

## Background

The **Partnership for the Bay's Future** aims to advance the region's future by solving its interconnected challenges of housing, transportation, and economic opportunity. It is being launched with the support of the [San Francisco Foundation](#), the [Chan Zuckerberg Initiative](#), the [Ford Foundation](#), and [Local Initiatives Support Corporation \(LISC\)](#), [Genentech](#), [Facebook](#), the [William and Flora Hewlett Foundation](#), the [David and Lucile Packard Foundation](#), and the [Silicon Valley Community Foundation](#). The Partnership will initially focus on addressing housing affordability in the region.

This effort was developed through years of conversations with community and faith leaders, housing experts, elected officials, and residents. It will begin with two breakthrough funds—the **Investment Fund** and the **Policy Fund**—with a goal to expand and protect the housing rights of up to 175,000 households over the next five years and preserve and produce more than 8,000 homes over the next five to 10 years in San Francisco, San Mateo, Santa Clara, Alameda, and Contra Costa counties.

The **Investment Fund**, poised to become one of the largest in the nation, will help to address the funding gap that limits the ability of jurisdictions to preserve and produce affordable housing. This fund is managed by LISC—the largest nonprofit community development financial institution in the country—which has been investing in affordable housing, economic development, recreation and community space, and workforce programs in the Bay Area for nearly four decades.

The **Policy Fund** will support initiatives that strengthen low-income tenant protections and preserve and expand housing. The Policy Fund is led by The San Francisco Foundation and will be administered through two grant programs: the current [Challenge Grants](#), which are larger awards to pursue ambitious, comprehensive protection and preservation solutions, and the forthcoming [Breakthrough Grants](#) to provide technical assistance to jurisdictions that have the potential to develop affordable housing at scale.

Please Note: The current Challenge Grants are intended to advance tenant protection and preservation policies. Breakthrough Grants will focus on affordable production policies and enhancing preservation policies. The timeline for Breakthrough Grants is still being determined.

## The Policy Fund's Challenge Grants

The *Partnership for the Bay's Future* aims to advance the region's future by solving its interconnected challenges of housing, transportation, and economic opportunity. It is being

In 2019, The San Francisco Foundation will launch Challenge Grants for Housing Protection and Preservation ("Challenge Grants"), a competitive process between interested jurisdictions to catalyze policy change that protects vulnerable tenants and preserves existing affordable housing. The San Francisco Foundation will select up to 10 jurisdictions that propose the most high-impact, yet realistically achievable plans to be a part of the Partnership program.

Within the two-year grant period, each of the winning jurisdictions will receive an early to mid-career fellow to increase capacity for this work, peer cohort support for regional impact, preferential status when applying for flexible capital from the Partnership's Investment Fund and access to technical assistance. Chosen jurisdictions will be expected to pass and begin implementing a comprehensive package of proposed tenant protection and affordable housing preservation policies.

### Potential Policies

Successful applicants will introduce comprehensive packages advancing tenant protection and affordable housing preservation policies ([see Appendix, p.10](#)).

### Program Outcomes

Through the Challenge Grants, The San Francisco Foundations seeks to:

- Increase racial and economic equity across the region by stemming displacement of people of color from communities across the lower 5 county Bay Area.
- Deepen the practice of partnership between jurisdictions and community groups
- Support the rise of new government and community leaders that can support the region's housing and tenant protection efforts long-term
- Provide models for change that inspire other jurisdictions to follow suit
- Connect with aligned change efforts across the region that amplify impact
- Unlock and leverage other funding sources from the public and private sectors to build on Challenge Grant efforts

### Eligible Applicants

Challenge Grants are open to cities and counties in the lower 5 Bay Area counties of Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara that are currently experiencing, or are at risk of experiencing displacement or exclusion of low-income and people of color communities.

The San Francisco Foundation will accept applications from city and county departments that play a lead role in housing, planning, community development or other relevant areas. Also acceptable are applications featuring creative cross-departmental and city/county partnerships.

**Application Process and Timeline**

Jurisdictions that would like support in developing their Challenge Grant applications may apply for technical assistance support by June 14, 2019 at 11:59 PM PST, by submitting a Letter of Intent (<https://www.baysfuture.org/challenge-grant-letter-of-intent>). *Please note that jurisdictions do not need to apply for a Planning Grant in order to pursue a Challenge Grant.*

Challenge Grant applications are due on **Friday, August 9, 2019 at 11:59 PM PST.**

After receiving applications, The San Francisco Foundation will conduct three rounds of review, including participation from the Partnership for the Bay's Future's Advisory Board and site visits with select jurisdictions to interview staff, elected officials and community partners central to the effort.

The San Francisco Foundation will announce awardees in November 2019.

**Key Dates\***

|                           |   |
|---------------------------|---|
| <b>May 15</b>             | Challenge Grant Application is released   |
| <b>May 15 - June 14</b>   | Letter of Intent Application Open and Close   |
| <b>May 30</b>             | SFF will host an informational webinar on May 30 at 2pm. Please RSVP: <a href="https://mailchi.mp/baysfuture/rfpwebinar">https://mailchi.mp/baysfuture/rfpwebinar</a> |
| <b>August 9</b>           | Challenge Grant Proposals due by Friday, August 9, 2019 at 11:59 PM PST   |
| <b>August – September</b> | Applications will go through three rounds of review and one round of interviews for select jurisdictions.   |
| <b>October</b>            | Select finalists will be interviewed by SFF and key partners from the Partnership for the Bay's Future  |
| <b>November</b>           | Award Announcement  |

*\*Dates are subject to change*

### Why apply?

The Challenge Grants will provide extensive support and resources to up to 10 Bay Area jurisdictions with the most comprehensive policy proposals for protecting vulnerable tenants from displacement and preserving existing affordable housing. Over a two-year timeframe, awardee jurisdictions will receive a capacity building and technical assistance package to pass and begin implementing protection and preservation policies. The package will include:

- An early- to **mid-career fellow** to increase the city's capacity to pass meaningful protection and preservation policies as well as begin implementation
- Inclusion of community partners to co-design and implement a meaningful community engagement strategy. Community partners will receive funding from the San Francisco Foundation.
- Peer cohorts that meet regularly throughout the grant period to exchange ideas and problem-solve in real time
- Access to tailored technical assistance from expert consultants on areas such as:
  - Messaging and communications support
  - Data analysis
  - Polling support
  - Policy strategy

Jurisdictions will also receive preferential consideration from the Investment Fund for potential applicable investments located in the city's geography

### Your Commitment

If selected as a Challenge Grant awardee, your city will agree to:

- Provide supervision, guidance and support (e.g. work space and tools, introductions and access to key stakeholders, orientation, etc.) to a Challenge Grant fellow
- Commit lead staff and executive team staff to support and guide Challenge Grant fellow during the two-year grant period
- Commit lead staff and executive team staff to participate in quarterly cohort meetings with fellows and other awardee jurisdictions
- Commit two elected officials involved in your efforts to participate in four cohort meetings over the two-year grant period
- Commit to your jurisdictions proposed community partnership model for the duration of the grant period
- Commit to fully implementing policies beyond the two-year grant period, if applicable.
- Define, measure and share data relevant to tracking outcomes for Partnership impact

## **How will jurisdictions be evaluated?**

The San Francisco Foundation will evaluate applications based on the following criteria:

### **Proposal of problem statement and a comprehensive policy plan to address it.**

Successful applications will identify the displacement and exclusion impacts within your jurisdiction and propose a package of multiple policy changes that either address tenant protections or a combination of tenant protections and preservation of existing affordable housing. Proposed policy should be grounded in what is most strategic and impactful for your jurisdiction.

A city/county collaborative could propose to pass an anti-gouging rent cap ordinance and establish a small-sites acquisition program through legislation while working in close partnership with community to develop a city community land trust.

#### *Sample Comprehensive Policy Packages:*

- City passes a just cause eviction ordinance, establishes a right to counsel and right to organize for those facing evictions, and creates new tenant services
- Jurisdiction passes an anti-gouging rent cap ordinance, develops a rental assistance program, and establishes a small-sites acquisition program through legislation
- City passes an anti-harassment law, establishes a rent stabilization policy, and preserves Single Residential Occupancy units
- City establishes a Housing Trust and partners with community to develop a community land trust and tenant opportunity to purchase policy.

**Endorsed by executive leadership, community, and policy makers.** Applicants will need to demonstrate support for their efforts from key stakeholders essential to the passage and implementation of their policy package.

**Aims for high impact and/or flagship change.** The selection committee will look for proposals that demonstrate high impact in stabilizing vulnerable tenants and preserving existing affordable housing. Also, applications that propose innovative policies that have yet to be tested, but show great promise, or groundbreaking laws that catalyze change in a city with few to no protection or preservation policies, will receive high consideration.

**Uses a racial and economic equity lens.** In addition to the number of people that stand to benefit from proposed policy changes, The San Francisco Foundation is interested in who will be impacted by these policies. Applicant jurisdictions must demonstrate how they are using a racial and economic equity lens to meet the needs of their most vulnerable residents, by race, income and disability access.

**Proposes strong partnerships with the community.** The Challenge Grants are geared towards jurisdictions with the willingness to engage deeply with community to develop solutions that meet local needs. Applicant jurisdictions will need to identify a strong community organization to serve as lead partner in community engagement and share a strong community partnership plan. This group may have even had a contentious relationship with the lead city agency in the past but remains best positioned to empower local communities and shape the policy-making process.

**Jurisdiction makes contribution to success of effort**

Because policy change is hard, The San Francisco Foundation will select and support applicant jurisdictions that can commit resources to change and demonstrate the political willingness to do so. Applicants will be asked to show how their city will leverage its own resources to ensure the success of its proposal, and the success, down the road, of policy implementation

**For further information**

- Upcoming information sessions/webinars
- The San Francisco Foundation will be hosting an informational webinar on May 30 at 2:00 p.m. PDT. Please RSVP: <https://mailchi.mp/baysfuture/rfpwebinar>
- For more information, contact [info@baysfuture.org](mailto:info@baysfuture.org).

## Application

Complete Online (<https://www.baysfuture.org/challenge-grant-rfp>)

**Open:** Wednesday, May 15 at 8am

**Close:** Friday, August 9, 2019 at 11:59 PM PST

*The application is meant to help us get to know your city and better understand your approach and vision for change.*

### I. Basic information

Name of city:

Name of submitting staff person:

Name of staff contact person:

Title:

City Department:

Email:

Phone Number:

Name of person providing direct supervision to Fellow:

Title:

City Department:

Email:

Phone number:

Address:

### II. Proposal

**Vision, Policy Priorities, and Impact:** Please describe your vision, policy priorities and anticipated impact. We will look for the following within your answer:

- Provide a clear and concise statement of the problem you seek to address, include data to provide additional context on the nature and extent of this challenge.
- Description of whether your proposal focuses on tenant protections, or a combination of tenant protections and preservation of existing affordable housing and how you intend to use the fellow to achieve your outcomes.
- Please describe the innovative or groundbreaking change you would like to see in the next 2-5 years and how that change impacts vulnerable tenants (and existing affordable housing) in your city.

- The local economic, political and social conditions that are driving that vision.
- The package of policy changes you are proposing. Please describe why have you chosen to advance these particular policies and whether they are part of a new or continuing effort. For this section, please refer to the Policy Fund's list of potential policies in the Appendix. Please note: Jurisdictions that have already enacted some of the listed policies are encouraged to apply and will be considered as competitive as jurisdictions with no protections.

**Social, Racial and Economic Equity:** Please describe how your proposal will intentionally improve social, racial and economic equity in your city, including the following:

- Identify the vulnerable low-income residents and communities of color that your policy plan will impact. Please include data that breaks down impacted populations by race and income.
- Describe the approach you will use to meet the needs of these populations.
- Outline the specific impact you anticipate that the passage of your proposed policies will have on these communities.

**Past Efforts:** Please describe the most significant tenant protection or affordable housing preservation policies that your city has passed in the past 2-5 years. In your answer, please include:

- The impact made
- Key elements that made the adoption, implementation, and impact possible

If you have not made significant policy progress, please explain why and describe your obstacles. Include in your answer:

- An overview of the political and economic context, identifying anything your city could have done differently to pass the policies.
- An explanation of how your proposed Challenge Grant effort will be different from these past efforts.

**Stakeholders and Community Partnership:** Please share your plan to engage your community on this process, with a specific emphasis on engaging low income and communities of color. Include in your answer:

- Description of the local stakeholders most critical to achieving your policy outcomes — including tenant rights groups, affordable housing developers, policy organizations, and/or neighborhood groups.
- The community groups that you will partner with most closely to engage community and develop/pass meaningful policy.

- The community group that will serve as your lead partner (*This group will receive two years of financial support for their partnership*). Please describe the role this community group will play, why this community group is best positioned to lead on this effort, and your past relationship with this group. We are open to more than one community lead.
- How you will work with your lead partner and other community groups to foster true partnership. The expectation is that the jurisdiction will take the lead in building/maintaining transformational community partnerships, with Fellows helping to facilitate the process.
- The direct support (e.g. financial, other) that you will invest in your community partners to ensure the success of your community engagement efforts.
- Include a letter from your community organization or organizations acknowledging that your community partnership plan, including budget, was crafted with their input.

**City leadership and contribution to success of effort:** Please describe what your city will contribute to ensure the success of this effort. In your answer, please include the following:

- Demonstrate your jurisdictions track record of passing progressive housing policies.
- Identify in-kind support and resources to advance your proposed work.
- Name staff, including executive team members, that will play a lead role in this effort. Describe their roles in the effort and their relationship with the Challenge Grant fellow.
- Name the staff member or elected that will directly supervise the Challenge Grant fellow and indication of where they sit in the org chart relative to leadership.
- Elaborate on the political context of your jurisdiction, including;
  - Whether you have the council votes necessary to adopt these policies and secure the budget to implement them.
  - The role that the City Manager and/or Mayor may play in helping to advance the proposed policy package and ensure implementation. If you do not foresee the City Manager/Mayor playing a role, please provide additional context as to why not and how you plan to work around that, if applicable.
  - Description of the community context as it relates to the adoption of proposed policies.

### **III. Approach and Key Milestones**

Please explain your approach to passing and beginning successful implementation of your policy package, including:

- Key activities and timeline for policy development, passage and implementation, including Semi-annual milestones

- Key stakeholders for policy development, passage and implementation
- Your plans for implementing these policies once they are adopted, including timeline, responsible departments/staff and budget

#### **IV. Letters of Support**

Please include 1-page letters of support for your proposal from the following:

- Your lead community partner
- Your city's mayor
- At least 2 of your city councilmembers

#### **Appendix A: Sample Proposed Policies for Comprehensive Policy Packages**

Applicants that wish to propose an innovative policy not listed below are welcome to do so.

- Adopt a Just Cause Eviction ordinance
- Establish and fund a right to counsel for those facing evictions
- Pass an anti-gouging rent cap ordinance
- Develop and staff a rental assistance program
- Establish a small-sites acquisition program with dedicated funding
- Pass an anti-harassment law protecting tenants
- Establish a rent stabilization policy, that also preserves Single Residential Occupancy units
- Establish and fund a Housing Trust Fund
- Establish, with partners in community, a community land trust
- Pass a tenant opportunity to purchase policy and implement a clear process