**After doing your initial read of the award application and drafting your initial list of key factors on your Key Factors Worksheet, complete the following steps:**

1. **Read the Criteria item to refresh your memory and understand the item questions.**
2. **Determine and select the most relevant KFs for the item.**

* In Scorebook Navigator (SBN), select the most relevant four to six KFs for the item. These will be a subset of those on the KF Worksheet and may even be a subset of one KF (e.g., one strategic challenge that is most relevant to the item rather than the entire set of strategic challenges).

1. **Analyze the application Item.**

* **Identify the processes or approach the applicant uses in response to item questions.**
* **Flag, mark up, and/or take notes as needed.**
  + Note all potential strengths and OFIs as compared with the Criteria and KFs for the item.
  + Note any measure/indicator you expect to see reported in category 7— results.
  + Note any ideas, threads, or patterns that recur in multiple items or categories. These may be useful in determining key themes.
  + In noting the processes or approach, use the applicant’s wording from the application rather than using your own words.

1. **Identify around six combined strengths and OFIs.**

* Prioritize the potential strengths and OFIs from Step 3 and choose **around six strengths and OFIs that are of most value to the applicant**, recording brief statements with their accompanying evidence. For each strength or OFI
* Enter the strength (or OFI) as a brief statement of an approach. It should represent the responsiveness of the applicant to the Criteria, given its KFs (the “nugget”).
* Provide the evidence that supports the statement as a strength (e.g., the approach XYZ has six steps, was expanded in 2017, and includes a final step for evaluation and feedback).
* Provide the relevance of all OFIs and those strengths that support key themes, based on KFs
* Choose strengths/OFIs that provide value-added insight that gives the applicant information it doesn’t already know.
* Choose strengths that are processes or approaches that support the applicant’s achievement of its desired results. Link to KFs and the Criteria.
* Choose OFIs that are processes or approaches (or lack of) that create vulnerabilities in achieving the applicant’s desired results. Link to KFs and the Criteria.
* Consider the maturity of applicant—look for strengths or OFIs that will take it to the next level.
* Choose strengths and OFIs that do not conflict.
  + Determine the strength’s (or OFI’s) significance to your evaluation of the applicant and whether it should be doubled.
  + Use the arrows to arrange the order of the strengths and OFIs, starting with the most important feedback to give the applicant.

1. **Draft a feedback-ready strength and a feedback-ready OFI.**

* Select the strength and the OFI that you have prioritized as the most important to give the applicant. Use the Comment Guidelines to craft two actionable, feedback-ready comments that capture the findings of your analysis.
* Each strength or OFI should include elements from Step 4:
  + a concise opening statement of the main idea (the “nugget”); one main idea per comment
  + language that shows relevance by tying the main point to one of the applicant’s KFs. You can also ask, “What evaluation factor (approach, deployment, learning, integration) is relevant to that strength or OFI?” Thinking this way may help you focus the comment on the importance to the applicant (e.g., if the important element of the comment is deployment, there may be no need to add text on approach, learning, and integration).
  + one or two examples to support the main idea

1. **Determine the scoring range and the score for the item.**

* Determine the applicant’s overall scoring range for the item. Start by reviewing the Criteria questions and the strengths and OFIs for the item.
* Note the balance and importance of the strengths and OFIs, including those that are doubled and those that relate to item questions and the KFs.
* On the *Scoring* page for the item, review the Scoring Guidelines descriptions and determine the range that is, overall, most descriptive of the organization’s achievement level.

***The applicant does not need to demonstrate all the characteristics in the selected range; rather, the score is based on a holistic view of the Scoring Guidelines.***

* As a check, read the description of the ranges above and below the selected range to determine where the applicant’s score falls within that range.
* Finally, determine a percentage score that is a multiple of 5 for the item. Record the percentage score in the space provided at the lower right side of the *Scoring* page.

***Repeat this process for the rest of the Criteria Items.***