

CHALLENGE GRANTS COMMUNICATIONS GUIDE

In order to advance our shared goals, it's important that everyone involved in the Partnership for the Bay's Future Challenge Grants is in alignment with how we talk about the Challenge Grants with external audiences. One of the strengths of the Partnership for the Bay's Future ("Partnership" or "PBF") is that it is a collective effort spanning multiple sectors and approaches and we want our communications approach to speak to that.

The goal of this guide is to streamline the communications process and make it easier for the fellows and partners to produce content. This document includes:

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Goals of the Partnership for the Bay's Future Challenge Grants

The Partnership for the Bay's Future's Challenge Grants are focused on protecting renters and preserving existing affordable housing. The Challenge Grant program provides additional capacity and expertise to grantee local governments in the form of a mid-career Challenge Grant fellow as well as technical assistance and training resources.

The following are the overarching goals for the Challenge Grant program:

1. Develop structure for 2-year project to support participation of stakeholders, including executive and legislative branches of government and community members.
2. Expand power and capacity of community-based organizations to participate in protection and preservation policy development that is sustained after the project.
3. Improve government ability to engage with community-based groups effectively to elevate the voice of those at risk of displacement.
4. Develop and implement protections and preservation policies in jurisdiction with partnership from community-based organizations representative of those at risk of displacement.
5. Increase capacity of jurisdiction to develop protections and preservation policy with racial equity analysis, including developing sustainable tools and mechanisms within the jurisdiction to analyze racial equity in these policies.
6. Produce regional best practices for developing protections and preservation policy at scale to deliver on PBF goals.

Using communications to advance Challenge Grant goals

A strong communications practice and strategy is important for several reasons, including movement building, strengthening the Challenge Grant community of practice, and keeping our stakeholders up-to-date. As such, Challenge Grant fellows are expected to contribute regularly to the Partnership for the Bay's Future external communications. PBF communications can take on different forms, ranging from promoting the work of a community partner to creating original content.

This section focuses on the process for producing PBF site content, which will be led by the fellows and supported by the San Francisco Foundation and PolicyLink.

The fellows' role in content creation

The fellows are expected to contribute one piece of content to the PBF website per month. This is just a baseline expectation—fellows are strongly encouraged to produce additional content if there is capacity and interest.

Production process for blogs and other PBF site content

Fellows should indicate on a month-by-month schedule when they would like to produce PBF site content. The [PBF Content Calendar](#) will be used to track and manage all PBF communications (from SFF, LISC, etc.) coming up over the coming four-month period.

Fellows are encouraged to connect with the PBF team early in their content ideation. Before drafting a blog post or developing another piece of content, fellows should send a brief proposal to both SFF and PolicyLink (echavez@sff.org and chione@policylink.org), which can be in the form of a short paragraph, bullet points, or a conversation. Once the idea is greenlit, fellows draft the blog post or develop the content. Completed drafts should be sent to SFF (echavez@sff.org) by the 15th of the month.

Fellows are also encouraged to submit content on behalf of their Challenge Grant partners, which can be in the form of articles published on other platforms. The San Francisco Foundation will share this content on behalf of the partners on the Partnership for the Bay's Future website.

For blogs and other written content: Once a fellow's blog post is submitted, SFF will facilitate the review process by collaborating with PolicyLink and the PBF communications team to return a marked-up draft to the fellow within six business days. The fellow will then have three business days to incorporate the edits and send the updated draft to SFF. Upon receipt of the approved edits, the PBF Communications team will post the blog to the [PBF website](#) under the fellow's byline on behalf of the fellow. PBF will share the post on social media channels after publishing.

This content production workflow is as follows:

	Ideate	Draft	Review	Concur	Publish!
					
Fellow	Notifies SFF and PolicyLink about a blog idea	Drafts & submits blog by the 15th of the month		Receives SFF feedback. Updates & returns to SFF (3 biz days)	Shares post once published on PBF website
SFF	Greenlights blog for drafting	Notifies fellow of blog receipt	Facilitates review process		Makes final edits and publishes blog (3 biz days)
Reviewers			PolicyLink & SFF review (3 biz days) + PBF Comms reviews (3 biz days)		PBF shares blog post on social media channels

Non-written media and content produced by other Challenge Grant partners undergo different review processes. Non-written media should be submitted for review during the storyboarding stage.

Other types of content

In addition to blogs, fellows are encouraged to produce other types of written content, such as social media shares (eg, tweets, LinkedIn posts) and op-eds. If fellows have additional content ideas they would like to contribute, fellows should add them to the [PBF Content Calendar](#).

Fellows are also encouraged to suggest different types of content they'd like to create (eg, podcasts, videos). While the Partnership and PolicyLink may not always have the internal capacity to produce certain types of content, we are happy to see if additional resources might be available through our networks.

Available communications support

Fellows are encouraged to select the topic and the approach of their blog posts or other content. SFF is available to assist with content ideation and structure and can connect fellows to resources and organizations to inform blog posts, as well as provide coaching to prepare fellows for interviews with news outlets if they are contacted by a reporter.

Fellows are welcome to produce other media in lieu of a written blog post, such as videos, podcasts or opinion pieces. SFF can assist in storyboarding and script creation, but fellows are responsible for necessary equipment and editing of non-written media.

Best practices for communicating about the Challenge Grants

We should all re-enforce that the Challenge Grants are a three-part body of work: (1) the jurisdiction pursuing policy changes, (2) community organizing and engagement with a local Community Partner organization(s), and (3) a mid-career fellow that provides capacity and technical assistance. Each of those components are an important part of building toward greater racial and economic inclusion in housing across the region.

If you have any questions about the Policy Fund or the Challenge Grants, contact Aysha Pamukcu at apamukcu@sff.org.

Communicating to external audiences about the Challenge Grants

Communicating effectively about the Challenge Grants can be complicated. There are seven participating jurisdictions (six cities and one county), and each jurisdiction has a mid-career fellow and a lead community partner, additional community organizations that will be involved, and a set of priority policies the jurisdiction will be pursuing. Ultimately, the focus of our communications should be on the work and goals that everyone is pursuing together: the policies and how they will positively impact Bay Area residents.

Who are considered external audiences?

External audiences include staff and elected officials at the grantee jurisdictions and staff at the community partner organizations, as well as other Bay Area jurisdictions and community organizations that are not Challenge Grant recipients. These audiences need to hear consistent, clear messages from everyone connected with the Partnership about the Challenge Grants and all their component parts.

The Partnership fellows and staff at PolicyLink, SFF, LISC, and CZI are all considered internal, and communications with them are not strictly subject to these guidelines, though using good communications practices internally will help us all to effectively use them with external audiences.

Using Partnership messaging

All organizations involved in the Partnership should follow the Partnership for the Bay's Future messaging, which contains key messages and descriptions and phrases, along with supporting data and guidance on how to reference the problems that the Partnership was designed to address. The [Quick Reference section](#), included as an appendix to this document, is particularly useful as a “cheat sheet” to keep handy when crafting Partnership communications and materials. The Quick References give high-level explanations of PBF's key message priorities:

Message Priority #1: Cross-sector collaboration

Message Priority #2: People at the center of the 3Ps

Message Priority #3: Prioritizing community

Message Priority #4: Our vision for a just and inclusive Bay Area

For questions about messaging, contact Rachel Benditt at rbenditt@sff.org.

Responding to the coronavirus pandemic

The coronavirus pandemic and resulting shelter in place orders in the Bay Area caused a necessary adjustment in the work of the Challenge Grant fellows, their jurisdictions, and community partners. From the early days of our response to this crisis, it has been clear that there's a strong housing connection at play here—at the most basic level, how can we be asking folks to shelter in place if they don't have shelter, or are at risk of losing it?

The Partnership for the Bay's Future and all our associated organizations fully support being adaptive to the needs of our Challenge Grant jurisdictions during these exceptional times. We encourage the fellows and community partners to strengthen and support their jurisdiction's ability to respond to the housing implications of COVID-19. We recognize that serving the needs of our communities calls for a flexible approach to this work and that this is an all-hands-on-deck situation for many jurisdictions. We encourage fellows to help their jurisdictions and community partners tell the story of this adaptation and resilience.

Guidelines for branding and work product ownership

Communications about the Challenge Grants to external audiences should be written and branded as coming from the Partnership for the Bay's Future. SFF, CZI, and all the organizations involved in the Partnership have all very intentionally taken a step back in this way to help build name recognition for the Partnership as an entity that is larger than any of the organizations that play a role in it.

Representing the Partnership for the Bay's Future

To help with consistent messaging and external representation, Fellows will be provided with branded materials, like PowerPoint slides.

Participating organizations are encouraged to talk about their role and the specific work they do with the Partnership using approved descriptions of the Partnership and including that the Partnership is a cross-sector, collaborative effort.

Example: We should refer to the Partnership for the Bay's Future Challenge Grant program (not the San Francisco Foundation Challenge Grant program) and the Partnership for the Bay's Future Challenge Grant Fellows (not PolicyLink Fellows).

Any content or quotes from community partners or jurisdictions will obtain approval for sharing publicly by the person quoted or their organization before the content or quote is used publicly.

Representing the city or county government

Through their work at the grantee city or county government, Challenge Grant Fellows will also have the opportunity to represent their jurisdiction and the policy change the jurisdiction is pursuing. The work that Fellows do at their jurisdictions and that represents their jurisdictions should follow that jurisdiction's communication guidelines and branding (instead of these Partnership communication and branding guidelines).

Speaking about specific organizations' roles in the Partnership

We encourage all participating organizations to tell their audiences about their specific roles in the Partnership on their websites and other owned channels. Whenever possible, we highly recommend getting review of any Partnership-related content from the Partnership for the Bay's Future team before making it public. If advance review by Partnership staff is not possible, please limit descriptions of the Partnership to what is included in the Messaging Quick Reference, below and make sure to be clear about your organization's role in the Partnership and the fact that it's a multi-organization effort.

Please send communications and materials for review to Rachel Benditt at rbenditt@sff.org and Aysha Pamukcu at apamukcu@sff.org.

Materials and work product

The Partnership may request to use or share materials or work product created by the jurisdictions or community partners. Our goal is to amplify the work of our partners and give it and them a broader audience along with building a movement, sharing best practices, and otherwise working to achieve our shared goals.

The Partnership will seek permission from department or organization that developed the materials or work product before using or sharing in any way and will credit the author/creator of the materials or work product in Partnership materials, presentations, or any other uses.

Media requests

Media requests specifically about the Partnership for the Bay's Future or the Challenge Grants program should be directed to Partnership staff (primary contact is Rachel Benditt, rbenditt@sff.org).

Media requests about the local work in progress in any of the Challenge Grant sites should be directed to the city/county department or community organization leading that work. If the Partnership receives any media requests about local work in progress or other topics that are more fitting to be addressed by the jurisdictions or community partners, we will pass those requests along to the appropriate partner.

Tell your story!

Nothing in this guide is intended to push everyone to tell the same story about the Partnership. In fact, we encourage all organizations and individuals within the Partnership to use the Partnership messaging materials to help tell their own stories. Economic inequality, racial injustice, and the housing crisis affect everyone in the Bay Area in different ways, and it's important that we share those stories in order to do the work of the Partnership effectively and authentically. Feel free to talk about how this work connects to your personal or professional experiences through the channels that feel right to you, from social media to community meetings.

Appendix: Partnership Messaging Quick Reference

About the Partnership for the Bay's Future. The Partnership for the Bay's Future is a collaborative effort to build a prosperous, inclusive, vibrant, and livable Bay Area. Together, we act boldly, engage deeply, and invest significantly in the Bay Area to improve three interconnected and critical elements for the long-term prosperity of our region: housing, transportation, and economic opportunity.

Built on deep conversations and input from Bay Area communities, the Partnership brings together organizations from all perspectives and all walks of life to ensure that all Bay Area residents have stable, affordable homes and to create the Bay Area we want to see for the next generation.

The Partnership launched in early 2019 with the support of the [San Francisco Foundation](#), the [Chan Zuckerberg Initiative](#), the [Ford Foundation](#), [Local Initiatives Support Corporation \(LISC\)](#), [Facebook](#), [Genentech](#), [Kaiser Permanente](#), the [William and Flora Hewlett Foundation](#), the [David and Lucile Packard Foundation](#), the [Stupski Foundation](#), and [Silicon Valley Community Foundation](#).

Current Focus: Housing. The Partnership for the Bay's Future works to produce and preserve affordable housing and support protections for renters across the Bay Area. Our dual approach is unique: We invest in building affordable homes and sustaining affordability where it already exists, and we support the policy changes that will lead to more affordable homes and greater protections for renters.

Message Priority #1: Cross-sector collaboration. The Partnership for the Bay's Future brings together leaders from our communities, our businesses, local philanthropies, and our government to find the solutions to ensure that people of all backgrounds and economic statuses can call the Bay Area home. Our goal is to increase housing affordability for all and ensure vibrant communities of racial equity and economic inclusion.

Message Priority #2: People at the center of the 3Ps. We want all Bay Area families to have stable, affordable homes. We believe that protection, preservation, and production together will make the difference. We designed the Partnership to leverage investment and policy change to help families stay in the Bay Area communities where they connect, contribute, and prosper.

Message Priority #3: Prioritizing community. We value homes so families can live and grow as part of the fabric of a vibrant, thriving community. The Partnership is helping Bay Area residents to create and preserve the neighborhoods, communities, and cities that reflect our region's rich culture and are home to people of all different races and backgrounds. We can create the Bay Area we want by forming partnerships, advocating for policy change, and consciously investing in housing solutions that work for all Bay Area residents.

Message Priority #4: Our vision for a just and inclusive Bay Area. We envision a Bay Area where people of all ages and from all different cultures and backgrounds have an affordable place to call home,

and where we live in communities where all people can feel they belong. This is a place where children and elders alike can thrive no matter what zip code they live in.