

### **Proposed Request for Qualifications (RFQ)**

HUD proposes to rate the qualifications of an Administrator applicant on three rating factors described below, and eligible applicants, as determined through the solicitation of Expressions of Interest, will be asked to submit applications that address these factors. Only applicants (a single third party **OR** a partnership of third parties) that can meet the competencies of **both activities 1 and 2** should submit applications. If applying as a partnership, a lead applicant must be named in the application. The lead applicant also will be responsible for managing the scope of work in the activities applied for by the partnership.

The total number of points possibly awarded for an application is 190 points.

The applicant must answer all questions in the RFQ. Applicants that leave questions unanswered will be determined to have submitted incomplete applications, and their applications will not be considered.

The rating factors are described below.

#### **I. Rating Factors**

##### **Rating Factor 1: Demonstrated Capacity of the Applicant and Relevant Organizational Staff (70 Points):**

###### **A. Previous Experience (40 points)**

- 1. General question (10 points):** HUD is interested in the applicant's demonstrated history of direct public service or placement of public servants within the last 24 months. This must include a brief explanation about the objectives, goals and work of the applicant, and any awards that the applicant has received for public service. In addition, please include any information on previous work, partnerships or collaborations with the federal or local government. If applying as a partnership, please provide a brief explanation for all third parties in the partnership.

2. **The following questions relate ONLY to Activity 1 (15 points).** Provide at least one example of recent experience within the last 24 months where the applicant has managed activities similar to the ones covered under Activity 1. The applicant's explanation should include a discussion of the tasks undertaken, actual results achieved, and the specific skills and resources applied to **each** task listed below:
- a. The applicant must explain its demonstrated experience in working on projects that have required it to connect with other local networks, organizations and key individuals in cities. In addition, the applicant must explain how it has built and maintained these relationships with local networks, organizations and key individuals, and how integral this collaboration was to its project.
  - b. The applicant must explain its demonstrated experience in attracting and recruiting talented individuals from around the country, including those from top universities or other career networks.
  - c. The applicant must explain its demonstrated experience in managing staff and/or program participants remotely.
3. **The following questions relate ONLY to Activity 2 (15 points).** The applicant must provide at least one example of recent experience within the last 24 months where it has managed activities similar to the ones covered under Activity 2. The applicant's explanation must include a discussion of the tasks undertaken, actual results achieved, and the specific skills and resources applied to **each** task listed below:
- a. The applicant must explain its demonstrated experience in developing training curriculum for a public service and/or community or economic development program and how it has trained past participants. In addition, please include the length of training; the types of training past participants underwent (e.g.

classroom instruction, site visits, workshops); and how it has recruited instructors and speakers to enhance the trainings.

- b. The applicant must explain its demonstrated experience in partnering with other organizations, individuals or institutions to develop training curriculum for a fellowship program.

## B. Management Structure (30 points)

**Organization Structure (20 points):** HUD is interested in understanding the applicant's capacity to support the fellowship program in relation to ALL activities described in the RFQ.

1. The applicant must provide a description of its management structure, including an organizational chart that identifies all key management positions and the names and positions of staff managing ALL key tasks described in the RFQ that are associated with both activities described in the RFQ. The applicant must also describe the key staff and their specific roles and responsibilities for the management of its proposed activities. Please also include a one paragraph description that describes the previous experience as it relates to the assigned activities of all key staff.

If applying as a partnership, the applicant must **provide this information for each third party** and also describe the management structure of the partnership and the role of each third party. The applicant also must explain briefly how the partnership will work together to ensure that the activities will be achieved successfully and how decisions will be made.

2. **References (10 points).** The applicant must include at least two references for recent work similar to the programs covered under the RFQ that has been undertaken by the applicant. If a partnership, the applicant must include two references for each third party in the partnership.

At least one reference must be from an organization, individual or institution that you have worked with in the past 24 months applicable to the activity(s) you are applying for. This reference must be submitted in the form of a letter (one-page maximum) that includes a contact name, address, phone number and email address so that HUD may verify the information.

A second reference may be taken from a brief newspaper or journal article, program evaluation, or a transcript from a reputable independent source other than you. No video or audio recording may be submitted.

**Rating Factor 2: Soundness of Approach (100 Points):**

**A. Proposed Activities (85 points)**

1. The applicant must briefly describe the activities it proposes to undertake in the RFQ application, including any additional activities it plans to undertake that will not be funded by the fellowship program.

In addition, **for Activity 1 (50 points)**, please address specifically in the proposal the following:

- a. HUD recognizes that key to the success of the fellowship program will be determined by the close collaboration and communication between the national and local third parties. While HUD has not selected the pilot cities, HUD would like the applicant to describe in detail:
  - i. How it plans to identify and select the local organizations or individuals that it will work with to meet the objectives of Activity 1.
  - ii. How it anticipates each local organization or individual will communicate and work with it to ensure the success of the fellowship program.

- iii. What it thinks the key responsibilities of the local organizations would be to accomplish the tasks associated with Activity 1.
- b. HUD is interested in learning where and how the applicant plans to market the program to secure the most qualified fellows. The applicant must explain its process of recruiting fellows for the program. The applicant must include a discussion of how it plans to market and reach out to various places to recruit qualified fellows.
- c. HUD is interested in learning the applicant's process for selecting fellows. While HUD recognizes that some of the fellow selection will be based on the needs of the pilot cities, HUD is looking for an explanation of the applicant's proposed selection process and any proposed criteria for fellows it may have in addition to the fellows criteria in Appendix B. Information in this process may include additional consultants and experts the applicant may hire, how it plans to conduct the interviews, and what additional criteria—given its understanding of fellowship programs—it may look for in fellows.
- d. HUD would like to know how the applicant plans to identify any additional training opportunities (including site visits, workshops, and conferences) for fellows in the program.
- e. HUD recognizes that mentoring fellows will be critical to the success of the program. Therefore, HUD expects the applicant to have a close mentor relationship with each fellow. The applicant must explain how it plans to mentor fellows one-on-one and in group settings, and how it plans to help them resolve or work through their challenges as they arise

in the program. The applicant must also explain how it plans to identify high level, strategic projects for the fellows.

- f. The applicant must provide HUD with a list and description of possible metrics it thinks would be valuable to collect for evaluation.

**For Activity 2 (30 points)**, the applicant must address specifically in the proposal the following:

The applicant must explain how it plans to develop training curriculum and how it plans to train fellows. The applicant must include a discussion on how its proposed training curriculum would advance and enhance leadership skills among fellows, and how its training curriculum would prepare fellows for the fellowship program.

- a. In addition, the applicant must include other organizations it may use to help develop the curriculum. The applicant must list the types of training it plans to have fellows undertake (e.g. workshops, classroom training, etc.) including potential instructors or speakers, and how it plans to recruit qualified instructors and speakers. The applicant must describe the type of materials it plans to develop to train fellows and if applicable, describe any certifications it might offer to fellows.
- b. The applicant must explain how it will develop the orientation training for fellows and include a description of the types of materials it plans to develop to train fellows.
- c. The applicant must describe the types of site visits it plans to undertake to enhance the learning experience of fellows. The applicant must also explain how it plans to identify, develop and/or implement any additional trainings it thinks would be helpful in the fellowship program.

2. **Activity 1 & Activity 2 (5 points)** As referenced in III.A.1.a *Leveraging*, HUD recognizes that the full cost of the program will likely exceed the \$2.5 million granted under the RFQ. Nevertheless, HUD is requesting that the applicant indicate how it will use the \$2.5 million by providing a list or table showing the amount of funds budgeted for **each** activity for years 1 and 2. If a partnership, the applicant must indicate also the responsible third party for each use and activity.

- a. In addition, as referenced in section III.A.1 *Payment of Fellows*, HUD recognizes that the cost of the fellow stipends under the fellowship program is unknown as HUD is in the process of negotiating stipend share between what the pilot cities and the fellowship program will each pay. For your budget, please include a category for fellow stipends for years 1 and 2. HUD anticipates that fellows will be paid \$60,000 per year (for a total of \$120,000 for years 1 and 2 for each fellow). Please assume that the program will pay 75 percent of this stipend for years 1 and 2 (this amounts to \$45,000 for each year). **Given your proposed budget, HUD wants to see the maximum number of fellows that could be funded with the \$2.5 million grant.**

**B. Project completion schedule (5 points)**

1. For the activity(s) the applicant is applying for, the applicant must briefly describe the project completion schedule, including milestones in each month for 24 months for the critical management actions for the applicant, start and end dates of each activity, and the expected metrics and results.

**C. Performance and monitoring (10 points)**

1. HUD grantees must have a plan for monitoring and funds control plan for all program activities to ensure successful performance. This includes an internal audit function.

An internal audit function will continually examine potentially risky areas of program operations and management and provide regular and valuable feedback to program managers and to those who hold them accountable. This feedback will include identification of risky management practices and missing or ineffective internal controls, areas that are not in compliance with program requirements, and ineffective implementation of established policies. For the activity(s) the applicant is applying for in this factor, the applicant must:

- a. Describe your monitoring and funds control plan.
- b. Describe how you will meet the internal audit requirement. Specifically identify the position(s) and agency responsible for internal audit.

**Rating Factor 3: Leveraging of Other Funds (20 Points):** HUD does not require matching funds to be awarded grants from the RFQ. However, as referenced in III.A.1.a *Leveraging*, HUD expects that the applicant that is awarded the grant will secure additional funding support from other philanthropic organizations. As a result, HUD will put **greater preference** on applicants that can draw additional financial support. In this rating factor, HUD would like to know the applicant's experience in securing philanthropic support and its ability to leverage existing funds.

1. In this factor, the applicant must describe its success in securing philanthropic support for projects similar or related to any or all of the activities the applicant is applying for in the RFQ.
2. The applicant must also describe its plans for reaching out to other philanthropic organizations or private institutions, and fundraising activities it plans to undertake if granted funds from the RFQ.



3. The applicant must indicate, where appropriate, if it currently has commitments of additional funds from other philanthropic organizations or private institutions and how those funds might be leveraged for this program.

## **II. Award Administration Information**

**A. Award Notices.** HUD will send written notifications to both successful and unsuccessful applicants. A notification sent to a successful applicant is not an authorization to begin performance. Upon notification that an applicant has been selected for award, HUD will request additional information to be submitted or may work with the applicant to amend information that was already submitted as part of the application.

**B. Code of Conduct.** After selection, but prior to award, applicants selected for funding will be required to provide HUD with their written Code of Conduct if they have not previously done so and it is not recorded on the HUD website at:

<http://www.hud.gov/offices/adm/grants/codeofconduct/cconduct.cfm>

**C. Administrative and National Policy Requirements.** After selection for funding but prior to award, applicants must submit financial and administrative information to comply with applicable requirements. These requirements are found in 24 CFR part 84 for all organizations, except states and local governments whose requirements are found in 24 CFR part 85. Cost principles requirements are found at OMB Circular A-122 for nonprofit organizations, OMB Circular A-21 for institutions of higher education, OMB Circular A-87 for states and local governments, and at 48 CFR 31.2 for commercial organizations. Applicants must submit a certification from an Independent Public Accountant or the cognizant government auditor, stating that the applicant's financial management system meets prescribed standards for fund control and accountability.

**D. Federal Funding Accountability and Transparency Act of 2006.** Applicants selected for funding will be required to report first sub-grant award and executive compensation information,

where both their initial award is \$25,000 or greater, as required by the Federal Funding Accountability and Transparency Act of 2006 (Public Law 109-282). The prime grant awardees will have until the end of the month plus one additional month after an award or sub-grant is obligated to fulfill the reporting requirement. The Federal Funding Accountability and Transparency Act (FFATA) of 2006 calls for the establishment of a publicly available web site to disclose the use of Federal finance assistance.

**a.** The Act requires the reporting of the following data for first-tier sub-grants of \$25,000 or more:

- (1) Name of entity receiving award
- (2) Amount of award
- (3) Funding agency
- (4) NAICS code for contracts / CFDA program number for grants
- (5) Program source
- (6) Award title descriptive of the purpose of the funding action
- (7) Location of the entity (including congressional district)
- (8) Place of performance (including congressional district)
- (9) Unique identifier of the entity and its parent; and
- (10) Total compensation and names of top five executives (same thresholds as for

primes)

**b.** The Transparency Act also requires the reporting of the Total Compensation and Names of the top five executives in either the prime awardee or a sub-awardee's organization if:

- (1) More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually; and
- (2) Compensation information is not already available through reporting to the SEC.

The statute exempts from reporting any sub-awards less than \$25,000 made to individuals or to an entity whose annual expenditures are less than \$300,000. OMB has published Interim Final Guidance to agencies regarding the FFATA subrecipient reporting requirements in the Federal Register on September 14, 2010 (75FR55663.)

**E. Equal Employment Opportunity.**

All contracts under the fellowship program shall contain a provision requiring compliance with E.O. 11246, “Equal Employment Opportunity,” as amended by E.O. 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and as supplemented by regulations at 41 CFR part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”

**F. Additional Information**

This issuance does not direct, provide for assistance or loan and mortgage insurance for, or otherwise govern or regulate, real property acquisition, disposition, leasing, rehabilitation, alteration, demolition, or new construction, or establish, revise or provide for standards for construction or construction materials, manufactured housing, or occupancy. Accordingly, under 24 CFR 50.19(c)(1), this issuance is categorically excluded from environmental review under the National Environmental Policy Act of 1969 (42 USC 4321).”

## **Appendix A: Fellowship Placement Pilot Program - Fellows Criteria for Selection**

The fellows selection of the fellowship program will be open nationally to all qualified applicants. The Administrator will help develop the application and selection criteria for new recruits. The Administrator will conduct the competition for fellows.

At minimum, core perquisites must require that candidates:

- Have 3 -5 years of work experience, where candidates with graduate degrees are preferred;
- Make a 2 year commitment;
- Have prior experience in the area of community development, economic development, community or other public service, or related field;
- Be a problem solver, critical thinker and potential manager;
- Have a proven track record of entrepreneurship or social entrepreneurship, ability to work through bureaucracies to get things done; and
- Demonstrate a commitment and passion to public service.

In addition, applicants will be asked to rank order their location choices, and to articulate their interest in, or connection to any particular location(s). The selected Administrator may explore giving preference to candidates that already live in a pilot city.

The selection process for fellows may involve multiple rounds of review that will culminate to several in-person group interviews. After the in-person interviews, a selection committee will make the final selection decisions. Fellows that best match the needs of the pilot cities based on their existing area of knowledge and skill set will be selected for the program. To ensure fellows are properly matched to the needs of each pilot city, the selection process will include a review of the results from the city assessments that were initially conducted for each pilot city before selection.