

A Model for Equitable Housing Solutions and Innovation

PARTNERSHIP FOR THE BAY'S FUTURE

October 2024

The Partnership for the Bay's Future Playbook



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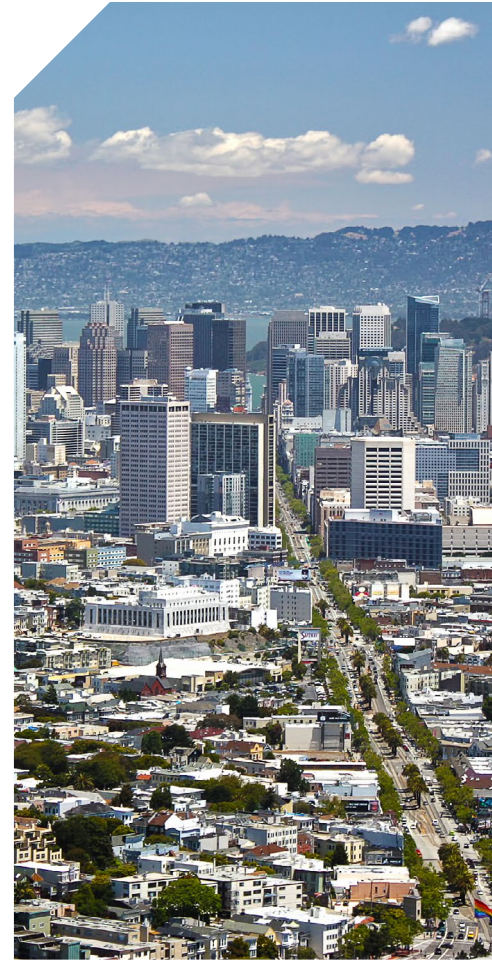
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Introduction

The San Francisco Bay Area, a region renowned for its natural beauty, cultural heritage, world-class innovation, and economic strength, has been grappling with an affordable housing crisis for decades, most recently exacerbated by the Covid-19 pandemic. This crisis, characterized by rapidly rising housing costs and inequitable wage growth across incomes, has strained household budgets, jeopardized the region's diversity, growth, and prosperity, and has increasingly become a central concern for residents throughout the Bay Area. In response to the growing affordable housing crisis, leaders across the philanthropic, business and nonprofit communities mobilized to launch the Partnership for the Bay's Future (PBF) collaborative effort.

After five successful years of PBF – across two cycles of funding for equitable policies, 15 cities, and more than 4,400 affordable homes developed or preserved – the PBF team heard that other regions want to replicate the PBF model in their own backyard. Local government, foundations and community partners nationwide are looking to gather insights on how to bring the same level of impact – especially centered around equity – to their communities.

PBF developed this “Playbook” to help other regions follow the same path. The Playbook describes PBF's history, includes key plays and learnings, and recommends options for how to adapt the concept to local needs and ecosystems. This empowers other regions to implement the same key components that made PBF so successful, but tailored to the needs of other communities, with their own unique circumstances and capacity.



PLAY-BY-PLAY:

Partnership for the Community's Future

PBF prioritizes community first. Replicating the model in another region can be accomplished in various ways as long as it is authentically in partnership with the community. At the end of each PBF model section, play-by-play checklists lay out how PBF was implemented. These are intended as flexible guides, offering a framework for strategies rather than a rigid procedure for implementing PBF in your community.

Other regions can use the same plays – in different orders or combinations – to develop impactful, community-centered solutions. Whether the solutions are in affordable housing, economic development, climate resilience or another area – each story will have a different origin and therefore a different path. As a result, this Playbook outlines the key plays of PBF with choices for other regions to piece together their own players, coaches and playbooks for their communities.

Kicking Off the Partnership for the Bay's Future

PBF is an innovative and collaborative initiative focused on equitably producing and preserving affordable housing, and protecting renters across the San Francisco Bay Area. Guided by the principles of racial and economic equity, PBF aims to create and sustain vibrant, diverse and inclusive communities.

Because the housing affordability crisis requires comprehensive solutions, PBF pairs game-changing policies with innovative investment to transform the systems and policies that have put the Bay Area beyond the reach of too many individuals and families. This dual-focus includes a policy program that fosters two-year collaborations between local governments and community-based organizations (CBO) to co-create and implement impactful equitable housing policies; and secondly, a \$500 million investment fund dedicated to producing and preserving affordable housing across the region.

Although the Bay Area has its own unique housing crisis, the tools PBF utilizes to combat housing unaffordability can be wielded in other regions dealing with housing affordability concerns or any other policy-related issue. The story can also help other regions considering a similar approach, whether only one element of PBF is implemented or a region undertakes a more comprehensive effort.

"The 3 Ps" of Housing Policy

The Bay Area housing community has coalesced around the "3 Ps" framework to ensure housing is available for all Bay Area residents, no matter who they are, where they live, or how much they make:



Production of new housing at all income levels, especially affordable housing



Preservation of existing housing that is affordable to lower- and middle-income residents



Protections for current residents to prevent displacement

Opening Ceremony

In 2016, amidst rising public concern over housing affordability and anti-tech sentiment in the Bay Area, the leadership at the Chan Zuckerberg Initiative (CZI) and Meta began to explore the region’s housing needs and potential roles in creating solutions. Subsequently, philanthropic institutions like the San Francisco Foundation and Ford Foundation partnered with CZI to establish PBF. Motivated, vocal, and influential leaders from these institutions – with strong networks and persuasive abilities – played a crucial role in the successful launch of PBF.

To lay the groundwork for PBF, those institutions invested deeply in learning about housing challenges in the Bay Area through interviews, convenings and relationship development with CBOs, housing experts and government leaders. Around this time, CZI and the San Francisco Foundation played leadership roles in the development of the region’s [CASA Compact](#), a collaborative effort aimed at increasing housing production and affordability across the region. Ultimately these efforts and relationships culminated in CZI committing \$50 million as seed funding that kickstarted two major funds: \$10 million was allocated to the Policy Fund that included a fellowship program and community-based advocacy grants, and \$40 million was directed towards the investment-focused Family of Loan Funds that provided flexible capital for affordable housing developments. This initial investment was instrumental in leveraging an additional \$460 million for the Family of Loan Funds.

PBF’s founding partners organized listening tours to discuss policy and investment strategies with CBOs, which were instrumental in shaping the community-centered solutions model. These discussions addressed key topics such as affordable housing, civic engagement, and economic development. Representatives from local governments (many of which later joined as initiative partners) and private sectors (including banking and technology) were also engaged and consulted. Through these initial listening tours, described as “100 cups of coffee,” it became clear that PBF would be more powerful if it were to address both gaps in funding and structural challenges. As a result, PBF was structured to combine policy with investment, allowing these two teams to collaborate and inform one another in new ways, yielding effective results and lasting political will.



Trust and Collaboration Are Keys to Sustainability

Trust-building and relationships are key from beginning to end. Working with community leaders to earn their trust and investing directly with our community allies and values-aligned collaborators built the Partnership for the Bay’s Future and keeps it strong today.

– Ruby Bolaria Shifrin, Vice President & Head of Community, Chan Zuckerberg Initiative



Foundational Values at the Heart of PBF

Replicating PBF starts with understanding its core values. Building values into PBF at the founding stage helped to ensure buy-in at all levels, including funders, local governments, CBOs, and the teams managing the initiative. From a coalition building standpoint, shared values are crucial as they anchor diverse individuals and sectors to a common vision and purpose. Local partners agreed to uphold a set of principles, which include a commitment to racial justice, community engagement and concrete gains towards shared goals. This adherence is a condition for accessing PBF resources and is essential for achieving shared objectives, which are aimed at producing tangible results. Additionally, the San Francisco Foundation, which serves as the backbone organization of PBF, maintained the following values throughout the implementation of PBF to ensure decisions were made with these in mind.



Centering Equity

Centering equity in housing as part of PBF involves reimagining housing systems and prioritizing solutions with equity at the core. These solutions require identifying and dismantling centuries of policies and practices that have created socially and economically segregated neighborhoods, prevented wealth building for certain groups, and made Black and Brown populations more vulnerable to crises of all kinds.

Practical examples of centering equity in practice include:

- Focusing policy efforts on anti-displacement, affordable housing preservation, and tenant protections and rights
- Working with local partners to bring community-based priorities to policy discussions to build grassroots support
- Exploring policy changes that build power in local communities of color, broaden inclusion in governance, and reduce disenfranchisement
- Developing an impact framework and set of indicators that reflect equity-based results from the work – including measuring the race/ethnicity of borrowers, organizational board members, leadership and staff as well as resident demographic data
- Revising the request for proposal (RFP) process, underwriting guidelines and other governmental-run processes to support emerging BIPOC (Black, Indigenous, and People of Color) housing developers



Expanding Inclusion

PBF's vision is for a just and inclusive Bay Area where people of all ages and from different cultures and backgrounds have an affordable place to call home, and where communities are places all people can feel they belong.

The PBF approach seeks to create meaningful pathways for greater community participation and inclusion in housing policy, especially in impacted communities and communities of color, through the following:

- Increasing community access to relevant and detailed information to directly address their specific concerns and support informed participation in housing policy discussions
- Offering opportunities to inform policies and funding priorities, engage policymakers, and establish new relationships and spaces to advocate for community priorities
- Respecting and amplifying the leadership of organizations with strong ties to marginalized communities
- Planning and implementing successful stakeholder engagement, including a strategy for reaching out to all interested parties early on
- Identifying strategic areas for compromise during negotiations with stakeholders



Trust-Based Philanthropy

Trust-based philanthropy prioritizes partnering with communities to find solutions. The process acknowledges the power dynamics between community and philanthropy, empowering communities to center their unique experience and expertise to directly influence systems and policies in favor of equity-centered outcomes.

[Key aspects of trust-based philanthropy](#) include awarding multi-year general support grants to nonprofits, accompanied by systematic frameworks that enhance strategic learning and evaluation, vital for developing impactful community-driven solutions. Additionally, PBF provided planning grants for the grant application process, so applicants were compensated for their time whether or not they were awarded a Policy Fund grant. For PBF grantee partners, trust-based philanthropy also involves conversational grant reporting that emphasizes learning over judgment or metrics, and minimizes paperwork for the grantee.



Regionalism

Where residents work, live and play is usually not dictated by city limits. Most people live in homes and choose job opportunities within a regional context. The Bay Area's housing challenges are most certainly a regional issue. Partnering with government in the Bay Area means working with city, county and regional government agencies along with CBOs that span neighborhoods, city limits, county borders and the greater region. PBF has been focused on five of the nine Bay Area counties (Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara) and the nearly 80 local governments contained within them – with expansion to other cities and counties forthcoming.

Examples of regional collaboration among PBF partners include working together to adopt shared policy frameworks across multiple cities (e.g., Opportunity to Purchase, housing preferences) and developing a countywide collaboration on housing-related issues (e.g., [community development in Alameda County](#)).



PBF's On-Field Strategies

As PBF's values help provide the north star, its strategies inform the steps to reach goals set by local governments, CBOs, and affordable housing developers. The following PBF strategies - unique aspects that define the initiative - have been utilized across PBF's Bay Area geography:



Deeper Government and Community Relationships

Strengthening connections between government and community can transition a relationship of fear and mistrust to one that focuses on authentic communication and co-creating policy solutions. This ensures those usually excluded from governance and policymaking are not only at the center of efforts for change, but are empowered to sustainably influence the policies that affect them the most. The shared work of adopting community-centered policies will lead to deeper trust and clear, shared goals between community and government.



Strengthened Collaboration

The PBF model is built on cross-sector collaboration, bringing together local leaders from communities, businesses, philanthropic institutions, labor organizations, and government agencies to find the solutions that enable people of all backgrounds and economic status to call the Bay Area home. The goal is to increase housing affordability for all and ensure vibrant communities of racial equity and economic inclusion.



Focus on Preservation, Protection, and Production

PBF envisions a Bay Area where all families have stable, affordable homes – with a belief that solutions addressing the 3Ps together will make the difference. The PBF model is designed to leverage investment and policy change, ensuring that efforts to safeguard existing housing, maintain affordability, and construct new homes work synergistically to help families stay in the communities where they connect, contribute, and prosper.



Building Capacity and a Leadership Bench

PBF seeks to build capacity in the Bay Area's housing ecosystem. Finding the right staff is a common struggle for local government, emerging developers, and CBOs – especially those with experience in policy, development, advocacy or planning. Causes for the lack of staffing candidates include housing industry burnout, the cost of living in the Bay Area, the Great Recession - which depleted a generation of housing developers, city planners and architects - and the sheer difficulty in finding individuals with the unique skill sets needed for the work. Necessary skill sets include working on public policy for government agencies, policy advocacy for CBOs, or affordable housing development for community development corporations. Overall, the lack of a bench for potential staff hires, especially those currently qualifying for middle to upper management roles (many of whom were junior staff during the Great Recession), is a significant struggle for the field. To address these staffing challenges, PBF implemented a fellowship program to attract and develop skilled professionals, thereby strengthening the pipeline for future leadership in housing across the region.



PLAY-BY-PLAY:

Kicking Off the PBF Model

Initiating the formation of a new partnership begins with a community-driven approach, actively listening to the needs and ideas of local stakeholders to shape the project's direction. A robust foundation of shared values and goals should come from a leadership table made up of cross-sector representatives, ensuring diverse inputs and sustained guidance throughout the project's lifecycle.

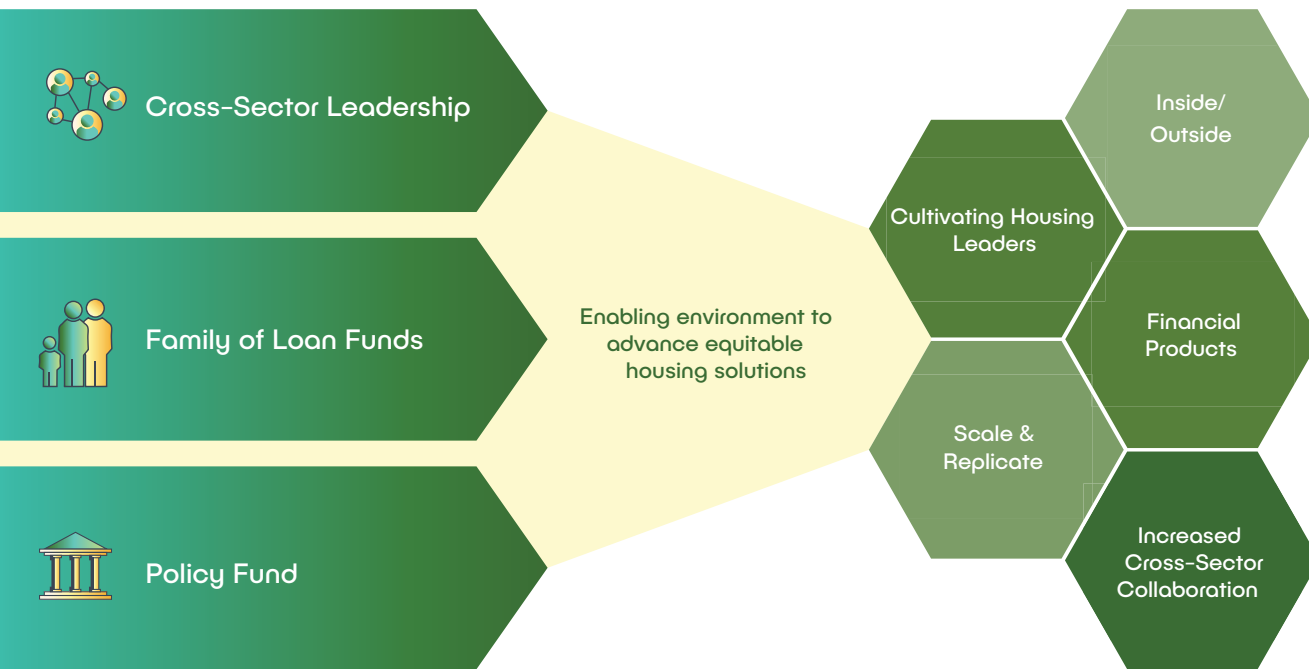
- ✓ **Adaptive Strategic Planning:** Implement a flexible approach tailored to local economic, social, and political contexts to ensure relevance and maximum impact.
- ✓ **Shared Policy Goals:** Ensure that policy goals are collaboratively selected by CBOs and local governments to maintain engagement and secure ongoing buy-in from local stakeholders.
- ✓ **Inclusive and Collaborative Brand Identity:** Develop a shared brand identity for the initiative that is not associated with any single company or funder to attract diverse partners, including investors contributing both capital and innovative ideas.
- ✓ **Listening Tour:** Have "100 cups of coffee" with influential individuals and organizations in the community and across the various fields and sectors in the region.
- ✓ **Philanthropic Seed Funding:** Secure substantial investment of funding and participation from at least one philanthropic entity to motivate participation from other funders and de-risk investments coming downstream.
- ✓ **Leadership Table:** Establish a table of cross-sector leaders to develop and fundraise for the project.
- ✓ **Community-Centered Solutions:** Deeply engage with communities most impacted by housing issues by soliciting ideas and solutions through extensive engagement activities. Ensure that ongoing community feedback and insights are integrated into the development and decision-making processes.
- ✓ **Values Integration:** Embed core values early in the development to ensure alignment and buy-in across all levels from funders to local governments and CBOs.
- ✓ **Trust-Based Philanthropy:** Work with grantees in ways that acknowledge the power dynamics between philanthropy and communities, and seek to elevate collaboration and community expertise.
- ✓ **Emphasis on Regionalism:** Acknowledge the regional context of issues, collaborating across city and county borders to foster solutions to housing challenges.



Developing a Multi-Faceted Game Plan

The structure of the PBF model includes three major components that are essential to the initiative's success: a Policy Fund, a Family of Loan Funds, and a coalition of leaders from all corners of the housing sector. Together, this three-pronged approach to the PBF model addressed the major concerns of policymaking, lack of funding, and support from the field.

Given the diverse landscape of stakeholders in the community, available resources, and the capacity of local partners, consult the following diagram to understand the comprehensive elements of the PBF model. All of these components contributed collectively to the successful implementation of the initiative. Depending on local needs and capacities, you may find different elements applicable for replication in your community, allowing you to tailor the model to fit specific contexts and maximize its effectiveness.



The Policy Fund

The Policy Fund is designed to establish and strengthen trusting partnerships between local governments and CBOs, fostering innovative and equitable housing policies through collaborative development and implementation. Central to this effort, full-time policy fellows are placed within local governments, where they enhance policymaking capacities while working closely with CBOs to infuse community insights and expertise. Strengthened by funding, technical assistance, evaluations and a support network, the Policy Fund creates an environment ripe for developing policies that are responsive to the community's needs. This approach facilitates a comprehensive integration of internal capacity and external advocacy – also known as an “inside/outside strategy” – promoting sustainable and adaptable long-term housing solutions across the region.



The Family of Loan Funds

The Family of Loan Funds strategically addresses the critical funding gaps in the Bay Area's housing market by committing to a substantial investment of at least \$500 million by 2025. This commitment underlines PBF's dedication to maintaining the racial and economic diversity of the region by investing in the production and preservation of affordable housing across five Bay Area counties. The fund not only aims to keep vulnerable populations in their communities but also leverages strategic partnerships and innovative loan products to ensure its impact is both significant and sustainable. With a focus on supporting a range of development projects, including wide support for those led by BIPOC developers, the fund exemplifies a proactive approach to fostering equitable community resilience against the backdrop of the housing affordability crisis.



Ecosystem of Cross-Sector Leadership

In the dynamic ecosystem that makes up PBF, various elements function as an integrated network designed to enhance housing justice across the Bay Area. It encompasses diverse components – PBF Fellows, local governments, CBOs, loan managers, developers, funders, and other stakeholders – all orchestrated to ensure effective collaboration and resource mobilization. This framework enables a multifaceted and regional approach where policy development intersects with fund management and stakeholder engagement, promoting sustainable growth and comprehensive solutions. By facilitating technical assistance, fostering collaborative forums, and securing backbone support and management, the ecosystem not only accelerates project implementation but also aligns efforts with the broader objective of advancing equitable and community-centered solutions.



Enduring Support for Local Government

We need funders like the San Francisco Foundation to be in it for the long haul – to believe in and understand local government needs and want to help.

– Kristen Clements, Division Manager for Policy & Planning, Housing Department, City of San José, Policy Fund Grantee



The Policy Fund: Forging Trust and Collaboration for Community-Centered Policies

The Policy Fund fosters collaboration between local governments and the community, forming a robust network dedicated to developing equitable housing policies. Fellows are placed directly within local governments that partner with CBOs, which ensures significant community involvement and expertise in policymaking. Bolstered by grants, and added capacity and support, the Policy Fund empowers local governments and their CBO partners to co-create and implement innovative housing solutions.

One of the strengths of this grant program is its multi-organization design team: the San Francisco Foundation oversees the overall program and grantmaking; Coro Northern California manages and supports the fellows; and Enterprise Community Partners delivers technical assistance, including managing a flexible technical assistance fund that grantees can draw from. Together, these elements strengthen the approach to housing policy, ensuring that each member of a government and CBO partnership (called “site teams”) has the necessary resources to be active and successful partners. This comprehensive support boosts the capacity of these partnerships to address community needs effectively and equitably, leveraging shared resources to achieve a greater collective impact than possible individually.

The Policy Fund’s “inside/outside strategy” of simultaneously building internal government capabilities and leveraging community advocacy increases the effectiveness and adaptability of site teams’ policies. This approach demonstrates a successful model of partnership where government efforts and community advocacy converge towards common goals of racial and economic equity in housing.



Impact Beyond Policy

The impact of the Policy Fund isn't just about what we do, but how we do it. The policies matter but in the big picture are a means to an end, that get us closer to repairing harm, building trust, and shifting power to community.

– Aysha Pamukcu, Director,
PBF Policy Fund



The diagram below illustrates the Policy Fund's structure, which enables community-centered and equitable policymaking.

POLICY FUND TEAMS

Each partner has a specific role that makes the program a success.



Goals of the Policy Fund

Catalyze and support local policy wins across the three Ps (Preservation, Protection, and Production) to drive equitable and meaningful change for communities most harmed by the housing crisis.

Invest in the capacity of local nonprofit and government housing justice champions, ensuring they have the tools to advocate for and implement policies that are equitable and responsive to community needs.

Develop a robust community of practice among housing justice policy advocates, fostering an environment of continuous learning, mutual support, and collective advocacy.

Create lasting frameworks for change through an inside/outside strategy that balances internal government capacities with external community advocacy, ensuring sustainable policy impacts that continue beyond the life cycle of the Policy Fund's programs.



Building Government Capacity for Community Engagement & Policy Innovation

Through the Policy Fund, PBF strategically places experienced, mid-career fellows within local governments to increase staff capacity to work on innovative policies that center community voices. Beyond meeting local government's needs for capacity in pursuing the proposed policies, the fellows help free up staff to both advance their Policy Fund priorities as well as consider additional equitable policy solutions. Fellows act as a bridge and translator between CBOs and local government, facilitating collaboration by establishing and maintaining both formal and informal relationships between these partners.

PBF invests deeply in the growth and capacity of its fellows through a multi-organization collaboration. Through the support from Coro Northern California and Enterprise Community Partners, fellows benefit from professional development, leadership training, on-demand technical assistance (TA), and access to a pooled TA fund that supplements Policy Grant funding. This flexible TA fund specifically addresses technical gaps that the site teams may face in their policy journey, such as economic impact or legal analyses. The PBF Fellows' work drives policy progress and builds better collaboration between local governments and CBOs, with the end result being policies that center equity and community voice.

The PBF Fellowship program is also a powerful incubator for emerging leaders in housing policy and advocacy. All fellows from the first cohort have progressed into leadership roles across government and nonprofits, with the second cohort, which ended in May 2024, showing a similar trajectory. This highlights the effectiveness of a well-supported fellowship program, with outstanding management by committed organizations, government, and community partners working in concert to drive meaningful change.



Fellow Focus

Aboubacar "Asn" Ndiaye, Executive Director of The Northern California Land Trust

Aboubacar "Asn" Ndiaye is the Executive Director of The Northern California Land Trust - a CLT founded in 1973 to incubate and nurture permanently affordable communities through community ownership and control of land. As a Fellow, Asn worked with the City of San Jose and Somos Mayfair to address displacement through a tenant preference policy, a preservation strategy, and alternative models for homeownership like community land trusts and limited equity co-ops - which helped pave the way towards his current role in the CLT ecosystem. Before the fellowship, he was already very familiar with the City of San Jose from serving as a policy manager for Working Partnerships USA.





PLAY-BY-PLAY:

Recruiting and Empowering Top-Tier Fellows

Recruiting experienced fellows with the skillsets, relationships and drive to work as a bridge between local government and CBOs will take significant investment, including identifying the right organization to manage fellowships. Moreover, determining the number of fellows to place in local government and the length of time needed to develop meaningful policies will be based on preexisting factors such as political will and local capacity. The success of the fellowship – and by extension, the Policy Fund – depends not just on recruitment, but also on empowering the fellows with the necessary resources and support throughout their tenure.

- ✓ **Experienced Fellows:** Determine a range of experience for fellows, primarily targeting early to mid-career professionals. It's essential to consider the development needs of less experienced fellows who may require additional support in leadership development, facilitation, project management or related skills through outside support services such as technical assistance, training, or consultant support.
- ✓ **Fellow with Community Roots:** Consider recruiting fellows who already have ties with CBOs or are from the community they will serve to expedite the relationship-building process with CBOs and better understand community needs.
- ✓ **Fellow with a Specific Skill Set:** Ensure fellows are intentionally selected based on their policy, program or development experience that align with the site team's policy goals.
- ✓ **Integrating the Fellow:** Equip fellows with necessary tools such as office space, email, and scheduling capabilities at their government offices, while also ensuring they can work at the CBO offices to help foster genuine collaboration between the governments and community. To ensure there is clear accountability from the fellow, establish a structured working relationship where the fellow not only reports to local government staff but is also under the supervision of a fellowship manager who oversees their daily activities and provides necessary administrative support and human resources.
- ✓ **Fellowship Management and Coordination:** Offer direct and comprehensive management of the fellowship program to support fellows professionally, technically, and emotionally, focusing on developing leadership skills and providing continuous motivation to prevent burnout and sustain commitment to the field over the long term.
- ✓ **Site Selection for Effective Partnerships:** Carefully choose locations for Policy Fund partnerships, considering the political will of local governments, the operational capacity of CBOs, and the availability of qualified fellow candidates to ensure that fellows are placed in environments where they can be most effective.
- ✓ **Length of Fellowships:** Ensure the duration of the fellowship is sufficient to cover the entire process of policy development and implementation. If the first fellowship doesn't achieve all the goals, consider implementing consecutive fellowships to maintain continuity, allowing one fellow to start where the other left off.



Deepening Trust for Better Collaboration

It's more important that we disagree effectively than we always agree. It's about being able to hear each other, understand where others are coming from... and find the common ground.

– Kiana Simmons, Lead Organizer, Housing Leadership Council of San Mateo County, Policy Fund Grantee

Elevating Community Voices in Policymaking

PBF's commitment to equity, regionalism, and expanding inclusion within government policymaking processes – as outlined earlier in the 'Foundational Values at the Heart of PBF' – helps guide local governments in their policy development. Governments use these values to align existing policy initiatives and community partnerships with PBF's broad objectives, ensuring approaches are inclusive and regionally coordinated. It also offers the flexibility to develop new strategies and partnerships that address specific community needs. This approach prioritizes community-centered solutions that expand inclusion and drive equitable outcomes.

These shared values help governments deepen their engagement with communities, especially those historically marginalized and underrepresented, ensuring that their voices are central in policy development. As a result, CBOs – including some organizations with limited existing relationships with local governments – have been able to find common ground with local governments. In some cases, local government and the community actively worked to repair their relationship, particularly where historical harm and distrust existed.

The impact of the Policy Fund has been felt throughout the Bay Area, where its site teams have engaged more than 500 community groups and facilitated the creation of new coalitions and CBOs, including four new nonprofits. PBF has been especially powerful in historically disenfranchised communities like unincorporated Alameda County, where the county collaborated with community partner Resources for Community Development to engage over 20,000 residents in the process of establishing tenant protections such as code enforcement, rent stabilization and Just Cause evictions.

A selection of stories from Policy Fund site teams below illustrate the power of how trust-based community engagement can lead to innovative and equity-centered policy solutions.



Fellow Focus

Heather Bromfield, Senior Program Director, Enterprise Community Partners

Heather Bromfield brought a diverse background in affordable housing, gained from both the private and nonprofit sectors, to her role as a fellow for the City of San Jose. In her prior role as an urban economics consultant with Strategic Economics, she advised government agencies on land use decision making and local housing policy. After working as a housing researcher with the Othering & Belonging Institute on statewide affordable housing and Fair Housing policy projects, she spent a year in São Paulo, Brazil as a Fulbright scholar. Following the fellowship, Heather's experience in housing policy and development, urban economics, and gentrification/displacement provided her with the foundation to transition to Enterprise Community Partners, PBF's technical assistance provider, as Senior Program Director of Preservation.



Antioch Resident Empowerment Program

The City of Antioch's community partners, Hope Solutions and Multi-Faith ACTION Coalition, facilitated a [Resident Empowerment Program](#) that empowers residents living in affordable housing to actively participate and become leaders in shaping housing policies. By leveraging lived experiences and amplifying the voices of those from low-income, and marginalized ethnic and racial groups, some of whom have experienced homelessness, the program enables participants to advocate effectively for comprehensive housing solutions tailored to the needs of Antioch's diverse community.

Through the success of this program, the Antioch site team held extensive engagement activities, including listening sessions that reached over 450 residents. These community interactions have led to the development of innovative policies like the use of faith-owned land for affordable housing, highlighting the power of inclusive, ground-up policymaking. The residents' insights have directly influenced that solutions are responsive and equitable, with a focus on those who have been most affected by housing instability.



Berkeley Right to Stay and Right to Return Outreach

Healthy Black Families and the East Bay Community Law Center partnered with the City of Berkeley to develop and pass a housing preference policy. This policy prioritizes housing for community members – particularly Black residents – who have been displaced due to past injustices. Alongside the PBF Fellow, they engaged a broad network of local groups, including the Community Leaders Group – featuring representatives from the African American Holistic Resource Center, Berkeley Black Ecumenical Ministerial Alliance, Friends of Adeline, Berkeley High Black Student Union, and the NAACP.

This group's efforts included targeted outreach campaigns with messages like "Right to Stay, Right to Return" and "Housing is a Human Right," and conducting surveys, convening the community in "People's Assemblies," and focus groups to gather community input. Their findings informed a [policy proposal](#) that the Community Leaders Group presented to the Berkeley Housing Advisory Commission and City Council, leading to its adoption in Berkeley.

The policy was later implemented by the affordable housing developer, Resources for Community Development, at the Maudelle Miller Shirek Community. Thanks to vigorous outreach by Healthy Black Families, particularly to families displaced to other parts of the Bay Area, the opening of the development drew an unprecedented response with over 9,000 housing applications.

North Richmond Displacement Prevention

In 2020, [Las Deltas Public Housing in North Richmond](#), which once comprised 20% of the unincorporated community's housing stock, was decommissioned after multiple failed attempts to secure more funding. This resulted in the wholesale displacement of residents from the community. Faced with this challenge, The Housing Authority of the County of Contra Costa embarked on a mission to reintegrate and permanently support the displaced community, and set out to create innovative policies and partnerships to redevelop Las Deltas. Acknowledging the critical role of community input, the Housing Authority collaborated with local community groups – North Richmond Resident Leadership Team, Richmond Our Power Coalition, Community Housing Development Corporation, and Richmond LAND – to develop a model to prevent displacement and promote racial and economic equity.

These partnerships enabled CBOs and residents to gain significant influence over key decisions, including the land disposition process. This collaboration also empowered three community representatives to join a seven-person panel overseeing the scattered site disposition of Las Deltas. This approach ensured that insights and expertise from the community directly shaped the efforts to redevelop affordable housing units tailored for first-time homeowners and cooperative housing models.

Learn more about residents of Las Deltas in the oral history [Tangled Roots](#) [video](#) and [booklet](#).



Leading with Community-Centered Policies

The success of PBF has been driven by the dedication of individuals and organizations who lead local efforts to develop equitable and innovative policies, as well as the robust community engagement strategies by CBOs. While some efforts have fallen short of meeting their policy goals, a culture that embraces risk is essential for long-term innovation and achieving fairness in policy outcomes. Additionally, even when a policy doesn't cross the finish line, site teams report still having important wins to celebrate. First, there is the development of trust and cooperation between the community and government, which helps advance equitable policy development well into the future. Second, community members are activated and organized, which is an essential component of [power-building](#) for housing justice and other issues important to community members.

The table below summarizes the Policy Fund site teams and the specific policies they proposed and pursued.

| Government | Community Partner | Proposed Policies |
|---|--|---|
| County of Alameda | Resources for Community Development, In-Advance, Eden United Church of Christ, La Familia, My Eden Voice, Eden Renters United | <ul style="list-style-type: none"> • Proactive code enforcement inspections of older rental housing stock • Rent stabilization • Just Cause expansion |
| City of Antioch | Multi-Faith Action and Hope Solutions | <ul style="list-style-type: none"> • Cottage communities on faith-owned land • General Plan and Housing Element that promote and facilitate the preservation and production of affordable housing by leveraging unused faith-based organization land • Zoning ordinance reform • Building permit fee reform • Encouraging accessory dwelling units for low-income homeowners |
| Bay Area Housing Finance Authority | Urban Habitat, Bay Area Community Land Trust and Unity Council | <ul style="list-style-type: none"> • Regionally-networked preservation convenings and state legislative proposal to allow jurisdictions to count preserved units toward Regional Housing Needs Allocation (RHNA) goals |
| City of Berkeley** | East Bay Community Law Center, Healthy Black Families, Northern California Land Trust, and Bay Area Community Land Trust | <ul style="list-style-type: none"> • Housing preference policy • Tenant Opportunity to Purchase Act • Community-driven and equitable development at 2 BART stations • Supportive policies such as right to return and local preference • Innovative funding to raise \$500M for development at BART sites • Building replicable model for reparative work |
| Contra Costa Housing Authority | Richmond Our Power Coalition, Community Housing Development Corporation, and Richmond LAND | <ul style="list-style-type: none"> • Repositioning public housing project, Las Deltas, through preference policy • Homeownership opportunities for Las Deltas with community land trusts, coops and condos • Streamline approvals for Las Deltas • Create new financial instruments |
| City of East Palo Alto** | EPA CAN DO (East Palo Alto Community Alliance and Neighborhood Development Organization), Community Legal Services in East Palo Alto, Youth United for Community Action, and PAHALI (Preserving Affordable Housing Assets Long-term, Inc.) | <ul style="list-style-type: none"> • Tenant/Community Opportunity to Purchase Act (policy development, implementation and fund/resource development) • Community land trusts: pilot mobile home park preservation project • Measure V (Transient Occupancy Tax), • Co-op ownership opportunities • Tenant network education and empowerment |

** Indicates cities that have participated in two cohorts of the Policy Fund.

| Government | Community Partner | Proposed Policies |
|---|---|---|
| City of Mountain View | SV@Home and Housing Trust Silicon Valley | <ul style="list-style-type: none"> • Housing funding strategy (including new revenue sources) • Displacement response strategy (including an acquisition program, requirements for replacing demolished units, and evaluating other potential policies such as TOPA/COPA, and an outreach strategy to facilitate systems change) |
| City of Oakland** | Bay Area For All (BA4A), Preservation Table, Oakland Property Acquisition Collaborative, and Richmond Neighborhood Housing Services | <ul style="list-style-type: none"> • Oakland Racial Equity Impact Analysis of existing housing programs and policy, improvements based on analysis • Tenant Opportunity to Purchase Act • Implementation of new policies and programs to support emerging BIPOC housing developers (such as streamlining affordable housing production) • Pipeline of properties for emerging BIPOC developers with tax-defaulted and foreclosed properties |
| City of Palo Alto | SV@Home, Palo Alto Forward, Palo Alto Renters Association, Alta Housing, and Palo Alto Unified School District | <ul style="list-style-type: none"> • Renter protection ordinance updates • Relocation assistance • Strengthen enforcement measures |
| City of Redwood City | Legal Aid Society of San Mateo County, Peninsula Conflict Resolution Center, Faith in Action Bay Area, and ONE Redwood City | <ul style="list-style-type: none"> • Evaluate existing renter protection measures • Preserving affordability in multi-unit buildings • Anti-displacement strategy |
| City of Richmond | Richmond LAND | <ul style="list-style-type: none"> • Design and implement strategies to enable community land trusts to acquire city land • Create inventory of vacant and blighted property • Create a Community Land Policy Package that encourages and enables production of permanently affordable housing (Richmond Equitable Public Land Policy) |
| City and County of San Francisco | Urban Land Institute | <ul style="list-style-type: none"> • South San Francisco Anti-Displacement Roadmap • Revision of the city's request for proposals process, underwriting guidelines, and other internal processes to support emerging BIPOC developers |
| City of San José** | SOMOS Mayfair and VietUnity | <ul style="list-style-type: none"> • Anti-displacement plan • Local preservation ordinance • Community housing ownership models • Tenant preference policy for affordable housing • SB 649 (Cortese, 2020) • Tenant Opportunity to Purchase Act |
| City of South San Francisco | Housing Leadership Council | A suite of preservation policies and programs to achieve the City's anti-displacement goals, which may include requiring smaller multi-family owners to offer housing stock to affordable housing providers first and programs to acquire, rehab, and deed restrict naturally occurring affordable housing units |

** Indicates cities that have participated in two cohorts of the Policy Fund.



Inside/Outside Changemaking

The City has always worked well with community partners, but there has never been this level of togetherness. Now it's so ingrained in our work habits.

– Rachel Horst, former Housing & Economic Development Manager, City of East Palo Alto, Policy Fund Grantee

Winning Strategies for Policymaking

While policymaking is often accomplished in a vacuum among bureaucrats, community-centered and transformative policy development requires core components: stakeholder engagement, research and analysis, navigation and negotiation, and planning and implementation. Each of those elements play a crucial role in ensuring policies are not only developed equitably but also embraced by the communities they are meant to serve.

To effectively implement these components, the table below details specific strategies that have proven essential in achieving policy success:

Stakeholder Engagement

- **Participation:** Engage community members, opposition groups, government staff across various departments, and elected officials to gather diverse perspectives.
- **Active Communication:** Inform communities about policy proposals, and consistently seek their feedback and provide updates.
- **Strategic Navigation:** Consider the following structural dynamics of local governments to effectively engage stakeholders and tailor engagement strategies accordingly:
 - The number of government bodies that site teams must navigate before reaching elected officials (e.g., the planning commission)
 - Where the fellow sits within the structure of the local government (e.g., housing department, mayor's office)
 - How much policy analysis is required

Research & Analysis

- **Comprehensive Policy Analysis:** Evaluate the potential legal implications of new policies or amendments.
- **Racial Equity Analysis:** Utilize disaggregated data to assess the impact of policies on different community groups.
- **Clear Objectives:** Establish well-defined policy goals that are ready for immediate analysis and action. It is crucial, however, to maintain flexibility in these objectives, allowing for adjustments based on ongoing research into constituent needs and responsive adaptation to the community's evolving requirements.

Navigation & Negotiation with Government Committees and Legal Departments

- **Government Committees:** Steer proposed policies through government committees and legal departments to refine and adapt them based on feedback.
- **Public Outreach:** Conduct more extensive public engagement activities to ensure community input is captured and considered to meet their needs.
- **Presentations to Elected Officials:** Bring proposals and recommendations before elected officials for their consideration, endorsement, and directives.
- **Navigating Uncertainty:** Acknowledge and prepare for the unpredictable nature of the public process, where directives from government commissions, council members, or boards of supervisors may necessitate further exploration or additional community outreach.
- **Policy Iteration:** Manage the iterative process of policy development, where site teams may modify and refine their policies multiple times based on stakeholder feedback and governmental guidance to secure broad-based support and approval.

Planning & Implementation

- **Drafting Ordinances:** Draft ordinances for final approval and implementation as policies are approved by committees or elected officials.
- **Implementation Preparation:** Work with community organizations and/or legal teams to bring ordinances for review by government legal counsel.
- **Infrastructure Setup:** Establish necessary government infrastructure (e.g., funding, interdepartmental coordination, communications) to support the implementation of policy solutions.





Fellow Focus

Chris Norman, Chief of Staff, City of Oakland Housing and Community Development Department

Following his tenure as a fellow with the City of Oakland, Chris Norman quickly advanced to the role of chief of staff. In this role, he strategically guides department functions and initiatives through a racial equity framework and a results-based accountability process. Through his decade-long experience as a racial equity and housing advocate in urban planning, housing strategy, and community development, Chris has made significant contributions in both the nonprofit and public sectors. He played a pivotal role in managing the recruitment, curriculum development, training and evaluation of Urban Habitat's Boards and Commissions Leadership Institute. Additionally, he served as a program manager for HOPE SF.

Key Achievements of the Policy Fund

Over the past four years, through two intensive cohorts, the Policy Fund has catalyzed transformative policy development across more than a dozen cities. This section celebrates the Policy Fund's journey and achievements, taking a closer look at specific policy victories that have reshaped communities. From innovative housing solutions to groundbreaking community engagement strategies, these stories not only reflect the hard work and dedication of the site teams but also serve as a testament to the power of collaborative policymaking. Highlighted below are some of the most impactful Policy Fund accomplishments followed by a deeper dive into select policies that have made a tangible difference in people's lives.

Changing Policies and Shifting Power

- San Francisco Developers of Color Cohort
- 100% of former PBF Fellows took leadership roles in government or non-profits
- Richmond Equitable Public Land Policy
- Mountain View Displacement Response Strategy
- South San Francisco Anti-Displacement Roadmap
- San Jose Tenant Preference Policy
- Oakland Racial Equity Impact Analysis
- Redwood City Anti-Displacement Strategy
- Antioch Faith Land Policy for Cottage Communities
- Antioch Enhanced ADU Development
- 20k+ community members engaged in Unincorporated Alameda County
- San Jose Anti-Displacement Strategy
- Local preference for Las Deltas Redevelopment in North Richmond
- 500+ community groups engaged across the Bay Area
- 4 non-profits established
- 73,000 tenants protected
- Palo Alto Eviction Protections
- Berkeley Housing Preference Policy

Affordable Housing Preferences

In response to longstanding issues of displacement, the cities of Berkeley, San José, and Richmond have implemented innovative housing preference policies. These policies are designed to support residents by prioritizing them in new affordable housing projects, thus establishing a legal framework that facilitates their right to return to revitalized communities. Such initiatives not only address displacement but also aim to repair historical injustices by ensuring those affected have priority access to new housing opportunities.

- **Berkeley BART Displacement Preferences:** In the 1960s and 1970s, the construction of the Ashby and North Berkeley BART stations led to the displacement of many Black residents, causing a significant loss of generational wealth linked to long-term homeownership. In response to these historical injustices, the City of Berkeley, supported by its CBO partners, Healthy Black Families and the East Bay Community Law Center, [implemented a suite of housing preferences](#). These measures aim to secure a right to return for former Berkeley residents. Priority is given first to families – and their descendants – displaced by the BART projects. This is followed by households displaced through evictions or foreclosures, those connected to historically redlined neighborhoods, those who are homeless or at risk of homelessness, and families with children.
- **Las Deltas Public Housing in North Richmond Preferences:** When the Las Deltas public housing site was decommissioned in 2020, it led to the displacement of many community members. In response, [the site is undergoing a phased redevelopment](#), which includes selling and leasing the property in three stages to nonprofit developers, who are tasked with constructing affordable housing units specifically designed for first-time homeowners and cooperative housing. These efforts aim to stabilize the neighborhood, create new opportunities for wealth building, and uphold the right of return for former Las Deltas and North Richmond residents. In the new housing developments, priority will be given to former residents of Las Deltas, followed by both current and past residents of North Richmond.
- **San José Neighborhood and Displacement Preferences:** In advance of its broader efforts to combat displacement, the City of San José first sponsored the statewide legislation [SB 649](#), reinforcing its commitment to protecting community members from being displaced. Building on this legislative groundwork, the city passed the [Tenant Preferences Program to Fight Displacement](#), introducing two targeted housing preferences for new affordable housing developments. These measures specifically aim to alleviate displacement in neighborhoods experiencing the highest pressures, ensuring that local residents benefit directly from the construction of affordable housing in their areas.



Richmond Equitable Public Land Disposition Policy

Recognizing the potential of an abundance of underutilized public land – more than 100 undeveloped sites – the Richmond City Council passed a Surplus Land resolution to designate 14 public parcels as Surplus Land for housing development. This action launched Richmond on the path to develop a comprehensive policy to guide the use of its surplus properties towards public benefit.

[The Equitable Public Land Disposition Policy](#) establishes clear goals, allowing the city to lease the land at below market prices to reduce development costs, while prioritizing development proposals that maximize and support permanent affordability through models like community land trusts. The policy sets forth ambitious goals to redefine the use of public land: maximize public benefit; preserve housing affordability for longstanding Richmond residents; and ensure generational housing security and permanent affordability through innovative models like 99-year ground leases and community land trusts. This approach not only aims to proactively prevent gentrification and the displacement of Richmond residents but also exemplifies how public lands can serve as a cornerstone for equitable development.



Antioch Building on Faith-Owned Land and ADU Policies

In a dynamic response to the escalating housing crisis, Antioch has [pioneered two critical policies](#) aimed at increasing affordable housing accessibility and embracing community-centric planning. These initiatives exemplify Antioch's commitment to innovative, scalable solutions that cater to the unique needs of its growing population.

- **Cottage Communities on Faith-Owned Land:** Leveraging underutilized faith-owned properties, Antioch has introduced a groundbreaking policy to facilitate the development of cottage communities. This initiative was driven by widespread support from faith organizations and the community, underscoring a shared commitment to providing stable, affordable housing solutions. The policy enables the construction of small, supportive housing units that integrate seamlessly into the community fabric, ensuring a solid foundation for residents to thrive.
- **Enhanced ADU Development:** Building on state legislative support, Antioch has streamlined the process for constructing Accessory Dwelling Units (ADUs), making it feasible for more homeowners, particularly those with lower incomes, to participate in the housing solution. By simplifying permitting processes and offering financial incentives, the city has effectively broadened the scope for ADU development, directly addressing the critical need for diverse housing options within existing neighborhoods.

Emergency Measures: Tenant Protections During the COVID-19 Pandemic

As the COVID-19 pandemic unfolded, shelter-in-place orders significantly altered the original policy development roadmap just as the first Policy Fund cohort was getting underway. Recognizing the urgent needs of low-income renters facing pandemic-induced job losses and economic downturns, local governments were able to benefit from the added capacity from PBF fellows and quickly pivoted to fortify tenant protections.

Policy Fund site teams pursued the following key initiatives during this time:

- **Enhanced State Protections:** Building on the statewide Tenant Protection Act of 2019, new measures included setting minimum standards for “Just Cause” evictions, ensuring landlords could only terminate tenancies under strict conditions.
- **Local Policy Innovations:**
 - Expansion of tenant relocation assistance ordinances.
 - Limitation of security deposits to no more than 1.5 times the monthly rent.
 - Enhancement of anti-price gouging measures to close existing loopholes.
 - Creation of a rental survey to gather direct input from low-income renters, guiding future legislative efforts.

These strategic interventions aimed to provide immediate relief to renters and stabilize communities during an unprecedented global health crisis. The effectiveness of these measures was reflected in reduced eviction filings and increased housing security among affected populations. By integrating these emergency responses within the broader PBF model, the initiative not only addressed immediate needs but also laid groundwork for enduring housing stability and equity.



Fellow Focus

Anna Cash, Housing Policy Specialist, City of Berkeley

After completing the PBF Fellowship, Anna Cash joined the Housing Policy & Programs team at the City of Berkeley's Health, Housing, and Community Services (HHCS) department. In her two years as a fellow, she played a pivotal role in developing community-driven anti-displacement policies, including Berkeley's Housing Preference Policy, which she subsequently implemented after moving to her new role. Her previous tenure at UC Berkeley's Urban Displacement Project provided a strong foundation for her continued work towards ensuring families displaced by foreclosures, evictions, redlining or BART development are given first priority to return to their communities.

Measuring Policy Progress and Impact

The Policy Fund rigorously evaluates the policy progress and impact. Utilizing developmental and summative evaluation methods, including detailed tracking of community engagement and policy outcomes, allows the site teams to gain timely insights that can help them pivot or stay the course as needed. Notably, Policy Fund grantees themselves define what constitutes progress, ensuring that the measurements and learnings captured reflect each site team's own priorities and definitions of success.

Evaluating Policy Progress

From the launch of the Policy Fund, PBF has collaborated with third-party evaluator [Informing Change](#) to implement a developmental evaluation approach. Unlike traditional summative evaluations, which assess the overall success of a program according to predefined metrics, developmental evaluation is designed for adaptability. It facilitates real-time feedback and adjustments within complex and changing environments, making it particularly suited for dynamic policymaking contexts. Highlights of the developmental evaluation process include:

- **Focused Learning and Strategic Adaptation:** Central to the ongoing learning process, developmental evaluation enabled the Policy Fund to document and respond to real-time changes. It tracked progress towards shared goals, highlighting strategic insights, and supporting internal and external communications about policy development and implementation.
- **Policy Progress Milestones:** Policy Fund site teams identified and prioritized key milestones during the policy journey. These significant targets measured the progress they hoped to accomplish towards their policy goals, acting as navigational markers that guide the evaluation and learning, helping assess advancements in real-time.
- **Responsive to Contextual Shifts:** Recognizing that not all political and economic shifts can be anticipated, PBF's approach includes mechanisms to adjust strategies in response to unforeseen challenges. A prime example was its rapid adaptation to the COVID-19 pandemic, which necessitated an immediate shift to prioritize renter protections, reflecting the capability to pivot under pressure.



Assessing Impact

The Policy Fund emphasizes a hands-on approach to evaluate the impact of policies through a mix of community engagement and development impact indicators, which are closely monitored on a quarterly basis. These indicators provide critical insights into the effectiveness of the Policy Fund site teams and are essential for assessing both the immediate and long-term outcomes of policy interventions.

A collaborative process was developed to identify specific, measurable indicators that PBF fellows track regularly. This tracking system provides a snapshot of progress for each site, aiding in the adjustment of strategies to better align with community needs and policy goals. While the data is context-specific and not designed for cross-site comparisons, it helps individual sites assess whether they are meeting their objectives – as they themselves define it – and where adjustments might be necessary. These indicators, detailed below, cover a broad range of community and development metrics to gauge the effectiveness of efforts.



Community Engagement and Community Development Impact Indicators

Community Engagement

- # of community meetings
- # of community meetings with translation services or other accommodations
- # of attendees at community meetings
- Demographics of community attendees
- # and type of stakeholders engaged
- # of community members who testify at public meetings
- # of residents contacted
- # of individuals receiving curriculum
- # of speakers at event
- # of collaboration instances between local government sites
- # of CBOs and stakeholders that endorse a policy
- # of pro-policy media placements (blog posts, opinion pieces, etc.)
- # of standing/ad-hoc committees where policy was presented/discussed

Community Development & Policymaking

- # of additional or supporting ordinances passed
- # of pilot projects
- # and amount of funding secured/leveraged/commitments
- # of reports or official government documents that reference community meetings or community input
- # of city council meetings with community participation
- # of discussions with decision makers where community voices are heard/presented
- # of properties affected by policy/program/ordinance
- # of regional engagements – Convenings or conversations; comparisons or analysis of regional policies
- # of tax defaulted or foreclosed properties affected by policy/program/ordinance
- # of policy/administrative changes
- # of NOFA/RFPs issued



PLAY-BY-PLAY:

Maximize Policy Impact

Collaboration between local governments and the communities they serve is at the heart of any successful policy effort to address pressing social issues. Empowering communities, increasing capacity, and fostering innovative leadership will help sustain policy success across diverse regions and sectors, including affordable housing, public transit, and economic development.

- ✓ **Empowering the Community and Field:** Engage with the most impacted communities to decide on policy priorities, which helps develop a policy that will meet their needs. This requires a comprehensive engagement strategy that solicits input from advocates, CBOs, policymakers, elected officials, and business leaders to identify broad policy areas.
- ✓ **Building and Repairing Relationships:** Develop, leverage and maintain relationships between cities and CBOs to foster understanding and cooperation, and build trust. Partnerships that predate the policy development process often facilitate smoother collaborations and more effective outcomes. And while establishing new partnerships often requires additional time and investment, these efforts are essential and worthwhile, as they lay a solid foundation for future collaboration.
- ✓ **Embedding Fellows:** Place fellows within local government with the necessary tools and independence to effectively act as bridges and translators between CBOs and government agencies. By establishing and maintaining these relationships, fellows facilitate collaboration and ensure that community needs are integrated into the policymaking process.
- ✓ **Inside/Outside Strategy:** Combine increasing internal government capacities with external community advocacy to cultivate an environment ripe for innovative policy solutions. This approach empowers leaders both within the government and in the community to jointly develop and refine shared policy goals, ensuring that they are adaptable and responsive to the community's changing needs.
- ✓ **Leadership and Capacity Building:** Invest in professional development and leadership training to diversify and strengthen the next generation of equity-centered leaders, thereby enhancing long-term field capacity.
- ✓ **Making Room for Innovation:** Provide additional staff capacity to free up government staff, particularly champions, to explore innovative ideas beyond their current workload.
- ✓ **Cohort Policy Models:** Decide on executing policy projects independently or within a cohort model that harnesses the power of regional collaboration across multiple cities. Opting for the cohort model provides significant advantages, especially for more controversial policies. This approach not only facilitates peer advocacy and mutual support but also spreads potential political and public scrutiny across a broader area, reducing the pressure on any single city. It encourages cities to share intelligence and strategies, thus enhancing policy effectiveness through collective wisdom and a unified stance. By synchronizing policy development across diverse communities, this model builds a robust network of support, ensuring stronger advocacy and smoother implementation.
- ✓ **Geographic Focus and Scale:** Assess the optimal geographic scale for the program – whether it should be implemented at a single city, county, or regional level. For issues like public transportation or environmental protection, which often span multiple jurisdictions, a regional approach can facilitate comprehensive and unified strategies. On the other hand, localized strategies might be more effective for issues such as neighborhood-specific economic development or urban planning, which require tailored solutions that directly address the unique needs and opportunities of individual communities.
- ✓ **Policy Priorities:** Develop a process for government and CBO partners to establish policy priorities together as part of the grant application. This early-stage collaboration helps ensure ongoing cooperation, and that efforts are contextually relevant and well-supported. These initial collaborations can be supported through application grant funding, coaching calls, and matchmaking suggestions for interested grantees.

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- ✓ **Flexibility and Responsiveness:** Maintain flexibility to adapt to unknowns and changing circumstances through mechanisms like general support grants, access to technical assistance funding, and relevant trainings to cohort members. This helps site teams pursue timely opportunities that arise through community engagement, react to unforeseen needs, and learn from other partners who are interested in working on collective shared policy goals.
- ✓ **Long-Term Sustainability:** Support local governments' commitment to the ongoing implementation, monitoring, and accountability of policies to continually meet community needs, adapt to changing circumstances and maintain long-term effectiveness. Efforts to enhance this sustainability can include convening former grantees to share best practices, encouraging re-application for future grants, and fostering strong ongoing relationships among stakeholders.
- ✓ **Dynamic Evaluation and Impact Tracking:** Utilize adaptive developmental evaluation and impact tracking to enhance policy effectiveness and programmatic learnings. The use of real-time feedback allows site teams to accurately assess the impact of their actions and make informed adjustments to ensure policies are addressing the evolving needs of the community.



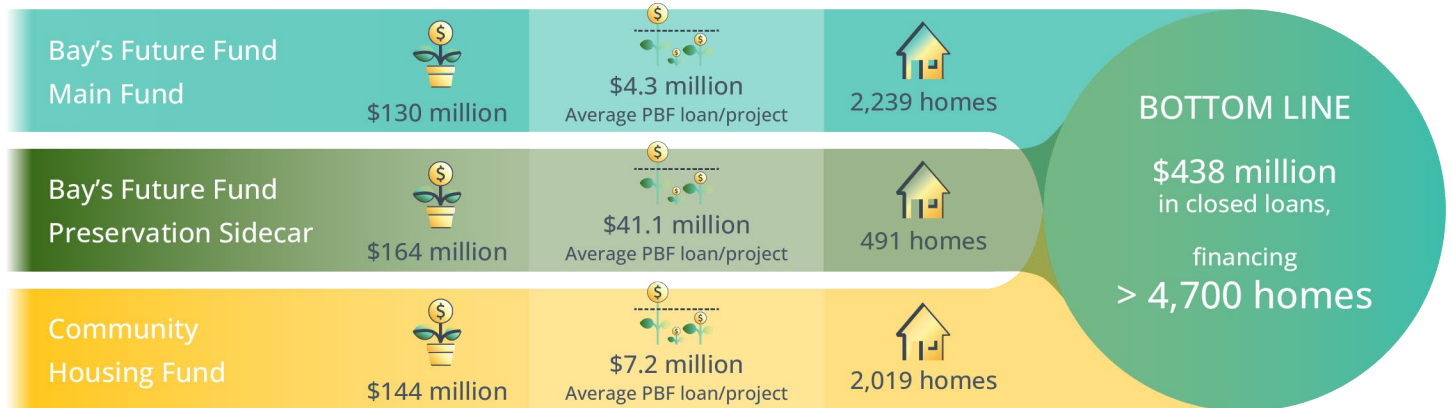
Family of Loan Funds: Investing in the Community

PBF's Family of Loan Funds, managed by the Local Initiatives Support Corporation (LISC), is a cornerstone of its efforts to produce and preserve affordable homes across the Bay Area. As one of the nation's largest private-sector housing funds, the Funds are designed to address the significant affordable housing shortages – a reality that disproportionately impacts households of color – by bridging critical funding gaps within the region's rental market. With a goal of investing at least \$500 million by the end of 2025, the Family of Loan Funds is focused on protecting the Bay Area's most vulnerable residents and promoting the long-term economic success and racial diversity of the region.

To date, the Family of Loan Funds' investments have facilitated the preservation and creation of approximately 4,400 housing units as well as indirectly contributed to the preservation and production of additional units. PBF was also explicitly interested in supporting groups that have historically faced more challenges accessing capital. As a result, over 50 percent of organizations accessing capital through the Family of Loan Funds are led by people of color. These efforts are a testament to the commitment of enhancing community stability and inclusivity across five Bay Area counties: Contra Costa, Alameda, San Mateo, Santa Clara, and San Francisco.

\$423M in Catalytic Investments, to Date

CLOSED LOANS (cumulative as of 3/31/2024)



In the early stages of conceptualizing the Family of Loan Funds, community engagement was critical. PBF's "100 cups of coffee" listening sessions facilitated in-depth discussions with community partners, CBOs, developers, and local government officials who highlighted several gaps in the financing of affordable housing. This included a need for products that serve projects for specific populations (such as supportive and transitional housing, or workforce housing), certain phases of development (acquisition loans, preservation loans, lines of credit), or types of organizations (faith-based organizations, community nonprofits). This early and ongoing engagement not only shaped the design of the Family of Loan Funds but also improved the financial products offered while fostering trust and strengthening relationships.



Addressing Homelessness Through Production

Building more homes affordable to people with extremely low-incomes is one of the most powerful solutions we have to solve homelessness. Unfortunately, extremely low-income housing production has lagged across the state, so it's very exciting to see the CHF exceeding its targets for this critical sector of the market and spurring the production.

– Tomiquia Moss, Secretary, CA Business, Consumer Services and Housing Agency

These insights led to the development of different financial products within the Family of Loan Funds, including two structured funds: the Community Housing Fund (CHF) and the Bay's Future Fund (BFF). The CHF specifically supports projects that ensure at least 20% of tenants are at 30% of area median income (AMI) or below. The BFF consists of two sub-funds: the Main Fund and the Preservation Sidecar. The BFF Main Fund includes five loan products that cater to a broader income range (up to 150% AMI) and focus, including faith-based and community non-profit sponsors, supportive and transitional housing, preservation and production, workforce housing, and lines of credit for project sponsors. The BFF Preservation Sidecar focuses on financing large scale preservation deals of buildings with 40 or more units. The following table provides a detailed breakdown of the specific loan products available through these funds.

Goals of the Family of Loan Funds

Create a more livable, equitable, and racially and economically diverse Bay Area through persistent community engagement, inclusionary financial products and strategic capital deployment.

Increase the supply of affordable housing.

Preserve existing affordable housing and prevent displacement, particularly for communities of color.

Streamline the region's affordable housing delivery system to increase effectiveness and reduce time-to-market.

Broaden the affordable housing options for households across the income spectrum, from extremely low to moderate income.

Stimulate innovation and creativity by introducing new methods to spur and support affordable housing in the Bay Area.

Create a portfolio of approaches through the Fund's products to engage the range of stakeholders needed for diverse communities in a complex housing system.



Family of Loan Funds' Products

| | Eligible Borrower | Project Income Target | |
|-------------------------------|--|--|---|
| Bay's Future Fund | | | |
| Main BFF Fund | Faith Based and Community Non-Profit | Faith-based organizations or community non-profit organizations with experienced development consultant or developer. Borrower assumed to already own/have access to developable property. | <ul style="list-style-type: none"> • 0-150% AMI |
| | Supportive and Transitional Housing | Experienced mission-aligned supportive housing developers. Developers partnering with experienced service providers. | <ul style="list-style-type: none"> • 0-30% AMI for at least 10% of units • Remaining units cannot exceed 80% AMI |
| | Affordability Preservation and Production | Experienced mission-aligned affordable housing developers. Small nonprofit organizations with qualified consultants or experienced housing developers. | <ul style="list-style-type: none"> • Maximum of 20% of units at 80-120% AMI • Remaining units must be below 80% AMI |
| | Workforce Housing | Experienced non-profit and for-profit affordable housing developers. Less experienced affordable housing organizations, with qualified consultants or more experienced housing developers as partners. | <ul style="list-style-type: none"> • Minimum of 20% of units at 80% AMI or below • Maximum of 80% of units at 80-150% AMI |
| | Enterprise-Level Line of Credit | Experienced mission-aligned affordable housing developers with strong in-house property management capabilities or partnership with outside management companies. | <ul style="list-style-type: none"> • 80% AMI Mixed income up to 120% AMI will be considered |
| <hr/> | | | |
| | Preservation sidecar | Experienced non-profit and for-profit affordable housing developers. | <ul style="list-style-type: none"> • 80% AMI |
| Community Housing Fund | | | |
| | Community Housing Fund | Non-profit affordable housing developers, mission aligned for-profit developers, or service providers partnered with either | <ul style="list-style-type: none"> • Minimum of 20% of units at 30% AMI or below • Santa Clara projects must meet additional AMI and targeting requirements |

The funding strategy aims to mitigate immediate financial barriers while fostering an inclusive housing market that aligns with PBF's core values of equity and community support. This approach ensures that the Bay Area remains a place of opportunity and diversity, reinforcing the stability and growth of its communities through innovative and responsive funding solutions.





Place-Based Preservation in Fruitvale

1921 and 2022 36th Avenue, Oakland / 25 units / \$2.6 million from PBF

In April 2020, PBF invested \$2.6 million to support the Unity Council's efforts in preserving affordability at two existing unsubsidized affordable housing sites. Given their long history, these properties were integral to the diverse fabric of the Fruitvale neighborhood. Recognizing the properties were at imminent risk of converting to market-rate housing, the Unity Council prioritized the acquisition, ensuring tenants could stay in their homes. PBF's competitive flexible loan terms empowered the Unity Council to secure these properties quickly. This move not only rehabilitated and preserved 25 affordable units but also marked a significant expansion of the place-based organization's capacity to serve the BIPOC community.

Catalytic Impact of Early Seed Capital



CZI's early commitment of \$40 million, structured as catalytic first-loss capital, was critical to demonstrate strong confidence in the fund as well as setting a precedent for other potential investors. This commitment had the following impact:

- **Attracting Attention:** CZI's investment captured substantial media and public interest, spotlighting the fund's objectives and potential impact. This visibility was crucial in drawing more stakeholders to the cause.
- **Reducing Risk:** By positioning their contribution as first-loss capital, CZI substantially mitigated the financial risks for subsequent investors. This strategic move fundamentally changed the risk profile of the fund, making it a more attractive investment opportunity.

This early and decisive action by CZI was instrumental in building momentum and securing additional investments necessary to drive the fund's ambitious goals forward.

Choosing the Right Partner for Impact

In the foundational phase of the Family of Loan Funds, selecting the right fund manager was critical. CZI developed a competitive Request for Proposals (RFP), which was deliberately left broad and open to encourage innovative responses. The selection criteria focused on the ability to raise significant capital, manage a major structured loan fund, demonstrate creativity and innovation, possess local market knowledge and relationships, and align with PBF's values. With the support of an advisor, CZI and its partners chose the Local Initiatives Support Corporation (LISC), a national community development financial institution (CDFI) and nonprofit known for its profound impact and reliability.

National CDFIs like LISC are uniquely positioned to handle the scale of operations envisioned by PBF, leveraging extensive networks and experience in large-scale lending. Other critical considerations are local market presence and knowledge, relationships, and experience lending in the topic area. This capacity ensures a more robust and responsive management of the fund's demands.

Upon selection, LISC expanded its impact by inviting the Corporation for Supportive Housing (CSH) and Capital Impact Partners – two CDFIs with whom it had established strong relationships – to join as loan originators for the fund. This collaborative framework was essential to meet PBF's ambitious deployment goals efficiently. The involvement of multiple originators allowed for more deal flow and diversified the management of relationships. However, maintaining robust faith and trust among the originators was critical, particularly as the funds were allocated on a first-come, first-served basis (as opposed to a set aside for each originator of a portion of the funds). To prevent potential conflicts – such as deal poaching – a transparent process was instituted to set aside funds at specific steps during underwriting. This high level of trust and structured process ensured equitable access to funds and supported a cooperative environment for all parties involved.



Permanent Supportive Housing Development in Hayward's Mt. Eden

2595 Depot Road, Hayward / 125 Units

In early 2021, Allied Housing/Abode Services, with support from the Bay's Future Fund, embarked on a [transformative project to build a 125-unit permanent supportive housing development](#) in Hayward's Mt. Eden neighborhood. This development is designed to cater to individuals formerly or on the verge of experiencing homelessness. The project not only provides crucial housing but integrates services and spaces to build community and support self-stabilization. The Bay's Future Fund facilitated this project with favorable loan terms, significantly lowering project costs and exemplifying innovative, community-focused housing solutions.



Boosting Affordable Housing Initiatives

The Community Housing Fund has helped us with several projects by providing much needed pre-development funding so that these projects can survive the most vulnerable part of housing affordable development – the securing the land and getting through entitlements.

– Louis Chicoine, CEO, Abode Housing Development & Abode Property Management

Fund Management and Operational Roles

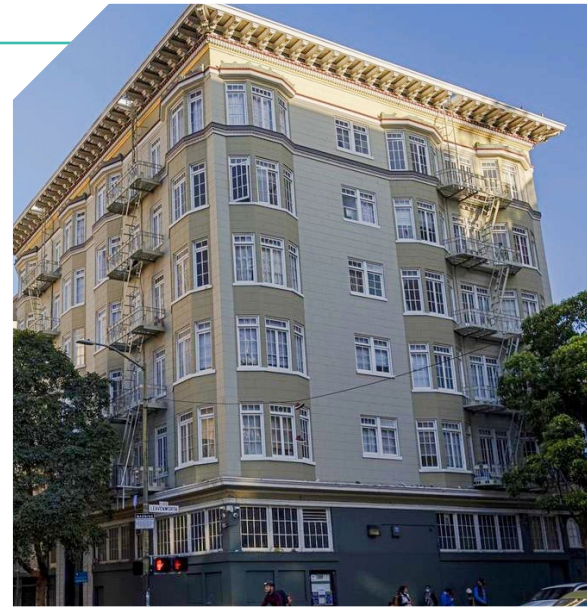
Following LISC's selection as the fund manager, a multifaceted approach was implemented to achieve the funds' objectives effectively. Below are the key roles and activities undertaken by LISC and its partners.

As fund manager LISC is responsible for:

- **Capital Management:** Manage the capital allocation from the loan funds to the projects originated by each CDFI, working extensively with each CDFI to reserve capital, commit and document it when the project loan is approved, and disburse funds when the loan closes.
- **Data Management and Reporting:** Input and track the data for each project from the CDFIs, share collective metrics on the loans deployed to various partners, and provide quarterly and annual reporting to funders.
- **Performance Monitoring:** Monitor loan performance across all three CDFIs and confirm project performance for investors.
- **Regulatory Compliance and Oversight:** Approve exceptions to underwriting guidelines up to a predefined threshold. For exceptions exceeding the threshold, manage the submission process to the applicable Fund's Exception Committee, which is staffed by members of each fund's respective Advisory Committee.
- **Stakeholder Engagement:** Host quarterly BFF Advisory Committee meetings and semi-annual CHF Advisory Committee meetings attended by respective funders, where loan metrics, impact, market data, and any upcoming exceptions are discussed. Additionally, organize weekly and monthly originator meetings to keep the CDFI partners informed of the status of the remaining funds, discuss projects and pipeline, and share marketing opportunities.

As originators, LISC, CSH, and Capital Impact Partners are responsible for:

- **Loan Origination:** Source, underwrite, and close new affordable housing loans that follow the underwriting guidelines of the Family of Loan Funds.
- **Fund Reservation Requests:** Request a reservation of funds from LISC as the fund manager to secure participation in each loan.
- **Asset Management:** Act as asset managers and servicers for each of the loans made under the Family of Loan Funds.
- **Coordination:** Participate in weekly and monthly originator meetings to keep one another informed of the projects in development, pipeline and marketing opportunities.
- **Reporting:** Provide required loan reporting to the fund manager, LISC, to ensure transparency, accountability and compliance.



Investing in Tenant Empowerment in San Francisco

285 Turk Street, Tenderloin, San Francisco
40 units / \$3 million loan from PBF

With support from PBF, the San Francisco Community Land Trust (SFCLT) acquired 285 Turk Street, [securing 40 affordable units in San Francisco's Tenderloin district](#). Before SFCLT's intervention, the building was unprotected by rent control, exposing tenants to potential displacement. The acquisition, funded with a \$3MM loan from PBF's Bay's Future Fund, ensures long-term affordability for the residents, most of whom are people of color, including many immigrant families. This acquisition also aims to empower tenants by transitioning the building into a Limited Equity Housing Cooperative. This move will eventually grant tenants full control over operations and management, alongside a 99-year lease that ensures they have complete agency over their housing and can pass on their stake to future generations.



Uniting for Housing Solutions in San José

By investing \$31.4 million, The Community Housing Fund has provided critical early-stage funding for the production of 546 affordable housing units in San Jose. Nearly 300 of those new units will be for extremely low-income households. This Fund is a prime example of how working together through meaningful public-private partnerships, we can provide safe, decent, affordable housing for essential workers and their families in San Jose and across the Bay Area.

– Sam Liccardo, Former Mayor of City of San José, Policy Fund Grantee

Structuring the Fund

Given the ambitious goal of turning a \$40 million investment from CZI into a leveraged \$500 million fund, it was clear that a [structured loan fund](#) was necessary to effectively mobilize this level of capital.

Structured loan funds, while inherently complex and costly due to high legal and maintenance expenses, offered strategic advantages. The substantial size of the fund meant that managing it as an on-balance sheet asset could distort a CDFI's financial ratios, impacting its operations and risk profiles. Therefore, setting up the fund as “off-balance sheet” allowed PBF to manage a large pool of capital without endangering the financial health of the administering CDFI.

And though structured loan funds can be somewhat riskier for investors, the Family of Loan Funds was intentionally set up to offset this risk. By using the CZI grant and other equity as first-loss capital, it reduced risk and made the investment more attractive.

What's a “Structured Fund”?

A structured fund is one way to raise capital for a large development pipeline. Typically used for larger funding needs (\$20–50 million and above), a structured fund aggregates funding from multiple investors with different levels of risk tolerance. In contrast to direct grants or loans made by an investor or funder directly toward a project, structured funds create a vehicle to raise and pool financing from multiple investors, and to deploy that capital in the form of loans to multiple developers originated by multiple lending partners.

Within the fund, the pooled capital is organized in a capital stack according to each investor's willingness to accept risk. As compared to other types of project development financing, structured funds enable the assembly of large amounts of capital while limiting exposure for financial intermediaries. However, the benefits must be balanced against the potentially high cost and complexity of creating and managing the fund.

Structured funds emerged as a way for market investors to invest their money in a way that offered risk protection against any major losses but also allowed the potential for some market gains. These funds raise and organize capital from numerous investors at different levels of risk and appreciation.

Definition taken from Structured Funds 101 by Ground Works Consulting.

Managing structured loan funds comes with unique challenges, including:

- Catering to various projects through multiple loan products means managing different levels of risk and participation, requiring precise coordination.
- Efficiently tracking and managing the capital “calls” – requests for funds from investors – is essential to maintain liquidity and fund operations.
- The process of engaging and securing commitments from various funders at different times adds a layer of complexity.
- Identifying funding sources to cover operational costs, such as fund management staff, is crucial. Embedding these costs within the fund’s structure could inadvertently raise the interest rates, pushing them beyond competitive market levels.

Despite the inherent challenges presented by managing such a diverse and complex fund, strategic initiatives and adaptive measures have proven successful in overcoming these hurdles. By effectively balancing risk through innovative financial structuring and leveraging the flexibility of off-balance sheet arrangements, the fund has sustained its mission of expanding affordable housing without compromising the financial health of participating CDFIs. Furthermore, continuous engagement with stakeholders and iterative learning from ongoing operations have enabled the fund to refine its strategies and enhance its impact, demonstrating a resilient and dynamic approach to addressing the Bay Area’s housing needs.

Adaptive and Responsive Strategies

Flexibility Built In

Flexibility has been one of the hallmarks of the Family of Loan Funds, designed to accommodate necessary adjustments in strategy and focus. Recognizing the complexity of decision-making within a structured fund, PBF built into the fund structure the ability for LISC, in its role as fund manager, to alter loan terms and fund uses with the input and approval of advisory committees and without requiring renegotiation of the entire fund agreement. This enabled the fund to pivot midway and add transitional housing as an eligible project type and increase loan sizes to better meet some project needs.



Affordable Homes for Extremely Low-Income families in Sunnyvale

1170 Sonora Court, Sunnyvale / 162 units / \$14 million from PBF

PBF’s Community Housing Fund was able to [support the future development of 162 units at Sonora Court](#), a new construction project in Sunnyvale sponsored by MidPen Housing. Adjacent to the Lawrence Caltrain station, 64 of these transit-oriented units will serve very low-income households, with incomes at 30% of AMI or below, including 32 supportive housing units for formerly homeless families. PBF’s investment not only helped MidPen compete against several other offers for the formerly commercial 1.3-acre site, but also encouraged MidPen to increase the number of very low-income units in the project.



Meeting Diverse Needs

The Family of Loan Funds typically offers higher loan-to-value amounts and lower debt service coverage ratios compared to standard market terms. Where PBF has been most successful – as measured by the speed of getting dollars committed and out the door – is when a particular fund's interest rate and loan terms have been most competitive with the market. For example, CHF was particularly in demand due to its lower interest rate, a very high loan-to-value maximum and a longer term, but it was restricted to extremely-low income units and couldn't be used for preservation deals. Conversely, BFF products, designed with different criteria, were able to support deals ineligible for CHF financing. The availability of multiple products across various funds provided a broad range of opportunities to meet the diverse needs of borrowers and projects effectively.

PBF also found success when its loans were paired with longer term take-out financing, such as the county affordable housing bonds in Alameda and Santa Clara Counties, which provided essential take out and permanent financing required to initiate projects. While PBF's product range addresses many needs, it recognizes the ecosystem requires more predictable and permanent funding that can sustain long-term project investments.

Lastly, as mentioned earlier, the Family of Loan Funds has been instrumental in bridging existing financing gaps and has specifically targeted lending to BIPOC-led and emerging developers, emphasizing its commitment to fostering racial and economic equity within the community.



Cross-Sector Collaboration in Redwood City

3592 Rolison Road, Redwood City / 10 units / \$1.3 million from PBF

In July 2020, [a \\$1.3 million loan from PBF facilitated one of Redwood City's first preservation projects](#), which required the collaborative efforts of nonprofit, for-profit, and public entities to succeed. The property faced potential demolition or rent hikes when the owner – who kept the units affordable – put it on the market. However, strategic partnerships ensured stability for the residents: The Sand Hill Foundation and Premia Capital played pivotal roles, with the former aiding HIP Housing in gaining site control and the latter directing its city-mandated affordable housing impact fees to support the project. Complemented by financing from the Bay's Future Fund, HIP Housing was able to quickly purchase and renovate the 10-unit building, maintaining existing rent levels and restricting future occupancy to those earning no more than 60% of the AMI.



Racial and Economic Equity Impact Measurement

Given the strong equity values on which PBF is based, it was important to the team to measure impact. Impact measurement is the practice of collecting and analyzing data to assess how specific activities influence specific goals. In the context of the Family of Loan Funds, LISC worked to measure the [impact of the fund's investments](#) on increasing housing affordability and racial equity in the Bay Area.

PBF found that a substantial financial commitment, combined with clearly defined measurable goals, has proven to be an effective policy tool. This strategy has enabled the Family of Loan Funds to significantly advance the racial and equity goals championed by PBF, as detailed in the dashboard below.

Equity Impact Dashboard

| Goals | Progress |
|---|---|
| 75% of units at 80% AMI and below 20% of units at 50% AMI and below | 91% at or below 80% 51% at or below 50% |
| >35% of borrowers led by POC | 52% of borrowers |
| >57% of units housing POC or accessible to POC by AMI proxy | 95% preservation projects 65% new construction projects |
| At least one deal in all five counties, and no county having more than 50% of deals | Deals closed in all 5 counties. Currently 50% in Alameda, 29% in Santa Clara |



Investing in Black Developer Capacity in the East Bay

Foothill Square Apartments, Oakland / 17 units / \$1.6 million loan from PBF

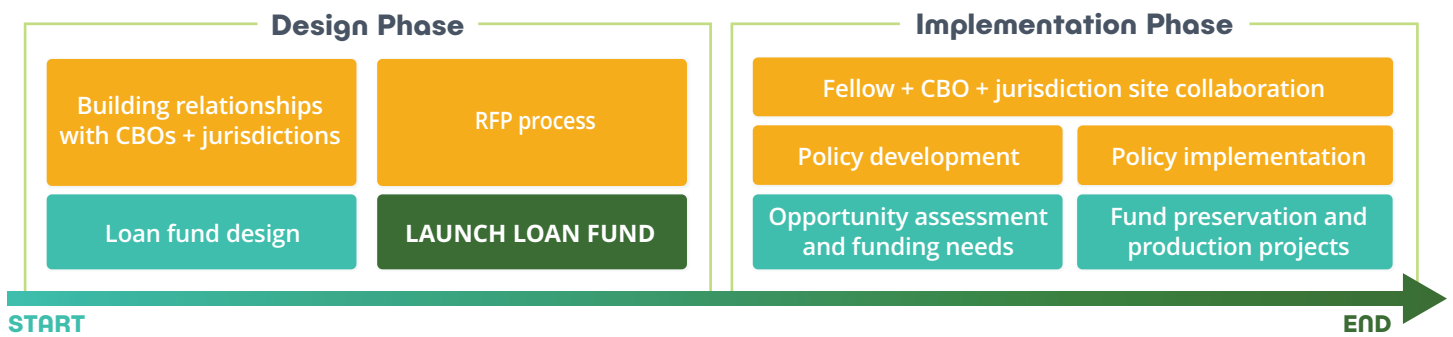
With the help of PBF, [Richmond Neighborhood Housing Services successfully acquired the Foothill Square Apartments](#), a 17-unit building in East Oakland. This purchase was aimed at preserving affordable housing in anticipation of gentrification and potential displacement. The acquisition ensures that current residents can stay in their homes, with future occupancy restricted to low-income households. Importantly, this deal marks Richmond Neighborhood Housing Services' first venture into managing a multi-family property, despite its nearly 40 years of experience in affordable homeownership. Led by Nikki Beasley, a woman of color who champions the cause of Black-led affordable housing developers in the Bay Area, RNHS is expanding its impact in the community.

Maintaining Connection to the Policy Landscape

Aligning loan products effectively with the evolving policy landscape is crucial for the long-term sustainability and impact of community investment funds. This alignment involves engaging regularly with policymakers, community leaders, and developers, and ensuring that loan products adapt to emerging opportunities and community needs. Below are several strategic options that organizations can consider when developing loan funds similar to the Family of Loan Funds. Each option represents a distinct approach to integrating loan funds with broader initiatives such as fellowships and policy fund investments, aimed at maximizing effectiveness and relevance in their respective contexts.

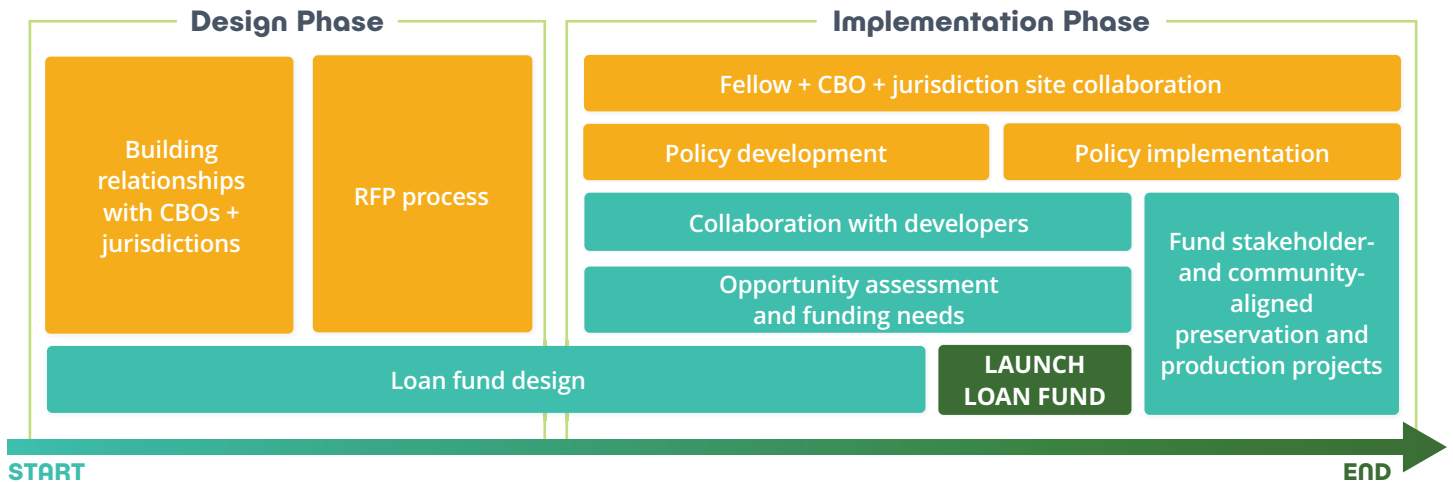
PBF Model of Policy + Loan Fund

This option is designed to complement existing funding mechanisms and fill crucial market gaps, particularly where local public sector bond money is available for long-term financing. By engaging deeply with the community, the fund ensures that its goals align with local needs and opportunities, fostering trust and building durable relationships.



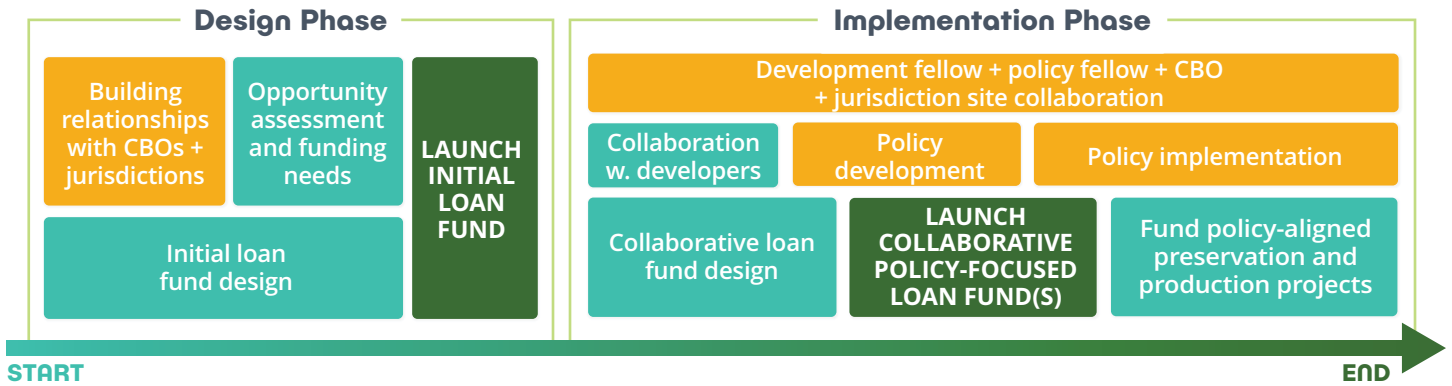
Stakeholder- and Community-Aligned Loan Fund

Emphasizing genuine community involvement from the outset, this approach fosters a sense of ownership and ensures that the fund's goals align with community aspirations. Continuous engagement allows the fund to adapt and refine its strategies, maintaining relevance and effectiveness over time.



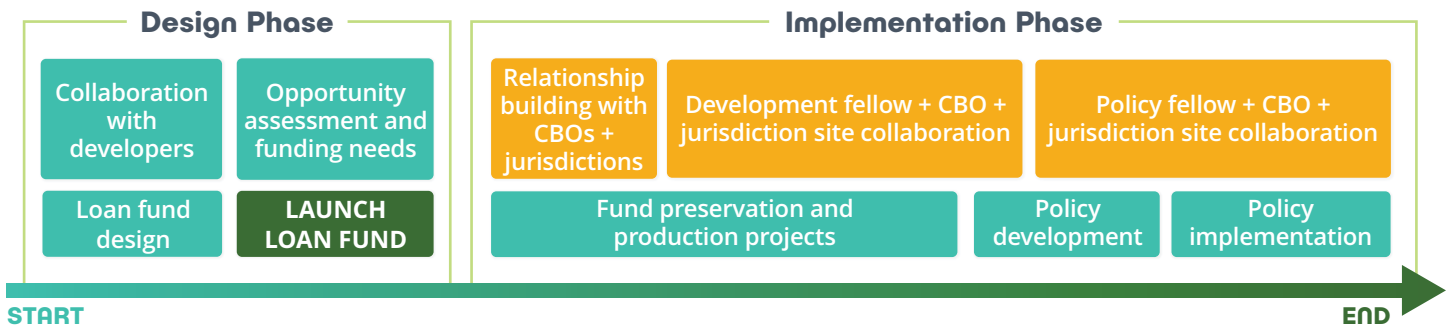
Policy-Aligned Loan Fund

This design directly supports policy implementation by aligning investments with specific policy objectives. The fund is tailored to deploy capital towards projects that embody these goals, such as preservation initiatives (such as Tenant or Community Opportunity to Purchase initiatives), ADU development, or acquisition and rehabilitation efforts, ensuring that each investment contributes to broader policy achievements.



Development to Policy Implementation Loan Fund

Focusing primarily on development, this option integrates funding with hands-on development initiatives such as housing or economic development. Launching an investment fund alongside a development-focused fellowship allows for a simultaneous policy-focused fellowship that is informed by real-world development needs. The shift from siloed policy planning to practical policy implementation enhances alignment on development-related goals.





PLAY-BY-PLAY:

Investing in the Community

Launching an impactful investment fund requires strategic vision and a commitment to community needs and policy objectives. Meticulous planning and collaboration from the start set a strong foundation for implementation and impact. These early decisions ensure the fund effectively supports broader social and economic goals.

- ✓ **Identify Catalytic Funding Early:** Attract significant early investment to absorb risk and catalyze additional financial support. Leverage the abilities of star fundraisers, including founders and champions with deep relationships and persuasive skills, to draw further attention and resources from potential investors.
- ✓ **Select a Skilled Fund Manager:** Choose a fund manager who can raise significant capital and manage a major structured loan fund. The fund manager should also demonstrate creativity, innovation, and have strong local market knowledge and relationships, ensuring those align with the values of the initiative.
- ✓ **Collaborate with Key Partners:** Engage other critical partners who bring different strengths and capacities to the table. Ensure these partners, including local CDFIs and experienced advisors, have the capacity to meet the demands of the fund and can fill any gaps in expertise or resources.
- ✓ **Structure the Fund for Impact:** Allow space to test ideas and adapt without overhauling the entire system. Maintain competitive interest rates and terms to ensure the fund's appeal and effectiveness.
- ✓ **Prioritize Equity from the Start:** Integrate equity into the core of fund activities by co-designing with CBOs, developers, and cities. This ensures that the fund supports emerging developers and that impact measurements reflect community-centric values.
- ✓ **Straightforward Fund Implementation:** Ensure the fund's structure is straightforward and manageable to balance risk management with operational feasibility. Avoid overly complex structures that do not significantly alter risk profiles or influence behaviors of originators.
- ✓ **Plan for Long-Term Impact:** Determine early in the development of the fund how long to maintain on-going investments, with a strategy for reinvesting proceeds to prolong its impacts.
- ✓ **Measure Equity Impacts:** Co-develop and regularly update equity metrics and indicators that align with policy objectives to track the impacts of both policy implementation and developments.
- ✓ **Maintain Policy Connectivity:** Regularly engage with policymakers, community leaders, and developers to ensure loan products are well-matched with current opportunities and responsive to emerging community needs.



PBF Ecosystem: Connecting the Field

PBF is a dynamic ecosystem designed to enhance the impact of equitable housing policies and investments through strategic collaboration and resource sharing. This ecosystem is a carefully orchestrated network that incorporates key components – fellows, local governments, CBOs, developers and fund managers. Each element plays a crucial role, supported by an infrastructure that promotes collaborative spaces, provides foundational support, and continuously evaluates progress.

From its inception, PBF has been driven by a vision to transcend municipal boundaries and catalyze systemic change throughout the Bay Area's nine counties and 101 cities. Recognizing the limited infrastructure for inter-county collaboration, PBF has deliberately focused on cross-jurisdictional strategies to amplify impact and allow for replication and scaling up. It allows for the integration of diverse efforts, where policy development, fund management, and stakeholder engagement intersect to foster comprehensive solutions and sustainable growth. Technical assistance expedites capacity building, collaborative forums unite various sectors for collective problem-solving, and the backbone support of the San Francisco Foundation ensures seamless operations aligned with equity and community objectives.

Technical Capacity-Building

Increasing capacity in the field is a long-term goal for PBF, aimed at enhancing the effectiveness and sustainability of housing justice initiatives. To achieve this, PBF employs a blend of short-term and long-term strategies. This section will discuss the short-term strategies, which include targeted technical assistance (TA) and immediate capacity-building efforts.

On the Policy Fund side, the fellowship coordinator provides holistic support to fellows, while the TA provider offers specialized assistance in policy and program development, and in fostering strong relationships within the field.

On the Family of Loan Funds side, underwriters for the CDFI loan originators dedicate significant time to help project sponsors, particularly those undertaking their first projects, to structure deals and navigate financing. This guidance is crucial for supporting emerging and early-stage developers, particularly BIPOC developers who have been historically marginalized in the real estate ecosystem, and aligns with PBF's goal of broadening access.

PBF's TA also comes in the form of streamlined processes that would otherwise be burdensome for CBOs and logistically slower via government procurement. This enhances the speed and efficiency through direct consulting support, streamlined administrative/procurement processes, and access to CDFI functions. This assistance includes providing reports, analysis, and consulting services. Fellows can procure TA independently or collaboratively, sharing project scope and budgets with other Policy Fund site teams for a regional approach that reduces costs.

Key Areas of Technical Assistance

To illustrate the breadth of support provided, here are key examples of TA accessed or developed for PBF:

- Local and regional data collection
- Housing analysis
- Legal technical assistance
- Equity and policy-focused trainings
- Policy research
- Technical guidance
- Community engagement strategies
- Professional development programs
- Cohort-wide learning activities

Collaborative Spaces

Cross-sector collaboration is a key strategy for both PBF overall and specifically within the Policy Fund and the Family of Loan Funds. PBF consistently integrates diverse voices from various sectors throughout the initiative, from co-creating its funds to collaborating on similar policies across jurisdictions.

The affordable housing sector, encompassing public policy, real estate development, and financing, often sees these components operating in isolation from each other. To address this, PBF has established various collaborative spaces that foster interaction and cooperation at both local and regional levels:

- **Advisory Board:** The Board gathers quarterly provides strategic guidance and input to the San Francisco Foundation and LISC on implementation for both the Family of Loan Funds and Policy Fund. Composed of leaders from philanthropy, local businesses, banks, faith-based organizations, policymakers, and developers across the region, the Board supports transformative housing solutions and coordinates strategy and collective action to guide the Bay Area's long-term growth towards a more inclusive path.
- **Policy Working Group:** This group includes policymakers, advocates, and technical assistance providers. The Policy Working Group plays a crucial role by offering direct feedback to fellows, local governments, and CBOs, facilitating more informed decision-making by providing a platform for open dialogue and expert insights.
- **Peer Learning Convenings:** Tailored to specific groups – local governments, CBOs, and/or fellows – these meetings are vital for building relationships and sharing insights on similar issues across different geographic areas. PBF also convenes all the Policy Fund site teams, providing network-building opportunities to connect and collaborate with their counterparts in other cities. In this way, PBF is building both local capacity for policy change and fostering a network of housing justice champions across the bay Area region.
- **Investment Advisory Committee Meetings:** Regular meetings of the Family of Loan Funds investment advisory committee include not only funders and investors but also representatives from community and affordable housing sectors, ensuring all voices are heard in investment decisions.



Management Models

To effectively manage the diverse and complex dynamics of PBF, different management models are employed, each leveraging unique strengths and resources. These models provide a framework for managing administrative duties, ensuring value setting, and establishing collaborative spaces to engage various stakeholders.

Community Foundation as Initiative Manager

The San Francisco Foundation, serving as the backbone organization for PBF, is uniquely positioned for this role. Established in 1948, the San Francisco Foundation has deep roots in the Bay Area. With its comprehensive administrative infrastructure – including human resources, legal, finance, grants management, compliance, and accounting – the foundation ensures smooth implementation of initiatives. It leverages its long-standing relationships with nonprofit advocates, local businesses, and governments to foster collaborative environments and set values that resonate across the community.

Tapping into such an institution facilitates trust-building across various sectors, extending from local to regional, state, and national levels. The full-service capabilities of a community foundation required to house an initiative like PBF include extensive fundraising experience and well-developed cross-sector relationships. Additionally, the foundation’s dedication to community-centered and equity-first policymaking ensures that all activities align with the broader goals of the initiative.

Government as Initiative Manager

While community foundations are pivotal to the success of PBF, replication of the PBF model does not necessarily require one. Federal or state agencies can also lead, exemplified by successful programs like [Strong Cities, Strong Communities](#). This model allows for a broadened scope and adaptation to different governance structures, facilitating policy impact at various governmental levels.

Foundation as a Grantmaker

In scenarios where a full-service community foundation is not feasible, the PBF model can initially function as a grantmaking-only initiative. This streamlined approach serves as a potential first phase, focusing on building relationships and fundraising for a more comprehensive future initiative. As resources permit, other aspects of the PBF model can be incrementally integrated, prioritizing essential elements over ‘nice-to-haves’ based on the unique needs outlined in the “PBF Ingredients” diagram.



Enhancing Impact Through Knowledge Sharing

PBF employs a multi-dimensional approach to enhancing the regional housing ecosystem through disseminating insights and collaborative learning. This involves curating a diverse range of resources and facilitating panel discussions that fosters a culture of continuous learning and community involvement.

Convening Stakeholders

PBF regularly convenes public panel discussions on topics crucial to the region's housing policy and investment strategies. These forums serve as platforms for sharing insights, discussing challenges, and exploring innovative solutions with broad community participation. The discussions aim to keep the community informed and engaged with PBF's ongoing efforts and evolving strategies. Details of past events can be explored further through [PBF's event archive](#).

Reports and Playbooks

PBF has developed or supported a series of detailed reports and resources that document significant work in the housing sector and provide valuable insights, much of which is drawn directly from the work undertaken through PBF. These resources serve as comprehensive guides for replicating successful policies and addressing challenges in housing development. Notable resources include:

- [Case study on Community-Driven Housing Solutions](#)
- [The Emergency Interim Housing Report](#)
- [The Opportunity to Purchase Act Campaign Playbook](#)
- [Reports on How Affordable Housing Loan Funds Further Equity](#)

For a comprehensive view of all available resources, visit [PBF's Resources Page](#).

Data-Driven Tool for Housing Advocacy

PBF also released the [Housing Readiness Report](#), a data tool developed to assess the preparedness of Bay Area cities to meet their housing needs. It provides updated data and resources for advocates focused on local and regional advocacy, empowering stakeholders with the necessary information to influence policy and community action effectively.

Strengthening Communications

Ensuring the organization managing the initiative has the capacity to create the above resources as well as promote events, publications, and other materials on PBF's platforms is crucial. This includes providing copy editing and consulting support on communications projects, which is especially valuable as many local governments and CBOs lack in-house media and communications capacity. In addition, the dynamic nature of policy campaigns often requires rapid response capabilities to effectively manage emergent communications needs, such as countering opposition and mobilizing community support. By sharing media and communications resources with partners, PBF helps amplify their messages and increase the visibility of their efforts, thereby enhancing the overall impact of the initiative.





PLAY-BY-PLAY:

Building the PBF Ecosystem

The PBF ecosystem is a complex network of partnerships and collaborative systems that advance housing justice across the Bay Area's housing landscape. All elements – from technical assistance to collaborative spaces – come together to help the PBF network have collective impact and sustain its successes. The following are the key ingredients for a strong regional ecosystem of changemakers:

- ✓ **Streamline Technical Assistance:** Ensure that technical assistance is easily accessible, adapting resources to meet the emergent needs of fellows and partners swiftly and effectively. This involves setting up an on-demand system that reduces bureaucratic delays and leverages digital platforms for immediate support.
- ✓ **Leverage Advisory Board:** Engage a diverse array of stakeholders from public, private, and nonprofit sectors to guide strategic decisions, synchronize efforts and share valuable insights ensuring that all programs align with the long-term goals of creating inclusive communities.
- ✓ **Establish Dedicated Convenings:** Develop platforms for specific stakeholder groups such as local governments, CBOs, and fellows to engage deeply on common challenges and solutions. These should include both physical and virtual spaces optimized for collaboration and knowledge exchange.
- ✓ **Promote Peer Learning:** Facilitate peer-to-peer learning sessions that allow entities to share strategies, successes, and lessons learned. This could be particularly beneficial for new or smaller players in the ecosystem who can learn from the experiences of more established organizations.
- ✓ **Adapt Management Approaches:** Depending on the specific needs and existing capacities of regions, adapt the management model – whether it be a community foundation, government-led, or a grantmaker model – to ensure flexibility and responsiveness to changing conditions.
- ✓ **Enhance Impact Through Knowledge Sharing:** Disseminate findings, best practices, and challenges broadly within and beyond the PBF ecosystem through reports, events, and tools.



Co-Creating Policies

Now it feels like SOMOS Mayfair is fully at the table. It's like [the city and community] are one team.

– Andrea Portillo, Director of Community Impact and Policy,
SOMOS Mayfair, Policy Fund Grantee

Conclusion: A Blueprint for Collective Action and Change

The challenge of affordable housing in the Bay Area, while unique in its scale and complexity, is a reflection of broader societal issues that many communities face. Yet, the journey of PBF offers a beacon of hope and a testament to what can be achieved when diverse groups unite under a common cause.

Through strategic collaborations, innovative funding models, and community-centered policies, PBF has demonstrated that even the most daunting challenges can be tackled with creativity and collective effort. The lessons learned here are not confined to the Bay Area; they serve as a valuable blueprint for other regions grappling with similar issues. By adapting these strategies to local contexts, communities everywhere can foster sustainable change and make significant strides towards inclusive and equitable growth.

Let this playbook serve as a guide to harnessing the power of unity and innovation. By working together, communities can transform challenges into opportunities for progress and ensure that every community has the framework to thrive.



Staff Contacts

For questions on any PBF-related topics, please feel free to reach out to the following San Francisco Foundation and Bay Area LISC staff for any questions:

- Foundation and Policy Fund-related inquiries: Aysha Pamukcu, apamukcu@sff.org and Ella Zimbalist, ezimbalist@sff.org
- Media and Communications inquiries: Jordan Shapiro, jshapiro@sff.org
- Family of Loan Funds inquiries: Asha Rao, ARao@lisc.org

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