

COMMUNITY BUILDING

CONVENING & COLLABORATION

Strategy Description

This strategy supports San Franciscans to come together to proactively build their communities. Whether bound by a shared identity, geography or values, people should have the resources necessary to engage with one another, with local government, institutions and businesses, and with their public spaces. This strategy aims to remove barriers to convening and collaboration so communities can transform themselves in new and positive ways.

Grant funding available through this strategy will support the formation and ongoing maintenance of groups of people working together to accomplish one or more of the following community benefits:

- Identify community needs and gaps in services
- Share resources (including small grants for community-led projects)
- Develop approaches and solutions to critical community issues, such as the need to heal recurring trauma experienced by residents
- Advocate for policies and practices that benefit their community
- Develop community leaders and authentic voices
- Improve communication between residents and institutions

Groups must be comprised of one or more nonprofit organizations, along with residents and other critical stakeholders. They may come together around a particular issue area, a shared identity or characteristic (such as race, ethnicity, heritage, sexual orientation, or gender), or a shared geography (such as a neighborhood). As part of its convening and collaboration, groups must embrace and foster the principles of equity and healing so all members feel safe and respected.

Grant funding can support staffing costs, facility or venue costs, materials and supplies, consultant fees, and any other costs associated with convening and accomplishing the proposed community benefit(s).

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Strategy Description (continued)

In your proposal:

- Clearly describe the need(s) communicated by your critical stakeholders. Successful convening and collaboration can only start with a clear communication of need from these core participants.
- Clearly define the primary goals of your convening and collaboration, and describe what a successful engagement looks like. Remember, your goals and measures of success must align with the community benefits listed on the previous page. When considering what success should look like, it is important to understand and consider the different motivations of the community members participating. When individuals have vastly different reasons for participating, the group may experience significant member drop-out over time. We recognize that clarifying expectations is not a one-time communication; it must take place repeatedly throughout the convening lifecycle, particularly in the beginning and at significant crossroads in decision-making.
- Articulate a reasonable timeline to achieve your primary goals, and outline how often your group will convene based on its goals and measures of success. True partnership building, resource sharing and healing can require years to come to fruition, whereas identifying community needs and gaps in services may only require several focused months of convening and collaboration.
- Clearly describe your participants. The diversity of the group (i.e., in tactics, expertise, constituencies) is critical to the collaboration's success. Typically, for targeted or time-sensitive goals, a more narrowly defined group is advantageous. However, with more people comes a stronger collective voice. No matter the size and configuration, the selection of group members and their roles should be directly tied to achieving your primary goals.

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Strategy Description (continued)

In your proposal (continued):

- Identify staff necessary to sustain the collaboration, and ensure that staffing supports the needs of the group. Include a job description that addresses competencies and tasks for the staff person, articulates who will supervise their work, and ensures that the tasks can be reasonably accomplished by one person. At least one full-time staff person is often necessary to support and drive forward the group's work. This may include time invested in meeting preparation and facilitation, creating agendas and ensuring the buy-in and follow through of critical stakeholders. This may also include creating unique opportunities to amplify the voices of members (e.g., coordinating meetings with policymakers, setting up panels).
- Articulate the governance structure (if applicable) and how decisions will be made within the collaboration. It is important to differentiate between the roles of staff (or other conveners) and the decision-making body or process. We encourage and will prioritize efforts to lift up the voices of the least powerful participants in the decision-making process.
- Clearly describe activities and a budget that align your resources to the tactics necessary to achieve your primary goals. For instance, if your goal is to advocate for policies and practices that benefit your community, then resources for outreach, networking or capacity-building may be necessary for success.
- Clearly describe how MOHCD and other funders can be included in your convening and collaboration. Whether as members, observers or informants, it is important for funders to see the value of collaboration around particular issues and shared identities.

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Strategy Description (continued)

In your proposal (continued):

- Address (if applicable) how your convening and collaboration is not in competition with, but enhances or complements the work that member organizations are already doing.
- Identify any potential developments, whether internal or external to the group, that would reasonably end or dramatically shift the goals of your convening and collaboration. Developments include achieving originally-stated goals, inability to form a functioning governance structure, and/or a lack of resources or ongoing funding for staffing.



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Key Metrics

Here are some suggested outcomes to include in your proposal:

Outcome Metric
of residents engaged
of meetings held
of events held
of strategic plans developed
of community action grants
of proposed community benefits achieved

Feel free to expand on these, or offer other measures of success in your proposal.

Applicant Qualifications

- You must be able to clearly articulate the basis for your convening and collaboration by concisely describing the particular issue area(s), shared identity or characteristic, and/or shared geography of your group.
- You must be able to clearly articulate how the community will benefit from your convening and collaboration, as well as the plan (including milestones and timeline) to achieve it.