sub-criteria from the PA, with a detailed description of how a top-rated application might fulfill those sub-criteria (any content that ***must*** be included for full points is specially highlighted in the table)
- Narrative question(s) to assist reviewers in writing Notes that relate each evaluation criterion to the overall basis for scoring
- Scoring scale showing guidelines for top, middle and null scores for that criterion, linking back to the overall basis for scoring (please note that reviewers may give scores in between these guidelines)

Please note that the evaluation sub-criteria for a given criterion of the application are not designed to receive equal weight. For example, for a criterion worth 10 points that has four evaluation sub-criteria, it is not OCS's intent that each sub-criterion be worth 2.5 points. Rather, the set of sub-criteria for each criterion was developed to encourage applicants to submit high-quality proposals, and to provide a consistent basis of evaluation across many reviewers. These Guidelines are intended to help reviewers use

the evaluation sub-criteria as a descriptive standard, to be applied using their professional expertise and judgment, rather than as a “checklist” of items.

Tips for the Evaluation of Applications

1. Read the Program Announcement (PA) published on March 6, 2009 and the PA Modification dated April 17, 2009.
2. Print and review this document, Guidelines for Evaluating 2009 CED Applications.
3. Print and review How to Use the RMM System.
4. Print and review the Financial Analysis Guide.
5. Review CED Reviewers Scoring Guidelines from the mandatory conference call training.
6. For each application that you review, read the Project Abstract first to orient yourself to the proposed project.
7. Refer to the Summary of the CED program (information contained in the PA, summarized below for your convenience) as needed to refocus your thinking around the program’s overall goals, intent and design.
8. Consider the scores you give to each criterion preliminary until you have reviewed the entire application. Once you reach the end of the application, return to your preliminary scores and judge whether any score should be adjusted upward or downward based on any relevant information that was located in a different part of the application.
9. Submit your completed comments on both strengths and weaknesses and scores in the RMM system and submit to your Chairperson.
10. Return the printed copy of each application after you have completed your review to Team WilDon.

Summary of the CED Program

The CED program provides technical and financial assistance for community economic development activities designed to address the economic needs of low-income individuals and families through the creation of employment and business opportunities in low-income communities. OCS seeks to fund projects that implement strategies for fostering self-sufficiency for low-income families, achieving sustained employment opportunities in low-income communities, and revitalizing communities.

The CED program provides funding for projects located in geographic areas with a demonstrated need for the proposed project. To accomplish this, the program requires that all businesses and jobs created must be located within a service area with unemployment and poverty rates that are at or above the state or national levels. The program also seeks to fund projects that address the personal and community barriers that must be overcome to help low-income individuals become self-sufficient.

The CED program provides grants to support business start-ups or business expansions. In either case, the program's objective is to support businesses that develop new products, services, and other commercial activities that result in the creation of new jobs for low-income individuals within a low-income service area. For more detail on the criteria to qualify for CED funding, refer to the Program Announcement.

Grantees must be qualified CDCs. To be qualified, a grantee must meet three conditions. First, it must be a private, non-profit Community Development Corporation (CDC) with 501(c)(3) status. Second, it must have articles of incorporation, bylaws, or other official documents demonstrating that the CDC has as a principal purpose planning, developing, or managing low-income housing or community development activities. Finally, the Board of Directors must have representation from community residents, business leaders, and civic leaders.

Guidelines for Application Review

Criterion 1. Objectives and Need for Assistance (PA Pages 42-43)

Steps:

1. Read the Objectives and Need for Assistance section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections, if those sections contain information that was requested here.

Points Possible: 10

Basis for Scoring:

Extent to which project's goals and location are aligned with the program's intent, and the extent to which the application establishes a clear need for the project to achieve these goals.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	Project's goals and objectives for business development, job creation, and contributing to community revitalization align with the goals and objectives of the CED program.	<ul style="list-style-type: none"> • States the number of businesses to be created or expanded and/or number of jobs to be created • Explains how project will directly or indirectly support community revitalization
B	Project is needed to create or expand businesses and create new jobs.	<ul style="list-style-type: none"> • Includes market analysis or other statistics about the area • (The discussion of personal/community barriers may also explain why the jobs/businesses are unlikely to be created without this project.)
C	Project can help address personal and community barriers that prevent low-income individuals from successfully obtaining and holding jobs, or creating successful businesses in the community to be served.	<ul style="list-style-type: none"> • Directly explains how the project plans to address least some of the typical barriers identified in the PA (not all barriers must be addressed)
D	Project will meet the program's objectives by serving low-income individuals through a project located in a low-income community and that all businesses and positions created under the project will be located within the project's service area.	<ul style="list-style-type: none"> • Clearly shows that job openings will directly target low-income people in the service area, and that new or expanded businesses will be located there

E	Both the unemployment rate and the poverty rate within the project's service area are equal to or greater than the state or national level.	<ul style="list-style-type: none"> • MUST SHOW: Shows that the unemployment rate and poverty rate in the project's service area is greater than or equal to the state or national level (service area boundaries should match the state or national boundaries and statistics should be from published sources within the last 5 years)
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Narrative Questions:

Overall, are the project's goals and location aligned with the program's intent with regard to low-income individuals, including efforts to address community and personal barriers?
 Overall, does the application present a clear need for the project to achieve these goals?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = No goals addressed or are unrelated/incompatible with CED goals										
5 points = Only some goals directly addressed, or some addressed unconvincingly										
10 points = All four programmatic goals addressed, match well with CED goals										

Criterion 2a. Approach -- Project Implementation (PA Page 43)
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Steps:

1. Read the Project Implementation section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Evaluation or Third-Party Agreements), if those sections contain information that was requested here.

Points Possible: 15

Basis for Scoring:

Whether project appears well conceived and feasible.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	Clear and well-conceived overall approach to the project, with a sound and feasible implementation plan that is consistent with the expectations described in the PA, and that reflects a clear understanding of the CED program.	<ul style="list-style-type: none"> • Targets activities that are eligible for funding; • Targets the correct population • Shows an evident attempt to align plan with CED goals • Demonstrates an effort to link plan to clear (ideally quantified) outcomes • Contains a credible explanation of how the businesses and/or jobs will be created • Has a realistic discussion of positive impacts for the community • Links back to the application's Objectives and Need section • Explains proposed project outcomes, list of milestones that link to outcomes, realistic schedule for milestones, and schedule of job creation showing that jobs in place <i>one year before project end date</i>
B	Positions will be created in a viable industry with promising short- and long-term job outlooks.	<ul style="list-style-type: none"> • Presents applicant's analysis of the industry's positive short- and long-term job outlook and any critical risks relating to the industry, backed up by sound market analysis using data from published sources no more than five years old
C	The business will be viable in terms of competition, anticipated market, customer base, and market trends.	<ul style="list-style-type: none"> • Includes the results of sound market research analyzing competition, estimated market share and sales; and analyzing customer base by market segment, market size and trends; using data from published sources no more than five years old • Clearly demonstrates the market analysis is for the project area and makes sense for the given industry
D	Reasonable plan for obtaining and documenting low-income referrals.	<ul style="list-style-type: none"> • Identifies the various groups of individuals and businesses from which project participants will be recruited • Shows that entity responsible for recruiting / referrals has clear access to and experience with the target population • Includes a well-thought out recruitment process that will achieve reasonable results • Explains how referrals from any third-party partners will be obtained and documented

Sub-criterion		Sub-criterion is Fully Met if the Application...
E	The physical facility and other equipment required to operate the project can be secured.	<ul style="list-style-type: none"> Includes evidence of site control such as a lease agreement or deed of ownership, and procurement procedures for equipment

Narrative Question:

Overall, does the project present a clear and well-conceived implementation approach that is likely to achieve the project’s goals?

Scoring Scale															
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
0 points = Unrealistic, or not provided															
8 points = Plausible but not supported by evidence															
15 points = Very well thought out and realistic															

Criterion 2b. Approach – New Jobs Created for Low-Income Individuals (PA Pages 43-44)
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Steps:

1. Read the New Jobs Created for Low-Income Individuals section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Objectives and Need for Assistance, Financial Strategies and/or Evaluation), if those sections contain information that was requested here.

Points Possible: 8

Basis for Scoring:

Whether the project will likely create the types of jobs sought by the program, in quantities commensurate with the level of funding requested.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	Number and types of new full-time positions are appropriate for the project and will provide starting wages, wage growth opportunities, and employee benefits that will allow families to achieve self-sufficiency.	<ul style="list-style-type: none"> Shows that the type and size of proposed project will reasonably require the projected type and number of new full-time, full-year, non-seasonal jobs Shows that the type of newly created jobs is realistic for target population to fulfill Includes job titles and descriptions showing livable starting wages and benefits (for example: paid time off, 401k, health care) Discusses projected wage growth opportunities, career ladder or career growth potential, how the jobs will contribute to employees' skill development
B	Recruitment strategy to result in at least 75% of the new jobs being filled by low-income individuals.	<ul style="list-style-type: none"> Recruitment strategy appears realistic Strategy aims to have at least 75% of the created jobs held by low-income people Jobs clearly to be counted by the number of <i>positions</i> created, not the number of individuals hired to fill them over the course of the grant
C	Project will be solidly positioned for continued success after end of grant period, and positions to be sustained for <u>at least two years</u> after end of grant period..	<ul style="list-style-type: none"> Reasonable effort has been made to explain how the project will position itself to retain the jobs after project funding ends (e.g. a growth plan that shows that the operation will continue to need the jobs and be able to cover the costs) Shows a relationship between the job creation targets in this section and the financial planning in the Financial Section

Narrative Question:

Overall, does the project seem likely to create new full-time positions in quantities consistent with the amount of funding requested and that will allow families to achieve self-sufficiency?

Scoring Scale								
0	1	2	3	4	5	6	7	8
0 points = Position goals are unrealistic, not provided, or not aligned with program								
4 points = Position goals are of acceptable quality/likelihood of fulfillment								
8 points = Position goals are sound and very likely to be fulfilled								

Criterion 2c. Approach – Financial Strategies (PA Page 44)

Steps:

1. Read the Financial Strategies section of the CED application you are reviewing.
2. Use the Financial Analysis Guide, which is a companion document designed to assist reviewers in evaluating the economic viability of applications. It provides a methodology for evaluating the economic viability of the application being reviewed.
3. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
4. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
5. Be prepared to adjust your preliminary score based on your review of other application sections (such as Budget and Budget Justification), if those sections contain information that was requested here.

Points Possible: 10

Basis for scoring:

Whether the project’s financial plan is reasonable, fits within CED’s cost-per-job requirements, and demonstrates self-sufficiency by the end of the grant period (and for two years after). The organization must also demonstrate the ability to track and report on federal funds.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	Project to be economically feasible by the end of the grant period, and for at least two years thereafter.	<ul style="list-style-type: none"> • Includes actual past (and/or forecasts of) profit and loss statements, comprehensive sources and uses of funds statements (showing both CED and non-CED sources), cash flow statements, and balance sheets showing detailed costs and expenses • Includes detailed narrative explanations and assumptions in the financial documentation • Shows no need for additional cash infusions from outside of operations by year three (non-construction) or five (construction projects), as well as ongoing operations in year five (non-construction) or seven (construction) • Allows for analysis of the financial plan, and that analysis demonstrates that the assumptions in the forecasts are reasonable (for example, the percentages used for income and expense increases over time)

Sub-criterion		Sub-criterion is Fully Met if the Application...
		<ul style="list-style-type: none"> (Note: if insufficient financial documentation was provided to allow for any financial analysis, points cannot be awarded for this section.)
A (cont.)	Project costs and organizational expenses are reasonable and necessary	<ul style="list-style-type: none"> Contains financial documentation showing that costs are necessary and are within reasonable market rates
B	CED cost-per-job requirements achieved.	<ul style="list-style-type: none"> Clearly shows, or allows for analysis that demonstrates, that cost per job will not exceed \$20,000 in a non-construction project and \$25,000 in a construction project
C	Project will have the capacity to responsibly manage and adequately protect any Federal funds awarded for the project through a financial management system that complies with 45 CFR Part 74.	<ul style="list-style-type: none"> MUST SHOW: Includes documentation such as accountant statements and/or a description of an existing system of accounts and accounting that can distinguish between the CED and any other project funds, and provide accurate statements and reports (for new entities, application can include a statement from an official to set up system and attesting to the applicant's financial health)
D	<i>For projects that involve construction:</i> Costs for construction activities are necessary and within reasonable market rates.	<i>For projects that involve construction:</i> <ul style="list-style-type: none"> Includes sufficient documentation to enable the reviewer to analyze proposed costs for property acquisition, predevelopment, architectural / engineering services, environmental study, permits, occupancy, hard costs; and reviewer concludes that costs appear reasonable and necessary

Narrative Question:

Overall, does the application demonstrate an economically feasible financial plan and fulfill CED programmatic requirements?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = Costs unreasonable, no plan for self-sufficiency, no system identified										
5 points = Costs reasonable, projections aggressive, system identified but not in place										
10 points = Costs reasonable, plan realistic, tracking/reporting system in place										

Criterion 2d. Approach – Financial Viability (PA Pages 44-45)

Steps:

1. Read the Financial Viability section of the CED application you are reviewing.
2. Use the Financial Analysis Guide, which is a companion document designed to assist reviewers in evaluating the economic viability of applications. It provides a methodology for evaluating the economic viability of the application being reviewed.
3. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
4. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
5. Be prepared to adjust your preliminary score based on your review of other application sections (such as Budget and Budget Justification), if those sections contain information that was requested here.

Points Possible: 10

Basis for scoring:

Whether the project has the financial resources to be successful and demonstrates that all parties will comply with program requirements.

Note:

Reviewers should make use of the Financial Analysis Guide during the evaluation of this section of the application. This companion document provides a methodology for evaluating the economic viability of the application being reviewed.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	Adequate resources are available for project viability.	<ul style="list-style-type: none"> • Identifies all of the activities necessary for the success of the project • Shows these activities are consistent with the project’s scope, scale and projected outcomes • Demonstrates the staffing, facilities, equipment and supplies, and funding identified to support each activity appear reasonable • Identifies all sources of the staffing, facilities, equipment and supplies, and funding necessary for the project • Identifies competing activities that might reduce the availability of resources for this project

Sub-criterion		Sub-criterion is Fully Met if the Application...
B	Procedures are in place to ensure that any third-party partner will comply with all program requirements.	<ul style="list-style-type: none"> • Provides third-party agreement signed by all parties and addresses compliance requirements for all duties to be undertaken by the third-party • Clearly shows compliance requirements include specific mention of income documentation, interest rates for revolving loan funds, use of accrued interest, funds management, record-keeping and/or monitoring requirements • Provides a compliance plan which describes roles and responsibilities and convincingly addresses program requirements from PA: <ol style="list-style-type: none"> 1. At least 75% of jobs filled by low-income/TANF 2. Low-income eligibility determinations 3. Retention strategies 4. Expenditure documentation 5. Monitoring • Reporting on positions created
C	Third-party financial viability and ability to track and report on federal funds.	<p><i>For projects that will involve third-parties:</i></p> <ul style="list-style-type: none"> • Discusses partner's history as an organization and financial stability • Discusses partner's experience managing Federal funds • Demonstrates financial management system that complies with 45CFR, Part 74 is in place or there is a specific plan for procurement
D	<p><i>For projects that involve equity stock investment:</i></p> <p>Equity Stock Investment compliance</p>	<p><i>For projects that involve equity stock investment:</i></p> <ul style="list-style-type: none"> • Includes a third-party agreement noting: <ul style="list-style-type: none"> ○ intangible property rules (must be in compliance with 45 CFR Part 74.36) ○ purpose(s) ○ type of equity stock transaction ○ cost-per-share and basis ○ number of shares purchased ○ percentage of ownership (investment must be at least 25% of the businesses' assets on balance sheet) ○ term or duration of agreement ○ board representation (it must be clear that the grantee will have appropriate representation) ○ signatures of authorized officials

Sub-criterion		Sub-criterion is Fully Met if the Application...
E	<i>If project involves loans and/or a revolving loan fund:</i> Loan or Revolving Loan Fund compliance	<i>If projects involves loans and/or a revolving loan fund:</i> <ul style="list-style-type: none"> • Includes a third-party agreement noting: <ul style="list-style-type: none"> ○ intangible property rules (must be in compliance with 45 CFR Part 74.36) ○ purpose(s) ○ interest rates and other fees ○ loan period ○ repayment schedule ○ collateral security required ○ default and collection procedures ○ signatures of authorized officials • Demonstrates that lending criteria for loans will result in the project taking on higher risks and providing lower interest rates than available in the market otherwise (reviewer can compare to current criteria used by bank lenders)

Narrative Question:

Does the application have the financial resources to be successful, and does the application show that all parties will comply with the program requirements?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = Adequacy of resources and compliance plan not demonstrated or secured										
5 points = Adequacy of resources and compliance are not fully documented										
10 points = Clearly demonstrates adequate resources and plan for program compliance										

Criterion 3. Budget and Budget Justification (PA Pages 45-46)

Steps:

1. Read the Budget and Budget Justification section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.

4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Financial Strategies and Financial Viability), if those sections contain information that was requested here.

Points Possible: 10

Basis for Scoring:

Whether the application demonstrates that the proposed project’s goals can be accomplished with the presented budget which includes appropriate, necessary, and reasonable necessary costs.

Sub-criterion		Sub-criterion is Met if the Application...
A	Adequate resources will be available for the project.	<ul style="list-style-type: none"> • Shows that funds will be available (both CED and non-CED sources) commensurate with the level of effort necessary to accomplish the goals and objectives • Ties back to the Objectives and Need section • Reflects the Financial Strategies section
B	Proposed expenditures clearly linked to the proposed activities.	<ul style="list-style-type: none"> • Provides a budget on the appropriate SF-424 forms and an accompanying narrative that together demonstrate that line items are appropriate and reasonable, and are linked to the proposed activities; • Demonstrates that the information on the SF-424 forms is linked to the information in the Financial Strategies section
C	Funds are included for all items required by the PA.	<ul style="list-style-type: none"> • Includes funds specifically allocated for sending one staff member to a conference in Washington, D.C. <i>during each year</i> of the grant • Includes a budget narrative explicitly noting that these costs are included in the appropriate line item. • Includes a description of costs for any support received from a partnership with an experienced CDC (e.g. travel, staff time), as well as line-items in the budget to cover these costs
D	<p><i>If non-CED funds are needed to accomplish the project’s goals and objectives:</i></p> <p>Documentation of capital requirements</p>	<p><i>If non-CED funds are needed to accomplish the project’s goals and objectives:</i></p> <ul style="list-style-type: none"> • Includes documentation of the existence and availability of any non-CED funds needed, as follows (depending on the form of those funds): <ul style="list-style-type: none"> ○ <i>Financing</i> -- firm commitments for loans, municipal or state tax credits, equity stock investments, or other supporting grants ○ <i>Cash</i> – applicant financial statement of cash available (if contributed directly by the

Sub-criterion		Sub-criterion is Met if the Application...
		<p>applicant) or letters of unconditional financial commitment from a third party (if contributed by a third party)</p> <ul style="list-style-type: none"> ○ <i>In-Kind Contributions of Personal Property</i> –an inventory valuation for equipment, or a certified appraisal for real property ● (Note: Anticipated program income such as gross or net profits from the project or business operations should be counted as program income only during the periods in which it will actually be earned. Income should not be pro-rated in a way that shows project income during the start-up period.)

Narrative Question:

Overall, does the application demonstrate that the proposed project’s goals can be accomplished with the presented budget?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = Inadequate resources, not effectively linked, all project activities not included										
5 points = Detail of resources, but not effectively linked to all necessary project activities										
10 points = Full and adequate resources effectively linked to appropriate project activities										

Criterion 4. Third-Party Agreements (PA Page 46)

Steps:

1. Read the Third-Party Agreements section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Project Implementation), if those sections contain information that was requested here.

Points Possible: 5

Basis for Scoring:

Whether the application shows agreements establishing relationships with cooperating agencies that are adequate to support the proposed project.

Sub-criterion		Sub-criterion is Fully Met if the Application ...
A	Establish relationships with public assistance and other agencies responsible for administering child support enforcement, TANF, and employment education and training programs that are adequate to support the proposed project.	<ul style="list-style-type: none"> Identifies appropriate agencies that the applicant has approached to support the project Discusses how each agency identified will support the proposed project, and discussion appears realistic and feasible
B	Document that the cooperating agency has agreed to make the necessary contributions to the project.	<ul style="list-style-type: none"> Includes MOU or partnership agreements signed by each cooperating agency documenting the agreement, including descriptions of the contributions they will make to the project

Narrative Question:

Overall, does the application demonstrate established relationships with relevant third-parties that will refer a sufficient number of eligible project participants?

Scoring Scale					
0	1	2	3	4	5
0 points = No discussion of relevant agencies, no signed agreements or descriptions					
3 points = Limited detail and documentation or unclear relevance of agencies					
5 points = Signed agreements and detailed descriptions from each clearly relevant agency					

Criterion 5. Evaluation (PA Pages 46-47)

Steps:

1. Read the Evaluation section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.

3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections, if those sections contain information that was requested here.

Points Possible: 7

Basis for Scoring:

The extent to which the application provides a plan for evaluating the entire project, what it accomplishes, and why it is successful or unsuccessful.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	Whether applicant appears equipped to answer the question "What did this project accomplish, and why was the project successful or unsuccessful?"	<ul style="list-style-type: none"> • Shows how ongoing accomplishments will be measured and compared to projected accomplishments • Includes success measures that are related to the logic model • Clear explains how ongoing evaluation will be used to improve future operations (process evaluation) • Explains how final measures will be used to evaluate what was accomplished and why (outcome evaluation)
B	Logical connections exist between described project objectives, activities and outcomes.	<ul style="list-style-type: none"> • Includes a logic model summarizing the connections between the project's goals, assumptions, activities, direct outputs and larger impacts/outcomes • Includes a logic model where the goals, activities and outcomes are well-conceived and aligned with CED guidelines • Includes assumptions that are based on research, best practices, and/or experience
C	Realistic schedule for project evaluation, annual reports, final report.	<ul style="list-style-type: none"> • Includes a schedule for submitting annual reports and a final report • Clearly states that reports are to be written by a third-party evaluator • Explains that each report will compare projected and actual progress toward goals (e.g. business creation/expansion and job creation), and any lessons learned

Sub-criterion		Sub-criterion is Fully Met if the Application...
D	Participation in regular compliance reviews, quarterly TA conference calls and/or surveys.	<ul style="list-style-type: none"> • States that the applicant agrees to participate in: <ul style="list-style-type: none"> ○ Compliance monitoring reviews ○ Quarterly technical assistance conference calls ○ Annual collection of information ○ Other limited surveys
E	An independent third-party evaluator is identified to conduct the required evaluations, or an explanation is included that one will be sought.	<ul style="list-style-type: none"> • Provides clear evidence that a third-party evaluator who has been selected, or will be selected, is organizationally distinct from, and not under the control of, the applicant
F	The evaluator is qualified to successfully plan and evaluate the project.	<ul style="list-style-type: none"> • Demonstrates selected individual's qualifications and experience with planning/evaluation of similar social service delivery programs, community economic development or job creation projects for low-income populations, or programs designed to foster self-sufficiency in low-income populations; OR • Provides clear evidence that an appropriate evaluator will be hired (position description, expected qualifications, recruitment strategy, hiring timeline)

Narrative Question:

Overall, is a plan in place for evaluating the project and its ongoing accomplishments such that the project can be improved over time and the reasons for its success or lack of success can be identified?

Scoring Scale							
0	1	2	3	4	5	6	7
0 points = No evaluation measures, no plan or schedule, no discussion of third-party							
3 points = Clear and logical evaluation measures, plan but no schedule, third-party not clearly independent or to be arranged							
7 points = Clear and logical evaluation measures, plan and schedule in place, third-party selected							

Criterion 6a. Organizational Profiles -- Organizational Capacity (PA Pages 47-48)

Steps:

1. Read the Organizational Capacity section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Past Success with Similar Job Creation Projects), if those sections contain information that was requested here.

Points Possible: 10

Basis for Scoring:

Whether the application demonstrates that the organization, its staff, and its partners have sufficient overall experience to successfully implement the proposed project.

Sub-criterion		Sub-criterion is Fully Met if the Application...
A	The organization, staff, and partners have sufficient overall experience with past projects of a similar nature.	<ul style="list-style-type: none"> • Includes descriptions of similar past projects where experience was gained and success achieved in program development and operations. • Demonstrates that the combined experience of the applicant and any partner organizations(s) demonstrates a capacity to successfully undertake the proposed activities and collaboratively implement the project
B	<i>For applicants that propose to partner with a more experienced CDC:</i> Documentation of partnership with more experienced CDC partner(s).	<i>For applicants that propose to partner with a more experienced CDC:</i> <ul style="list-style-type: none"> • Includes a description of a viable partnership with that CDC, including a workable strategy for the more experienced CDC to provide administrative, technical, and/or financial technical assistance • Demonstrates that the partner CDC has experience with activities similar to those to be undertaken
C	Facilities and resources available for the program.	<ul style="list-style-type: none"> • Includes a statement or evidence of the organization's ability and willingness to supply the facilities and resources required to successfully administer the program

Sub-criterion		Sub-criterion is Fully Met if the Application...
D	Program evaluation and data collection experience.	<ul style="list-style-type: none"> Includes evidence of past experience in these areas as well as ongoing capacity

Narrative Question:

Overall, does the application demonstrate sufficient overall capacity and experience to successfully implement the proposed project?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = No similar experience or partnerships with similar experience										
5 points = Less experienced team lacking partnerships with more experience										
10 points = Combined capacity of highly qualified and experienced organizations, staff and/or partners										

Criterion 6b. Organizational Profiles -- Past Success with Similar Job Creation Projects (PA Page 48)

Steps:

1. Read the Past Success with Similar Job Creation Projects section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Organizational Capacity), if those sections contain information that was requested here.

Points Possible: 10

Basis for Scoring:

Whether the application demonstrates that the applicant has the experience necessary to successfully carry out the proposed project, including evidence of **two** similar projects undertaken by the applicant (or undertaken by the more experienced CDC, if applicable).

Sub-criterion		Sub-criterion is Fully Met if the Application ...
N/A	Evidence of two similar projects undertaken by the applicant (or by the more experienced CDC)	<ul style="list-style-type: none"> Includes brief summaries of two similar job creation projects in the past, documenting the results achieved (number and type of businesses created or expanded, number and type of positions created, benefits generated by the project for low-income communities and individuals) (Note: Previous job creation projects need not have targeted the same industry as the proposed project.)

Narrative Question:

Overall, does the application demonstrate that the applicant has the experience necessary to successfully carry out the proposed project?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = No evidence that applicant and partner have successful similar job creation projects in the past										
5 points = Applicant and/or partner has one successful similar job creation project in the past										
10 points = Applicant or partner has two successful similar job creation projects in the past										

Criterion 7. Staff and Position Data (PA Pages 48 - 49)

Steps:

1. Read the Staff and Position Data section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Past Success with Similar Job Creation Projects), if those sections contain information that was requested here.

Points Possible: 5

Basis for Scoring:

Whether the application demonstrates that qualified and available staff have been identified to carry out the proposed project. *(In cases where staff has not been hired: Whether the application demonstrates an appropriate position description, recruitment strategy, and estimated hiring timeline.)*

Sub-criterion		Sub-criterion is Fully Met if the Application...
A/B	Staff identified that together are qualified to carry out the proposed project	<ul style="list-style-type: none"> Identifies and names key staff that will manage the project, coordinate activities and be responsible for achieving performance targets (may include both applicant staff and third-party partner staff) Includes resumes and/or biographical sketches that demonstrate proposed staff’s qualifications for their roles on the project, related experience, and percent of time available for the project
C	Key staff together have appropriate experience with supervision, finance and business, and with the target population	<ul style="list-style-type: none"> Includes resumes and/or biographical sketches showing that key staff have adequate supervisory experience, experience in finance and business, and experience with the target population to successfully carry out their roles on the proposed project
D	<i>For positions without key staff identified: Documentation of staff recruitment</i>	<i>For each position without key staff identified:</i> <ul style="list-style-type: none"> Includes position description, description of recruitment strategy and estimated hiring timeline

Narrative Question:

Overall, does the application identify qualified staff to carry out the proposed project? If staff have not been hired, score does the application demonstrate an appropriate position description, recruitment strategy, and estimated hiring timeline?

Scoring Scale					
0	1	2	3	4	5
<p>0 points = No staff or staffing plan proposed; or staff proposed are not qualified, experienced and/or available <i>(OR, for staff who have not yet been hired, the recruitment process described is not likely to attract appropriate candidates when their skills are required for the project)</i></p>					
<p>3 points = Staff with related skills, but not experienced in relevant projects or availability not certain <i>(OR, for staff who have not yet been hired, the position description and recruitment strategy do not clearly target appropriately qualified and experienced candidates, and/or the hiring timeline may not have a person in place within the timeframe required for the project)</i></p>					

Scoring Scale

5 points = Highly qualified, experienced, and available staff in the industries of the project (OR, for staff who have not yet been hired, it is clear from the position description and recruitment strategy that the organization is seeking appropriately qualified and experienced candidates, and the hiring timeline shows that that person is likely to be in place within the timeframe required for the project)

Criterion 8. Bonus Points (PA Page 49)

Steps:

1. Read the Bonus Points section of the CED application you are reviewing.
2. Decide on a preliminary score for this criterion using the evaluation and scoring guidelines above.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation sub-criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections, if those sections contain information that was requested here.

Points Possible: 10

Basis for Scoring:

Whether the proposed positions will be created in any of the high-growth industries that have particularly high career development potential for low-income individuals and whether the proposed project will be located in one of the States or Trust Territories that do not have active CED or JOLI projects.

Sub-criterion		Sub-criterion is Fully Met if...
A	<i>Industries Eligible for Bonus Points:</i> Advanced Manufacturing Healthcare Aerospace Hospitality Automotive Info Technology Biotechnology Recycling Financial Services Renewable/Alt. Energy Geospatial Transportation Homeland Security	<ul style="list-style-type: none"> • The application shows a connection between the project activities and one of the targeted industries (e.g. linen services and hospitality)

Sub-criterion		Sub-criterion is Fully Met if...
B	<i>Locations Eligible for Bonus Points:</i> Alaska Nevada Alabama Rhode Island Colorado Utah Delaware Wyoming District of Columbia Guam Idaho N. Mariana Islands Kansas Puerto Rico Mississippi Virgin Islands New Hampshire	<ul style="list-style-type: none"> The application shows that any part of the proposed project is located in one of the specified areas

Narrative Question:

Does the application show that the positions created will be in one of the high-growth industries and/or that the positions will be in one of the locations without any active CED/JOLI projects?

Scoring Scale										
0	1	2	3	4	5	6	7	8	9	10
0 points = Positions will <u>not</u> be in one of the target industries AND project will <u>not</u> be located in one of the target areas										
5 points = Positions will be in one of the target industries OR project to be located in one of the target areas										
10 points = Positions will be in one of the target industries AND project to be located in one of the target areas										

TOTAL

When you have finished giving preliminary scores to the eight evaluation criteria, review your scores and determine whether any score should be adjusted upward or downward based on any relevant information that was located in a different section of the application.

Total the points for a final score out of the possible 105.

Record the total score and your notes on the RMM comment and scoring form.