Changing the Face of Housing in Minnesota

community challenge 2 xprize

Community Challenge 2 X PRIZE Request for Proposals (draft January 2009)

Public Comment Period: January 15 to February 20, 2009

CC2XP RFP Announcement and Information Session: Thursday, March 5, 2009 • **Proposal Deadline:** Friday, April 17, 2009

Background

In 2004, 21 affordable housing, planning, and community development organizations joined the first Changing the Face of Housing in Minnesota (CFHM) Community Challenge. The Community Challenge supports organizations to have lasting impact in their work to: 1) Increase the diversity among their staffs and boards and, 2) Improve their organizations' cultures in order to better retain persons of color and achieve greater success in fulfilling their missions. The first Challenge organizations examined their commitments, management, accountability, flexibility, staffing, and communications related to people of color and agreed to advance their organization's diversity work.

From 2004 to 2007, Challenge organizations actively worked on diversity by planning, attending seminars and exhibits, and dialoging with peer Challenge organizations. By the 2007 leadership survey, the overall results for Community Challenge organizations were disappointing and mixed. Challenge organizations as a whole had lost 4% of their staff of color compared with an increase of 2% for all housing, planning, and community development organizations that participated in the survey. However, noticeable gains in the number of board members of color were reported by small and medium Challenge organizations. The board diversity of Challenge organizations rose from 23% in 2004 to 28% in 2007, a 5% increase slightly larger than that of the housing/planning/community development industry as a whole. While some Challenge organizations made significant progress, the CFHM sponsors were not satisfied with the overall results. *With the Community Challenge² X PRIZE competition, CFHM sponsors are expecting greater change in the makeup of participating organizations' staffs and boards.*

The Community Challenge 2 X PRIZE Competition

CFHM invites interested affordable housing, planning, and community development organizations to submit proposals for its 2009–2012 Community Challenge² X PRIZE (CC²XP). **Space is limited.** The CC²XP is open to fewer organizations than the Challenge. CC²XP is a new prize that is currently under development by CFHM. The goal of the CC²XP is to inspire a new generation of effective multicultural organizations to have lasting impact in increasing and retaining the participation of communities of color at all levels of housing production, planning, management, policy, and decision-making.

The Community Challenge² X Prize competition offers monetary awards (from a total pool of $50,000) to top organizations that successfully answer the challenge to create a multicultural organization and get many people thinking and acting on the solutions. CFHM aims to promote major advancement and general progress, with an eye to benefiting the field as a whole.

The prize is modeled on the X Prizes whose goals are to revolutionize sectors. They often attract public attention, which is part of the goal, since they focus the public on emerging issues in technology and science. The first X Prize was the Ansari X Prize, awarded in 2004 to a team which successfully built a reusable spacecraft for suborbital flight. X Prizes actively promote teamwork, encouraging people to combine work in multiple disciplines to answer a challenge.

Prior to making a final decision on launching the prize, CFHM is entering a 30-day public comment period on the guidelines contained in this document. Our goal in doing so is to obtain valuable feedback that will help us to create final, detailed prize rules and inform the launch decision. The public comment period runs from January 15 to February 20, 2009. Please use the form found on our website at www.changingthefaceofhousing.org to comment on the draft Competition Guidelines.

Guiding Principles

Throughout the prize development process, we have been guided by the principles that the CC²XP competition must:

- Achieve our main goal—inspire a new generation of effective multicultural organizations that help the affordable housing, planning, and community development field increase and retain the participation of communities of color at all levels of housing production, planning, management, policy, and decision-making.
- Be simple to understand and easy to communicate.
- Benefit the field of affordable housing, planning and community development—this is an industry challenge.
- Result in real visible change—not just a plan or concept.
- Make heroes out of the competitors and winner(s) through exposure and significant cash awards.
- Educate the industry on key issues.

Overall, we are looking for CC²XP outcomes that are likely to result in replicable models for other organizations in the field. We need these outcomes to show lasting impact and attract more organizations willing to create effective multicultural organizations.

Overview of the Community Challenge² X PRIZE

Diversity and inclusiveness are among the most critical issues that any organization faces, including an organization's ability to attract and tap the diversity of talent that it needs to succeed in the ever-changing business and consumer markets. Changing the Face of Housing in Minnesota will admit organizations to the Community Challenge² X PRIZE (CC²XP) competition that want to complete new work or continue ongoing efforts to address organizational diversity and inclusion. The goal of the CC²XP is to inspire a new generation of effective multicultural organizations that help the affordable housing, planning, and community development field increase and retain the participation of communities of color at all levels of housing production, planning, management, policy, and decision-making.

Multiple cash prizes (from a total pool of $50,000) will be awarded to the best small (1–9 employees), medium (10–99 employees), and large (100+ employees) organization models. Organizations of similar size will compete against each other (e.g., small against small; medium vs. medium).

Organizational Requirements

We recognize that organizations' goals will evolve through this process. If selected, organizations will be required to work with an Organizational Change Team (OCT) to establish goals and strategies. We expect that the process of discovery will include, but will not be limited to a Needs Assessment to evaluate:

- Effective organizational policies and practices.
- Employee retention.
- The effectiveness of giving and receiving feedback.
- How well your organization develops employees.
- Your organization's culture.
- How well your organization ensures that all employees work from their strengths.
- How well your organization welcomes and supports diverse employees.
- How your organization's culture changes once you have a diverse staff.
- How your organization will measure change.
- How your organization will follow through on diversity/inclusiveness efforts.

CC²XP competitors must achieve the following requirements:

- Have committed leaders and staff.
- Have the ability to facilitate good outcomes.
- Have the ability to conceptualize project success measures that illustrate the organization's change goals.
- Willingness to participate in assessment and the CC²XP curriculum throughout the three-year period.

Effective Multicultural Organizations

Our goals require that CC²XP organizations serve as model organizations to the affordable housing, planning, and community development field. Accordingly, all organizations entered into the CC²XP competition will be judged by the following criteria:

- Knowledge of diversity/inclusiveness.
- Credibility of the project and rationale, especially the ability to identify key elements of the diversity/inclusiveness process and the appropriate tactics to address them.
- Evidence of organizational commitment to success, including a core team of committed staff with at least one staff member who has organizational decision making authority.
- The project work plan approach; teams must articulate clear and viable business cases for creating diverse and inclusive organizations.
- Overall evaluations of which proposals provide the best value for the field of affordable housing, planning and community development.

Other Opportunities for Team Recognition

CFHM's long-term vision is that the CC²XP winners' plans and accomplishments become available to the field. To this end, CFHM will promote all CC²XP organization teams and provide many opportunities for team and organization recognition. Examples include:

- The "CC²XP Certified" mark that is available for small, medium, and large organizations that successfully complete the CC²XP process.
- "CC²XP Awards" for organizations in various categories that demonstrate significant progress towards CFHM goals.
- Web-based promotion of teams and organizations.

In addition, CFHM will sponsor a variety of networking events to bring key constituents together, engage the public, and showcase organizations.

Proposed Timeline

2009							2010	2011	2012		
January	February	March	April	May–June	July	August–December	January–December	January–December	January–June	July–November	December
CC²XP Announced	RFP Review Period	RFP Announce-ment	Proposal Deadline	Selection of Competitors	Launch CC²XP Competition	Competition Continues	Competition Continues	Competition Continues	Competition Continues	Selection of Finalists	CC²XP Winners Announced
January 15 to February 20 Public Comment Period		March 5	April 17								

Applications

The CC²XP application process is open to a broad range of applicants in the affordable housing, planning, and community development field. Applicants are required to submit:

- Brief summary of organizations diversity/inclusiveness history including the date the organization was established.
- Brief summary of organization mission and goals.
- Brief description of organization's current diversity/inclusiveness programs or activities, including any service statistics and strengths or accomplishments. Please highlight new or different activities, if any, for your organization.
- The diversity/inclusiveness opportunity, challenges, issues, or need currently facing your organization.
- Names and a brief description of the roles of the core team of committed staff, including at least one staff member who has organizational decision making authority, that will work on the Community Challenge² X PRIZE effort.
- Financing sources and needs.

- Overall goal(s) of your organization for the CC²XP period.
- Description of your criteria for success. (i.e. What do you want to happen as a result of your activities?)
- Explanation of how your organization's success factor is distinct if you are small (1–9 staff), medium (10–99 staff), or a large organization (100+ staff.)

Team Agreement

In order to participate, all organizations' teams are required to sign a Team Agreement (TA) outlining expectations and opportunities. The TA is an agreement between each participating organization team and the CC²XP. The TA governs all aspects of CC²XP, including rules, judging, confidential information, sponsor rights, team obligations, etc.

Team Submission Requirements

All teams are required to submit the materials for judging an organizations' capability identified above under the heading "Applications." Based on these submissions, the CC²XP Judges will determine whether or not teams may enter the CC²XP. The CC²XP will make diversity/inclusiveness resources available to teams to assist them throughout the competition and to provide a standardized method of evaluation. However, the responsibility of complying with CC²XP requirements is the job of each team. The CC²XP builds on lessons learned from the 2004–2007 Changing the Face of Housing in Minnesota Community Challenge and is designed to use lessons learned to strengthen the capabilities of organizations that are working to win the X Prize competition by offering:

- Peer gatherings.
- Sharing of best practices.
- Ongoing feedback.
- An organizational diversity/inclusiveness assessment to identify successes, challenges, and help track progress.
- Assignment of an organizational consultant with extensive diversity/inclusiveness experience to shadow, watch, and coach your organization's diversity/inclusiveness effort.
- Grant awards for the specific purpose of working on diversity/inclusiveness.

Qualifying Submissions

Acceptance into the Community Challenge² X PRIZE competition is based on the rationale presented in the proposal and the review committee's assessment of an organization's ability to accomplish the proposed work. The CFHM Sponsors (Corporation for Supportive Housing, Family Housing Fund, Twin Cities LISC) will participate, but are **not allowed to compete**.

Judging Applicants

The CC²XP Judges will select winners that are best aligned with CFHM's goal of increasing and retaining the participation of communities of color at all levels of housing production, planning, management, policy, and decision-making. Approximately 6–12 teams will be chosen reflecting small (1–9 employees), medium (10–99 employees), and large (100+ employees) organizations and a variety of competitive strategies.

Competition Fairness and Equity

To ensure fairness and equality for all teams, CFHM will form and use a diverse panel of experts and CFHM administrators to judge the competition. The decisions of CC²XP judges and administrators will be final.

Mailing Information

Send Proposals to: **Changing the Face of Housing in Minnesota**
Community Challenge² X PRIZE
c/o GrayHall LLP
1213 Summit Avenue
St. Paul, MN 55105

Dates to Remember

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For more information on the Community Challenge² X PRIZE (CC²XP) competition, please visit www.changingthefaceofhousing.org or call GrayHall at 651-222-8333.