



GREATER WASHINGTON COMMUNITY FOUNDATION

### DEMONSTRATION PROJECTS:

**INVESTING IN INNOVATIVE AND DISRUPTIVE MODELS THAT INCREASE THE ECONOMIC MOBILITY AND/OR THE COMMUNITY WEALTH OF DC'S MOST MARGINALIZED POPULATIONS AND COMMUNITIES**

## Letter of Intent

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**Response Period:** Open October 2, 2023 – close March 31, 2026 or until funds have been exhausted. Responses will be considered on a rolling basis.

**Amount Available:** Respondents should request the funding necessary to support the project.

**To Apply:** Qualified respondents are invited to submit a Letter of Intent (LOI) until March 2026 (or until funds have been exhausted).

**Questions?** Please email Isabel Spake at [ispake@thecommunityfoundation.org](mailto:ispake@thecommunityfoundation.org) with any programmatic questions you may have. If you have any technical questions about submitting an application, please contact Carmen Rosa at [crossa@thecommunityfoundation.org](mailto:crossa@thecommunityfoundation.org). No phone calls, please.

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### VISION

Our vision is to support and advance a sustainable network of people, organizations, and projects leading a culture of disruption and innovation that will ensure equitable health outcomes for Black, Indigenous, People of Color, and other marginalized populations in Washington, DC.

Achieving this vision puts our city on a trajectory to improve and achieve optimal health outcomes for all people in Washington, DC. Recognizing the determinants of health are twenty percent (20%) clinical care and eighty percent (80%) non-clinical, it is clear that the economic, social, and health systems that influence our well-being are failing all of us. These systems often create and reinforce persistent health inequities in our city. BIPOC and other marginalized groups are suffering the brunt of these failures and inequities.

Using the social and structural determinants of health as the guiding framework, the Health Equity Committee will deploy the full resources of the Health Equity Fund to invest in innovative and system-changing projects that disrupt the 'business as usual' posture of social change that impacts the well-being of people in our city.

## STATEMENT OF OPPORTUNITY

Achieving health equity requires more than improving individual health outcomes and expanding access to services. A vision for health equity demands that we directly engage the social and structural determinants of health—societal factors that have been shaped by centuries of laws, public policies, behaviors, and practices that have worked together to produce the disparate outcomes we see today. Fulfilling this vision puts our city on a trajectory to improve and achieve optimal health outcomes for all people in Washington, DC. (See key definitions on page 6)

## SPECIFIC OPPORTUNITY

The Health Equity Fund will offer grant opportunities for demonstration projects that provide proof of concept and determine potential for scalability. The projects must consist of two or more partner organizations working collaboratively in a new and targeted way to implement economic mobility models that increase strategic economic participation and build community wealth for people and communities with the greatest economic and health disparities. (See key definitions on page 7)

## LOI GUIDANCE

### Common Eligibility Requirements

Grants will be awarded to select partner organizations that meet the following minimum eligibility criteria:

- At least two partner organizations must work together to execute the proposed project.
- The response will be submitted by one organization in the partnership. However, all members of the partnership (defined as the organizations that will receive a grant agreement and funds, if awarded) must have current status as a 501(c)(3) public charity designation. Organizations that have not yet received a 501(c)(3) designation must have a fiscal sponsor (an entity will need to have an EIN or the EIN of their fiscal sponsor in order to access the application in the online portal). The fiscal sponsor must meet all eligibility requirements at the time of submission. For-profit entities such as LLCs and sole proprietorships are not eligible to apply for funding.
  - Although, only those with 501(c)(3) charity designation are eligible for the grant, for-profit partners can appear in the budget as contracted services.
- Each partner organization must not be listed on the Office of Foreign Assets Control Specially Designated Nationals or the Southern Poverty Law Center Hate Group lists.
- Each partner organization must be both based in and primarily implementing in the District of Columbia.
- Each partner organization should approach their work through a racial equity lens.

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- Each partner organization's staff and board leadership should reflect the communities served by the organization and have a demonstrated track record of community engagement as demonstrated by the existence of community advisory boards, community listening sessions, community representation on the board of directors, or other measures defined by the organization.
- If previous funding has been received from The Community Foundation, each partner organization must be current in reporting to The Community Foundation as specified in the grant agreement.
- Organizations who have previously received a Health Equity Fund grant cannot submit an LOI in the same year an initial award was made.

### Additional Review Criteria:

The Community Foundation is looking to support collaborative respondents who successfully address the following requests:

- Propose a demonstration project(s) – an experimental program supported through a grant or a cooperative agreement, generally to establish or demonstrate the feasibility of new methods or types of services.
  - Must be a project that does not currently exist. While elements of the project can already exist, those elements must be brought together in a new and targeted way.
  - Must seek to implement a pilot that can be taken to scale.
  - Must address a root cause issue. The root cause is the core issue—the highest-level cause—that sets in motion the entire cause-and-effect reaction that ultimately leads to the problem(s).
  - Must demonstrate that the proposed approach is evidenced-based.
- Proposed projects must focus on wealth building and/or economic mobility.
  - Wealth building projects must include – 1) Deep Knowledge of Community Wealth Building and 2) Deep Knowledge of How to Measure Community Wealth. (See key definitions on page 7)
  - Economic mobility projects must include – 1) Deep Knowledge of Economic Mobility, and 2) Deep Knowledge of How to Measure Economic Mobility (See key definitions on page 7-8)
- Demonstrate your organization's expertise and successful experience with models that increase income and build wealth.
- Beneficiaries of the project must come from marginalized populations, defined as those most impacted by economic and health disparities.
- The goal of the HEF is that no harm is done to communities once funding has concluded. To that end, describe the organization's plans for sustainability once funding ends. (See key definitions on page 6)
- Priority will be given to BIPOC-led organizations.
- Priority will be given to projects from organizations not yet funded by the Health Equity Fund.

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## How to Submit a LOI Response

Once you have reviewed the eligibility requirements, please follow the guidelines and format on the following pages to submit your request. The narrative as well as the required attachments must be submitted as PDF documents via The Community Foundation's online application system.

Please review the instructions in advance of the deadline in order to be familiar with The Community Foundation's online application system. Incomplete, emailed, hard copy, and faxed proposals will NOT be accepted. Proposals that do not include all the elements as stated will not be considered for funding. Proposals that are incomplete or illegible will not be reviewed or considered for funding. The deadline for submission is March 27, 2026 at 4:00 p.m., or until funds have been exhausted.

## TIMELINE:

All responses will be reviewed by The Community Foundation's staff.

Timeline includes:

October 2, 2023	LOI opens
October 2023 – March 2026	Rolling LOI process
March 2026	LOI Closes

## FUNDING PROCESS

- **Stage 1:** LOIs will be reviewed by an internal team on a rolling basis using a review criterion. Within two months of submission, respondents will receive an update on the status of their LOI.
- **Stage 2:** If invited to advance in the process, respondents will be invited to participate in an interview with the Health Equity team. Within a month of the interview, respondents will receive an update on their status.
- **Stage 3:** If selected to advance, respondents will have one month to submit the following documents:
  - Signed Memorandum of Understanding (MOU) by all partners outlining the role and responsibilities of each organization.
  - Current organizational budget-to-actuals\*\* from each partner organization.
  - Most recent audited financial statement or 990 from each partner organization
  - Zip Code-Level Impact Attachment\*

\*The Zip Code-Level Impact Attachment is meant to provide the reviewer with a deeper understanding of the breadth and depth of your impact within Washington, DC. Please [Click Here](#) to access the reporting form.

For the Zip Code attachment, please note the following:

- We are specifically looking to learn the number of unique clients that you serve in total and by zip codes across Washington, DC.
- If you have already developed this type of comprehensive report for another funder, you may submit using that existing format for this attachment. If not, you are encouraged to use the template provided by The Community Foundation's staff.
- If your organization provides direct services but does not collect unique data on clients by zip code, please adapt the report to illustrate the outputs by zip code and, if possible, estimates of unduplicated clients served.
- If you are engaged in systems change and advocacy, please provide a narrative with as much information as possible about the population(s) that would benefit from your organization's advocacy agenda and systems change work.

**\*\*Organizations may use their existing budget formats for both the program and organizational budget. Since proposals will be viewed electronically, The Community Foundation strongly encourages applicants to make sure the budget documents are formatted in portrait mode (rather than landscape) and ensure all relevant columns/data can be viewed without printing the document. We encourage applicants to make sure the budget splits out revenue from government (including the breakout of federal, state, or Washington, DC funding), foundations, businesses, individuals, and in-kind support.**

- **Stage 4:** If selected to advance, the organizations will be asked to present their project to the Health Equity Committee (HEC) for final decision.
- **Stage 5:** Applicants will be notified within a month of the HEC's final decision.

## KEY DEFINITIONS

Here are a few critical definitions referenced throughout the LOI:

**HEALTH** is a dynamic state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

**HEALTH EQUITY** means social justice in health where no one is denied the possibility to be healthy for belonging to a group that has historically been economically/socially disadvantaged. Health equity is a process of assurance of the conditions for optimal health for all people. It requires at least three things: 1) valuing all individuals and populations equally, 2) recognizing and rectifying historical injustices, and 3) providing resources to address needs.

**SUSTAINABILITY** is defined as the ability to maintain or improve conditions that have been created as a result of the project. This requires sustainable practices which are those that, at minimum, do not harm people or communities and at best creates improved outcomes for underserved communities.

The **SOCIAL AND STRUCTURAL DETERMINANTS OF HEALTH** (SSDOH) are the complex, integrated, and overlapping social structures and economic systems that are responsible for most health inequities. These social structures and economic systems include the social environment, physical environment, health services, and structural and societal factors.

**SOCIAL DETERMINANTS OF HEALTH** are the non-medical factors that influence health outcomes. They are conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. The social determinants of health include:

- Economic Stability
- Education Access and Quality
- Health Care Access and Quality
- Food Access and Quality
- Neighborhood and Built Environment
- Social and Community Context

**STRUCTURAL DETERMINANTS OF HEALTH** encompass policy, law, governance, and culture and refers to race, ethnicity, gender or gender identity, class, sexual orientation, and other domains. Inequities in these structural determinants are created by the distribution of money, power, and resources throughout communities. They are the 'root causes' of health inequities because they shape the quality of the Social Determinants of Health experienced by people in their neighborhoods and communities.



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**COMMUNITY WEALTH BUILDING** is an economic development model that transforms local economies by focusing on local control of employers, capital resources, and other community assets. With the capacity to address racial wealth inequality at its core, community wealth building is a compelling alternative to traditional economic development practices that often produce and reinforce disparities.

Community Wealth Building activates specific forms of ownership like community land trusts, cooperative housing, worker cooperatives, employee-owned businesses, sovereign wealth funds, community benefits agreements, public banking, and benefit corporations, connecting and scaling them to change individual lives and entire communities. These methods are being advanced and replicated all around the world by cross-sector collaboratives that include local governments, economic development teams, anchor institutions, impact investors, private business interests, and community leaders and organizations working together to accelerate ownership and wealth-building opportunities in underinvested and marginalized neighborhoods.

**STRATEGIC ECONOMIC PARTICIPATION** is a local economic development approach that links the service and production power of community wealth building businesses and enterprises with the purchasing and investment power of large-scale anchor institutions and emerging economic ‘deals’ happening in the region. A SEP approach would involve close coordination to ensure that CWB enterprises—particularly ones in the most economically isolated and segregated parts of the jurisdiction, are hardwired into contracts and other revenue producing opportunities that are a consequence of the hospital project.

**ECONOMIC MOBILITY** projects must describe how someone’s economic well-being will trend positively over time. Most often, economic mobility looks at how someone’s income changes over their lifetime. When someone’s income improves over their life, that person is considered upwardly mobile. This means their economic situation is getting better over the course of their life. By contrast, when someone’s income stays flat or decreases over their life, that person is considered downwardly mobile.

Economic mobility, therefore, describes the opportunity available to one individual. However, economic mobility is often more useful when scaled to summarize the overall opportunity in a neighborhood, community, geographical area, or population. For example, due to historical policy decisions, some neighborhoods provide a higher rate of upward mobility.

Economic mobility can also refer to the changes in economic outcomes for groups of people, or generations over time. Because it shows us economic status over time, there are two elements that make up a measure of economic mobility: time and an economic



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indicator. Most often, income is the easiest economic indicator to use. However, there are many elements that feed into economic well-being.

**MEASURING ECONOMIC MOBILITY** - Because economic mobility shows us economic status over time, there are two elements that make up a measure of economic mobility: time and an economic indicator. Most often, income is the easiest economic indicator to use. However, there are many elements that feed into economic well-being, including education, health, homeownership, wealth, and other indirect measures of economic status.

Therefore, economic mobility projects must use one or more of the following measures:

- **Change in indicator over time:** You might look at the change in an individual economic indicator — for example, one individual's income over time. These income changes could be averaged for groups of people to show how a certain group's economic mobility is.
- **Change across generations:** Another way to measure trends in economic mobility is to see if an individual earns more money than their parents. This allows us to measure economic mobility across generations. Because wealth building traditionally occurs across generations, a fair society would create more economic mobility for each generation.
- **Change across groups or identities:** Across any of these indicators, measuring mobility compared to parents or peers, income, education level, homeownership, and so on, can be grouped at the neighborhood, county, city, or state level.
- **Indirect indicators:** However, the consequence of this is we don't know the economic mobility of people who are currently children. This is where indirect measures can help us make estimates about the current conditions of economic opportunity. As we know, educational attainment is strongly related to someone's income. So, it can be easier to measure which neighborhoods or cities are allowing for people to pursue postsecondary education. While not directly measuring income changes over time, educational attainment in different neighborhoods helps illustrate which neighborhoods are providing more opportunity for upward mobility. This is especially useful when we control for different variables, such as race, ethnicity, average income, and other indicators of mobility.

Because the goal of measuring economic mobility is to help ensure society is working as fairly as possible, these indirect and direct measures (direct measures like income and indirect measures like graduation rates, incarceration rates, homeownership rates, etc.) can help identify places where policies can create more opportunity. This notion of





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fairness is also why we care about mobility for similar groups of people where one small difference (whether it is race, geography, or gender), leads to big gaps in outcomes.



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## APPLICATION TEMPLATE

### I. LEAD ORGANIZATION BACKGROUND (Completed Online – No attachment required)

1. Organization name, address, and website
2. Tax exempt/EIN Number
3. Date organization was established
4. Fiscal year (MM/YYYY – MM/YYYY)
5. Total organizational budget (current year)
6. Fiscal year (e.g., January – December, July – June)
7. Organization’s mission [Limit: 150 words]
8. Name of President or Executive Director and email/phone
9. Select gender of Executive Director
  - i. Male, Female, Transgender, or None of These
10. Select Race/Ethnicity of Executive Director
  - i. Race - White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Pacific Islander, or Prefer to Self-Describe.
    - a. If you selected Prefer to Self-Describe, please specify.
  - ii. Ethnicity – Hispanic or Latino, No Hispanic or Latino
11. Please check all of the geographic area(s) the organization currently serves below:
  - District of Columbia
  - Montgomery County, Maryland
  - Prince George’s County, Maryland
  - Northern Virginia

#### REQUEST DETAILS

12. Name of primary contact for this proposal, if other than Executive Director and email/phone
13. Fundraising Lead: Name, title, phone number, and email of primary contact person for fundraising (if different from Executive Director)
14. Total Amount Requested
15. Purpose of Request: Briefly describe the partnering organizations demonstration project(s) and how it focuses on community wealth building and/or economic mobility.



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## II. PARTNER ORGANIZATION BACKGROUND (Completed Online – No attachment required)

1. Organization name, address, and website
2. Tax exempt/EIN Number
3. Date organization was established
4. Fiscal year (MM/YYYY – MM/YYYY)
5. Total organizational budget (current year)
6. Fiscal year (e.g., January – December, July – June)
7. Organization’s mission [Limit: 150 words]
8. Name of President or Executive Director and email/phone
9. Select gender of Executive Director
  - i. Male, Female, Transgender, or None of These
10. Select Race/Ethnicity of Executive Director
  - ii. Race - White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Pacific Islander, or Prefer to Self-Describe.
    - a. If you selected Prefer to Self-Describe, please specify.
  - iii. Ethnicity – Hispanic or Latino, No Hispanic or Latino
11. Please check all of the geographic area(s) the organization currently serves below:
  - District of Columbia
  - Montgomery County, Maryland
  - Prince George’s County, Maryland
  - Northern Virginia

## III. PARTNER ORGANIZATION BACKGROUND (Completed Online – No attachment required) – If Applicable

1. Organization name, address, and website
2. Tax exempt/EIN Number
3. Date organization was established
4. Fiscal year (MM/YYYY – MM/YYYY)
5. Total organizational budget (current year)
6. Fiscal year (e.g., January – December, July – June)
7. Organization’s mission [Limit: 150 words]
8. Name of President or Executive Director and email/phone
9. Select gender of Executive Director
  - iv. Male, Female, Transgender, or None of These
10. Select Race/Ethnicity of Executive Director
  - v. Race - White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Pacific Islander, or Prefer to Self-Describe.
    - a. If you selected Prefer to Self-Describe, please specify.
  - vi. Ethnicity – Hispanic or Latino, No Hispanic or Latino

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11. Please select all of the geographic area(s) the organization currently serves below:

- District of Columbia
- Montgomery County, Maryland
- Prince George's County, Maryland
- Northern Virginia

## IV. NARRATIVE

(Maximum of 5 pages, single-spaced, 11 point or higher font, 1" margins—submitted as a pdf attachment)

### ORGANIZATION BACKGROUNDS

The background section should introduce the review committee to the collaborative respondents. In one (1) page, at most, please:

- Describe who the two (or more) partner organizations working together will be, along with each organization's history, mission, and the sub-population(s) served.
- Describe how partner organizations approach their work through a racial equity lens.

### PROGRAM DESIGN

This section should introduce the review committee on how the respondent will approach the proposed effort.

- What demonstration project will the respondents implement? Please be sure to address the sub-bullets under the Demonstration Project description in the Additional Review Criteria section (see page 3)
- If this is a wealth building project, the respondents must include these two elements– 1) Deep Knowledge of Community Wealth Building and 2) Deep Knowledge of How to Measure Community Wealth (see key definitions on page 7).
- If this is an economic mobility project, the respondents must include these two elements - 1) Deep Knowledge of Economic Mobility, and 2) Deep Knowledge of How to Measure Economic Mobility (see key definitions on page 7-8)
- Demonstrate your organization's expertise and successful experience in models that increase income and build wealth.
- Plan of how substantial progress and impact will be demonstrated on the project by the end of Health Equity Fund (March 31, 2027).
- Describe the organization's plans for sustainability once funding ends to ensure no harm is done to communities benefitting from the funded project.

List and describe three (3) anticipated outcomes from the demonstration project.



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## V. ATTACHMENTS

*Each attachment must be uploaded separately as a PDF document into the online application system. Attachments are required for your application to be considered complete.*

### ORGANIZATIONAL INFORMATION

1. Projected funding amount needed to accomplish the prescribed aims with a brief description of 1) how the funds will be used over the course of the grant period, and 2) how funds will be divided by the partner organizations.
2. List of board members with terms, occupations, and related racial/ethnic and gender demographic information from each partner organization.
3. Data showing the racial/ethnic composition and gender demographic information for all staff members. Please provide a breakdown by position from each partner organization.

**Proposals that do not include all required elements will not be considered for funding.  
Proposals that are incomplete will not be reviewed or considered for funding.**

If you have any programmatic questions please email Isabel Spake at [ispake@thecommunityfoundation.org](mailto:ispake@thecommunityfoundation.org)

If you have any technical questions, contact Carmen Rosa at [crosa@thecommunityfoundation.org](mailto:crosa@thecommunityfoundation.org)

## HOW TO USE THE COMMUNITY FOUNDATION'S ONLINE GRANT APPLICATION SYSTEM

### System Requirements

Respondents must have a functioning Internet connection and one of the following browsers, with cookies enabled: Google Chrome or Firefox v3 or higher.

**PLEASE NOTE Safari, Microsoft Edge, and Internet Explorer are not compatible.**

1. To begin your application response, cut and paste the link below into your web browser:
  - a. With Tax ID Requirement:  
<https://us.grantrequest.com/application.aspx?sid=5491&fid=35321>
  - b. Without Tax ID Requirement:  
<https://us.grantrequest.com/application.aspx?sid=5491&fid=35322>
2. If you are new to this grantmaking system, you will be prompted to create an account login with an email and a password. You will need to verify your email in order to continue.
3. Once you have created your account and verified your email, you can access the application form by re-entering the link listed above into your browser.
4. Enter data. As needed, update any organizational information in the fields provided.
5. Upload proposal attachments. The online application system allows you to upload the required proposal attachments.
  - a. Each required attachment must be individually uploaded into the system. Only one document may be uploaded for each required attachment.
  - b. Documents will only be accepted in PDF file format.
  - c. Please do not use special characters (!, @, #, \$, etc.) in the names of these attachments.
6. Save and finish later. At the bottom of any page of the application form, you can click Save & Finish Later to save the data entered thus far and return later to complete the application form prior to the submission deadline. To access your account and finish your partially completed application click here:  
[https://www.GrantRequest.com/SID\\_5491?SA=AM](https://www.GrantRequest.com/SID_5491?SA=AM)
7. Submit your application. Carefully review your response for completeness. Click the submit button to send your application to The Community Foundation. You will

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receive an email confirming receipt of your application. **If you do not receive a confirmation, please check your spam filter/folder.**

## Appendix A: PDF Conversion Programs

**Please note that all application attachments must be submitted as PDF documents.**

When naming your file, please do not use special characters (such as /, \*, %, etc.) or spaces in the file names. Such files are not recognizable as PDFs to some systems.

If you must use a document scanner to create a PDF, please ensure that the resulting file is easy-to-read.

Please remove any password protections or coding prior to uploading your documents.

The list below contains some of the PDF generators available, many of which are free or very inexpensive. The Community Foundation **does not** endorse any particular software.

- Adobe  
<http://www.adobe.com/products/acrobatstd/main.html>
- Bullzip PDF Printer  
<http://www.bullzip.com/products/pdf/download.php>
- FreePDF  
[http://freepdfxp.de/index\\_en.html](http://freepdfxp.de/index_en.html)
- novaPDF  
<http://www.novapdf.com>
- PDF24 Creator  
<https://en.pdf24.org>
- PDFcreator  
<http://www.pdfforge.org/pdfcreator>

**\*Proposals that do not include all the elements as stated will not be considered for funding.**

**\*Illegible or incomplete applications will not be considered.**