



United Way of Miami-Dade

# REQUEST FOR PROPOSAL (RFP)

## **Funding Focus: Racial Health Disparities/ Strengthening Nonprofit Capacity for Diversity, Equity, and Inclusion (DEI)**

United Way of Miami-Dade (UWMD) seeks to strengthen and leverage the local network of nonprofit organizations as an asset for addressing health disparities affecting Miami-Dade County’s Black population. Toward that end, UWMD is requesting proposals from community-based, nonprofit organizations intending to **build organizational capacity in the area of racial Diversity, Equity, and Inclusion (DEI)**. Successful applicants will receive a one-time grant (\$2,000-\$35,000<sup>1</sup>) for a project that leads to concrete improvements in internal-facing and/or external-facing DEI capabilities.

Long-term, projects should position organizations to play a more active, meaningful, or effective role in addressing racial health disparities in our community. Short-term results will be unique to each project based on strategies selected by the applicant. For example, with a goal of diversifying an organization’s client base and making services more accessible to the Black community, one project may create partnerships with organizations already working effectively with this population. Another may improve outreach and recruitment. Another may train staff in order to embed competencies needed to serve a more diverse group of clients. (See additional examples on pages 4-5).

### INTERESTED IN APPLYING FOR FUNDING?

- Review pages 2-9 for: 1) **applicant eligibility**; 2) **projects** to be funded; 3) **grant awards** and allowable uses; 4) **how to submit** an application, and 5) **tips and guidance**. Enter your information into the separate application form (Microsoft Word)
- Due date: Complete applications must be *received* by UWMD by **5:00 p.m. on May 28, 2021** as per instructions on page 7. Emailed applications are preferred. Applicants may also deliver or mail applications. If using the U.S. Postal Service, applicants are responsible for mailing early enough for the package to be received by UWMD by the due date/time.
- Optional: **Applicant Information Sessions** (online via Zoom). Applicants are strongly encouraged to attend one session.

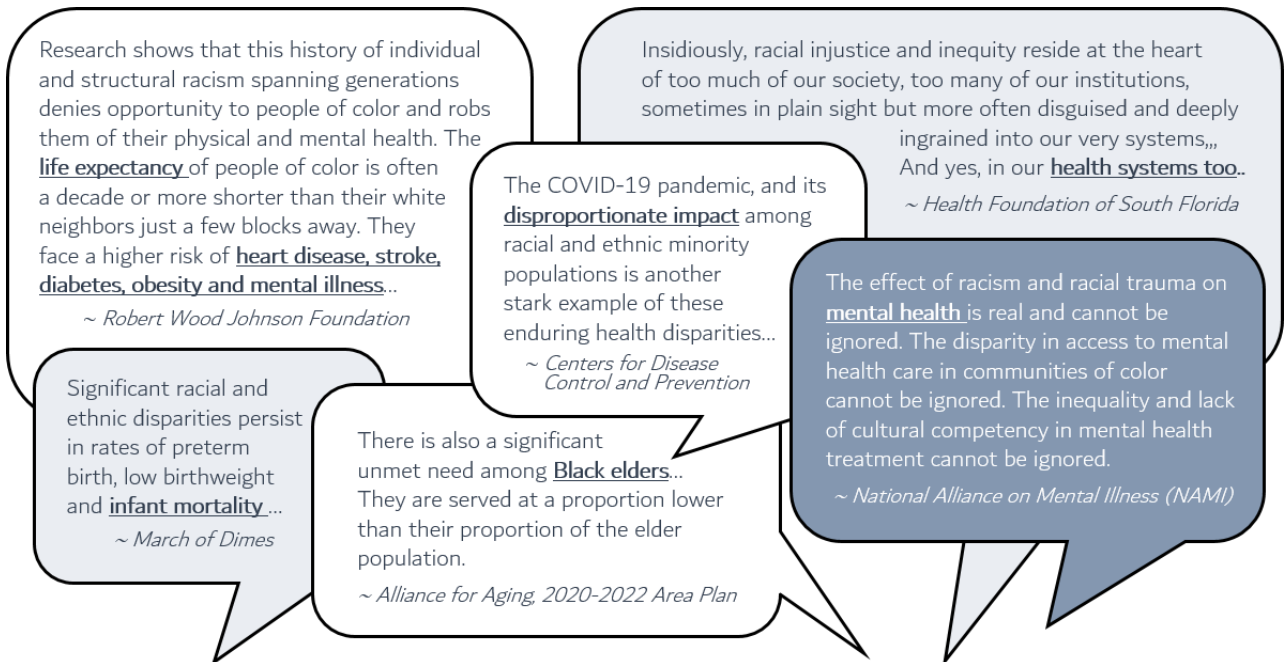
Session #1	May 12, 2021 – 10:00-11:30 AM	<a href="#">Registration link #1</a>
Session #2	May 19, 2021 – 3:30-5:00 PM	<a href="#">Registration link #2</a>

- Required: All applicants **must be available June 3-4 and 7-8, 2021** for a *potential* meeting (online via Zoom). Following the close of this RFP, some (not all) applicants will be contacted with confirmation of a specific meeting day and time. Meetings will be used to: 1) interview selected finalists and/or 2) further vet applicants as needed.
- Contact: Camila Bernal, Program Officer, [BernalC@unitedwaymiami.org](mailto:BernalC@unitedwaymiami.org), 305-646-7086.

<sup>1</sup> It is anticipated that most projects funded will be in the Small Project category in the range of \$2,000-\$15,000; fewer will be considered in the Large Project category in the range of \$15,001-\$35,000).

## PRIORITY

Miami-Dade County's Black population is a priority for the impact of this Request for Proposal (RFP) due to racial health disparities evident across multiple Miami-Dade County health [indicators](#) monitored by the Florida Department of Health.<sup>2</sup> Also across the health sector, national and local leaders continue to elevate issues of racism and health inequity.



**APPLICANT ELIGIBILITY:** Applicants must meet all of the following:

- A **501(c)(3) nonprofit organization**. This includes those currently contracted as UWMD Impact Partners or Impact Grantees *as well as* nonprofit organizations new to UWMD and/or without current impact partner or impact grantee status.
- An organizational provider of **health-related services in Miami-Dade County**, with services that are relevant to any aspect of **UWMD health interests** – from access to care, to healthy lifestyles, healthy older adults and more.<sup>3</sup> Applicants may engage *any type(s)* of partner(s) to inform or implement their projects (e.g. other nonprofits [any service area], for-profits, experts, consultants, advisors, etc.). While applicants are limited to one application per organization, assisting partners may be written into more than one application. One capacity-building expert may work with multiple organizations.
- Possess **leadership and organizational readiness** to implement capacity building focused on DEI and racial health disparities. Note: Applicants will have an opportunity to describe motivation and readiness in the application narrative.

<sup>2</sup> [Health Equity Profile](#), Miami-Dade County, Florida Department of Health, Bureau of Community Health Assessment, 2020,

<sup>3</sup> UWMD's Health Impact Area portfolio of programs and activities address three priority areas: (i) access to care, (ii) healthy lifestyles (with emphasis on healthy child weight) and (iii) healthy older adults. Throughout, the portfolio reflects (iv) holistic health encompassing physical health, mental health and wellness, emotional well-being, and dental/oral health; (v) health for all ages, life stages, and abilities; (vi) removal of barriers for low-income, uninsured or underserved populations; and (vii) tactical approaches that involve prevention, measurable outcomes, evidence-based models, and filling of gaps in services. Racial health disparities remain an overarching concern; any project funded through this RFP must be relevant this health issue.

## PROJECTS:

Projects should be designed for completion in six months, July-December 2021. However, based on a project's scope, viable start date, and other considerations unique to each applicant, applicants may propose project periods of up to twelve months, July 2021-June 2022.

All projects are required to meet two general objectives:

□ First, from the long-term perspectives, projects must **create potential for lasting return**. As a result of the completed project, the organization should be better positioned, going forward, to play a more active, meaningful, or effective role in addressing racial health disparities in our community. For example, the organization may be better positioned to:

- Increase organizational attention/effort directed toward tackling racial health disparities (i.e. equipped to do more)
- Utilize more promising or informed approaches (i.e. equipped to do better)
- Impact racial health disparities (i.e. equipped to achieve results)

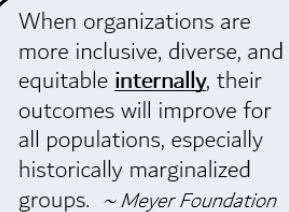
□ Second, in the immediate and near term, projects must result in **concrete improvements** in the organization's internal-facing DEI capabilities and/or external-facing DEI capabilities.

A. **INTERNAL-facing DEI capabilities** may involve any aspect of the organization's operations and infrastructure. Geared toward helping the organization embrace DEI and strengthen its capacity to address racial health disparities, the funded project may target concrete improvements related to:

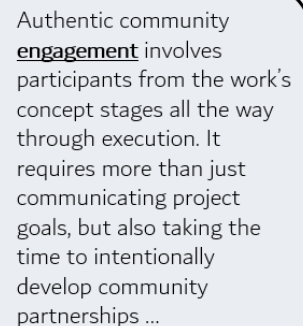
- 1) Leadership capabilities
- 2) Staffing/workforce capabilities
- 3) Policies, systems, practices, or tools
- 4) Other internal aspects proposed by the applicant

B. **EXTERNAL-facing DEI capabilities** (in the context of this RFP), may involve a broad range of opportunities for better reaching, engaging, serving, empowering, and learning from external Black stakeholders. Geared toward helping the organization embrace DEI and strengthen its capacity to address racial health disparities, the funded project may target concrete improvements related to:

- 1) External communications
- 2) Engagement of clients as an asset (beyond being recipients of services)
- 3) Community connections
- 4) Strategic partnerships
- 5) Other external areas proposed



When organizations are more inclusive, diverse, and equitable **internally**, their outcomes will improve for all populations, especially historically marginalized groups. ~ Meyer Foundation



Authentic community **engagement** involves participants from the work's concept stages all the way through execution. It requires more than just communicating project goals, but also taking the time to intentionally develop community partnerships ...

~The Urban Institute

Below are **example strategies and activities** that may support improvements in various focus areas (internal and external). The list is not exhaustive; other ideas are welcome. **Consider all examples in the context of helping the organization embrace DEI and build capacity to address racial disparities affecting the Black population.**

<b>INTERNAL Areas</b>	<b>Example strategies and activities</b>
<b>Board development</b>	<ul style="list-style-type: none"> <li>• Conduct board <u>training</u> to develop DEI awareness and competencies</li> <li>• Devise and implement a board <u>diversification</u> plan</li> </ul>
<b>Strategic planning</b>	<ul style="list-style-type: none"> <li>• Engage leaders in <u>strategic planning</u>; integrate DEI into the organization's long-term <u>vision</u> and organizational <u>values</u></li> <li>• Devise strategic objectives to articulate the organization's commitment to DEI and to solidify its <u>role and approach</u> for addressing health disparities</li> </ul>
<b>Committee structure</b>	<ul style="list-style-type: none"> <li>• Launch a dedicated <u>DEI committee</u> to champion a lasting commitment</li> <li>• Formalize a committee <u>job description</u> to clarify roles and responsibilities</li> <li>• Provide <u>training</u> and preparation among members</li> <li>• Engage the committee in <u>vetting options</u> and recommendations</li> </ul>
<b>Staff development</b>	<ul style="list-style-type: none"> <li>• Devise and implement a training plan to increase <u>cultural competencies</u></li> <li>• Prepare staff to deliver <u>evidence-based models</u> for the target population</li> <li>• Provide <u>supervisor training</u></li> <li>• Develop and implement <u>talent management</u> initiatives including policies, systems, tools, development opportunities, etc.</li> </ul>
<b>HR infrastructure</b>	<ul style="list-style-type: none"> <li>• Initiate <u>professional review</u> of HR policies with a focus on staff diversification (including recruitment, retention, advancement, compensation, etc.)</li> <li>• Revise and develop <u>policies</u> and complete roll out and adoption</li> <li>• Develop and integrate new <u>hiring and retention practices</u></li> <li>• Integrate DEI competencies for all staff into <u>performance management</u></li> </ul>
<b>Service-providing infrastructure</b>	<ul style="list-style-type: none"> <li>• Update monitoring and <u>evaluation systems, tools, data collection, and reporting</u></li> <li>• Commission an <u>analysis</u> of program results across client segments; and use learnings to recalibrate program practices</li> <li>• Develop or enhance a "<u>listening loop</u>" among clients and integrate results into program evaluation, design, or improvement efforts</li> <li>• Conduct an <u>assessment</u> to inform service expansion</li> <li>• Import <u>models, curricula, tools</u>, etc. most effective for the target population; and ready the organization to integrate them into the service mix.</li> </ul>
<b>EXTERNAL-Areas</b>	<b>Example strategies and activities</b>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Re-work your <u>website</u> to reflect those you strive to serve</li> <li>• Test and select <u>messages</u> to inform outreach and recruitment strategies</li> <li>• Create collateral <u>materials</u> to appeal to those you strive to serve.</li> <li>• Train and deploy a cadre of speakers or <u>ambassadors</u></li> <li>• Devise and implement a media plan, or comprehensive <u>communications plan</u> or other, to elevate your profile within the community you strive to serve.</li> </ul>
<b>Client engagement</b>	<ul style="list-style-type: none"> <li>• Increase or enhance engagement <u>activities for clients and/or families</u> (e.g. parents or caregivers). Examples: trainings, networking, peer support, etc.</li> <li>• Initiate <u>surveys, focus groups</u>, or other to elicit <u>client feedback</u>; develop or an ongoing "listening loop" as an integral part of evaluation and quality improvement</li> <li>• Structure committees or boards to include standing positions for <u>client leaders</u>; develop and implement plans to integrate new members</li> </ul>

	<ul style="list-style-type: none"> <li>• Establish new client <u>advisory or leadership teams</u></li> <li>• Revise program design with new (or enhanced) <u>peer-support</u> roles.</li> <li>• Devise and implement a comprehensive <u>client engagement plan</u> that gives clients influence over the organization's programming and overall role in the community</li> </ul>
<p><b>Community connections and strategic partnerships</b></p>	<ul style="list-style-type: none"> <li>• Conduct a <u>listening tour</u> among the area's residents, key institutions, experts, and natural leaders; and integrate learning into strategic planning, program planning, partnership development, etc.</li> <li>• Plan and launch a <u>joint services agreement</u> with an organization already operating successfully in an area as a means to extend your services to new clients. Incorporate mutually beneficial goals, objectives, and evaluation.</li> <li>• Develop and implement a plan to engage <u>natural leaders</u> in the community as periodic advisors and/or standing members of the board, committees, etc.</li> <li>• Develop and implement a plan to connect deeply with <u>key institutions</u> located in and respected by the community you strive to serve. Identify strategies for informing the work, raising awareness of services, increasing direct referrals, co-locating services, diversifying your organization's leadership, etc. Consider: <ul style="list-style-type: none"> <li>- Individual <u>churches</u> or a network of churches to improve outreach</li> <li>- <u>School-based</u> relationships (regarding on-site service-provision agreements, data-sharing agreements, student interns, opportunities to reach parents, etc.)</li> <li>- <u>Small businesses</u> and <u>large employers</u> in the area may serve as allies, referral sources, co-planners, board members, or other (beyond sponsor/funder)</li> <li>- Individual <u>nonprofits</u> or a network of nonprofits operating in the area. Leverage or foster development of a collaborating group of <u>service-providers</u> in the area (e.g. nonprofits, for-profits, government, faith-based, etc.).</li> </ul> </li> <li>• Devise and implement a plan to leverage organizational strengths in a way that directly benefits the area/community that you strive to serve. For example, your organization may be valued in the community as a: <ul style="list-style-type: none"> <li>- <u>Job provider/employer</u>: Revise the design of your program to add new (or enhanced) peer-support components, and train and employ people from the community as peer support workers.</li> <li>- <u>Purchaser</u>: Inventory small and micro businesses in the area; and devise policies to foster local purchasing when possible.</li> <li>- <u>Civic space</u>: Leverage your facilities for partners to use for civic meetings and events (note: include exploration of legal and liability as a part of your project).</li> </ul> </li> </ul>

Other project considerations are as follows:

- Applications are limited to **one per organization**. However, partners (e.g. experts, consultants, advisors, etc.) may be included as partners in more than one application. That means a single capacity-building entity may work with multiple applicants.
- The scope of projects may include **multiple goals and objectives** as long as the project is logical, cohesive, and viable in light of constraints on time, staff, and other. Projects may be internal-facing and/or external facing, target improvements in one or more areas, and involve a mix of activities.
- Projects that *only* diagnose organizational problems are discouraged. Projects should include efforts to solve problems and implement solutions. That means it is okay if your project begins with planning, or creation of a plan is a key component. However, projects will be stronger if they also include **launch and implementation** of the plan.

## GRANT AWARDS

In total, UWMD anticipates awarding up to \$71,184 through this RFP process. Applicants must choose to apply within one of two grant categories:

- Small Grant category**      **\$2,000-\$15,000**
- Large Grant category**      **\$15,001-\$35,000**

For all *direct* expenses deemed necessary for project success, applicants may apply for UWMD grant funding. Examples of direct expenses include (but are not limited to):

- **Consultants and contractors** with the expertise, experience, connections and other needed to get the work done. For example, applicants may need to outsource project components that involve assessment, analysis, policy reviews, plan development, policy review, creative services, training, etc.
- **Existing staff time.** Staff expenses are allowable. However, any portion of staff time included in the project budget must be explained in the Project Budget Information section of the Application Form. It must meet this criteria:
  - 1) Reasonable and warranted to ensure the leadership, coordination, and participation necessary for success.
  - 2) Truly dedicated to this project – not funded already by UWMD or others, and not committed already to other projects or responsibilities.

If the applicant is partnering with another nonprofit organization, the project may call for utilizing staff expertise from the partner. In that case, staff time from the partner organization may be included in the budget. It must meet the same criteria above.

- **Hiring new staff.** Staff expenses are allowable. However, because this opportunity is for one-time, project funding, reviewers will be interested to know if and how the hiring of new staff may create sustainability issues. In the optional notes section of the Project Budget Information form, applicants should explain when and how the position will discontinue after the project, or shift to other assignments, or be continued.
- **Supplies, materials, curricula, subscriptions tools and other** needed to support key capacity-building activities. For example, expenses related to training, convening, community engagement activities, focus groups, surveys, evaluations, or other (as proposed by the applicant).

Following selection and execution of a grant agreement with UWMD, **distribution of grant funds** will be scheduled in two installments: 90% at the start of the project and the remaining 10% distributed following successful project completion and submission of a satisfactory, final report.

Grant agreements will be tailored to accommodate the schedules and grant deliverables unique to each project. Basic reporting for all grantees will include 1) a brief update on the initial project launch and 2) a final report outlining results, challenges, and learning. Additionally, UWMD may email within the year following the project to elicit any good news or updates. In the case of successful projects, grantees may be invited to share their experiences and results with others.

## HOW TO SUBMIT AN APPLICATION

**Refer to the Application Form (separate Microsoft Word document).** Type responses in Arial font, size 11.5 (or larger). Adhere to page limits and instructions on the forms.

Optional, but strongly encouraged: Attend one of two applicant information sessions:

Session #1	May 12, 2021 – 10:00-11:30 AM	<a href="#">Registration link #1</a>
Session #2	May 19, 2021 – 3:30-5:00 PM	<a href="#">Registration link #2</a>

**Required:** Complete application forms (and attachments, if applicable) must be submitted ***by 5:00 PM on Friday, May 28, 2021.*** Applications may be submitted as follows:

- Preferred: Email [DumornayN@unitedwaymiami.org](mailto:DumornayN@unitedwaymiami.org) and cc [BernalC@unitedwaymiami.org](mailto:BernalC@unitedwaymiami.org). Attach the application (and attachments if applicable) in PDF format.
- Hand deliver to reception staff in the United Way Ansin Building, 3250 SW Third Avenue (Coral Way), Miami, Florida 33129
- Mail applications to the same address, above. Note: applicants are responsible to mail early enough to ensure packages are *received* by the due date and time. UWMD will not be responsible for delayed mail.

Complete applications packages will consist of the following:

- A. Required for all: Completed forms (attached)
  1. Cover Page (1 page)
  2. Organization Profile (1 page)
  3. Project Narrative (up to 3 pages) – ***see "Tips & Guidance..." next page***
  4. Project Budget Information (up to 2 pages)
  
- B. Conditional requirement: Only those applicants *not* currently contracted by UWMD as an Impact Partner Grantee or Impact Grantee are *also* required to submit the following attachments:
  1. 501(c)3 IRS tax exempt letter and certificate
  2. Most recent financial audit by an independent auditor (for a fiscal year ending later than January 31 2019); and including the management letter and response
  3. IRS form 990
  4. Board of Directors Roster
  5. Current organizational budget
  6. Non-discrimination policy

For information and assistance:

LEAD: Camila Bernal  
Program Officer/Health  
[BernalC@unitedwaymiami.org](mailto:BernalC@unitedwaymiami.org)

SUPPORT: Nephtalie Dumornay  
Administrator  
[DumornayN@unitedwaymiami.org](mailto:DumornayN@unitedwaymiami.org)

## TIPS & GUIDANCE FOR STAYING WITHIN THE SCOPE OF THIS RFP

As you are writing, be sure your project stays within these parameters and limits:

✓ <b>Project period</b>	<b>Standard:</b> six months (July-December 2021). <b>Allowable:</b> Make the case for up to twelve months (July 2021-June 2022) based on project's scope, viable start date, or other factors.
✓ <b>Grant amounts</b>	<b>Small grant:</b> \$2,000-\$15,000. <b>Large grant:</b> \$15,001-\$35,000. <b>Allowable:</b> Direct expenses necessary for project success [see RFP page 6]
✓ <b>Project type</b>	Build organizational <b>capacity</b> in the area of <b>racial Diversity, Equity, and Inclusion (DEI)</b> . Focus on <b>internal-facing and/or external-facing DEI capacity</b> [as on RFP pages 3]. Projects may include multiple goals and objectives and a mix of activities (as long as the project remains logical, cohesive, and viable in light of staff, time, and other constraints). Avoid projects that stop short at planning only; strong projects will also include launch and implementation of plans.
✓ <b>Short-term results</b>	Realize <b>concrete improvements in organization's DEI capabilities</b> , in the immediate or near term, as a direct result of this project [as per ideas/examples on RFP pages 3-5]
✓ <b>Long-term results</b>	Create potential for lasting returns. The project should position your organizations to play a future role in <b>addressing racial health disparities</b> that is better than your role today [as per examples on RFP pages 3 or 8] and with potential for benefits to reach our community's <b>Black population</b> [as prioritized on RFP page 2].
✓ <b>Limits</b>	<b>Not intended as funding for direct services</b> <b>One application per organization</b> (although experts, consultants, advisors and other partners written into your application may also be partners on other applications)

## TIPS & GUIDANCE FOR WRITING THE PROJECT NARRATIVE

**GUIDE: Item #1: State the primary goal(s) and objectives of your project.**

- Consider internal and external areas for improvement. For ideas, refer to pages 4-5 of this RFP or page 2 of the application form. Hone in on concrete improvements that can be realized in the immediate or near term *as a direct result of this project*.
- Write S-M-A-R-T goals that reflect: Specific, Measurable, Achievable, Realistic, and Time-based. For measurability, how can you count, quantify, or observe success? Can you tie achievements to a date or time period within or immediately after the project?

**GUIDE: Item #2: Explain how completion of this project will better position the organization (in the future) to play a role in tackling racial health disparities that impact Black residents in our community.**

- Consider what you are doing/achieving relevant to racial health disparities now (and over the last 12 months) compared to what you envision doing/achieving in the 12 months following the project.
- You can describe positive changes in these areas (or other): 1) Type, level, or quality of effort, attention, or resources your organization will be able to dedicate to this issue (i.e. equipped to do more); 2) Integration of informed approaches/methods (i.e. equipped to do it better); 3) Level of success in tackling racial health disparities (i.e. equipped for projected results).



**GUIDE: Item #3: Summarize your organization’s motivation and “readiness” for taking on capacity building, DEI topics, and racial health disparities.**

- Regarding *motivation*, consider: 1) internal factors such organizational expectations, leadership interests, allocation of resources, or other; or 2) external factors such as needs, research or learning, requests from partners, emerging opportunities, or other.
- Regarding *readiness*, consider: 1) experience with capacity building; 2) commitments leadership has made related to DEI or health disparities (through strategic or operations planning, committee priorities or recommendations, staff development plans, programming, etc.); 3) in-house expertise and/or staff time for project leadership; 4) opportunities for partnerships; 5) access to experts or partners, or other.

**GUIDE: Item #4: Describe key activities that will be implemented, by whom, and when (timeline).**

- This section should spell out, substantially, how this project will work. Be specific about the type and level of key activities (i.e. 4-hour training, 25 residents etc.) and who will be targeted or involved. If applicable, be specific about products or items used or created during implementation (e.g., use of a training curriculum, creation of an inventory of leaders in specific zip codes, creation of an outreach plan, etc.).

**GUIDE: Item #5: If applicable, list key partners. For each, clarify role and value-add.**

- Emphasize any special expertise, qualification, or connections. Spell out any benefits from long-standing relationships and/or new relationships.

**GUIDE: Item #6: Detail how you will evaluate the extent to which project goals and objectives have been achieved.**

- Aligned with project goal(s) and objectives (in item #1), spell out indicators you will use to report results. Add how you will track progress, and who is responsible.
- *Based on your unique project:* You may have indicators of success at the level of individuals (i.e. individual outcomes which many direct service providers are already accustomed to measuring). Examples: changes in participants’ knowledge, skills, attitudes, or behaviors as a result of staff or board training, coaching, or other interventions. For training, pre-tests and post-tests are encouraged.
- *Also based on your unique project:* You may need non-traditional indicators of success. Consider what will trigger you to know improvements have been made in the areas of infrastructure, operations, or engagement. Examples: you might capture improvements in the level, type, or quality of response to a new outreach and recruitment strategy; new commitments made and achieved as a result of signed agreements with partners; supervisor ratings of a new staff performance system, etc.

**GUIDE: Item #7: Summarize how you will ensure broader accountability for project execution, staff responsibilities, board engagement, consultant deliverables, etc.**

- Examples: How you will ensure the project stays on time and budget; contracts and agreements will be managed; board/staff assignments will be tracked, or other.

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**PROCEED TO APPLICATION FORM (Microsoft Word version)**

1) Cover Page. 2) Organizational Profile. 3) Narrative. 4) Budget (+ attachments if applicable)