

HELLMAN FOUNDATION

COLLABORATIVE CHANGE INITIATIVE

This Request for Information (RFI) is for GROWTH Grants

Deadline for Submission: March 15, 2024

The Hellman Foundation is thrilled to announce the launch of our 2024 round of Collaborative Change Initiative funding for ambitious cross-sector collaborations. Grants will be made to collaborations in San Francisco and/or Alameda County.

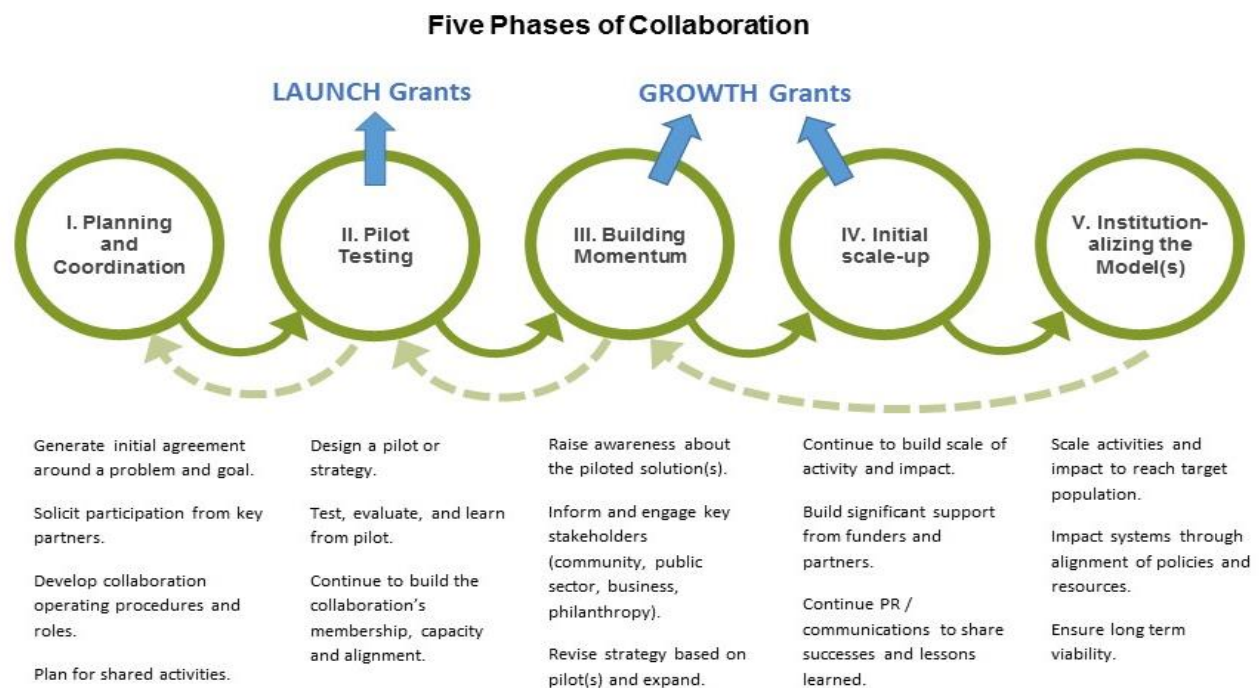
The Hellman Foundation invites interested cross-sector collaborations that meet our qualifications and priorities to respond to this Request for Information (RFI) for funding. A Community Panel, comprised of Bay Area leaders with diverse experiences and deep community insight, will work together to assess RFI responses and determine if there is a match with our priorities and then invite a few applicants to submit a comprehensive proposal. Detailed information for the two grant opportunities is below, including eligibility requirements, size and structure of the grants, and criteria for using grant funds. You can access more information [here](#) about the Community Panel.

WEBINAR for INTERESTED APPLICANTS

On February 13, 2024, a webinar will be offered to provide more information to potential applicants about the Hellman Collaborative Change Initiative and the two grant opportunities. There will be time available during the webinar to ask questions about the Initiative and the RFI. Please register for the webinar [here](#).

Supporting Collaborative Change

Informed by research and current collaborative grantee partners' experiences, we know that successful collaborations that achieve broad impact proceed through phases, including planning and coordination, pilot testing, building momentum, initial scaling, and institutionalization, as seen below in the "Five Phases of Collaboration":



Through the Collaborative Change Initiative, the Hellman Foundation is committed to supporting cross-sector collaborations at two key developmental phases:

1. At the **LAUNCH phase**, early-stage collaborations:

- Pilot new solutions that have the potential to be scaled for broad impact
- Build stakeholder support from diverse sectors and community members with lived experience to effectively implement and learn from the tested solution(s)
- Build the internal strength of the collaboration to carry out their work effectively and to generate stakeholder support towards eventual goals of scale and long-term sustainability

Collaborations, in addition to meeting other eligibility requirements below, should be in Phase II of the Five Phases of Collaboration (illustrated above), and ready to implement and evaluate promising solutions through a pilot.

2. At the **GROWTH phase**, mid-stage collaborations:

- Scale proven & impactful solutions and implement systems-level change that have the potential for broad city and/or county wide impact
- Strengthen their cross-sector collaborations to enable scaled impact and long-term sustainability
- Build engagement and support from diverse sectors needed to reach ambitious goals

Collaborations, in addition to meeting other eligibility requirements below, should be in Phases III & IV of the Five Phases of Collaboration (illustrated above), and ready to build momentum to scale proven solutions.

Applicants can self-designate which collaborative phase they best fit into and choose to apply to either the LAUNCH RFI or GROWTH RFI. The Community Panel will evaluate RFIs and ultimately determine LAUNCH or GROWTH track designations if your collaboration is invited to submit for an RFP. The initiative plans to provide **up to four grant awards total in LAUNCH and/or GROWTH** tracks for the program period beginning in January 2025, with the first payment going out at the end of 2024.

We also encourage you to visit the Hellman Foundation website to read about the current LAUNCH grantee partners ([Alameda County Families United CARE](#) and [Expecting Justice](#)) and GROWTH grantee partners ([Food As Medicine](#), [Oakland Starting Smart & Strong](#), and [End Hep C SF](#)) to get a sense of the type of collaborations we have supported in the past.

2024 LAUNCH AND GROWTH GRANTS

Grant Purpose

Address a current equity need in the city and county of San Francisco, a city in Alameda County (e.g., Oakland, Alameda, Berkeley) or Alameda County as a whole. The Hellman Foundation prioritizes cross-sector collaborations tackling disparities in health and education. We are also open to other opportunities and compelling collaborative projects with solutions to uplift communities and strengthen their resiliency (e.g. access to parks/green space, strengthening the workforce, climate change solutions, etc.).

Funding Amount and Grant Period

LAUNCH grants: Collaborations will be awarded \$495,000 total over a three-year grant period. The program period starts January 2, 2025, and ends January 2, 2028.

GROWTH grants: Collaborations will be awarded \$825,000 total over a five-year grant period. The program period starts January 2, 2025, and ends January 2, 2030.

Use of Funds

LAUNCH and GROWTH Grants are a flexible funding source and can meet the dynamic needs of early-stage collaborations starting to pilot solutions to mid-stage collaborations ready to scale their solutions to create systems change. Grant funds may be used to:

- Fund core and backbone operations of the collaboration, including staffing, consultants, meetings, data collection, evaluation, and other costs.
- Cover costs of direct services provided by the collaboration, including staffing and other direct expenses.
- Support activities to build the strength and effectiveness of the collaboration's infrastructure and processes.
- For GROWTH Grants: Build financial, political, and/or public support for the collaboration, its partners, and the issue.

Capacity Building Support

Collaborations that are awarded will also receive additional resources towards ongoing capacity building support, short-term technical assistance, and other opportunities to build their collaborative strength and effectiveness. The collaboration's leadership will partner with the Hellman Foundation team to assess capacity needs and identify customized resources. This could include trainings, peer convenings, leadership coaching, and technical support in areas such as collaborative governance, policy advocacy, fund development, community engagement, and/or strategic communications.

ELIGIBILITY REQUIREMENTS

Strong applicants for both LAUNCH and GROWTH Collaborations will have the following:

- Be an **existing cross-sector collaboration and must include representatives from the community** (someone with lived experience and/or benefitting from program activities), the nonprofit sector, AND the public sector (e.g., local/state government, public school districts, public hospitals, and universities). The strongest candidates for this Initiative will represent a broad diversity of organizations from many sectors including business, higher education, tech, faith-based, or others.
- Be **member driven** rather than being reliant on a single organization or leader. These **collaborations should also include a designated organization that serves as a central backbone**, playing a pivotal role in supporting and coordinating the collective efforts of the group.

Additionally, this backbone organization will be responsible for receiving and managing the grant on behalf of the collaboration.

- **Intentionally & meaningfully center community members with lived experience** who are active in the collaboration's table, engage in decision-making, and participate within the targeted community.
- Have a **track record of working together** as a cross-sector collaboration that includes creating a shared vision and strategy, testing solutions, providing direct services, and learning from experience.
- **Effectively manage core collaborative functions**, such as facilitating meetings, coordinating activities or workplan, maintaining communication and monitoring progress.
 - Have or plan to utilize Hellman funding to support at least a .5FTE (20 hours/week) to staff the collaboration.
- Be active in **implementing solutions with the potential for citywide or countywide scale and/or systems change** in San Francisco, a city in Alameda County, or across Alameda County.
- Include **providing direct services** to the target population as a part of the strategy.
- Strategy has the **potential for sustainability** over time.
- Have **committed in-kind resources** and financial support for the collaboration.
- Be willing and able to participate in a grant initiative that prioritizes **accountability, transparency, capacity building, and learning**.
- Be in the **Pilot Testing Phase (Phase II)** for LAUNCH grants or in the **Building Momentum or Initial Scale-Up phase for GROWTH grants (Phase III or IV)**.

Please Note: Based on experience, we anticipate a high volume of responses to this RFI, as there are so many promising collaborative efforts in the Bay Area. **Please carefully review the criteria to confirm fit and eligibility before submitting your information to the Hellman Foundation.**

WEBINAR FOR INTERESTED APPLICANTS – February 13, 2024

To register, click [here](#). A webinar will be provided to share more information about the Hellman Collaborative Change Initiative and the LAUNCH and GROWTH tracks. There will be time available during the webinar to ask questions you have about the Request for Information. Head to www.hellmanfoundation.org to register or watch the recording that will be available on the website, no later than February 23, 2024.

QUESTIONS?

For additional questions about eligibility or the process, we highly encourage you to review the FAQ page on our website. Please feel free to contact Serena Ngo, Associate Director, at apply@hellmanfoundation.org.

2024 GROWTH GRANT APPLICATION

Please review and complete Sections 1-2. Submission instructions are at the end of the application.

SECTION 1: COLLABORATION OVERVIEW

Please provide the following information.

- Name of collaboration:
- Collaboration contact name, phone number and email address:
- Year collaboration came together:
- Issue area addressed by collaboration:
 - Health equity
 - Education equity
 - Equitable opportunity
- Collaboration's intended geographic reach **with this grant**: (check all that apply):
 - Citywide: San Francisco
 - Citywide: Oakland
 - Citywide: Another Alameda County city, please specify:
 - Countywide: Alameda
 - Other (Please state):
- Please share the target population(s) served with this grant:

SECTION 2: NARRATIVE

Please respond to the following questions in a narrative that **does not exceed 3 pages total**.

The Collaboration

- **In one sentence**, describe the goal your collaboration is trying to achieve, in terms of a change that will happen at citywide or countywide scale. Express your goal in measurable terms if possible and include a time frame:
EXAMPLE: Over the next 5 years, ABC Collaboration will transform access to prenatal nutrition, ensuring that XX% of all pregnant mothers in San Francisco County have consistent access to healthy food.

Your Approach

- How do data and experience underscore the existing disparities or inequities that your collaboration aims to address?
- What are the key elements of your strategy?
- How are community members who would be impacted or those with lived experiences meaningfully centered and engaged in this strategy? Are community members in leadership and/or decision-making roles within the collaboration?
- What are some of the collaborative's achievements that indicate the solutions and strategies are poised to scale?
- What is the intended scale over time? What is the collaboration's approach to systems change?
- What racial equity approaches will be incorporated when scaling these solutions?

Collaboration Resources

- What financial and /or in-kind resources currently support your core operations and work in the community?
- Briefly describe how you would utilize the grant funds. A detailed budget is not required for this RFI.
 - Please note that you must have current funding or plan to utilize Hellman funding to support at least a .5FTE to staff the collaboration.

Membership

- Why are the members of this collaboration the *right* people to take on this project and issue? Who is missing at the table?
- Please list your collaboration's key members, using the following format (adding additional rows as needed). The table will not count towards the 3 pages.

	Name	Title	Organization	Role within collaborative	Sector (indicate one)*: 1. Community 2. Public sector 3. Non-profit 4. Business 5. Other (Please state)	MOU in place with this partner? Yes/No
1	Jae Sugawara	Example: Executive Director	Example: CommCares	Example: Fiscal manager	Example: Non-profit	Example: Yes
2						
3						
4						
5						

- *1. Community – member/representative of the community that is leading or benefitting from the collaboration’s work
 2. Public sector - e.g., local/state governments, public school districts, public hospitals, and universities
 3. Non-profit – charitable, 501c3 organizations
 4. Business – for-profit, corporate entities
 5. Other (Please state) - entities that are not described above

INSTRUCTIONS FOR SUBMISSION

Please combine Sections 1 & 2 (and the Membership chart) into a single Word or PDF doc, named "[Your Collaboration’s Name] _2024 HCCI GROWTH RFI".

Please send as an email with one attachment to: apply@hellmanfoundation.org.

GROWTH RFI submission deadline: March 15, 2024 at 5:30 p.m. PT

Thank you for your commitment to creating a more equitable, healthier, and stronger Bay Area. We look forward to learning more about the work you do.