

III. Rating Factor Overview, General Rules and Instructions

HUD will rate the qualifications of an applicant on three rating factors described below. 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 **form SF424**. 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 this RFQ. Applicants that leave questions unanswered will be determined to have submitted incomplete applications, and their applications will not be considered.

A. Page Limitations and Font size

Narratives addressing all of the rating factors must be formatted so that the total number of pages submitted are equal to no more than 18 single-sided pages of singlespaced text based on an 8.5 by 11 inch paper, using a standard 12 point font. However, **for third parties submitting their application as a partnership**, they are allowed an additional four pages (for a total of 22 pages).

Reviewers **will not** review more than 18 pages for all the factors combined (unless the applicant is submitting as a partnership, in which case the page limit is 22).

The rating factors will ask the applicant to submit an organization chart and contact information, resumes, references, budget table and project completion schedule. This information should be added to the back of the responses to the rating factors as an appendix, and will **not** count towards the page limit. Please label the appendix using the following format and order:

- Appendix A: Organization Chart & Contact list

- Appendix B: Resumes
- Appendix C: References
- Appendix D: Budget Table
- Appendix E: Project Completion Schedule

B. Submitting Required Documents. All applicants applying to this RFQ must submit additional documents in addition to their responses to the rating factors below. These documents are: Application form SF-424, SF424sup, and SF-LL.

SF-424: Applicants applying as a single third party must complete this form. **If an applicant is applying as a partnership, ONLY the lead organization in the partnership is required to submit a SF-424 on behalf of the partnership.**

Note that as part of the SF-424 form, and SF424sup form, the applicant **will be required to provide their DUNS number**. This DUNS number allows the federal government to track federal funding allocations. Please see Appendix C on instructions on how to secure a DUNS number.

SF424sup: This document must be submitted by all third parties, regardless of whether they are applying as a single third party or a partnership.

SF-LL: This document is a lobbying disclosure form. This form is **ONLY** required to be submitted by all third parties that conduct lobbying activities, regardless of whether they are applying as a single third party or a partnership.

For a helpful checklist, please see Appendix B.

C. 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 and if relevant, its 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 describe any 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 that answers the latter questions.
2. **The following questions relate ONLY to Activity 1 (15 points).** The applicant must explain its recent experience (within the last 24 months) where the applicant has managed activities similar to the ones covered under Activity 1. In answering the questions below (2a-c), the applicant's explanation should include a discussion of 1) the tasks undertaken 2) actual results achieved, and 3) the specific resources applied to **each** task.
 - a. The applicant must explain its demonstrated experience in working on projects that have required it to connect with other local networks, organizations and/or key individuals in cities. In addition, the applicant must explain how it has built and maintained these relationships with local networks, organizations and/or 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. The applicant, if relevant, should also provide an explanation of how they have mentored recruits.

- c. If relevant, the applicant must explain its demonstrated experience in managing staff and/or program participants who work remotely.

3. **The following questions relate ONLY to Activity 2 (15 points).** The applicant must explain its recent experience (within the last 24 months) where the applicant has managed activities similar to the ones covered under Activity 2. In answering the questions below (3a-b), the applicant's explanation should include a discussion of 1) the tasks undertaken 2) actual results achieved, and 3) the specific resources applied to **each** task.

- 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 purpose of the 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 general description of its management structure that explains how the organization will work together to ensure that the activities will be achieved successfully and how decisions will be made.

Please include an organization 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 resumes and a brief description of the prior experience for **each** key staff member.

If applying as a partnership, the applicant must answer the latter questions in the context of the partnership.

In addition to your organization chart, please include on a separate page a list of all third parties associated with this application. This must include the name of ONE key point of contact for the third party and include the address, city, state, zip code and phone number. If you are applying as a partnership, **indicate which third party is the lead organization**, and include ONE key point of contact and the respective address, city, state, zip code and phone number for **each** third party in the partnership.

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 the applicant has worked with in the past 24 months applicable to the activity(s) that are described in this RFQ. 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. The letter should speak to the relevant work experience of the applicant.

In lieu of a second reference letter, the applicant may submit a second reference that is taken from a brief newspaper or journal article, program evaluation, or a transcript from a reputable independent source that describes the work of the applicant. No video or audio recording may be submitted.

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

A. Proposed Activities (85 points)

1. **(5 points)** The applicant must provide a general description of the activities it proposes to undertake for this fellowship program, including any additional activities it plans to undertake that **will not** be funded by the fellowship program but that the applicant might pursue because it may benefit the program.

In addition to the latter explanation, **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. HUD recently has announced the pilot cities and would like the applicant to describe in detail:

- i. How it plans to identify and select the most appropriate types of 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 the applicant to ensure the success of the fellowship program.
 - iii. What it thinks the key responsibilities and roles would be of the local organizations to accomplish the tasks associated with Activity 1.
- b. HUD is interested in understanding how the applicant plans to market the program to secure the most qualified fellows. The applicant must include a discussion of how it plans to 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 and how it plans to help them resolve or work through their challenges as they arise in the program.
- f. The applicant should 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 provide a brief explanation of how it plans to develop training curriculum, how it plans to train fellows, and the frequency of which fellows will be trained. 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 to answering the latter question, the applicant must include other organizations it may use to help develop the curriculum, if necessary. If the applicant does not plan to include other organizations, it must explain why it thinks the curriculum that it has developed meets the needs of the fellowship program. The applicant also 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 curriculum and 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 should 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 budget table showing how funds will be budgeted for **each** activity for years 1 and 2, and indicate on the chart, who in the organization will be responsible for managing the funds.
- 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 the 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 each activity, the applicant must provide a table with the project completion schedule that includes milestones for the 32 month period (see II.B.*period of expenditure* and II.C.3 *reporting requirements*).

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 and financial 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. The end result is the establishment of corrective actions. 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 and how corrective actions will be implemented. Specifically identify the position(s) and agency responsible for internal audit.

Rating Factor 3: Leveraging of Other Funds (20 Points): HUD **does not** require the applicant to have matching funds to be awarded a grant from this 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. 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.

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 prerequisites 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.

Appendix B Checklist of Documents to Submit

Document	Check Box
1. Application SF424 (submitted by single third party OR the lead third party in a partnership)	
2. SF424sup (submitted by all third parties, regardless of whether they are applying as a partnership or a single third party.)	
3. SF-LL (submitted by all third parties that conduct lobby activities, regardless of whether they are applying as a partnership or a single third party)	
4. Responses to Rating Factors <ul style="list-style-type: none"> • For single applicants the page limit is 18 • For partnerships, the page limit is 21 	
5. Appendixes: Appendix A: Organization Chart & Contact List for key point of contacts Appendix B: Resumes Appendix C: References Appendix D: Budget Table Appendix E: Project Completion Schedule	