



*Scope of Work*  
**Phase II Facilitator**  
June 2020

**Background**

The Greater Cleveland COVID-19 Rapid Response Fund (RRF) was established on March 18, 2020, one week after the first case of COVID-19 was reported in the state of Ohio. The Fund has been designed to complement the public sector response to the pandemic, with an initial focus on supporting nonprofit partners in meeting the basic needs of those made vulnerable by the pandemic, thereby reducing the risk of disease transmission (i.e., “flattening the curve”). These populations include, but are not limited to:

- People over 60 years of age, people with compromised immune systems, those who are pregnant, and others with increased health risks associated with the novel coronavirus;
- People experiencing housing insecurity;
- People without health insurance and/or access to paid time off work;
- People with limited English language proficiency;
- Healthcare, service, and part-time workers;
- Low-income people;
- People of color;
- People with disabilities;
- Incarcerated and returning individuals; and
- Other populations whose needs emerge as the crisis unfold

Within just a few weeks, it became undoubtedly clear that access to healthy food, safe and stable housing, and personal protective equipment (PPE) would be central thrusts of Rapid Response Fund grantmaking. Since then, behavioral health care, transitioning social services to tele-practice, and access to transportation have also emerged as key facets of the Fund. Each of these issue areas has offered a lens through which to observe historical and present-day inequities across social groups—racial inequities in health outcomes and gender inequities in economic fallout, among others, have been especially poignant. Indeed, the COVID-19 crisis has served not as society’s equalizer, but as its mirror.

The Fund has also advocated for robust and timely public-sector financial investments as well as regulatory, administrative, and program adaptations to address the COVID-19 crisis. Grantmakers’ interests have ranged from expanding rental assistance support to increasing access to Supplemental Nutrition Assistance Program (SNAP) and Medicaid benefits. Engagement in public policy is crucial for addressing the true size and scope of the needs of Greater Cleveland residents—as well as the nonprofits that serve them.

With a goal of spending down in July 2020, the Fund has been marked by several additional characteristics:



## Greater Cleveland COVID-19 Rapid Response Fund

<b>Nimble collaboration</b>	Deploying targeted funds to trusted community partners over timelines far shorter than traditional philanthropic grantmaking
<b>Two-sided efficiency</b>	Serving as a one-stop-shop for grantee-partners seeking private sector support while using a pooled grantmaking model to reduce the volume of pandemic-related proposals any individual foundation considers
<b>Shared learning</b>	Convening 50+ grantmaking partners to review proposals and hear firsthand from nonprofit, advocacy, and public-sector partners about their perspectives on the COVID-19 crisis
<b>Philanthropic complementarity</b>	Leveraging Fund partners to co-invest in organizations that have submitted Rapid Response proposals
<b>Collective voice</b>	Deploying multiple forms of capital—including human, intellectual, and political capital—to influence both public and private sector stakeholders that engage with the nonprofit sector
<b>Real-time iteration</b>	Making frequent adjustments to ensure lessons learned from nonprofit, grantmaking, and government partners are actively integrated into the Fund’s grantmaking and partnerships
<b>Leveraged partnership</b>	Connecting nonprofit agencies to Fund-adjacent partners (e.g., Greater Cleveland Partnership, GrantsPlus) to help bring in additional financial resources

As the life cycle of this first phase of the RRF comes to a close, questions abound about funder collaboration moving forward: What lessons have we learned so far? What do we not yet know? What will become of the RRF after its projected spend-down? Are there opportunities to continue this unprecedented philanthropic collaboration to support Greater Cleveland’s nonprofit partners and the residents they serve?

### **Purpose of Consultation**

To quickly and efficiently facilitate a process whereby RRF partners critically reflect about, solicit input on, and devise a structure and strategic focus for RRF Phase II

#### *Part I: Input and feedback*

1. Building upon efforts already executed by RRF Core Team members, briefly research and benchmark the evolution of other RRFs regionally and nationally.
2. Design and execute a process for *quickly* collecting useful input from external stakeholders, included but not be limited to nonprofit agencies and community residents, about the RRF Phase II.
3. Building upon efforts already executed by RRF Core Team members, analyze and document the results of stakeholder feedback to inform how partners consider focus areas and structure of the RRF Phase II.



*Part II: Topical foci*

1. Facilitate discussion and consensus among RRF partners on focus areas for collaborative funding moving forward. These foci will center around cross-sector, systemic, and structural issues that address historical and present-day inequities for which organized philanthropy is uniquely positioned to help drive impact.
2. Facilitate consensus on narrowing focus areas to those that are meaningful, manageable, timely, and actionable.

*Part III: Structure*

1. Combined with efforts already executed by RRF Core Team members, briefly research and define a menu of models for collaboration that exist within organized philanthropy.
2. Facilitate discussion and consensus among RRF partners on the structure of their collaboration moving forward.

## **Timeframe**

Time is of the essence. Parts I through III articulated herein must be complete no later than **Friday, July 24, 2020**.

Throughout this timeframe, RRF Core Team members and their colleagues will provide support and thought partnership to the facilitator(s). Core Team members will also provide regular updates to RRF Phase I partners to keep them engaged and bought in to the process with a goal of launching RRF Phase II in **August 2020**.

## **Responses**

Interested candidates should submit a brief proposal, including facilitation plan and proposed fee structure, no later than **Sunday, June 14, 2020 by 12:00 PM ET**. Strong candidates can expect to be interviewed on **June 15 or 16** with anticipated selection by **June 17**.

Please direct all inquiries and responses, including proposals, to Daniel Cohn, Vice President of Strategy, Mt Sinai. Health Care Foundation at: [daniel.cohn@mtsinaifoundation.org](mailto:daniel.cohn@mtsinaifoundation.org). All correspondence should include **RRF Phase II Facilitation** in the subject line of the email.