

2017 Call for Proposals

LOI Deadline: March 31, 2017



Robert Wood Johnson Foundation

RAISING PLACES: BUILDING CHILD-CENTERED COMMUNITIES

OPPORTUNITY SUMMARY

At the Robert Wood Johnson Foundation (RWJF), we are working to build a national Culture of Health so that all people can reach their full potential—no matter where they live or who they are. A Culture of Health recognizes that health and well-being are greatly influenced by where we live and work, the safety of our surroundings, and the relationships we have in our families and communities. Currently, many children do not live in environments that enable them to grow up healthy and strong.¹

We at RWJF are very aware that achieving this Culture of Health will take unprecedented collaboration. We know that by working alongside many others, we can bring about meaningful change and create the conditions that allow all residents the opportunity to reach their best possible well-being—particularly children and their families. That is why *Raising Places: Building Child-Centered Communities* is important—it can help the nation move beyond diagnosing the problems of kids' environments to improving those environments.

Raising Places catalyzes local momentum for cross-sector collaboration, engaging diverse partners to build healthier communities where all children and their families can thrive. Up to six grants will be awarded to communities from across the country to participate in a nine-month, lab-based process, designed and facilitated by Greater Good Studio. Social labs are an internationally recognized approach with a flexible structure that brings together diverse stakeholders to engage with complex challenges in new ways. Within a lab, participants focus on systems, seek to identify and address root causes rather than just symptoms, and embrace—with an emphasis on learning and iteration—going beyond “business as usual.” Through *Raising Places*, Greater Good Studio leverages the labs process to help communities explore the intersection of two important perspectives: what it takes to create better communities and what it takes to support better childhoods. Local leaders drawn from these perspectives will collaborate to develop actionable, practical solutions to pressing community challenges.

Applications are sought from communities enthusiastic about engaging in a new approach to cross-sector collaboration. Each community will define its geographic area of focus, identify a trusted convener to accept and manage the grant, and build a design team comprised of 10 to 12 local leaders. Through a series of two-day labs—as well as ongoing coaching from Greater Good Studio—teams will frame a focus area, conduct research, identify priorities, brainstorm ideas, and test through prototyping. Local teams will work in partnership with community members, practitioners and other stakeholders at each step, gathering diverse insights and experiences and co-creating ideas and prototypes. Through *Raising*

¹ Chetty, R., Hendren, N., Katz, L. 2016. "The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment." *American Economic Review*, 106(4): 855–902. Available at <http://pubs.aeaweb.org/doi/pdfplus/10.1257/aer.20150572>

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Places, communities will both develop locally driven solutions and gain hands-on experience in a process that can support continued collaborations.

BACKGROUND

There is growing recognition that community environments—physical, social, and economic— directly affect individuals’ health. In the case of children, community conditions not only influence their current health and development,² but also their long-term outcomes.³ While all children deserve to live in communities that support healthy development, in many places, particularly those under-resourced or with a history of disinvestment, families and communities often face significant obstacles in providing the supportive environments children need to thrive. Challenges are both multidimensional and systemic. They may manifest in the physical environment as unsafe housing, lack of green space, or poor air quality, and in the social and economic realm as limited job opportunities, fractured social structures, lack of transportation, and violence.⁴ These are just a few of the neighborhood disadvantages that can undermine families’ abilities to provide a stable, enriching environment for their children. In children’s early life, exposure to such adversity can produce toxic stress—a prolonged activation of the stress response systems⁵—and negatively impact healthy brain development and gene expression.⁶ This effect is only compounded as children grow up in under-resourced environments.

Despite the challenges that many communities face in providing opportunities for all children to thrive, each possess tremendous local assets—from the creativity of residents to the power of local organizations and institutions. These embedded assets also include practitioners focused on *better communities*—those leaders from diverse sectors who are committed to improving the physical, social, and economic conditions that foster healthy communities. An equally diverse system of practitioners focused on *better childhoods* is invested in ensuring families are supported and children are growing, learning, and thriving across their development into adulthood. Creating supportive, healthy communities for children and families requires leveraging these assets to advance cross-sector solutions that build on the vision of community residents.

Recent years have brought increased momentum and interest in cross-sector collaborations. Yet, leaders from these two diverse perspectives don’t often find themselves around the same table. For example, among *better communities* practitioners, there is a growing effort to put a greater emphasis on people and

² Robert Wood Johnson Foundation Commission to Build a Healthier America (2014). Time to Act: Investing in the Health of Our Children and Communities Recommendations From the Robert Wood Johnson Foundation Commission to Build a Healthier America. Available at <http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/rwjf409002.pdf>

³ Chetty, Raj, et. Al. “Moving to Opportunity Experiment”

⁴ PolicyLink (2007). Why Place Matters: Building a Movement for Healthy Communities. Available at http://www.policylink.org/sites/default/files/WHYPLACEMATTERS_FINAL.PDF

⁵ “Toxic Stress.” *Center on the Developing Child*. Available at: <http://developingchild.harvard.edu/science/key-concepts/toxic-stress/>

⁶ Jutte, D., Miller, J., Erickson, D. (2015). “Neighborhood Adversity, Child Health, and the Role for Community Development.” *Pediatrics*. 135 (Supplement 2) S48-S57; DOI: 10.1542/peds.2014-3549F Available at http://pediatrics.aappublications.org/content/135/Supplement_2/S48

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health,⁷ along with a proliferation of place-based, healthy communities initiatives.⁸ However, there is rarely an explicit, holistic focus placed on children and their families. Similarly, there has been a movement among *better childhood* practitioners to adopt a multi-generation, cross-sector approach, but this approach does not necessarily directly address the built environment.

This is where *Raising Places* comes in.

Greater Good Studio is launching *Raising Places*, through a grant from the Robert Wood Johnson Foundation, to catalyze collaborations between these two diverse perspectives and, together, explore actionable, locally driven answers to the question, ‘What does it take to build healthier communities where all children and their families can thrive?’

RAISING PLACES OVERVIEW

Goals

Through *Raising Places*, Greater Good Studio offers a catalytic process—bringing together diverse stakeholders in communities primed to move from ideas to action and to create long-term, sustainable change. Through this 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. The specific outcomes of our work together will vary in each community, based on the local interpretation of “healthy, child-centered community” and the challenges they want to prioritize.

Local goals

- Establish and strengthen working relationships between diverse leaders, focused on *better communities* and *better childhoods*
- Meaningfully engage families, children, and other stakeholders in a co-creation process
- Create novel, actionable solutions to challenges that impact children and their families
- Initiate a bridge to implementation
- Catalyze additional momentum on local priorities

National goals

- Inspire additional national interest in the intersection of *better childhoods* and *better communities*

⁷ Arkin, E., Braveman, P., Edmonds, A., Jutte, D. (2015) *How Do Neighborhood Conditions Shape Health? An excerpt from Making the Case for Linking Community Development and Health* [Issue Brief]. Available at <http://www.buildhealthyplaces.org/content/uploads/2015/09/How-Do-Neighborhood-Conditions-Shape-Health.pdf>

⁸ Build Healthy Places Network. (2016) *Summarizing the Landscape of Healthy Communities: Executive Summary and Environmental Scan*. Available at http://www.buildhealthyplaces.org/content/uploads/2016/10/Summarizing-the-Landscape-of-Healthy-Communities_Exec-Summary.pdf

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- Amplify local stories and experiences to demonstrate the impact of cross-sector collaboration
- Explore the impact of a lab-based process for local problem solving
- Identify community characteristics that support the development of child-centered communities

Working Together: Greater Good Studio and local communities

In facilitating *Raising Places*, Greater Good Studio uses a labs-based approach, grounded in human-centered design that enables design team members to collaborate outside of “business as usual.” The methods of human-centered design emphasize empathy and experimentation, and offers a structure to manage the ambiguity inherent in complex challenges. (For additional information about human-centered design, see greatergoodstudio.com/hcdprocess). Our work together will be interactive, focused on advancing each of the local design team’s projects while also learning new skills and methods.

Collaborations will be intentionally fostered at all levels: within and between the small project groups; between design team members and the convener; and between participants across *Raising Places* communities. Greater Good Studio and participating communities expect to push each other to expand beyond what is expected, to envision new ideals and then translate those to reality. Greater Good Studio and participating communities will work with both optimism and pragmatism, while maintaining an openness to the unconventional.

Principles

Raising Places is guided by the following principles:

- Flexible: we make adjustments along the way
- Curious: we seek to understand the experiences, motivations, and perspectives of others
- Humble: we recognize the expertise of others as equally valuable as our own
- Tangible: we have a bias toward creation and action
- Iterative: we support quick cycles of creation, feedback, and revision
- Trusting: we operate from a place of good faith in each other and in the process
- Open: we rely on many inputs to the process, not just our past experiences

Process

Conveners selected through this solicitation, in collaboration with Greater Good Studio, will host a series of three, two-day labs over nine months, guiding a local design team through project framing, qualitative research, brainstorming, and rapid prototyping. During the first lab, design team members form small project groups (three to four members), focused on a prioritized challenge. These project groups will continue to meet, both within and between lab sessions, to advance their projects over the nine-month period. Greater Good Studio will provide weekly coaching support to project groups. Once local project groups have developed and tested prototypes, they’ll then begin planning for implementation.

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The intention is that at the close of *Raising Places*, the design team members, convener, and greater community feel equipped to build upon their momentum and work to secure the additional resources, commitments, and energy to bring the ideas to fruition and cascade into future ideation and action.

Schedule

The nine-month process will include a series of labs, sprints, an implementation planning phase, and a national convening. A description of each component is below:

- **Kickoff Lab (2 days, fall 2017):** This first session focuses on deepening relationships, framing project group topics and planning research.
- **Research Sprint (6 weeks):** Following the kickoff, each project group conducts and synthesizes primary and secondary research on their selected challenge. This will include approximately 10 primary research sessions (e.g., interviews, observations) per group, and will engage community members and other relevant local stakeholders as partners in this learning process.
- **Ideation Lab (2 days):** Based on the research data collected by each project group, this session will focus on prioritizing specific opportunities for design, then brainstorming ideas and deciding which to test through prototyping. Project groups will continue to engage community members and stakeholders throughout this generation and prioritization process.
- **Prototyping Sprint (12 weeks):** Each project group will iteratively test their most promising ideas with relevant community members and stakeholders, using quick and low-intensity prototyping methods. Project groups will use this series of prototypes to learn from both “end users” and those who may be involved in an idea’s implementation.
- **Action Lab (2 days):** Building on the learnings each group gained by testing their ideas, the first part of this session will focus on incorporating feedback and further defining solutions. Then, we’ll move into implementation planning, including hosting a “community design” session on the second evening. This larger community event will offer a platform for project groups to share their progress, gather feedback, and build consensus with community members, leaders, and other practitioners. Goals for this lab include continuing momentum, creating connections, and recruiting partners for the next phase of work.
- **Implementation Planning (12 weeks):** Design teams will conduct additional research, engage other practitioners needed for implementation work, and document a clear plan. Some teams may also begin initial steps of implementation. They will also identify long-term partners and potential funding sources for continuing the work.
- **National Convening (2 days, Spring 2018):** Two to three delegates per community will join up to 100 influencers for this invitation-only gathering. Delegates will present and discuss their work with a variety of potential partners and reflect on the lab process as a local problem-solving tool, as well as opportunities for future direction.

Please note that the activities described in both sprints are illustrative. However, actual activities may vary (e.g., a team may decide to conduct more research during the prototyping sprint), as this approach stresses iteration and flexibility throughout.

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Each lab will be held over two days. Conveners selected through this solicitation will provide childcare as needed for design team member and community member participation.

Roles and Responsibilities

Conveners, sought through this solicitation, will serve as trusted local guides for community-focused projects. Conveners will:

- Foster a thoughtful, inclusive, and collaborative environment with design team members
- Host each lab in an appropriate venue and provide childcare, if necessary.
- Co-facilitate each lab with Greater Good Studio
- Support design team projects by offering guidance on engaging stakeholders, accessing local resources, navigating relationships, and managing priorities
- Manage lab logistics (e.g., food, childcare, supplies)
- Work with Greater Good Studio to communicate locally and nationally about *Raising Places*
- Manage and disburse funds (e.g., design team stipends)
- Work with Greater Good Studio to determine who will represent their community at the national convening

These activities will average an estimated eight to 10 hours per week throughout the nine-month process.

Benefits gained by conveners selected through this solicitation and participation in the lab process:

- Increased skills in guiding cross-sector collaborations
- Increased skills in human-centered design and community engagement
- National and local publicity, showcasing the strengths of community-driven collaboration
- Knowledge and inspiration through peer learning opportunities within the *Raising Places* cohort

Design team members collaborate as a cross-sector team to create new programs, policies, and/or spaces that respond to specific community challenges. Design team members will:

- Participate in the full nine-month process, including three, two-day labs and 30-minute, weekly coaching sessions
- Work within a small project group to frame a focus area, conduct research, brainstorm ideas, and test through prototyping
- Engage professional and personal networks to recruit participants for research and prototype feedback

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- Work with Greater Good Studio to communicate locally and nationally about *Raising Places*
- Attend the national convening, if selected as a delegate

These activities will average an estimated 16–18 hours during weeks with labs and 2–4 hours during other weeks.

Benefits gained by design team members' participation in the lab process:

- Deepened working relationships with a diverse network of cross-sector collaborators within their community and nationally
- Increased skills utilizing a human-centered design approach to community engagement and creative problem-solving, gained through in-depth, hands-on experience
- Professional development support from human-centered design experts and *Raising Places* national advisers

Greater Good Studio guides the overall process and collaborates with conveners to support their design team's projects. Greater Good Studio will:

- Guide the lab-based process within each of the six communities
- Train conveners on facilitating the human-centered design process
- Co-facilitate each lab with conveners
- Provide weekly coaching with each design team's project groups
- Work with conveners and their design team to communicate locally and nationally about *Raising Places*
- Organize the national convening
- Work with conveners to determine who will represent their community at the national convening

RWJF provides guidance throughout the process. RWJF will:

- Serve as a thought partner to Greater Good Studio and *Raising Places* communities
- Provide financial oversight and accountability to the six conveners selected through this solicitation

TOTAL AWARDS

- Each of the six selected conveners will receive a grant of \$60,000 from RWJF to support their team's work. This funding is expected to cover the costs estimated below. What is provided below is a sample and does not encompass all allowable expenses. Directions on crafting the budget are included in the RWJF online system. While the design team members' stipends are fixed to ensure consistency

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across sites, budgets for other allowable expenses should take into account local needs and costs. We recognize that budgets may need to be amended after projects begin; sites will work with RWJF to make those amendments as needed, within the total amount of the award.”

- Funds are expected to be awarded in September 2017.
- It is unlikely that there will be further funds available to support local projects at the end of this award period.

Type of expense	Estimated total
Personnel (convener staff time)	\$10,000
Other Direct Costs	
<i>Travel (for two to three delegates to attend the national convening)</i>	<i>\$ 2,500</i>
<i>Meeting expenses (costs for hosting three, two-day labs, including materials, food, and childcare if needed)</i>	<i>\$ 5,000</i>
<i>Office supplies (materials costs during research/prototyping)</i>	<i>\$ 7,500</i>
Purchased Services	
<i>Contracts (design team members' stipends of \$2,500 each)</i>	<i>\$30,000</i>
Indirect Costs	\$ 5,000
Total Award	\$60,000

ELIGIBILITY CRITERIA

Community

- The community must have a recognized identity—either formally (e.g., neighborhood, ward, business district, census tract, reservation/pueblo, rural community) or informally (e.g., neighbor-recognized area, focus of an existing collaboration).
- Be located in one of the 50 states or the District of Columbia. Territories are not eligible to apply.

Convener

- Be a registered 501(c)(3).
- Be located in one of the 50 states or the District of Columbia.

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Design Team

- Include members with perspectives focused on both *better childhoods* and *better communities* (see examples on page 10).

DIVERSITY STATEMENT

Consistent with RWJF values, this program embraces diversity and inclusion across multiple dimensions, such as race, ethnicity, gender, disability, age, and socioeconomic status. We strongly encourage proposals in support of organizations that will help us expand the perspectives and experiences we bring to our work. We believe that the more we include diverse perspectives and experiences in our work, the more successful we will be as we strive together to build a Culture of Health, enabling all in our diverse society to lead healthier lives, now, and for generations to come.

SELECTION CRITERIA

A selection committee will evaluate each application in three key areas: 1) a clearly defined geographic focus area; 2) a trusted and committed convener; and 3) a dedicated and well-positioned design team. Within each of these key areas, applications will be assessed on their demonstration of the ways *Raising Places* will build on past or existing efforts (e.g., implementation of place-based initiatives, effective cross-sector collaborations).

During their proposal review, the committee will also prioritize diversity across the cohort of six communities. Therefore, while each application will be evaluated on the following selection criteria, additional aspects of diversity, including type of place (e.g., rural, suburban, urban), geographic region, type of convening organizations, and community demographics, will also be considered when making final award determinations.

Community: A clearly defined geographic focus area

Using a place-based approach to define “community,” applicants will offer their own definitions that resonate within their context. The intention is to set a small geographic target area, such as a district, neighborhood, or corridor. The size of the community may vary from site to site, with the goal of an area 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.

Proposals will be prioritized that can demonstrate how the geographic area and/or specific community challenges align with larger strategic initiatives (e.g., Mayor’s agenda, citywide comprehensive plan, community needs assessments).

Community characteristics

- A significant presence of families with children
- Thriving community-based organizations and/or institutions that address various aspects of child development, community development, the built environment, and/or health

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- History of effective place-based initiatives and/or cross-sector collaborations
- Social, economic and/or physical challenges that negatively impact children

Convener: A trusted and committed partner

Through this solicitation, RWJF is seeking conveners who are excited to coordinate and co-facilitate the lab-based process with Greater Good Studio, as well as manage financial, administrative, and reporting requirements for an award from RWJF. Conveners should have the credibility and connections to mobilize this work. Conveners must be aligned with *Raising Places*' principles and process, be able to work locally while maintaining a broader perspective, remain un-biased toward specific partners or strategies, and have the basic organizational capacity to support this work.

Convener characteristics

- Commitment to partnering with purpose to address complex social problems through diverse stakeholders, leveraging their shared vision and values
- A person-centered, asset-based orientation that places a premium on engaging all voices
- A high level of earned trust among diverse community stakeholders, including individuals and organizations that represent residents that do not have positional power
- Strong existing partnerships with diverse organizations and leaders both within and outside of the proposed community area; this includes relationships with government agencies, anchor institutions, and funders, as well as grassroots and community-based organizations; *the convener itself can be located within or outside of the proposed community as long as it can demonstrate these internal and external relationships*
- Experience facilitating functional and effective cross-sector collaborations to tackle challenging community issues; *experience working with children and family issues and/or community development issues is preferred, but not required*
- Openness to learning, innovation, and embracing the lab-based, human-centered design process
- Organizational capacity to dedicate time and resources to this project
- Ability to secure an accessible, flexible space for hosting lab sessions and group meetings
- A vested interest in continuing efforts beyond the duration of *Raising Places*

Design team: Dedicated and well-positioned leaders

Design team members are leaders with a combination of decision-making power and capacity to work collaboratively on hands-on projects. At relevant points throughout the labs, design team members may be asked to leverage their professional expertise and networks. They may also provide unique perspectives based on their organizational and professional backgrounds, although they are not expected to act as representatives of their employers. Design team members should also expect that participation in *Raising Places* will require a time commitment beyond traditional office hours.

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Design team member characteristics

- Have a professional and/or personal relationship with the proposed community
- Hold (or have close access to) decision-making power, within their industry or community that can advance projects
- Openness to learning, innovation, humility and embracing the lab-based, human-centered design process
- A vested interest in continuing efforts beyond the duration of *Raising Places*
- Personal and professional passion for working for positive change
- Commitment to cross-sector collaboration
- Ability and interest in balancing strategic thinking with active doing
- Be excited to engage directly in community-based research and active idea testing
- Be in a position to access or leverage other resources, commitments, and energy to advance the solutions which come out of the *Raising Places* work

Design team mix

When curating a well-balanced design team, communities should take into account two key diversity measures: 1) professional and community perspectives represented, and 2) access level to different systems of power and influence.

1) **Perspectives:** Design teams must include members from *better childhoods* and *better communities* perspectives. Teams may also include members whose interests span these categories, such as representatives from local governments, funders, researchers, faith-based leaders, public health professionals, and/or representatives from anchor institutions (e.g., hospitals or universities). We encourage communities to think critically about their local context when determining the individual perspectives and fields that should be represented.

While not an exhaustive list, the table below provides examples of the types of professions, networks, and/or organizations from which key leaders and practitioners could be selected as design team members:

<i>Examples of Better Childhoods Perspectives</i>	<i>Examples of Better Communities Perspectives</i>
<ul style="list-style-type: none">• Early childhood development and education (e.g., Head Start programs)	<ul style="list-style-type: none">• Community development (e.g., CDCs, CDFIs)

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<ul style="list-style-type: none">• Child welfare and behavior (e.g., Department of Family and Support Services)• School systems and education enrichment (e.g., PTA, school administrations)• Maternal and child health (e.g., pediatrics, public health)• Cradle-to-career collaborations (e.g., Strive Together, Promise Neighborhoods)• Youth development (e.g. youth leaders)	<ul style="list-style-type: none">• Economic development and financing (e.g., chambers of commerce, Federal Reserve, small businesses)• Land-use planning professions (e.g., architecture, urban planning, real estate development)• Place-based and/or “whole neighborhood” initiatives (e.g., Purpose Built Communities)• Community organizers• Parks and recreation• Public safety
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2) **Access:** When curating a design team, communities should embrace and value access to diverse systems of power and influence among individual design team members. While specific dynamics will depend on the local community, successful design teams should include at least a few key leaders that have access to levers that can move projects on a systems-level and/or bring financial assets to bear (e.g., local funders, developers), as well as those with deep community ties, particularly to parents and their children, that can build community credibility.

MONITORING

RWJF monitors the grantees’ efforts and careful stewardship of grant funds to assure accountability. Grantees will be required to submit periodic narrative and financial reports.

Programmatic oversight will be provided by Greater Good Studio, while financial oversight will be provided by the Robert Wood Johnson Foundation.

APPLICANT SURVEY PROCESS

To help us measure the effectiveness of RWJF grantmaking and improve the grant application experience, we will survey the Project Director listed in proposals submitted. Shortly after the proposal deadline, the Project Director will be contacted by Princeton Survey Research Associates International (PSRAI), an independent research firm, and asked to complete a brief, online survey about the proposal process and applicant characteristics. This voluntary questionnaire will take no more than 15 minutes to complete. Responses provided to PSRAI will not impact the funding decision for the proposals in any way.

PSRAI will protect the confidentiality of the responses. RWJF will not receive any data that links a name with the survey responses.

If you have any questions about the survey or the use of the data, feel free to email applicantfeedback@rwjf.org.

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USE OF GRANT FUNDS

Grant funds may be used for project staff salaries, consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses, including a limited amount of equipment essential to the project. In keeping with RWJF policy, grant funds may *not* be used to subsidize individuals for the costs of their health care, to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, for political activities, or as a substitute for funds currently being used to support similar activities.

HOW TO APPLY

Application Phases

There are three phases in the competitive proposal process:

Phase I: Letter of Intent (LOI)

All applicants are required to submit an LOI in order to receive and submit the full application. At the LOI stage, a community does not yet need to identify a convener or design team members. Rather, a contact person for the community's application will suffice.

Phase II: Full Application

The full application will go into more depth about the community's current climate for collaboration, the convener's experience and strengths, and the design team makeup.

The full application components will include:

1. **Application workshop documentation:** Applicants will be required to convene potential partners for a workshop prior to submitting an 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. Greater Good Studio will provide activities that help participants lay the groundwork for engaging in the human-centered design process and gain exposure to some of the facilitation methods we will use in our work together. It is our vision that the knowledge, relationships, and tools gained through this workshop will benefit participants, regardless of the outcome of the *Raising Places* selection process.

During the workshop, communities will determine alignment with the process and principles of *Raising Places*, mobilize a potential design team, and collaborate on the application itself. Workshop activities may include assessing community needs and assets, prioritizing areas of focus, and coming to a consensus on a convener. Facilitation guidance, as well as expectations about documentation, will be provided with the full application.

2. **Questions about the community:** Drawing from the application workshop and other relevant information, applicants must develop answers to a series of narrative questions, related to the community's challenges, assets and potential benefits they would gain from *Raising Places*.
3. **Questions about the convener:** Proposed conveners will answer questions specific to their organization's capacity and alignment with selection criteria outlined above. Financial documentation may also be required.

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4. **Questions about design team members:** Each design team member will be required to answer a few questions about their background, interest in and commitment to participation in *Raising Places*.

Upon submission, the selection committee will be evaluating the extent to which applications:

- Meet basic eligibility requirements
- Clearly define the target community area and articulate its challenges and assets
- Clearly articulate why this is the right time for the community to engage in a lab-based process and how it will catalyze ongoing efforts
- Propose a convener with the credibility, connections, and capacity to mobilize this work
- Propose diverse and well-positioned design team members
- Provide evidence of a collaborative approach

Phase III: Site Visit

Selected applicants will be invited to host a site visit for members of the review committee. The site visit will be an opportunity for the review committee to see the physical context of the community and meet the convener and design team members, as well as for the community to bring existing and ongoing efforts to life for reviewers. Depending on reviewer availability, these visits may be in person or virtual.

Submission Instructions

All proposals for this solicitation must be submitted via the RWJF online system. Visit 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 my.rwjf.org before you begin the proposal process. All applicants should log into the system and familiarize themselves with online proposal requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.

Please direct questions to Annemarie Spitz at hello@raisingplaces.org.

All applicants should log into the system and familiarize themselves with online submission requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, the program will not accept late submissions. RWJF does not provide individual critiques of proposals submitted.

PROGRAM DIRECTION

Direction and technical assistance for this program are provided by Greater Good Studio, which serves as the national program office located at:

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Greater Good Studio

2864 N. Milwaukee Avenue

Chicago, IL 60618

Email: change@greatergoodstudio.com

Website: www.greatergoodstudio.com

Responsible staff members at Greater Good Studio are:

- Sara Cantor Aye, *co-founder & executive director*
- Annemarie Spitz, *design research lead*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Katie Wehr, *senior program officer*
- Christine Phares, *program financial officer*

KEY DATES AND DEADLINES

March 6, 2017

CFP announced and Letter of Intent (LOI) released.

March 20, 2017 (4:15 p.m. ET)

Optional webinar to discuss questions. See registration details at raisingplaces.org.

March 31, 2017 (3 p.m. ET)

LOI due

April 3, 2017

Full Application released.

April 17, 2017 (4:15 p.m. ET)

Optional webinar to discuss questions. Registration details will be shared in April.

May 5, 2017 (3 p.m. ET)

Full Application due.

June 5, 2017

Selected communities invited to participate in site visits. (depending on reviewer availability, site visits may be virtual or in person)

June 19–July 7, 2017

Site visits conducted.

2017 Call for Proposals

LOI Deadline: March 31, 2017

Mid-July 2017

Finalists notified.

September 1, 2017

Grants awarded.

Note that while grant start dates are expected September 1, 2017, the lab sessions will be scheduled in a waterfall approach across the six communities.

ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

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