

What is the Partnership for the Bay's Future?

The **Partnership for the Bay's Future** helps make homes more affordable across the Bay Area with a unique dual approach: in collaboration with partners, we work to advance policy changes that protect residents and improve affordability, and we invest in building new and rehabilitating existing affordable homes, always through a lens of racial equity and economic inclusion. We bring this two-pronged strategy to life through the

- **Policy Fund**, which supports policy solutions to stem the tide of displacement, and preserve and produce housing, and
- **Family of Loan Funds**, which increases housing supply through responsive and creative financing.

The **Policy Fund** is the key policy arm of the Partnership for the Bay's Future and recognizes that bold policy change is needed to address our housing shortage and affordability challenges. Managed by the San Francisco Foundation, the Policy Fund builds the capacity and networks required for equitable local policy change by working with community groups to help them bring the voices of renters, low-income residents, and people of color into the local and regional policy process and by helping local governments create and successfully implement policies that enable more Bay Area residents to remain in their communities.

The Policy Fund administers grant programs that are designed to:

- Increase racial and economic equity across the region by increasing affordable housing production, preserving existing affordable housing, and stemming displacement of people of color and other marginalized communities from across the Bay Area
- Develop a robust regional network and a community of practice made up of housing advocates in local government and community-based organizations
- 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

The **Family of Loan Funds**, one of the nation's largest-ever private-sector housing funds, supports the production and preservation of affordable homes in five Bay Area counties. Managed by the Local Initiatives Support Corporation (LISC), these funds are designed to address the lack of affordable homes—a reality that disproportionately impacts households of color—by bridging funding gaps throughout the region's rental housing market.

What are the Breakthrough Grants?

The Policy Fund is launching the Breakthrough Grants for Housing Production and Preservation (“Breakthrough Grants”), a program to bring together Bay Area jurisdictions and catalyze policy innovation in building and preserving affordable housing in local communities. The Policy Fund will select a cohort of jurisdictions that propose the most high-impact, yet realistically achievable plans to be a part of the Breakthrough Grant program.

The cohort will be made up of core teams working collaboratively to advance housing production and preservation policy across the Bay Area. A core team will consist of local government staff who work closely with their Breakthrough Grant fellow and a local community partner organization. This “inside-outside” partnership ensures community input and support for local policy and provides essential capacity to move the work forward.

Within the two-year grant period, each of the Breakthrough Grant jurisdictions will receive two years of capacity building, community engagement, and tailored technical assistance support from the Policy Fund. After the grant period, participants will become part of the Policy Fund alumni program, and continue to have access to the Partnership network and other supports.

Chosen jurisdictions will be expected to pass and/or implement a package of affordable housing production and preservation policies in collaboration with their community partners. If your jurisdiction is interested in applying and is not sure who might be a suitable community partner, contact the Policy Fund to discuss options.

Why apply?

The Breakthrough Grants are designed to have a transformative effect on how jurisdictions approach housing through community-driven policy. Through increased capacity and tailored technical assistance in a time of tough COVID-related budget and staffing constraints, these grants will support breakthroughs in local housing initiatives by guaranteeing that housing solutions continue to move forward.

Over a two-year timeframe, Breakthrough Grant sites will receive a capacity building and technical assistance package to pass and implement production and preservation policies. The package will include:

- A full-time fellow housed in the jurisdiction's office dedicated to moving Breakthrough Grant work forward. The fellow also serves as a liaison between the jurisdiction and the community partner.
- Funding and support for community partners to work in partnership with the jurisdiction by helping in developing and building community support for Breakthrough Grant policies. Community partners ensure that community voice is part of the policy process and will receive grants from the Policy Fund.
- 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.
- Targeted underwriting guidance from the Partnership for the Bay's Future Family of Loan Funds to apply for capital investments located in the jurisdiction.

After the two-year program, cohort members will enter the Policy Fund alumni program, which offers continued networking and support opportunities across all previous cohorts.

Who is eligible to apply?

Breakthrough Grants are open to local governments (towns, cities, and counties) in the counties of Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara that are currently experiencing, or at risk of experiencing displacement or exclusion of low-income people and communities of color.

The Policy Fund will accept applications from:

- Local government departments that play a lead role in housing, planning, community development, or other relevant areas,
- Local government departments partnering together, or
- Regional entities or jurisdictions partnering together (such as a county and a city within its borders).

Successful applications will explain how the jurisdiction will adopt and/or implement its policy package to advance affordable housing production and preservation in collaboration with a community partner (scroll down for a list of potential policy projects).

Jurisdictions that have previously received a Challenge Grant are eligible to apply.

What support is there to help interested jurisdictions apply?

The Policy Fund is offering technical assistance to jurisdictions who would like support in developing their Breakthrough Grant applications. Jurisdictions may request technical assistance support by applying for an [Application Grant](#). These grants will provide funding to a jurisdiction to work with consultants on developing a competitive Breakthrough Grant proposal. If your jurisdiction does not have a consultant identified, the Policy Fund can engage one of our pre-selected consultants to work with you.

If your jurisdiction is interested in applying and is not sure who might be a suitable community partner, contact the Policy Fund to discuss options.

The Application Grant is an optional support for applicants. Jurisdictions do not need to apply for an Application Grant in order to pursue a Breakthrough Grant.

Application and selection timeline

May 2021	Breakthrough Grant application is released. Applications will be accepted on a rolling basis. Applicants who are seeking technical assistance in putting together their applications should apply for an Application Grant.
June 2, 2021	Information session. Register here .
July 30, 2021	Breakthrough Grant proposals due
August 2021	Applications reviewed by the Policy Fund and finalists interviewed
September 2021	Award announcement

Please note that these dates are subject to change.

What are some illustrative potential Breakthrough Grant policies?

The following is a list of policy efforts that have been identified as promising areas of work. Jurisdictions that have already enacted some of the listed policies are encouraged to apply and will be considered as competitive as jurisdictions that have not.

While the policies below have been identified as promising, we recognize that breakthrough often occurs through ideas we haven't seen before. This list is meant to stimulate applicants' thinking and approaches and not intended to be prescriptive. We encourage applicants to put forward high impact and equity oriented policies, whether or not they are not listed here.

Establish post-COVID recovery plans. The 2020 pandemic catalyzed innovative short-term policy solutions to housing insecurity and homelessness, such as rental assistance and rapid temporary shelters. Communities now need to pivot to longer-term solutions, many of which can build on policies adopted during the pandemic. Examples include:

- Leveraging federal funding to sustain COVID-era housing policies, such as using motels, tiny homes and other spaces to provide housing
- Developing a plan for converting vacated commercial and offices spaces to housing

Collaborate with underrepresented partners in the production space. This effort would engage a broader set of leaders who can bring powerful voices for communities that are too often left behind and whose voices are not heard in policy discussions. Examples include:

- Working with faith-based organizations to allow for greater flexibility in building housing on religious land
- Developing zoning overlays that would allow and/or incentivize land owned by faith-based organizations to be more easily used for affordable housing production
- Establishing and implementing a process to prioritize emerging BIPOC-led developers for jurisdictional projects

Leverage timely policy opportunities. A number of policy opportunities will arise during the two-year Breakthrough Grant period, which we encourage applicants to leverage. Examples include:

- Developing and implementing a Housing Element that demonstrates the jurisdiction is affirmatively furthering fair housing, engaging community, and centering the voices of BIPOC residents
- Creating/using innovative technology tools to evaluate site selection for housing

Streamline and adapt the production process. The production process in communities across the Bay Area can be complex and cumbersome. We encourage jurisdictions to think about ways to streamline this process based on the needs of actors in the affordable housing production space. Examples include:

- Developing and implementing accessory dwelling unit permit streamlining processes and financing tools
- Evaluating governmental and non-governmental constraints on affordable housing production, then developing and passing policies to address those constraints
- Developing and implementing a workplan to leverage public lands for affordable housing
- Adopting and encouraging modular construction

Pass zoning and land use changes. Local governments across California and the nation have turned to zoning changes as a solution for acute housing shortages. Land use and zoning decisions have long excluded low-income communities of color and we encourage changes to these long-standing exclusionary policies to redress the harm. Examples include:

- Approving zoning changes to allow for higher density across a jurisdiction
- Adopting incentives for transit-oriented affordable housing development

Encourage community ownership opportunities. The Bay Area loses about 32,000 unsubsidized affordable housing units each year. Preservation policies have the potential to transform our communities in the Bay Area and can be a part of a broader community wealth-building strategy. Examples include:

- Supporting community land trusts through developing collective acquisition processes
- Passing a Community or Tenant Opportunity to Purchase Act (COPA/TOPA) to provide community organizations or tenants the first right of refusal when a landlord sells, giving them time to assemble acquisition funding and financing
- Developing a local funding program to support preservation deals specific to the local jurisdiction context, including building types, project sponsors, etc.
- Developing a proactive rental inspection policy (code enforcement) that can be achieved without risk of eviction or displacement for tenants
- Developing a tenant bill of rights to guide acquisition processes that centers tenants and their experience

Your commitment

If selected as a Breakthrough Grant awardee, your jurisdiction will:

- Provide supervision, guidance, and support (such as orientation, work space and tools, introductions and access to key stakeholders) to the Breakthrough Grant fellow
- Commit lead staff to support and guide Breakthrough Grant fellow during the two-year grant period
- Collaborate closely with the chosen community partner for the duration of the grant period
- Commit lead staff to participate in quarterly cohort meetings with fellows and other awardee jurisdictions
- Secure support for Breakthrough Grant efforts from two elected officials within the jurisdiction
- Commit to fully implementing policies beyond the two-year grant period, if applicable
- Collaborate with the Policy Fund evaluation team to define, measure, and share data relevant to tracking outcomes

How will applications be evaluated?

The Policy Fund will evaluate applications based on the following criteria:

1. **Proposed policy solutions backed by community engagement that advance racial and economic equity and facilitate innovative approaches.** Successful applications will identify the displacement and exclusion impacts within your jurisdiction and propose policy changes that address affordable housing production and/or preservation. 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. Proposed policy should be grounded in what is most strategic and impactful for your jurisdiction.
2. **Foster an enabling environment for equitable production and preservation wins.** The Policy Fund recognizes that policy change does not occur overnight. While an ideal outcome would include the passage and implementation of new affordable housing production and preservation policies, mapping out and taking significant strides to facilitate longer-term policy goals are also acceptable.

3. Develop and share scalable workplans and outcomes for significant impact.

Proposals should demonstrate high impact in producing and preserving affordable housing. The selection committee will also give strong consideration to applications that propose innovative policies that have yet to be tested, but show great promise, or groundbreaking policies that catalyze change in a jurisdiction with few to no affordable housing production or preservation policies.

4. Facilitate a robust regional network of housing justice champions in local government and community-based organizations.

The Breakthrough 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 jurisdiction agency in the past but remains well-positioned to empower local communities and shape the policy-making process. Jurisdictions may select more than one community partner to advance community engagement work.

How can I learn more about the Breakthrough Grants?

Join us for an informational webinar on June 2 at noon. Please RSVP [here](#).

For more information or any questions you might have about the Breakthrough Grants, contact Evita Chávez at echavez@sff.org

Application

[Complete Online Here](#)

Open: Monday, May 17, 2021

Close: Friday, July 30, 2021 at 11:59 PM PST

Application

Welcome to the 2021-23 Breakthrough Grant Application. Thank you for your interest in this program to preserve and produce affordable housing.

The application is meant to help us get to know your jurisdiction and better understand your approach and vision for change. There is no minimum or maximum length required for each response.

The application is due on Friday, July 30, 2021. Awards will be announced in September 2021. For more information about timeline and other aspects of the Breakthrough Grants, please visit baysfuture.org/breakthrough-grants

Need help applying? The Policy Fund is offering technical assistance to jurisdictions who would like support in developing their Breakthrough Grant applications. Jurisdictions may request technical assistance support by applying for an Application Grant [here](#).

I. Basic information

Name of jurisdiction:

Name of staff contact person for application:

Title:

Jurisdiction Department:

Email:

Phone Number:

Name of person providing direct supervision to fellow:

Title:

Jurisdiction Department:

Email:

Phone number:

Address:

Secondary person providing direct supervision to fellow (in the event the primary person is unavailable), if applicable:

Title:

Jurisdiction Department:

Email:

Phone number:

Address:

II. Proposal

Please submit a proposal describing the following. Note that there is no minimum or maximum length required.

- 1. Vision, policy priorities, and impact:** Please describe your vision, policy priorities, and anticipated impact. Share why have you chosen to advance these particular policies and whether they are part of a new or continuing effort.
- 2. Focus on equity:** Please describe how your proposal will improve racial and economic equity in your jurisdiction.
- 3. Past efforts:** Please describe the most significant affordable housing preservation and/or production policies that your jurisdiction has passed in the past 2-5 years. If you have not made significant policy progress, please describe your obstacles.
- 4. Stakeholders and community partnership:** Please share your plan to engage your community in the policy process, with a specific emphasis on engaging low-income people and communities of color. Describe the community group that will serve as your lead partner and, if your application is successful, will receive two years of grant funding from the Policy Fund.
- 5. Jurisdiction leadership and contribution to success of effort:** Please describe what your jurisdiction will contribute to ensure the success of this effort. This could include your jurisdiction's track record of equitable housing policies, particular community context, available resources to advance the proposed policy package, or key team members (like staff or electeds) who will support this work.

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 short letters (no longer than one page) of support for your proposal from the following:

- Your lead community partner: This letter should acknowledge that your community partnership plan was crafted with their input
- Your mayor (if a city) and/or a councilmember
- Your city manager or county administrator
- Optional: Additional key supporting partners who will be part of the Breakthrough Grant effort, such as a key affordable housing developer