

# THE PARTNERSHIP FOR EQUITY

## 2010 Request for Proposals

**NOTE: Applications are due on September 9<sup>th</sup>, 2009 by 5:00pm**

### ***SUMMARY***

The Partnership for Equity (The Partnership) of The Community Foundation for the National Capital Region is seeking applications from non-profit community-based organizations in the greater Washington region to build the capacity of organizations working in the field of social justice and racial equity. Grants are intended to further the work of local nonprofits working to create racially equitable change by simultaneously supporting senior-level leaders and the nonprofit they lead through general operating support for the organization, paired with intensive technical assistance and peer-to-peer networking for the individual leader.

A total of \$200,000 will be available in this round of grantmaking. Successful applicants will receive:

- A general operating grant. A one-year general operating grant will be granted to successful organizations working in the field of social justice and racial equity. Successful new applicants will receive a total of \$20,000 made in two payments of \$10,000 each. Successful returning applicants will receive a total of \$15,000 made in two payments of \$7,500 each. The general operating grant is intended to support the individual's ability to participate in the mandatory technical assistance portion of The Partnership's grantmaking program.
- A technical assistance grant. A one-year grant of up to \$5,000 will be issued to successful applicants to support specific leadership development technical assistance activities. These funds are intended to support the leadership development of the selected senior-level nonprofit leaders.
- Membership in the Partnership for Equity Network. Each selected nonprofit leader will gain access to the network of Partnership grantees through facilitated leadership development opportunities on a bi-monthly basis.

**Applications are due on September 9<sup>th</sup>, 2009 by 5:00 p.m.**

### ***BACKGROUND***

The Partnership is a consortium of local grantmaking institutions, public sector representatives, and local thought leaders housed at The Community Foundation for the National Capital Region that have joined together to support the development of individual leaders of color and nonprofit organizations working to advance social justice and racial equity. The Partnership seeks to empower those who due to race, ethnicity, or economic status lack access to opportunity. We support emerging leaders and organizations that serve this population to become more fully involved in the economic, social, and civic life of the community through advocacy, capacity building, organizing, research, and public awareness.

## ***Purpose and Values***

The creation of The Partnership is based upon the following theories and assumptions:

- Effective social change strategies are based on the premise that those impacted by a problem are those best positioned to solve the problem, and empowering community members through increased knowledge and skill-building is key.
- Diversity in leadership, collaborative engagement across racial, ethnic, and class boundaries, and neighborhood-level leadership are key to creating change. However, our region is characterized by a long-term, chronic underinvestment in the leadership of communities of color.
- The lack of social and racial equity is a regional issue that requires a regional solution within the context of local realities and differences. The Partnership's approach reflects this fact through its regional scope and jurisdictional representation.
- The lack of social equity regionally is not felt by one neighborhood/community/ ethnic/racial group in isolation. The Partnership's approach seeks to define equitable solutions to impact the broader spectrum of low-income communities of color, including immigrant communities.
- Impact in the community can be best achieved through organizations with effective leaders, a strong and engaged Board, and active and credible ties to the communities they serve.
- Effective organizations operate with a clear understanding of the dynamics of power, race, and class in relation to the communities they serve and the issues in which they work.
- Effective partnerships are based on trust, honest communications, transparency, a common vocabulary, a strong connection to outcomes, and a clear delineation of roles, responsibilities, and shared needs and challenges.

## ***Definitions***

For the purposes of this Request of Proposals, the following are definitions of key terms used:

- *Racial Equity*: A racially equitable society would be one in which the distribution of resources, opportunities, and burdens was not determined or predictable by race. In a racially equitable society, there are no statistical differences in key indicators—such as education, or health, or economic opportunity—based on race. Racial equity is not about particular groups; rather, it is about how race shapes the allocation of benefits and burdens among all groups within society, and illustrates why diversity and inclusiveness are important commitments—but ultimately not powerful enough to drive social change.
- *Capacity Building*: Any activity—such as strategic planning, board development, operational improvements, and technology upgrades—that strengthens the ability of a nonprofit to achieve greater performance and impact. Nonprofit organizational capacity encompasses a range of capabilities, knowledge, and resources that a nonprofit organization needs to be effective in achieving its mission. Organizational capacity is multifaceted and continually evolving, including adaptive capacity, leadership capacity, management capacity, and technical capacity.
- *Leadership Capacity*: The ability of all organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate. Includes board development, executive leadership development, leadership transition planning and other activities.

## **APPLICATION PROCESS**

### *Eligibility Criteria*

- Applicants must have 501(c)(3) status or a tax-exempt fiscal agent.
- Eligible applicants are senior-level nonprofit leaders working in systems reform (as opposed to direct service work) in the fields of racial equity, advocacy, and community organizing and working with low-income communities of color. Preference will be given to executive directors and nonprofit leaders of color.
- Applicants must demonstrate how their development as leaders will support their organizations' ability to affect systemic change for low-income communities of color. Preference will be given to those candidates who can demonstrate a focus on targeted policy change as a core outcome of their social change work.
- The applicant organization must be a locally-based group in the following jurisdictions: District of Columbia, Prince George's County, Montgomery County, Fairfax County, Arlington County, Loudoun County, and City of Alexandria. Local "chapters" of national organizations are not eligible to apply.
- We stress that this grant opportunity is linked to both the applicant organization as well as the individual nonprofit leader. Should the applicant leader leave the organization during the grant period, unexpended technical assistance funds may be required to be returned to PFE.

### *PROPOSAL SUBMISSION*

All applicants should follow the attached proposal format. All proposals must be received by September 9<sup>th</sup> at 5:00 p.m. No exceptions will be made. Please e-mail complete proposals, including all attachments and budget information, so that it is received by the due date to:

The Partnership for Equity  
Attn: Luis Vivaldi, Program Associate  
[lvivaldi@cfncr.org](mailto:lvivaldi@cfncr.org)

*The Partnership accepts online applications exclusively. No mailed or faxed proposals will be accepted.*

**AWARD DECISIONS:** The Partnership's steering committee will make final award decisions and grants will be issued in October 2009.

**FURTHER INFORMATION:** We encourage applicants to contact staff if they have any questions or concerns regarding the request for proposals. Please contact Ben Murphy, Program Officer at [bmurphy@cfncr.org](mailto:bmurphy@cfncr.org).

**COMMUNITY BRIEFING:** Interested applicants are highly encouraged to attend the following community briefing to obtain in-depth information and guidance on responses to the 2009 request for proposals. Applicants who cannot attend the briefing may contact staff to learn more about the proposal.

Thursday, August 6<sup>th</sup>, 2009, 3:30 p.m. – 5:00 p.m.  
CFNCR, 1201 15<sup>th</sup> Street, NW Suite 420, Washington, DC 20005

*Limited metered parking (2-hour maximum) is available in surrounding neighborhoods. Use of Metrorail is also available, with McPherson (Orange Line) as the closest stop, however this will involve a walk of approximately four blocks.*

Please RSVP no later than Monday, August 3<sup>rd</sup>, 2009 by contacting Luis Vivaldi at (202) 263-4768 or [lvivaldi@cfncr.org](mailto:lvivaldi@cfncr.org). RSVP as soon as possible - limited space is available!

## 2010 Proposal Format

Your proposal should include all information requested below. Please utilize the section headings presented in bold type to organize requested information. It is not necessary to reprint the RFP questions in the proposal. The narrative portion of the application should not exceed 10 pages and should be double-spaced. Please use a standard typeface no smaller than 12 points and no less than 1" margins.

Please prepare and submit this proposal electronically. Acceptable formats are Microsoft Word or Adobe PDF. Each copy should include: introductory sheet, 10 page narrative, organizational capacity assessment (as defined below), other attachments (as indicated below) and budget information.

Please refer to the definitions listed in the previous section for guidance on terms used in this request.

### **I. INTRODUCTORY SHEET**

Please use this format to provide all of the requested information on a two-page introductory sheet. Information presented on the introductory sheet will be utilized to determine compliance with the defined eligibility criteria. Proposals that do not comply with eligibility criteria will not be considered for funding.

1. Organization name, address, and Director of the organization
2. Nonprofit leader's contact name and title, and email/phone/fax
3. Tax exempt status
4. Total organizational budget (current year), and starting date of fiscal year
5. Organization's mission (summarize in 2-3 sentences)
6. Geographic area to be served
7. Brief organizational description, specifying specific social justice and racial equity issues addressed by the organization, the specific strategy or strategies (including advocacy and community organizing) the organization uses to address the issue(s). (Suggested: 5-6 Sentences).
8. In 3-5 sentences each, describe your organization's:
  - o Approach to the dynamics of race and power and how it addresses this dynamic.
  - o Connections to the community the organization aims to serve.
  - o History in dealing with the selected issue within the community.
  - o Approach to collaboration and alliances with key stakeholders and other community-based organizations.
  - o Approach to community empowerment and how the organization affects individual empowerment.
9. Signature of the organization's Executive Director and Board Chair/President

## II. NARRATIVE (maximum of ten pages)

A. Introduction and background of organization. Please incorporate the following points:

1. Briefly describe your organization's mission and vision.
2. Briefly describe your organization's history, key milestones, and challenges:
  - Describe current programs and activities.
  - Describe the most significant challenge(s).
  - Describe the most important accomplishment(s) of the past year to three years.
3. Who is your constituency (be specific about demographics such as race/ethnicity, country of origin, socio-economic status, gender, and age)? How are they actively involved in your work and how do they/will they benefit from this project?
4. Has your organization formally discussed issues of race, power, privilege among its staff and/or board? What were the outcomes of that discussion?
5. Has your organization made a commitment to maintaining a leadership structure that is inclusive of the demographics of the organization's target population? If so, please describe, including the level to which this commitment has been formalized.
6. What specific social justice and racial equity issues does your organization address? Please describe the strategies your organization utilizes to tackle these issues. Explain, as clearly as possible, how the identified strategy (or strategies) is implemented?
7. What are the short- and long-term outcomes for your organization? What project objectives and activities will your organization, its partners and community members implement to achieve the short-term outcomes? Describe your specific activities/strategies using a timeline over the course of this request.

B. Introduction and background of organizational leader. Please incorporate the following points:

1. Applicant Overview: Describe how you (the leader) became connected with the applicant organization, your connection to the community served by the organization, and other capacity building or leadership development opportunities you have undertaken. Include a copy of your resume.
2. Applicant Leadership Experience and Goals: Describe your career aspirations and a major success and failure that you have experienced in the course of your work at the organization, including specifics about how you handled both situations and lessons learned.
3. Applicant Learning Priorities: What skills or experience do you need to acquire in order to be a successful leader in your organization as well as support the organization's ability to achieve its mission? Please indicate the top one to three skill areas, based upon the list below, you would need to pursue to develop your leadership skills.

- |  |   |
|--|---|
| • Build a productive organizational culture  | • Financial Management                                    |
| • Managing change – staff transitions, program growth, handling funding shortfalls, etc. | • Human Resources, Inspiring and supervising others       |
| • Building collaboration and partnerships  | • Public speaking and communication                       |
| • Negotiation and conflict resolution  | • Advocacy and public policy                              |
| • Board development and management   | • Program evaluation                                      |
| • Strategic planning   | • Other – please describe any other skill not listed here |
| • Fundraising  |   |

4. Identify the specific leadership development outcomes that will occur as a result of bolstering your skills and knowledge in the identified areas.

5. Please provide a short narrative, from the nonprofit board chair or president, on her/his perspective on how involvement in this opportunity could benefit both the nonprofit leader and the organization more broadly.
6. If available, please list the capacity building/technical assistance providers you/your organization envision working with to provide leadership development support for the nonprofit executive (*NOTE: Applicant organizations need not have identified the provider for these services at the time of application. The applicant is encouraged to discuss potential capacity building/technical assistance providers with The Partnership staff during the application process.*).

### III. ATTACHMENTS/REQUIREMENTS

#### A. Nonprofit Capacity Assessment Tool

1. In order to provide a comprehensive review of proposals, The Partnership for Equity requires additional information on the applicant organization's capacity across several metrics. Applicant organizations are required to submit a completed Nonprofit Capacity Assessment Tool available for download as an attachment from The Partnership for Equity website at:

<http://www.cfncr.org/site/c.ihLSJ5PLKuG/b.3567619/>

This form is intended to be completed by the nonprofit leadership collectively (both staff and board leaders), and requires a signature from both the nonprofit executive and board chair/president.

#### B. Evaluation

1. Briefly describe the evaluation approach to assess the leadership development outcomes defined in Section B.
2. Who will be involved in evaluating the leadership development outcomes?
3. How will the evaluation results be used?

#### C. Agency Structure & Administration

1. Provide a list of your staff and board of directors with related racial/ethnic demographic information and describe your commitment to diversity of board and staff members.
2. Who will be involved in carrying out the plans outlined in this request? Include a brief paragraph summarizing the qualifications of key individuals involved.
3. If applicable, describe how the collaboration among project partners will be structured.

#### D. Finances

1. Most recent, completed full year organizational financial statement (expenses, revenue and balance sheet), audited, if available.
  1. Organization's current annual operating budget (see attached budget format).
  2. Projected operating budget for upcoming year (see attached budget format).
  3. Current project budget (see attached budget format).
  4. If applicable, proposed budget for technical assistance component.
5. List individually other funding sources for this project. Include amounts and indicate whether these have been received or are committed or projected.
6. Describe your plans for future fundraising.
7. A copy of your IRS 501(c)(3) letter.

**IV. BUDGET**

Please submit separate organizational and project budget information. If you already prepare organizational and project budgets that approximate this format, please feel free to submit them in their original forms. You may reproduce this form on your computer and/or submit separate pages for income and expenses.

Budget for the period: \_\_\_\_\_ to \_\_\_\_\_

Item	<u>EXPENSES</u>		Source	Amount
	Amount	FT/PT		
Salaries & wages (breakdown by individual position and indicate full or part-time)	\$ _____	_____	Government grants & contracts (specify)	\$ _____
	_____	_____	Foundations (specify)	\$ _____
	_____	_____	Corporations	\$ _____
	_____	_____	Religious Institutions	\$ _____
	_____	_____	United Way, Combined Federal Campaign & other federated campaigns	\$ _____
Fringe benefits & payroll Taxes	\$ _____		Individual contributions	\$ _____
Sub-Grants to Partner Orgs.	\$ _____		Fundraising events & products	\$ _____
Consultants & professional fees	\$ _____		Membership income	\$ _____
Travel	\$ _____		In-kind support	\$ _____
Equipment	\$ _____		Other (earned income, consulting fees, etc. Please specify)	\$ _____
Supplies	\$ _____		_____	_____
Training	\$ _____		_____	_____
Printing & copying	\$ _____		_____	_____
Telephone & fax	\$ _____		_____	_____
Postage & delivery	\$ _____			
Rent & utilities	\$ _____			
In-kind expense	\$ _____			
Other (specify) _____	\$ _____			
<b>TOTAL EXPENSE</b>	<b>\$ _____</b>		<b>TOTAL INCOME</b>	<b>\$ _____</b>
			<b>BALANCE</b>	<b>\$ _____</b>

**Checklist:**

- Email narrative, Nonprofit Capacity Assessment Tool, and all required attachments in Microsoft Word or Adobe PDF format to livaldi@cfncr.org
- Used a standard typeface no smaller than 12 points and no less than 1" margins.
- Complete cover sheet.
- Due date for proposals is **5:00 p.m., September 9<sup>th</sup>, 2009.**