

GENERAL

1. **What is the relationship between Greater Good Studio and RWJF?**

Greater Good Studio designed and is facilitating Raising Places through a grant from the Robert Wood Johnson Foundation (RWJF). RWJF will also provide thought partnership to Greater Good Studio and the selected communities.

2. **What is human-centered design?**

Human-centered design is a process for creative problem solving, grounded in empathy and iteration. It is a powerful framework for creating alignment among people from diverse backgrounds and turning ideas into action. The process includes the following flexible phases, with a focus on iteration within each:

- *Frame*: Articulate the scope of the project. Who is involved? What behavior(s) do you want to change?
- *Research*: Learn from the people involved in the challenge area or behavior change, using interview and observation.
- *Synthesize*: Sort the information gathered through research, noticing patterns. Set priorities for barriers or opportunities to address.
- *Concept*: Generate lots of new ideas, drawing inspiration from the design team's research and examples from other industries.
- *Prototype*: Make the top ideas tangible and gather feedback from people who may be involved in the idea's use or implementation.

Through participating in Raising Places, the convener and design team members will gain skills (through in-depth, hands-on experience) in utilizing a human-centered design approach for community engagement and creative problem-solving.

3. **Who will be facilitating the labs?**

Greater Good Studio will travel to the six communities to facilitate the labs as well as provide the overarching structure and content. Conveners will also play a role in coordinating and managing the logistics, as well as co-facilitating the labs.

4. **When will the two-day labs take place?**

Greater Good Studio will work with the selected communities to determine on what days the labs will take place. The labs may be during the week or weekend.

5. **How many applications do you expect to receive and how many grants will be awarded?**

We do not know how many applications we will receive. There is no limit to how many LOIs we will accept, and everyone who submits an LOI by the deadline will be invited to submit a full application.

Up to six communities will be selected to receive the grant.

6. **How will you answer questions about the application process or Raising Places?**

Answers to clarifying questions will only be answered via email. Please email hello@raisingplaces.org with any questions you may have. This FAQ document will also be updated periodically. In alignment with RWJF policy, feedback on individual proposals will *not* be provided.

7. **How long is the project timeline?**

Grants are expected to be awarded in September of 2017, and the lab process is anticipated to be nine months in total.

8. **How can I access the webinar materials?**

The first optional webinar (from March 20th) has been recorded and it, as well as the slides that were shared, can be accessed in the “Optional Web Conference” section in the “Reference” sidebar in RWJF’s online A&R system.

The second webinar (on April 17 at 4:15 p.m. ET) will also be recorded and shared as described.

ELIGIBILITY & SELECTION PROCESS

9. **How does Raising Places define “community”?**

Raising Places focuses on the places where kids and families live, learn, and play. For this reason, “community” is defined as a geographic area. Raising Places recognizes that in other contexts, community can also be used to describe specific populations or groups of people. While Raising Places utilizes a place-based, geographic definition, it is understood that there are other dimensions that are important to a place, such as identity and culture of the people who live in these places. These dimensions are important considerations, which will be explored in the full application and throughout the Raising Places project, however the primary definition will remain as a geographic area.

10. **What is considered a “small geographic area” and what does formally or informally recognized mean?**

The application intentionally leaves the definition open, so that communities can determine the area that works best for their local context. In general, communities should be small enough to offer focus while large enough to prompt multiple cross-sector projects by the design team, not just a single project or within a single organization. Examples of appropriate scale, for comparison, might be neighborhood, ward, corridor, district (e.g. business, arts, historic), or census tract. We recognize that in a rural or tribal context, the geographic area might be slightly larger, given the lower population density. It is also envisioned that in an urban or suburban setting, a geographic area spanning a city, county, or region might be too large given time and funding constraints. When defining the community, applicants should consider if the geographic area seems appropriately sized for nine-month, lab-based process focused on engagement with community members, rapid prototyping, and creating a feasible plan for implementation.

As one point of reference, Greater Good Studio is located in Chicago’s Logan Square neighborhood. Logan Square is one of Chicago’s 77 recognized community areas, and it covers

about three square miles. Within Logan Square’s boundaries, there is a locally-recognized, yet unofficial, neighborhood called Palmer Square. It is much smaller (only about one square mile), but still contains a vibrant business district, schools, churches, and public spaces. Either of these communities would be appropriate in scale for this application, as they both offer the potential for multiple projects while being contained in relatively small geographic areas. Note that these are just two of many possible examples of what an appropriate size would be – please apply with what your team decides is most appropriate for your community.

11. Will multiple applications from the same community (i.e., small geographic target area) be accepted?

Multiple applications from the same community will be accepted. However, as cohort diversity across geographic regions is a goal, it is highly unlikely we will fund more than one collaboration in an area.

In the event there are multiple applications from one community and/or overlapping areas, each application will be reviewed independently. We will not connect applicants who are applying with the same or overlapping areas.

12. Can we focus on a specific population within the geographic community?

Raising Places is intended to help build healthier communities where all children and their families can thrive. During the application process, communities should be identified by a small geographic area and all of its community members, rather than a specific population within the area. However, as we move through the labs-based process, resulting projects may be tailored to serve a specific population within the geographic area.

13. Can one convener submit applications on behalf of multiple communities?

Multiple applications from the same convener will be accepted. However, as cohort diversity across geographic regions is a goal, it is highly unlikely we will fund a convener to work in more than one community. Conveners should keep in mind that they are expected to have on-the-ground knowledge and ability to navigate local complexities of the community/ies with which they apply. Therefore, it would be most beneficial for conveners to only apply on behalf of communities where they have deep ties.

14. Can an organization that is not a registered 501(c)(3) apply to receive the grant through a fiscal sponsor?

Yes, the convener may apply with a fiscal sponsor if the convener organization is not themselves a 501(c)(3). The fiscal sponsor must be a registered 501(c)(3) and would receive the award on behalf of the convener, if that community is selected. Note that a fiscal agent is not eligible to serve this role.

While tribes have tax exempt status, a convener applying with a tribal community must still either be a registered 501(c)(3) or apply with a fiscal sponsor.

15. Can a church or a university be a convener?

Yes, a church or university may apply as a convener so long as they are a registered 501(c)(3) or apply with a fiscal sponsor (see question 15.)

16. Can the workload of the convener be shared by multiple staff members within that organization?

Yes, it is up to the convening organization to determine how the workload will be managed internally.

17. Who should be on the design team? Is representation from any particular profession/sector required on the design team?

Communities are encouraged to think critically about their local context when determining the individual perspectives and fields that should be represented on the design team. Although teams should include several people who represent both the better childhoods and better communities perspectives, there is no required number of people from each perspective. Additionally, while design team members can come from a variety of organizations, government agencies, businesses, and institutions, including the convener, there are no specific requirements for professions and/or organizations that have to be represented. The CFP provides examples of the types of professions, networks, and/or organizations from which key perspectives might be selected.

Lastly, when curating a design team, communities should embrace and value individual design team members' unique access to diverse systems of power and influence. Successful design teams should include at least a few key individuals who hold (or have close access to) decision-making power that can move projects on a systems-level and/or bring financial assets to bear, as well as those with deep community ties, particularly to parents and their children, that can build community credibility.

18. How might we involve elected officials and/or government agency employees?

Government entities are not eligible to serve as the convener, as the convener must be a registered 501(c)(3) or apply with a fiscal sponsor (see question 15.) However, design teams can include elected officials and/or staff in government offices as members.* Additionally, throughout the Raising Places process there will be the opportunity to engage community stakeholders. This engagement may include elected officials and government employees, as long as the engagement does not violate RWJF policy prohibiting the use of grant funds for lobbying or political activities.

*Please note that Raising Places includes a \$2,500 stipend for each design team member. Funds will be dispersed by the convener. It is up to each design team member to confirm if they are permitted to accept this stipend within their professional or organizational restrictions.

19. Can the design team include more or fewer than 10-12 members?

To support an effective labs-based process with multiple small group projects, the ideal size of the design team is 10-12 members. The number of design team members was determined based on anticipated capacity of the group to manage small group projects as well as Greater Good Studio's capacity to effectively facilitate the labs-based process. However, if a community believes that fewer or more members would be more appropriate in their context, they may apply with the number they think is best.

20. Would it be appropriate to include residents of the community as part of the design team?

Community members who meet the criteria for design team members listed in the CFP are welcome to be included. Please note, many additional residents of the community and stakeholders that may not necessarily meet the criteria, will also be actively engaged throughout the process, particularly during the research and prototyping phases.

21. When do the design team members need to be confirmed?

Part of the full application will require materials from each of the 10-12 design team members. It is expected that the design team members that the community is applying with are the design team members that will be involved in the project should the community be selected to receive a grant through this process.

22. What if all design team members cannot commit the amount of time estimated in the CFP?

Design team members are expected to participate fully in the process, as described in the CFP. If there are stakeholders that cannot contribute the full amount of time, there will be other ways for them to be actively engaged in the process outside of being a member of the design team.

23. What kind of collaborations are ideal?

An ideal collaboration is one that includes individuals from both the better childhoods and the better communities perspectives. Additionally, the CFP highlights diversity measures that can help in curating a well-balanced and successful team such as, but not limited to, key individuals that have access to systems of power and influence, as well as those with deep community ties.

24. If my community already has an existing collaborative, can we leverage that for this process?

Yes, so long as the existing collaborative includes people from both perspectives and the group is open to fully engaging in the Raising Places process to go beyond business as usual. The Raising Places process will begin with exploration, through framing and community-based research, and then move into prototyping of ideas through small group projects. It is best suited for collaborations that are at a stage ready to engage in a process of exploration and design, rather than those who are ready to implement existing ideas.

25. Do design team members need to have an existing collaboration in order to apply?

In general, while applicant communities should have a history of place-based and/or cross-sector collaborations, the Raising Places design team may or may not be based in an existing collaboration. Similarly, while design team members may have worked together before, this is not a requirement.

26. What if a planning process in our neighborhood is already underway – can it be leveraged for this project?

The momentum of existing initiatives may be leveraged in the Raising Places process. However, through Raising Places, participating communities are expected to push beyond business as usual. Raising Places is best suited for communities that are at a stage ready to engage in a process of exploration and design, rather than those who are ready to implement existing ideas.

27. If our community already has priority challenges or a project that we are working towards,

can we use those to drive the Raising Places project?

Teams should bring their personal and professional experiences, including existing challenges, to inform discussions during Raising Places. However, team members are also expected to come to the table with a beginner's mind in order to frame or reframe existing challenges and uncover additional challenges specifically for this project, rather than moving forward solutions that are already underway.

Raising Places is best suited for communities that are at a stage ready to engage in a process of exploration and design, rather than those who are ready to implement existing ideas.

LETTER OF INTENT (LOI) PHASE

28. How do I apply for this grant?

All applications must be submitted via the RWJF online system. Visit <http://www.rwjf.org/cfp/rplaces> and use the *Apply Online* link. If you have not already done so, you will be required to register at <http://my.rwjf.org> before you begin the proposal process.

The first required step is submission of the Letter of Intent (LOI), due March 31, 3:00 pm EST. All applicants who complete an LOI by the deadline will be provided access to the full application.

29. Who should submit the Letter of Intent (LOI)?

Any representative of the applicant community can submit the LOI through the RWJF online system. During the full application phase, the community will designate a convener and design team members to apply on its behalf. If the person who submitted the LOI is not from the convener organization, a key contact person from the convener will need to be added as a 'Collaborator' in the RWJF A&R system.

30. Is the information submitted in the LOI binding or can answers change in the full application?

The answers to the questions in the LOI are for informational purposes and are not binding. Applicants may submit their current thinking for the LOI.

During the development of the full application, answers provided about the community and contact person may change. Therefore, applicants will be required to resubmit their community and contact information as part of the full application.

Applicants are encouraged to save their LOI answers in a separate document, as they will not have access to this content while working on the full application through the RWJF online system.

APPLICATION WORKSHOP

31. What is the purpose of the application workshop?

Applicants will be required to convene potential partners for a workshop prior to submitting a full application. (Initial guidance related to scheduling and preparation is included in the LOI materials.) The workshop is intended to gather material for the application as well as serve as an opportunity for reflection across sectors about the community's current conditions and assets. Facilitation guidance and documentation expectations will be provided with the full application.

32. If we have an established community collaborative, are we still required to complete the application workshop?

Yes. The workshop is a required part of the full application. Facilitators may adjust the sample agenda (provided with the full application) to fit their group's needs, but the activities and discussions required in the full application must be completed.

33. Who should facilitate the application workshop?

It is up to the community to decide who will facilitate the workshop. It is likely that the facilitator/organizer of the application workshop will apply as either the convener or as a member of the design team, but it is not required.

34. What if all design team members cannot attend the application workshop?

While it is encouraged to have all potential design team members present, we understand that they may not all be able to attend the workshop. However, having a majority of the 10-12 design team members present will be necessary to effectively complete workshop activities and discussions. Following the workshop, additional design team members may still be invited to join the application.

35. What if people attend the application workshop, but then don't join the design team?

Attending the workshop does not bind anyone to participating further. In fact, it is an opportunity for the group to test dynamics and see if participants have a genuine desire and capacity to be a part of this process. If people don't join the team after attending the workshop, there may still be opportunities for engaging them at other points throughout the Raising Places process.

BUDGET

36. Is the grant amount fixed? Are there opportunities to adjust the budget within the allocated amount?

The grant amount per selected community is fixed at \$60,000. The funding is expected to cover the costs of implementing the Raising Places process. While each convener applicant will submit their own budget as part of the full application, a sample budget is included in the CFP on page 8. While this sample budget can be modified in the application to take into account local costs and needs, it reflects the Raising Places team's best estimate of the anticipated costs. Therefore, applicants should use the sample budget as a guide, and are welcome to use budget estimates exactly. The one item that is fixed is the stipend per design team member: \$2,500. The sample budget in the CFP assumes 12 design team members, but the number of members may differ.

Directions for submitting the budget will be included in the full application. These directions will

include instructions on allowable expenses. Page 13 of the CFP also describes the use of grant funds.

37. Will this Raising Places grant cover the cost of implementation?

No. Each of the six selected conveners will receive a grant of \$60,000 from RWJF to support their team's work throughout the nine-month process, which includes a series of labs, sprints, and an implementation planning phase. This funding is expected to cover prototype development and planning for implementation, but is not intended to support piloting or implementation.

IMPLEMENTATION

38. Will the implementation plans in selected communities be for one project or more than one project?

Depending on the community, the process of framing, research, and prototyping will result in a different number of projects with implementation plans. It's expected that each design team will have about three small project groups, and past experience suggests that each project group might have 1-2 projects, which means there might be 3-6 projects per community.

39. What kind of projects might communities work on?

Through the Raising Places process, communities will explore both symptoms and root causes of local challenges, identify leverage points, and create tangible solutions that address these challenges at different levels and types of impact. Teams will work on multiple projects in each community and the resulting prototypes and implementation plans might include, but are not limited to, services, policies, programs, built projects, communications, tools, and interactions.

40. Will there be any additional funding from Greater Good Studio or RWJF to fund programs or projects that developed in the implementation planning phase?

This project goes beyond a traditional planning-like grant that you may have experienced from RWJF or other foundations in the past. The focus is on applying a human-centered design process to bring together different perspectives to create better communities for children – and learning from applying this process.

It is unlikely that there will be further funds available to support local projects at the end of this award period. However, during implementation planning, Greater Good Studio and conveners will support design teams in reaching out to potential funding or investment partners.