

PARTNERSHIP FOR THE BAY'S FUTURE

Partnership for the Bay's Future (PBF) is an innovative and collaborative effort of philanthropic, private, nonprofit, and public sectors using racial and economic equity as the guiding influence to ensure the Bay Area is a place where everyone can live in vibrant, inclusive communities of racial and economic diversity. PBF aims to achieve this goal by advancing equity-centered regional solutions to address the housing crisis through pairing innovative investment with game-changing policies, changing the systems and policies that have put Bay Area housing beyond the reach of too many individuals and families. PBF is managed by the San Francisco Foundation (SFF) and Local Initiatives Support Corporation (LISC), and supported by a broad coalition of foundations, corporations, and financial institutions.

Policy Grants Cycle 2 Evaluation Update

The Cycle 2 evaluation activities covered site progress from January to July 2023. Each site participated in one cross-site focus group, updated their policy progress indicators for Q1 and Q2 2023, and participated in grant reporting conversations with San Francisco Foundation staff. The cross-site team focus groups were organized according to the sites' policy goals: (1) OPA (Opportunity to Purchase Act), (2) Equitable Development, (3) Preferential Land Use, and (4) Preservation. Each site team established its own goals at the time of submitting its grant application.

Key Learnings

Strategic Shifts

Sites are strategically shifting their policy approaches and progressing toward their evolving goals. Some teams are shifting in response to strong opposition or to garner more support, while others are responding to evolving economic, political, or personnel transitions. For example, EPA has negotiated numerous changes in their OPA proposal based on City Council direction, and Mountain View and South San Francisco have decided to introduce the option of an OPA as part of broader anti-displacement efforts instead of as a stand-alone policy.

Robust Community Engagement & Education

Most sites are prioritizing a strong community engagement and education process. Community involvement helps maintain support for policy goals, makes it easier to dispel misinformation, and counterbalances well-resourced opposition groups. Some sites are establishing formal advisory boards to guide community engagement alongside other engagement efforts. One example is Antioch's Resident Empowerment Program, which formally brings the voices of individuals who have experienced homelessness into the project structure.

Sites are also exploring ways to educate councilmembers about the importance and value of preservation efforts and infrastructure. Councilmembers are subject to misinformation tactics, especially about innovative policies like OPA programs. An important consideration in effective councilmember education is finding trusted voices to influence councilmembers with accurate and relevant information.

Sites are using different strategies to engage interested groups. Sites working on preferential land use tend to narrow engagement to specific populations based on the geographic impact of their policy goals, while those working on broader legislative efforts tend to engage wider communities.

Site Team	Cycle 2 Progress (Dec. '22 – Jul '23)
Antioch	Community listening sessions about ADU permits and seeding creation of advisory committees.
BAHFA (Bay Area Housing Finance Authority)	Launching Housing Preservation Pilot NOFA and researching the Welfare Tax Exemption process.
Berkeley	City Council adopted a Housing Preference Policy. Hosted People's Assemblies to discuss Equitable Black Berkeley priorities.
HACCC (Housing Authority of Contra Costa County)	Released RFQ for the first phase of Last Deltas property sale. Ongoing outreach to former Las Deltas residents.
East Palo Alto	Updated OPA framework in preparation for fall Council vote. Separately, secured \$250,000 for rental registry and emergency rental assistance.
Mountain View	Preparing for council sessions on (1) local replacement requirements and (2) displacement response strategy.
Oakland	Adapted major changes to the City's NOFA (Notice of Funding Availability) programs to be more inclusive of emerging developers.
Richmond	Incorporated Policy Grant priorities in the City's housing element. Interactively mapped all vacant, abandoned, and tax-delinquent properties.
San Francisco	Completed first round of the Developers of Color Cohort program. Learnings will inform city policy.
San José	OPA voted down. Focusing on supporting the preservation ecosystem.
South San Francisco	Issued RFP for the facilitation of a tenant-landlord advisory board to inform the City's anti-displacement efforts.

Tracking Quantitative Indicators

Fellows worked with their site teams to identify quantifiable indicators that help tell the story of their policy progress over time. The indicator development process was participatory and focused on each site individually. Indicators reflect what is important to each site in charting their policy journey. Given differences in context, goals, and activities, not all site teams can measure the same indicators. Since the start of 2023, Fellows have reported on these indicators quarterly. Below, we include some highlights from their reporting.

of Community Meetings & Attendees

9 sites

(Antioch, Berkeley, HACCC, EPA, Mountain View, Oakland, Richmond, San José, SSF)

77 meetings

1,371 attendees

Sites Differ in Their Approach to Community Engagement

Site teams in Contra Costa County, including Antioch, Housing Authority of Contra Costa County (HACCC), and Richmond—all pursuing preferential land use policies—have consistently engaged targeted community groups according to geography or because those populations would specifically benefit from their policy goals (e.g., unhoused individuals, faith institutions). These meetings are typically smaller and consistent throughout the quarter (avg. ~77 attendees in total per site and ~6 meetings/quarter). On the other hand, those pursuing COPA/TOPA (EPA and initially San José), held larger meetings with a broader reach (avg. ~137 attendees in total per site and ~3 meetings/quarter). Berkeley, which is pursuing an ambitious community-informed framework for equitable development, has also held large meetings that combined have reached over 100 individuals per quarter. Some sites that do not have a large and established community organizing infrastructure are taking smaller steps to establish advisory boards and begin community engagement.

Sites Are Advancing Equity-centered Housing Efforts Through Different Approaches

Berkeley and Oakland recently passed policies connected to their PBF goals. In July 2023, Berkeley City Council approved an Affordable Housing Preference Policy (HPP) that prioritizes families displaced during BART construction in the 60s and 70s or who were otherwise subject to redlining or no-fault evictions. Work on this policy took over three years to succeed. Oakland has prioritized policy changes at the administrative level and introduced modifications to the City's NOFA process to support emerging developers, including changing the requirements to qualify as an emerging developer and the way applications are scored.

of Policies/ Ordinances Passed or Modified

2 sites

(Berkeley, Oakland)

5 policies/ ordinances

of Housing Units To Be Produced & Preserved

3 sites

(Berkeley, HACCC, Mountain View)

1,832 to be produced

50 to be preserved

Ensuring Equity in the Development Process

HACCC successfully sold properties under its control to local developers for a symbolic cost. The goal is to prevent displacement and improve conditions for current residents by leaning on local developers, community land trusts, and nonprofits who are invested in creating thriving local communities. The team expects 32 units to be produced.

The City of Berkeley plans to build 1,800 units of housing around Ashby and North Berkeley BART stations. The site team is taking a reparative lens to the work and has been exploring funding streams, proposing legislative changes, and leading deep community engagement to ensure the development process benefits the Black community and provides redress (unlike other development processes in previous decades).

Other sites working on development projects are focusing on building the capacity of emerging developers who may be better positioned to support their local communities. It remains to be seen how many units are created or preserved because of these efforts.

Key Takeaways:

Sites faced many challenges and setbacks in their policy work. Still, all site teams are demonstrating creativity and resilience by adjusting their workplans to achieve policy goals that advance equitable housing in the Bay Area.

Policy change takes time. Sites are constrained by the 2-year grant timeline but are building in mechanisms to ensure the work moves forward after the grant ends. The regional connections, close partnerships between City government and CBOs, and newly formed advisory committees mean that efforts started during the grant period have layers of support and accountability moving forward.