

Partnership for the Bay's Future: Challenge Grant B/ART

This chart maps out the B/ART—that is, Boundaries of Authority, Role and Task—for the different team members of the Partnership for the Bay's Future Challenge Grant program. This tool is part of the [Results Count](#) approach and helps groups define their work and understand each other's contributions as well as how to collaborate effectively to achieve shared goals.

Team Member	Boundary (scope)	Authority	Role	Task (work of the group)
Jurisdiction	<p>Timeline: 2 years</p> <p>Geography: Specific Bay Area city or county</p> <p>Agenda: Select and move forward equitable housing policies.</p>	<p>Awarded a Challenge Grant to help identify, pursue, and implement housing protection and or preservation policies in collaboration with the Challenge Grant team.</p> <p>City staff member manages Fellows' day-to-day work.</p>	<p>Challenge Grant jurisdictions are local governments in the Bay Area who have committed to partner with one or more community based organizations to identify and work toward a set of shared policy goals. Together, the jurisdiction staff, Challenge Grant fellow, and lead community partner(s) form the site's "core team."</p> <p>The jurisdiction's role encompasses the following:</p> <ul style="list-style-type: none"> • Host to a Challenge Grant Fellow and supervisor of their daily work. • Expert in housing and policy, and jurisdiction process and context. • Resource provider, including allocating dedicated staff time, to support successful government/community collaboration. • Collaborator with the core team in the development of policy proposals to be advanced, as well as strategy and workplan to move forward. 	<ul style="list-style-type: none"> • Activate and engage civic and political will for the adoption and implementation of progressive tenant protection and preservation policies, in collaboration with the lead community partner and Fellow, with an emphasis on community engagement. • Provide supervision, guidance, and support (e.g., workspace and tools, introductions and access to key stakeholders, orientation) to Fellow. • Work collaboratively with the lead community partner and Fellow. • Lead on a transformative community engagement approaches with community partners. • Actively participate in and contribute to Partnership activities, such as the quarterly convenings, communications content, and evaluation efforts.

Team Member	Boundary (scope)	Authority	Role	Task (work of the group)
Challenge Grant Fellow	<p>Timeline: 2 years</p> <p>Geography: Specific Bay Area city or county</p> <p>Agenda: Support jurisdiction in selecting and moving forward equitable housing policies.</p>	<p>With PolicyLink as the employer of record and with supervision for jurisdiction staff, Fellows support implementation of Challenge Grant projects.</p>	<p>Challenge Grant Fellows are responsible for championing the development, adoption, and implementation of innovative and high-impact protection and preservation policies in collaborative partnership with community and staff from departments across the jurisdiction.</p> <p>Fellows serve as a bridge between jurisdictions/city staff and community partners.</p> <p>Together, the jurisdiction staff, Challenge Grant fellow, and lead community partner(s) form the site's "core team."</p>	<ul style="list-style-type: none"> • Provide jurisdictions with critical staff capacity to execute Challenge Grant workplans. • Facilitate the development, adoption and implementation of innovative and high-impact Protection and Preservation Policies in collaborative partnership with community and staff from departments across their jurisdiction. • Serve as a liaison between jurisdiction, community partners, PolicyLink and San Francisco Foundation. e.g. Highlight jurisdiction technical assistance needs and submit a proposal for funds, contribute strategic communications updates. • Actively participate in and contribute to Partnership activities, such as the quarterly convenings, communications content, and evaluation efforts.
Lead Community Partner	<p>Timeline: 2 years</p> <p>Geography: Specific Bay Area city or county</p> <p>Agenda: Support jurisdiction in selecting and moving forward equitable housing policies.</p>	<p>Selected by the jurisdiction to be a partner in the Challenge Grant work.</p> <p>Works with the jurisdiction and the local community to identify priorities, gather input, and drive policy and advocacy work.</p>	<p>Challenge Grant community partners are champions for housing justice who partner closely with the Fellow and jurisdiction staff to identify and work toward a set of shared policy goals.</p> <p>Together, the jurisdiction staff, Challenge Grant fellow, and lead community partner(s) form the site's "core team."</p>	<ul style="list-style-type: none"> • Help identify and champion the jurisdiction's policy priorities. • Assist Fellow and jurisdiction with the design and passage of policies tailored to populations at greatest risk for displacement. • Work in partnership with the jurisdiction and Fellow to implement the Fellow's work plan. • Actively participate in evaluation efforts.

Team Member	Boundary (scope)	Authority	Role	Task (work of the group)
Additional Community Partners	<p>Timeline: 2 years</p> <p>Geography: Specific Bay Area city or county</p> <p>Agenda: Support jurisdiction in moving forward equitable housing policies.</p>	<p>Selected by the Challenge Grant team to help facilitate community engagement and participation, and to provide content expertise to shape priorities.</p>	<p>Challenge Grant additional community partners work closely with the core team to help meet the jurisdictions' policy goals, especially around organizing and community engagement and education.</p>	<ul style="list-style-type: none"> • Help refine and champion the jurisdiction's policy priorities. • Assist Fellow and jurisdiction with the design and passage of policies tailored to populations at greatest risk for displacement. • Work in partnership with the jurisdiction and Fellow to implement the Fellow's work plan. • Actively participate in evaluation efforts.
PolicyLink	<p>Timeline: 2 years</p> <p>Geography: Challenge Grant jurisdictions</p> <p>Agenda: Support Challenge Grant cohort through technical assistance and Fellowship management.</p>	<p>Administers the Challenge Grant fellowship and serves as the fellows' employer of record.</p>	<p>PolicyLink is a national equity organization that specializes in research and data analysis, and policy development and advocacy acting as the administrator of the Challenge Grant Fellowship. PolicyLink employs the Fellow, manages the Fellowship cohort, and provides technical assistance to the Fellow and cohort as requested.</p>	<ul style="list-style-type: none"> • Provide content expertise, support and employer oversight to the Fellows and their jurisdictions. • Support activities such as jurisdiction-to-jurisdiction learning, dissemination of best practices, and state policy change efforts. • Provide tailored support to Fellows and jurisdictions. • Host monthly meetings for Fellows from participating jurisdictions. • Employ the Fellow as a FTE of PolicyLink and be managing partner responsible if any issues arise with the Fellow and/or the jurisdiction as it relates to the Fellows and the Challenge Grant program. Quickly resolve any issues that may arise between the Fellow and the jurisdiction. • Actively participate in and contribute to Partnership activities, such as the quarterly convenings, communications content, and evaluation efforts.

Team Member	Boundary (scope)	Authority	Role	Task (work of the group)
San Francisco Foundation	<p>Timeline: 2 years</p> <p>Geography: Challenge Grant jurisdictions</p> <p>Agenda: Support Challenge Grant cohort through funding, technical assistance, and thought partnership.</p>	<p>Funder of the Challenge Grants.</p> <p>Designs, develops, implements and provides oversight of the Challenge Grant and related resources.</p>	<p>The San Francisco Foundation is the host institution for the Policy Fund, which administers the Challenge Grants. It manages the process to solicit, review, and select Challenge Grant jurisdictions and provides funding, technical assistance, thought partnership, and other supports to the cohort.</p>	<ul style="list-style-type: none"> • Ensure the Challenge Grant program is centered on the core values of racial and economic inclusion. • Utilize grant making, convening, and organizational capacity building to support and advance the cohort’s work. • Build momentum for the Policy Fund and engage civic leaders from advocacy orgs, academia, foundations, etc. through the Partnership. • Centrally manage initiative-wide strategic communications and process across partners. • Manage evaluation efforts.
Informing Change	<p>Timeline: 2 years</p> <p>Geography: Challenge Grant jurisdictions</p> <p>Agenda: Support Challenge Grant cohort through evaluation.</p>	<p>Evaluator of the Challenge Grants</p>	<p>Informing Change is the evaluator for the Challenge Grants and is undertaking an equity-based developmental evaluation process meant to inform and enhance the Challenge Grant work as it continues to evolve.</p>	<ul style="list-style-type: none"> • Design and implement evaluation framework for the Challenge Grants. • Collect and synthesize feedback to share with Challenge Grant cohort to help inform and enhance the work.