



Request for Applications Racial Equity Organizational Change Service Grant

The [Center for Urban and Racial Equity \(CURE\)](#) invites nonprofit housing and community development organizations to apply for service grants to receive comprehensive racial equity organizational change (EOC) services. Organizations working in urban areas experiencing high levels of gentrification and displacement of black and brown communities are strongly encouraged to apply. We are especially interested in receiving applications from local and regional housing organizations located in cities in the South, Mid-Atlantic and Northeast including Washington, DC, Baltimore, New York City, Philadelphia, Houston, Atlanta, Miami and New Orleans. This announcement outlines the services being offered and the application process. **Applications are due Friday, July 26, 2019.**

About CURE

CURE envisions a just and inclusive world where outcomes are no longer predicted by race and where governments, institutions, organizations and communities work together to ensure that the conditions for health, economic security and civic engagement are present for all people. To this end, CURE partners with people and organizations to advance equity through policy, systems, institutional, community and societal change. We do this through research and analysis, strategic planning and consulting, and training and community engagement strategies that address systemic barriers to equity and inclusion.

CURE views our work as part of the broader movement for racial equity in the United States. Transforming organizations and institutions is a central part of this effort; therefore, our core strategy and services focus on what we call equity organizational change (EOC). Through the EOC process, we serve as stewards of racial equity transformation within organizations by training racial equity working groups, conducting organizational assessments, and facilitating the development of racial equity strategic plans.

CURE is a proud recipient of a [REACH Fund](#) grant from Borealis Philanthropy, which has provided us with funds to provide our EOC services to three nonprofit organizations at no cost (or a subsidized cost) to the organizations.

Equity Organizational Change Service Grant Overview

CURE's [equity organizational change process](#) aligns internal and external practices and builds knowledge and capacity for operationalizing racial equity across an entire organization. For organizations prepared to do the deep work of aligning values, people, practices and processes to reflect a commitment to racial equity, CURE provides an intentional and systemic framework for organizational change.

Selected organizations will receive six months of services, during which CURE will guide each organization through the EOC process, including:

- Development or support for an existing Racial Equity Working Group (REWG)
- Facilitate five monthly REWG meetings and trainings
- Conduct a comprehensive racial equity organizational assessment, which may include a staff-wide survey, focus groups, senior leadership interviews, and document review
- Support the drafting of an organizational racial equity vision statement
- Lead the REWG through a racial equity action planning process using participatory facilitation approaches
- Support the REWG in sharing assessment findings with staff throughout the organization and integrating this feedback into the final plan

Because understanding and developing a shared language of racial equity is essential for racial equity organizational transformation, Racial Equity Working Group meetings will feature significant training components. REWG members will be poised to serve as organizational champions and ambassadors for equity and inclusion after participatory trainings covering:

- Institutional and Structural Racism
- Challenging White Dominant Culture
- Implicit Bias and Microaggressions
- Intersectionality
- Inclusive Leadership

The approximate value of the EOC services provided to each selected nonprofit will total \$40,000. Service grants do not include other CURE services including training and coaching for leadership, staff, and board members and implementation support for racial equity action plans.

Ideal Candidate Organizations

CURE seeks 501(c)(3) nonprofit organizations for this service delivery grant. Organizations meeting the following criteria are most likely to be successful in their application:

- Local and regional affordable housing and community development organizations including neighborhood development corporations, direct service housing providers, advocacy groups and community development financial institutions. Housing can be defined broadly to include focus on affordable housing, recovery, shelter, short-term, halfway houses, and/or other models.
- Organizations should serve diverse populations, with a particular attention on communities of color in urban areas experiencing high levels of gentrification or displacement of black and brown communities.
- Organizations should be in a position to use the learnings from the service grant to advance racial equity throughout the housing/community development sector. This

could include influence within a relevant network or a proven ability to advance policy change locally, regionally or nationally.

- Organizational size ideally is between 75 to 500 staff members.
- Preference will be given to organizations based in cities in the South, Mid-Atlantic, and Northeast including Washington, DC, Baltimore, New York City, Philadelphia, Houston, Atlanta, Miami and New Orleans.
- Organizations must be prepared to start this process in September 2019 and be able to commit the time, staff and resources as described in the section below. This includes a clear commitment from the Executive Director/CEO.

Key Roles and Commitments

In order for any EOC process to be successful, organizational leadership and staff must be prepared to commit time, energy and resources, while also being prepared to be vulnerable and embark on difficult conversations designed to push participants to critically reflect, problem-solve and implement solutions that promote racial equity. CURE requests that applicant organizations be willing to commit to this process in the ways described below.

The Racial Equity Working Group should be comprised of 8-15 staff members reflecting the organization's diversity in terms of staffing level, department, race and ethnicity, gender identity, sexual orientation and other forms of difference. This group can be derived from an existing committee or can be newly created for this engagement. If the group is already formed, members should understand that current committee activities should be paused or occur at alternate meeting times than those led by CURE. In total, the REWG should expect to meet monthly for a total time commitment of 5 full working days during the course of the engagement, though this will be divided unevenly into both half-day and multi-day meetings. Group members should each anticipate committing an additional 5-10 hours of work outside of CURE-facilitated meetings to debrief on meeting topics, engage in personal reflections, review materials, and provide feedback on documents.

The Executive Director/CEO must be prepared to be an active participant in this process. They will be expected to serve as an *equal* member (not leader) of the REWG, and to commit to 3-5 hours of additional conversation, planning and coaching with the CURE team. Leaders should recognize that the assessment and planning process will, at times, feel intensely personal and should be prepared to reflect on their own leadership styles and the overall effort required to build a racially equitable organization.

An appointed Project Manager will serve as the key contact with CURE for the engagement. In addition to serving as an active member of the REWG, the Program Manager should plan to participate in monthly 30-minute phone calls with the CURE team and 1-3 hours of additional planning or preparation each month (9-21 hours total).

While CURE will provide six months of EOC services at no cost to the organization, the work of building racially equitable organizations is an ongoing and iterative process. Selected

organizations should be prepared to expend future resources to continue the work, either with CURE, other consultants, or independently. In most organizations, future needs will include coaching for key staff members, training for all or key-portions of the organizational staff, and implementation support or direct costs for plans developed in the EOC process.

As a condition of the REACH grant funding, CURE will be conducting evaluation activities (discussions and surveys) and writing and publishing a case study of the completed EOC processes. Selected organizations must be willing to complete requested evaluation forms and have their process included in the case study, including both accomplishments and the specific racial equity challenges that the organization faced. If requested, CURE is open to anonymizing organizations.

If selected, organization will be required to sign a contract committing to completing the full EOC process as described in this RFA.

Application Process and Project Timeline

The application process for this service grant is designed to understand applicant organization's readiness for engaging in a racial equity transformation process, related current and past initiatives, and vision for how an explicit focus on racial equity will result in changes in the organization's policies, practices, programs, partnerships and culture.

The application process for this service grant will include two stages based on the following timeline.

- **Friday, July 26, 2019** - Applicants must complete and submit the online application by 5:00 pm.
- **August 5-9, 2019** - Selected finalists will be invited to participate in 45-minute long individual video conference conversations.
- **Friday, August 16, 2019** - Selected organizations will be notified.
- **Within two weeks of notification** - Selected organizations should be prepared to begin the Discovery and Project Planning Phase, including submitting materials for CURE's review and organizing the internal Racial Equity Working Group.
- **September 1, 2019 to April 30, 2019** - Service delivery will be provided over a six month window depending on the schedule availability of both CURE and selected organizations.

The online application for this service delivery grant can be found online at: <https://www.surveymonkey.com/r/REOCServiceGrantApplication>. For ease of preparation, the questions included in the online form are provided below.

CURE will host a 45-minute informational webinar to answer questions about this service grant and the application process on **Monday, July 8, 2019, 1:00-1:45 pm ET**. Please register for this webinar at: <https://zoom.us/meeting/register/db27c36b0be8382cd746f627e8486654>.

Potential applicants should email questions regarding this service grant to egoldstein@urbanandraciaequity.org with the subject line “EOC Service Grant Questions” by **Friday, July 5, 2019 at 5:00 pm ET** in order to have them answered on the webinar. In order to provide equal information to all applicants, questions will only be answered in this forum. For those unable to attend, the webinar will be recorded and posted on the CURE website for later viewing.

Primary Contact

Elise Goldstein, MPA
Director, Partner Engagement and Operations
egoldstein@urbanandraciaequity.org

Online Application Questions

Application questions are printed below for ease of preparation. Applications must be submitted by 5:00 pm on Friday, July 26, 2019 using the CURE online application form, found here: <https://www.surveymonkey.com/r/REOCServiceGrantApplication>

Organization Overview

1. Organization name
2. Organization address
3. Organization city and state
4. Organization website
5. Does the organization qualify as a non-profit under 501(c)(3) status? Y/N

Contact Information

6. Executive Director/CEO name
7. Primary contact name
8. Primary contact title
9. Primary contact email
10. Primary contact phone number

Organizational Priorities and Reach

11. Please share your organization's mission statement.
12. Please describe your organization's role in the housing and/or community development sector.
13. Please describe the communities you serve, including racial and other demographic information.
14. What influence, reach and/or capacity does your organization have to promote racial equity in your networks?

Current Work on Racial Equity

15. Do you have an existing racial equity or similar working group/committee?
16. What racial equity work have you done internally (i.e. staffing, HR, management policies) to date?
17. What are your most significant internal racial equity challenges?
18. What racial equity work have you done externally (i.e. programs, outreach, community engagement, legislative advocacy) to date?
19. What are your most significant external racial equity challenges?
20. If selected, in what ways would you hope to see your organization evolve as a result of the EOC?

21. In what ways can housing and community development organizations such as yours fight gentrification and displacement of black and brown communities?

Organizational Commitment

22. Is your organization able to commit the staff time, space, and attention needed to support the EOC? Y/N

23. Is your executive director/CEO committed to the success of this process and available to offer the time and attention needed to participate on a Racial Equity Working Group? Y/N

24. Is your project manager empowered to support this process and available to offer the time and attention needed to support the EOC? Y/N

25. Please describe your organization's capacity (both financial and staff time) to continue racial equity change efforts after the end of this service grant. Please describe any funds you have allocated to this effort.

26. Does your organization commit to participating in evaluation efforts and being featured in a case study after the experience? If requested, CURE is open to anonymizing organizations. Y/N

27. Would your organization be interested in participating in a cohort of other organizations going through similar processes? Y/N

28. Please share any other information that you think would be important for CURE to know when considering your organization.