File No. 250043 **Committee Item No.** 5
Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

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Committee: Budget and Finance Committee **Date** January 29, 2025
Board of Supervisors Meeting **Date** _____

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OTHER **(Use back side if additional space is needed)**

☐	☐	_____
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Completed by: Brent Jalipa **Date** January 23, 2025
Completed by: Brent Jalipa **Date** _____

[Accept and Expend In-Kind Gift - Retroactive - CORO Northern California - Consulting Services - Valued at $345,000]

Resolution retroactively authorizing the Mayor's Office of Housing and Community Development ("MOHCD") to accept and expend an in-kind gift of consulting services valued at $345,000 from Coro Northern California ("CORO") for the term of February 1, 2025, through January 31, 2027.

WHEREAS, The Mayor's Office of Housing and Community Development ("MOHCD") supports San Francisco residents with affordable housing opportunities and essential services to build strong communities by creating new housing, preserving existing housing, protecting vulnerable residents, and empowering communities; and

WHEREAS, the San Francisco Foundation, a 501(c)(3) California nonprofit organization ("SF Foundation"), is a philanthropic organization with a mission to mobilize Bay Area community leaders, nonprofits, government agencies, and donors to advance racial equity, diversity, and economic inclusion, focused on regional solutions to homelessness; and

WHEREAS, CORO Northern California, a 501(c)(3) California nonprofit organization ("CORO"), is a charitable services organization with a mission to train, support, and connect leaders to foster a thriving democracy and tackle society's biggest challenges; and

WHEREAS, The SF Foundation awarded a Partnership for the Bay's Future (PBF) Policy Fund Grant to CORO for the purpose of providing consulting services through "Fellows" to local government jurisdictions with the implementation of equitable and inclusive affordable housing policies; and

WHEREAS, MOHCD applied for, and was awarded, consulting services from CORO under the SF Foundation's PBF Policy Fund Grant to assist MOHCD with developing long-

range plans and policy recommendations for Single Room Occupancy (SRO) housing, with a focus on community engagement and data and financial analysis; and

WHEREAS, MOHCD has entered into a Memorandum of Understanding with The SF Foundation and CORO regarding the overall goals of the PBF Policy Fund Grant program; and

WHEREAS, The CORO Fellow begins on February 3, 2025, for a two-year fellowship term; and

WHEREAS, CORO will provide the in-kind consulting services under a Donor Agreement through a Fellow on a volunteer basis to the City, a copy of which is on file with the Clerk of the Board of Supervisors in File No. 250043; and

WHEREAS, The consulting services from CORO is valued at a total of $345,000 to be provided in Fiscal Years 2024-2025 and 2025-2026; and

WHEREAS, The City has an indemnification provision in the Donor Agreement which provides for mutual indemnification with the exception of acts and omissions arising from the sole negligence of the City or CORO; and

WHEREAS, The gifts do not require amendments to the Annual Salary Ordinance; now, therefore, be it

RESOLVED, That the Board of Supervisors approves the in-kind gift of consulting services valued at $345,000 and hereby authorizes, through MOHCD, to accept the in-kind gift of consulting services described in this Resolution, substantially in the form of the Donor Agreement on file with the Clerk of the Board of Supervisors, in File No. 250043, with such changes or modifications, as may be acceptable to the Director of MOHCD and the City Attorney and which do not materially increase the obligations and liabilities of the City or reduce the services to the City; and, be it

FURTHER RESOLVED, That within thirty (30) days of the Donor Agreement being fully executed by all parties, MOHCD shall provide a copy of the final agreement to the Clerk of the Board for inclusion to the official file.

Recommended:	Approved:
/s/	/s/
Daniel Adams	Benjamin McCloskey
Director,	Interim Mayor's Budget Director
Mayor's Office of Housing	Approved:
and Community Development	
	/s/Jocelyn Quinto for Greg Wagner
	Office of the Controller

File Number: 250043
(Provided by Clerk of Board of Supervisors)

Grant Resolution Information Form

(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. **Grant Title:** CORO Fellow In-Kind Gift of Consulting Services

2. **Department:** Mayor's Office of Housing and Community Development

3. **Contact Person:** Benjamin McCloskey Telephone: 628-652-5956

4. **Grant Approval Status (check one):**

[x] Approved by funding agency [] Not yet approved

5. **Amount of Grant Funding Approved or Applied for**: NA. In-kind value calculated at $345,000

6a. **Matching Funds Required:** NA

b. **Source(s) of matching funds (if applicable):**

7a. **Grant Source Agency:** CORO Northern California

b. **Grant Pass-Through Agency (if applicable):** N/A

8. **Proposed Grant Project Summary:** Support for MOHCD with developing long-range plans and policy recommendations for Single Room Occupancy (SRO) housing, with a focus on community engagement and data and financial analysis

9. **Grant Project Schedule, as allowed in approval documents, or as proposed:**
Start-Date: February 1, 2025 End-Date: January 31, 2027

10a. **Amount budgeted for contractual services:** NA

b. **Will contractual services be put out to bid?** N/A

c. **If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements?** N/A

d. **Is this likely to be a one-time or ongoing request for contracting out?** N/A

11a. **Does the budget include indirect costs?** [ ] Yes [x] No

b1. **If yes, how much? $**

b2. **How was the amount calculated?**

c1. **If no, why are indirect costs not included?**
[x] Not allowed by granting agency [ ] To maximize use of grant funds on direct services
[ ] Other (please explain):

c2. **If no indirect costs are included, what would have been the indirect costs?** None.

12. Any other significant grant requirements or comments:

****Disability Access Checklist*****(Department must forward a copy of all completed Grant Information Forms to the Mayor's Office of Disability)**

13. This Grant is intended for activities at (check all that apply):

[ ] Existing Site(s)	[ ] Existing Structure(s)	[x] Existing Program(s) or Service(s)
[ ] Rehabilitated Site(s)	[ ] Rehabilitated Structure(s)	[x] New Program(s) or Service(s)
[ ] New Site(s)	[ ] New Structure(s)	

14. The Departmental ADA Coordinator or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;
2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;
3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor's Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

Comments:

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Madeleine Sweet
(Name)

Compliance Coordinator
(Title)

Date Reviewed: 12/30/2024

APPROVED
By Madeleine Sweet at 12:20 pm, Dec 30, 2024
(Signature Required)

Department Head or Designee Approval of Grant Information Form:

Daniel Adams
(Name)

Director
(Title)

Date Reviewed: _____

Daniel Adams
Daniel Adams (Dec 30, 2024 14:18 PST)
(Signature Required)

7 CORO Fellow Grant Information Form

Final Audit Report 2024-12-30

Created:	2024-12-30
By:	Lillian Chan (lillian.chan@sfgov.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAon4vCi2djUkyYeu7ASl1B2BJwYyKz3Fr

"7 CORO Fellow Grant Information Form" History

Document created by Lillian Chan (lillian.chan@sfgov.org)
2024-12-30 - 9:24:07 PM GMT

Document emailed to Dan Adams (dan.adams@sfgov.org) for signature
2024-12-30 - 9:24:47 PM GMT

Email viewed by Dan Adams (dan.adams@sfgov.org)
2024-12-30 - 10:16:52 PM GMT

Signer Dan Adams (dan.adams@sfgov.org) entered name at signing as Daniel Adams
2024-12-30 - 10:18:00 PM GMT

Document e-signed by Daniel Adams (dan.adams@sfgov.org)
Signature Date: 2024-12-30 - 10:18:02 PM GMT - Time Source: server

Agreement completed.
2024-12-30 - 10:18:02 PM GMT

PARTNERSHIP FOR THE BAY'S FUTURE POLICY FUND GRANT

DONOR SERVICES AGREEMENT

between the City and County of San Francisco acting by and through its Mayor's Office of Housing and Community Development

and

Coro Northern California

This DONOR SERVICES AGREEMENT (this "Agreement") is made by and entered to on _____, 2025, by and between the City and County of San Francisco, a municipal corporation (the "City") represented by the Mayor, acting by and through the Mayor's Office of Housing and Community Development (the "Department"), and Coro Northern California, a California nonprofit public benefit corporation ("Donor").

RECITALS

WHEREAS, The Partnership for the Bay's Future ("PBF") Policy Fund Grant, a two-year program that is an initiative of Donor, matches Donor's employees (each a "Fellow") with local governments to address specific affordable housing policy (the "Program"). Under the Program, the Donor may donate consulting services free of charge to such local governments to help develop cutting-edge strategies and solutions to produce and preserve affordable housing for the local government.

WHEREAS, the Department seeks volunteer consulting services under the Program to help address the following policy proposal ("the Project"): To review current policies and programs for single room occupancy (SRO) hotels in San Francisco and develop long range plans and policy recommendations, with a focus on community engagement and data and financial analysis; and

WHEREAS, Donor proposes to donate to the Department consulting services for the Project under the Program free of charge as a gift-in-kind with a monetary value of $345,000 ("Donor Services"); and

WHEREAS, Donor and the City have entered into that certain Memorandum of Understanding with the San Francisco Foundation as of the date herewith setting forth each parties duties under the Program ("the MOU").

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises set forth herein, the parties hereto agree as follows:

1. **Description of Donor Services.**

   Donor will provide free consulting services through a Fellow on a volunteer basis to the Department for the Project over an approximately two-year period expected to run between February 3, 2025 and January 31, 2027. The Fellow will be considered an unpaid intern by the City, and the Fellow will comply with all policies and procedures of the City as an unpaid intern.

Donor Services will include community engagement, policy analysis, and recommendations for the Project over the course of two years with an average of 35-40 hours a week. At the end of the Project, the Donor will provide Department with documentation of work. The parties acknowledge and agree that deliverables provided under this Agreement are subject to applicable public disclosure laws, including the City's Sunshine Ordinance. The monetary value of the donation is $345,000.

Unless specifically agreed upon in advance by Department, all work products and deliverables prepared in whole or in part by Donor under this Agreement shall be the property of City. However, Donor may retain and use copies for reference and as documentation of the volunteer experience and capabilities.

If, in connection with Donor Services, Donor creates artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, blueprints, source codes or any other original works of authorship, such works of authorship shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such works are the property of the City. If it is ever determined that any works created by Donor under this Agreement are not works for hire under U.S. law, Donor hereby assigns all copyrights to such works to the City, and agrees to provide any material and execute any documents necessary to effectuate such assignment. With the approval of the City, Donor may retain and use copies of such works for reference and as documentation of its experience and capabilities.

Department hereby agrees to accept Donor Services, and will use its discretion in deciding how to deploy or implement Donor Services. The parties acknowledge and agree that Donor Services are for the benefit and use of the City, without restriction.

Donor and Department acknowledge and agree that the Program will not be used for the Department's general acquisition of goods and services otherwise subject to the requirements of the San Francisco Administrative Code. Nothing in this Agreement shall prohibit Donor from participating in a competitive solicitation or otherwise contracting with City or Department to provide City with goods or services if done in compliance with all applicable City procurement and solicitation rules, regulations, policies, and procedures and all applicable conflict-of-interest laws. If Donor is instrumental in developing the scope of work for a future procurement, then the Donor is prohibited from bidding on that future procurement. The Donor acknowledges and agrees that under certain laws, including California Government Code section 1090, involvement in preparing for a procurement may disqualify a Donor from participating in a later competitive bid process or from having any direct communication with or receiving any compensation or other benefit from a bidder, contractor, or vendor with respect to a resulting procurement.

2. No Employment Relationship.

Donor acknowledges and agrees that providing Donor Services through a Fellow for the City does not create any employment relationship for Donor or a Fellow or

expectation of a future employment relationship between Fellow and the City or its Department. Donor acknowledges and agrees that the City may, in its sole discretion, provide Fellow with access to certain City resources but that the provision of such access shall in no way be construed as creating, or giving rise to, any employment relationship. The City may reject Donor Services at any time without notice or hearing or cause.

The City or Department will not provide any compensation of any kind to Donor or a Fellow for Donor Services provided under this Agreement, and no expenses of any kind will be reimbursed. No Fellow shall represent or hold him or herself out to be an employee of the City at any time. Donor or its board members, officers, employees, or agents shall not represent or hold itself out to be an employee of the City at any time.

Prior to beginning the Donor Services, a Donor and Fellow shall execute an acknowledgement, in a form acceptable to the City, that such Fellow is not an employee of the City.

3. Proprietary or Confidential Information of City.

If this Agreement requires City to disclose "Private Information" to Donor within the meaning of San Francisco Administrative Code Chapter 12M, Donor and Donor's employees, including a Fellow, shall use such information only in accordance with the restrictions stated in Chapter 12M and in this Agreement and only as necessary in performing the Donor Services. Donor is subject to the enforcement and penalty provisions in Chapter 12M.

In the performance of Donor Services, Donor may have access to City's proprietary or confidential information, the disclosure of which to third parties may damage City. If City discloses proprietary or confidential information to Donor, such information must be held by Donor in confidence and used only in performing the Agreement. Donor shall exercise the same standard of care to protect such information as a reasonably prudent business entity would use to protect its own proprietary or confidential information.

The City or Department shall not make available to Donor access to City information system networks that are not available to the public without the consultation (and approval) of the City's Chief Information Security Officer.

The City or Department shall not make available to Donor Protected Health Information ("PHI"), which means any information, whether oral or recorded in any form or medium: (i) that relates to the past, present or future physical or mental condition of an company; the provision of health care to an company; and (ii) that identifies the company or with respect to where there is a reasonable basis to believe the information can be used to identify the company, and shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501. Protected Health Information includes Electronic Protected Health Information (45 C.F.R. Sections 160.103, 164.501). In the event that PHI is inadvertently produced to Donor, Donor shall immediately return the PHI and shall not use or disclose the PHI in any manner.

4. **Workers Compensation and Insurance.** Donor acknowledges and agrees that the City is not obligated to and does not carry any insurance for Donor or a Fellow, and any condition, illness or injury that a Fellow suffers in the performance of Donor Services shall be covered by Donor's insurance. Donor will procure and maintain during the full term of this Agreement: (a) workers' compensation insurance of no less than statutory amounts with employer's liability limits not less than One Million Dollars ($1,000,000) each accident; and (b) commercial general liability insurance, with limits of not less than One Million Dollars ($1,000,000) each occurrence and Two Million ($2,000,000) aggregate, combined single limit for bodily injury and property damage, including coverage for contractual liability; personal injury; fire damage legal liability; advertisers' liability; owners' and contractors' protective liability; broad form property damage; explosion, collapse and underground (XCU); products and completed operations. Coro shall obtain a policy endorsement naming the City as an additional insured under such policies.

5. **Use of City and County Property for Business Purposes Only**. All City equipment, devices, materials, supplies, furnishings (*e.g*., photocopiers, telephones, computers, printers, vehicles, stationary, fax machines) must be used only to conduct City business. Use of City property for personal, political, or other non-City business is strictly prohibited and could lead to the City's rejection of further Donor Services from Donor.

6. **Indemnity.**

   Donor agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of Donor in the performance of the Donor Services to be provided under this Agreement, except those arising by reason of the sole negligence of the City, its officers, employees and agents. Donor agrees that it has additional indemnity obligations under the MOU as the Fellow's employer.

   Donor also agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any person or persons in consequence of the use by the City, or any of its boards, commissions, officers, or employees of articles or services to be supplied in the performance of Donor's services under this Agreement.

   City agrees to defend, indemnify and hold harmless Donor from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of City in its obligations under this Agreement, except those arising by reason of the sole negligence of Donor.

   In the event of concurrent negligence of City, its officers, employees and agents, and Donor, the liability for any and all claims for injuries or damages to persons and/or property shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified.

If there is any conflict between this Section 6 and the MOU, the obligations under this Section 6 shall control.

7. Damages.

Notwithstanding anything to the contrary contained in the MOU, City and Coro agree that Section IX of the MOU regarding damages shall not apply under this Agreement or the MOU. Each party reserves any rights and remedies under law or equity.

8. **Effective Date; Term; Termination.**

The effective date of this Agreement shall be _____, 2025. The term of this Agreement shall commence on the effective date, and shall end on _____, 2027. Either party may terminate this Agreement with 90 days advance written notice, for convenience and without cause, by giving the other party 90 days advance written notice of termination, provided that City may reject Donor Services at any time without cause.

9. Notices. Unless otherwise indicated elsewhere in this Agreement, all written communications sent by the parties may be by U.S. mail or e-mail, and shall be addressed as follows:

To: Mayor's Office of Housing and Community Development:
Daniel Adams, Director
1 South Van Ness, San Francisco, CA 94103
Dan.Adams@sfgov.org

To Donor: Coro Northern California
Laney Whitcanack, CEO
lwhitcanack@coronorcal.org

Either party may change the address to which notice is to be sent by giving written notice thereof to the other party.

10. **Modification.** This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved by Donor and the City in the same manner as this Agreement.

11. **Governing Law; Venue**. The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California and the City's Charter and Municipal Code, without regard to its conflict of laws principles. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.

12. **Entire Agreement.** This Agreement and the MOU set forth the entire Agreement between the parties, and supersede all other oral or written provisions.

Remainder of page intentionally left blank

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first specified herein.

CITY:	**DONOR:**
CITY AND COUNTY OF SAN FRANCISCO, a municipal corporation, represented by the Mayor, acting by and through the Mayor's Office Of Housing And Community Development	**<<CORO NORTHERN CALIFORNIA>**
By:_____ **DANIEL ADAMS** **DIRECTOR**	By:_____ **LANEY WHITCANACK** **CEO**

APPROVED AS TO FORM:

DAVID CHIU
City Attorney

By: _____
Deputy City Attorney

PBF POLICY FUND MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding ("**MOU**"), effective as of January 22, 2025, is entered by [JURISDICTION NAME] ("**[JURISDICTION NAME]**"), San Francisco Foundation, a California nonprofit public benefit corporation ("**SAN FRANCISCO FOUNDATION**" or "**SFF**"), and Coro NORTHERN CALIFORNIA, a California nonprofit public benefit corporation ("**Coro**"). Collectively, [JURISDICTION NAME], SFF and Coro are referred to as the "**Parties**" and individually, as a "**Party**".

RECITALS

A. The SAN FRANCISCO FOUNDATION together with a number of other nonprofit and/or public organizations and businesses, have launched the Partnership for the Bay's Future (the "**Partnership**") as a collaborative effort focused on advancing a more inclusive and equitable future for the region comprising of Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties (the "**Region**") by solving its interconnected challenges: housing, transportation, and economic opportunity.

B. To facilitate the Partnership's housing goals, SAN FRANCISCO FOUNDATION has established a fund (the "**Policy Fund**") to support policy initiatives to produce and preserve affordable housing and protect vulnerable tenants (collectively, "**Production, Preservation and Protection Policies**") at the local level in the Region. The Policy Fund is guided by an advisory board, which includes investors from the philanthropic and corporate sectors, public sector and policy experts, and community leaders (the "**Advisory Board**").

C. The goals of the Policy Fund Grants are to: (1) increase racial and economic equity across the Region by stemming displacement of people of color from communities across the Region, (2) deepen the practice of partnership between towns, cities and counties in the Region and community groups, (3) support the rise of new government and community leaders that can support the Region's housing and tenant protection efforts long-term, and (4) provide models for change that inspire other jurisdictions to follow suit.

D. The current funding opportunity offered by the Policy Fund is manifested in the form of a two-year program named the PBF Policy Fund Grants for Housing Production, Preservation and Protection (respectively, the "**Program**" and the "**PBF Policy Fund Grant**"). The Program, managed by SAN FRANCISCO FOUNDATION, is a competitive process that incentivizes towns, cities and counties in the Region (each a "**Jurisdiction**") to pursue policy change to protect vulnerable tenants and produce and preserve existing affordable housing.

E. [JURISDICTION NAME] submitted an application and proposal (collectively, the "**Proposal**") to SAN FRANCISCO FOUNDATION for a PBF Policy Fund Grant, based upon which, [JURISDICTION NAME] has been awarded a PBF Policy Fund Grant.

F. The PBF Policy Fund consists of four key components: (1) the placement of a Fellow with [JURISDICTION NAME] during the two-year period commencing on January 22, 2025 (the "**Commitment Period**"), (2) a monetary grant from the Policy Fund to Coro to finance the salary of the Fellow, (3) a monetary grant from the Policy Fund to one community organization proposed by [JURISDICTION NAME] and approved by SAN FRANCISCO FOUNDATION (the "**Community Lead**"), said grant is intended to be not less than one hundred ten thousand dollars ($110,000) per year for each of the two years in the Commitment Period, and (4) access to the Technical Assistance Pool. The term "**Fellow**" means an employee of Coro who will assist [JURISDICTION NAME] develop and adopt meaningful Production, Preservation and Protection Policies as well as begin implementation of said policies. At all times during the Program, the Fellow will be an employee of Coro, and not an employee of either [JURISDICTION NAME] or SAN FRANCISCO FOUNDATION. The term "**Technical Assistance Pool**" means a pool of expert consultants to provide assistance in the following areas: (1) messaging and communications support, (2) data analysis, (3) polling support, and (4) policy strategy, as necessary to implement the goals of the Partnership ("**Technical Assistance**").

G. The Parties wish to set forth the terms and understanding among them with respect to the PBF Policy Fund Grant.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, and for good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the Parties hereby agree as follows:

AGREEMENT

I. PURPOSE OF THE MOU

This MOU sets forth the terms and understanding among the Parties and is intended to reflect the Parties' commitment to cooperate and work together to support the Fellow, and to advance the design, adoption and implementation of progressive Production, Preservation and Protection Policies with [JURISDICTION NAME] staff, community partners and elected officials. This MOU spells out areas of collaboration and expands on ownership and accountability.

A. Principles: The Parties each commit to the principles that form the foundation of the Partnership, which are listed here and operationalized in Section II of this MOU.

a. Racial justice: The Parties will work toward the shared vision of a thriving Bay Area where race is never a barrier to opportunity.
b. Community engagement: The Parties will prioritize actively engaging local community members and leaders in the execution of their shared goals, with special emphasis on engaging people of color and other underserved community members.
c. Results orientation: The Parties are committed to their collective impact by realizing concrete gains toward shared goals.

II. AGREEMENT

A. Primary Areas of Collaboration, Roles and Operational Responsibilities: The Parties hereby agree to undertake good-faith efforts to create the enabling conditions necessary to realize the PBF vision by engaging in specific areas of collaboration and performing the respective activities set forth in the following five category chart:

a. PBF Policy Fund Vision;
b. PBF Policy Fund Award: Fellows and Community Partnerships;
c. PBF Policy Fund Award: Technical Assistance + Cohort Convenings;
d. Communication (Internal + External); and
e. Evaluation.

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
1. PBF Policy Fund VISION				
The Parties will honor the Partnership's housing goals as set forth in this MOU.	Use good faith efforts to activate and engage in the implementation of progressive Production, Preservation and Protection Policies, in collaboration with community partners, with the support and facilitation of the Fellow. Will use best efforts to actively advance equitable systems change with an emphasis on expanded community engagement and progressive policy.	Ensure a competent, racially diverse Fellows pool that is supported with strong onboarding, Technical Assistance, and relationship building to successfully assist Jurisdictions in advancing Production, Preservation, and Protection Policies. Ensure Jurisdictions and their respective Fellows land on a strong results framework to guide their work. Actively build a strong bench of diverse regional leaders, wraparound support structure and national/regional best practices to ensure the Fellow's success.	Ensure that the PBF vision and long-term expectations for the Fellows program and jurisdictional cohorts are infused with SFF's commitment to racial and economic inclusion. Utilize grant making, convening, organizational capacity building and the lever of the Partnership at large to support and advance the Fellows' work. Galvanize civic engagement related to the Policy Fund broadly and PBF Policy Fund Grant specifically. Build momentum for the Policy Fund through influence, expertise and flexible dollars. Engage civic leaders from advocacy organizations, academia, foundations, etc. through the Partnership.	PBF Policy Fund MOU

Operational Responsibility:	Provide engaged staff to supervise and support the Fellow's assistance with developing policy recommendations and increased community engagement.	Provide Technical Assistance and employer oversight for the Fellows and their matched Jurisdictions. Elevate best practices in systems change from a regional and national perspective with Fellows and Jurisdictions. Regularly engage, convene, update and recruit influential civic leaders and anchor institutions to support fundraising, strategy, advocacy and reflection, in partnership with SFF. Serve as the direct manager for the Fellow, including but not limited to, overseeing their work performance, setting clear expectations of job duties, providing necessary training and coaching, and ensuring compliance with company policies and standards. Feedback will be shared in regular 1:1 sessions between the manager and Fellow and performance evaluations will be provided at a regular cadence throughout the duration of the Fellowship. Provide regular opportunities for [JURISDICTION NAME] to share relevant feedback about the Fellow's performance to be reviewed during Fellow's 1:1s and performance evaluation.	Generate engagement and momentum for PBF among jurisdictional leaders through regular updates and by celebrating what works. Regularly engage, convene, update and recruit influential civic leaders and anchor institutions to support fundraising, strategy, advocacy and reflection. Promote the role of civic leaders as long-term promoters of equitable and progressive housing policy.	

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
1. PBF Policy Fund VISION				
		Leverage the impact of Fellows and Jurisdictions by supporting activities such as Jurisdiction-to-Jurisdiction learning, dissemination of best practices, and potential state policy change efforts.		

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
2. PBF Policy Fund AWARD: FELLOWS AND COMMUNITY PARTNERSHIPS				
[JURISDICTION NAME] is awarded the following for 2 years. **A PBF Fellow** who will facilitate the development and implementation of innovative and high-impact Production, Preservation and Protection Policies in collaborative partnership with community and staff from departments across [JURISDICTION NAME]. **Community Partnerships:** [JURISDICTION NAME] will engage with the community to develop solutions that meet local needs. [JURISDICTION NAME] will work with the Community	**PBF Fellow:** The Fellow will be placed at the [JURISDICTION NAME] via a collaborative matching process. Coro has final determination over Jurisdiction/Fellow matches. [JURISDICTION NAME] is expected to provide logistical support to facilitate collaboration between [JURISDICTION NAME] and Fellow, regardless of where Fellow is located. [JURISDICTION NAME] commits lead staff and executive team staff to support Fellow. The Fellow will be required to attend monthly meetings with Fellows from other Jurisdictions, quarterly cohort meetings, (see schedule) and other professional development and relationship building opportunities, as	**PBF Fellow:** Hire, match and pay the Fellow all wages and compensation, and health and welfare benefits due, including social security (if applicable), with Coro as the program manager of the Program and sole employer of the Fellow. In case any issues arise between the Fellow and [JURISDICTION NAME], Coro will be the point of contact to resolve. Assist the Fellow with leadership, research and policy development Technical Assistance that helps them tailor and adapt strategies to address unique community conditions; and will identify and bolster any gaps in the Fellow's development around working with data, utilizing research, etc. Assist the Fellow in assessing, in real time, the Technical Assistance needs that exist within [JURISDICTION NAME]'s teams. Using the funding pool provided by SFF, as well as	**PBF Fellow:** SFF will (1) make a monetary grant to Coro to fund the Fellow's salary package, and (2) provide access to the Technical Assistance Pool. **Community Lead:** SFF will grant directly to the Community Lead in an amount not less than $110,000 per year for each of the two years during the Commitment Period.	PBF Policy Fund MOU

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
2. PBF Policy Fund AWARD: FELLOWS AND COMMUNITY PARTNERSHIPS				
Lead to serve as a lead partner in community engagement and share a strong community partnership plan.	identified. The Fellow will provide advance notice of such meetings and events to [JURISDICTION NAME]. [JURISDICTION NAME] and the Fellow will coordinate scheduling so the Fellow can attend. **Community Partners:** [JURISDICTION NAME] commits its proposed community partnership model for the duration of the Commitment Period. [JURISDICTION NAME] will take the lead on the PBF Community Partnership plans as described in the [JURISDICTION NAME]'S Proposal. The Fellow will help facilitate relationships and work.	through peer learning within the cohort, help the Fellow secure resources to meet the Technical Assistance needs.		
Operational Responsibility	Provide engaged staff to supervise and support the Fellow's work in developing and achieving policy objectives, in addition to increasing community engagement. The designated staff person will serve as an onsite Supervisor to the Fellow for the duration of the Fellowship. They will be responsible for holding the Fellow accountable for work hours, attendance and deliverables. Supervision and support also includes providing direct, timely feedback to the Fellow and the Coro Program Director; ensuring a safe, comfortable onsite	Provide tailored Technical Assistance to the Fellow and [JURISDICTION NAME], and host monthly meetings for Fellows from participating jurisdictions, throughout the duration of the Commitment Period. Employ the Fellow as a full-time employee of Coro and be the managing partner responsible if any issues arise with the Fellow and/or [JURISDICTION NAME] as it relates to the Fellows and the Program. Quickly resolve any issues that may arise between the Fellow and [JURISDICTION NAME].		

	workspace for the Fellow; securing site access and equipment needs prior to the Fellow's start date; and creating a work plan for the Fellow to begin on their first day. If access to the worksite or network is delayed, the site supervisor should provide meaningful preparatory work or research for the Fellow to do in the meantime. Be a good steward of the Fellow during the Commitment Period by facilitating the Fellow's relationships with key partners who are necessary in achieving the policy objectives. These partners can be stakeholders both within and outside of government. In partnership with the Fellow, actively lead in engagement with community partners.			

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
3. PBF Policy Fund AWARD: TECHNICAL ASSISTANCE AND COHORT CONVENINGS				
In addition to the Fellow, [JURISDICTION NAME] is awarded the following for 2 years: **Technical Assistance:** The Fellow will have access to the Technical Assistance Pool to complete work for [JURISDICTION NAME]. **Regional Cohort:** Quarterly Network Convenings Quarterly Leadership Training Sessions	**Technical Assistance Pool:** The Technical Assistance Pool is available to assist the Fellow in filling in gaps of knowledge or tools to complete the work for [JURISDICTION NAME]. Process: The Fellow highlights [JURISDICTION NAME]'s Technical Assistance needs through Coro. The Fellow submits a short proposal to Enterprise Community Partners to access assistance from the Technical Assistance Pool. Enterprise retains the right to fund at any amount or not at all. **PBF Cohorts:** Attend and actively participate in quarterly Network Convenings and Coro Leadership Training sessions, to strengthen regional connectivity and to share learnings across all PBF Cohort participants, whether remote or in-person. Attendees include [JURISDICTION NAME] staff, the Fellow and the Community Lead.	**Technical Assistance Fund:** Assist the Fellow to assess the Technical Assistance needs within [JURISDICTION NAME]'s teams and use the TA Fund and peer learning to address these. **PBF Cohorts:** Coordinate, structure and host quarterly convenings of the PBF Policy Grant jurisdictions from across the Region to share critical analysis and strategy recommendations, best practices, access to relevant education and advance regional strategy. Agenda setting will be done in consultation with SFF. Coordinate, structure, and host quarterly Leadership Training Sessions with [JURISDICTION NAME] and their Community Partner to build leadership and technical capacity of local leaders to for greater impact.	**Technical Assistance Pool:** Maintain the Technical Assistance Pool for requests from jurisdictions that are not covered by the Coro contract. Determine Technical Assistance Pool requests in partnership with Coro. **PBF Cohorts:** Actively participate in agenda setting for cohort meetings.	PBF Policy Fund MOU Meeting and Convening Calendar
Operational Responsibility	Actively engage in convenings and training sessions, connect with other members of the PBF cohort, and commit to hosting at least one convening, which includes providing a meeting space, for the cohort.	Convene Fellowship program stakeholders for quarterly leadership training, updates, knowledge sharing and learning, lifting up best practices and areas of course correction.	Co-create convening agendas in partnership with Coro.	

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
4. COMMUNICATIONS				
Contribute to a strong regional communication strategy that advances and amplifies local work and leverages values-aligned opportunities.	Make good-faith efforts to actively participate in regional communication strategy by sharing relevant and timely learnings and case studies from the policy and community engagement processes. This information is to be shared with the regional cohorts and other Jurisdictions within the region.	Coro will share learnings from Technical Assistance providers, subject matter experts, Fellows and jurisdictions with SFF Policy Fund staff. For information that requires permission to distribute, Coro will acquire so that SFF can share within newsletters, etc.	The Partnership will develop and manage a foundational strategic communications and branding plan that raises visibility, promotes fundraising, and civic and political support through knowledge sharing and storytelling.	Knowledge and material sharing will occur on a rolling basis with Coro submitting quarterly summary updates.
Operational Responsibility:	Commit to actively creating and sharing communications content (such as updates, briefings, and reports) for the Partnership's Advisory Board members, funders and broad Partnership networks. Frequent and productive communication across the network is expected, whether it's collaboration between [JURISDICTION NAME] and Community Partner, regular 1:1s with the PBF Fellow, or updates to the San Francisco Foundation.	Accountable for creating/sharing communications content for Advisory Board members, funders and broad Partnership networks. Support the Partnership in strategic communications, particularly around promoting civic and political support through knowledge sharing and storytelling. Aligning capacity of Fellows, Jurisdictions, and partners around strategic communications goals. Support the Fellow in advancing communications strategies, and convening [JURISDICTION NAME] staff and resources focused on communications.	The Partnership will centrally manage initiative-wide strategic communications and process for supporting communications across partners. The Partnership will manage external requests for communications. Coro will forward media and communications requests to the Partnership via the Policy Fund Initiative Officer for review and approval to proceed.	

Area of Collaboration	[JURISDICTION NAME]	Coro	SAN FRANCISCO FOUNDATION	Structures for Accountability
5. EVALUATION				
Actively participate in evaluative learning, course correction and evidence-building.	Participate fully in the evaluation process by sharing relevant learnings and case studies from the policy and community engagement processes, in order to facilitate collective learning with the regional cohorts and other jurisdictions within the Region. This entails collaborating with an evaluation partner and proactively sharing relevant information with SFF Policy Fund staff.	Share learnings from Technical Assistance providers, subject matter experts, Fellows and jurisdictions with SFF Policy Fund staff. For information that requires permission to distribute, Coro will acquire so that SFF can share within newsletters, etc. Thought partner in structuring the system for evaluation, with a particular focus on progress on results, leadership development (across stakeholder groups), policy traction, and communications impact.	Contract and direct the work of the evaluation partner. Manage the interaction of the evaluating partner with MOU partners.	
Operational Responsibility:	Actively participate in evaluation learning efforts and provide timely information and candid insights of the Fellowship and the work being performed by the jurisdiction.	Actively participate in evaluation efforts and utilize evaluative learnings to impact program success.	Manage evaluation efforts.	

B. Coro as Fellow's Employer: Coro shall be the sole employer of the Fellow placed by Coro with [JURISDICTION NAME]. Coro shall be responsible for payment of wages and benefits, withholding of payroll and other applicable taxes, and worker's compensation coverage for the Fellow. [JURISDICTION NAME] shall not be a joint employer of the Fellow and the Fellow shall not have any rights to compensation, retirement benefits, medical benefits or any other benefits accruing to [JURISDICTION NAME] employees. It is Coro's responsibility to provide written notice to the Fellow of the provisions of this Section. The provisions of this Section shall survive the termination or expiration of this MOU. While Coro will make the final Fellow placement decision, [JURISDICTION NAME] will be given an opportunity to review and concur with the placement.

Coro will provide ample opportunities for [JURISDICTION NAME] to provide feedback and raise any issues or concerns regarding a Fellow's conduct or performance and if necessary, will take performance management and corrective action steps in accordance with Coro's employee handbook. Such issues include not performing the Partnership activities in an acceptable manner, demonstrating uncooperative behavior, or presenting a threat to the adequate or timely completion of the project or a threat to the safety of persons or property. If this behavior persists after corrective actions have been implemented, [JURISDICTION NAME] may make a written request to Coro to remove the Fellow. Once the Fellow is removed from a jurisdiction, it is at Coro's discretion as to whether to terminate the Fellow's employment. [JURISDICTION NAME] may request a replacement Fellow, a request which may be granted at Coro's discretion. In the event that the Fellow is replaced, Coro will ensure proper training of the replacement Fellow and work with [JURISDICTION NAME] to transition work to the replacement Fellow as efficiently and quickly as possible. If hiring a new Fellow is not feasible, alternative options or resources can be explored in support of continuing and completing [JURISDICTION NAME] policy proposal

In the event that a Fellow engages in egregious or dangerous conduct, [JURISDICTION NAME] may request immediate removal of the Fellow and/or Coro may decide at its discretion to terminate the Fellow's employment based on the severity of their action. If [JURISDICTION NAME] requests the immediate removal of a Fellow and has not engaged in the performance management process or demonstrated that the action of the Fellow is egregious, the Fellow will be removed, but a replacement Fellow is not guaranteed. The San Francisco Foundation and Coro will determine if a replacement Fellow is appropriate given the circumstances.

To the maximum extent permitted by law, Coro shall indemnify, keep and hold harmless [JURISDICTION NAME] and those entities (if any) identified as additional insureds in Attachment A, Insurance Provisions, and their commissioners, directors, officers, agents, and employees ("[JURISDICTION NAME] Indemnified Parties") against any and all demands, claims, suits or actions (collectively referred to as "Employment Related Claims") arising out of any of the following: any injury or death to persons or property or pecuniary, financial or economic losses that may occur or that may be alleged to have occurred, arising from any allegation or finding that the [JURISDICTION NAME] Indemnified Parties is an employer, either by common law, statute, or otherwise, of Fellow. Such Employment Related Claims include without limitation injury or death to Fellow, as well as any claim by Fellow or by a third-party that Fellow is entitled to any benefit provided to employees of [JURISDICTION NAME], including coverage under the California Public Employee Retirement System. Coro further agrees to defend any and all such Employment Related Claims or other legal proceedings and pay all charges of attorneys and all other costs and expenses of defenses as they are incurred. If any judgment is rendered against any of the [JURISDICTION NAME] Indemnified Parties, Coro shall, at its expense, satisfy and discharge the same. The provisions set forth in this Section are intended to be applied to the fullest extent allowed under the law and, if any portion of it is found to be void or unenforceable, the remainder is to be severable and enforceable. This indemnification shall survive termination or expiration of this Agreement and is separate and distinct from the indemnification set forth in Section XIV and not subject to any limitations set forth in Sections IX or XIV.

C. **Cooperation**: In addition to performing the activities and obligations set forth above, the Parties agree to take such other actions and negotiate in good faith and enter such further agreements as will be necessary to consummate the transactions contemplated by this MOU.

D. **Staffing**: Each Party shall provide adequate dedicated staff time to support the activities to be conducted by it under in this MOU, and each Party shall be responsible for ensuring that staffing positions are replaced in the event of any changes in staffing or employment in order to fulfill each Party's obligations as set forth in this MOU. The current staffing list includes:

a. Staff person to be responsible for the day-to-day work of the Program
   i. Coro: Kaitlyn Quakenbush
   ii. SAN FRANCISCO FOUNDATION: Aysha Pamukcu
   iii. [JURISDICTION NAME]:

b. High-level leader who has the authority to make decisions on behalf of the Party
   i. Coro: Laney Whitcanack
   ii. SAN FRANCISCO FOUNDATION: Khanh Russo
   iii. [JURISDICTION NAME]:

c. Additional staff with specific expertise to participate as needed in an advisory capacity to support the ongoing initiative activities listed above.
   i. Coro: Clifford Yee, Lauren Haworth (Finance and HR)
   ii. SAN FRANCISCO FOUNDATION: Ella Zimbalist, Elisa Orona, Jordan Shapiro (Communications)
   iii. [JURISDICTION NAME]:

III. **Notices.** Any notices required or permitted to be given under or in this MOU shall be in writing, and shall be deemed to be effective upon delivery when hand delivered, delivered by overnight courier, delivered by certified mail, postage prepaid, return receipt requested, by facsimile, or by email (provided no return to sender or similar error message is delivered to the sender) unless such address is changed by written notice hereunder:

If to Coro:

Coro
230 California Street
STE 600
San Francisco, CA 94111
Attn: Laney Whitcanack
Email: lwhitcanack@coronorcal.org

If to [JURISDICTION NAME]:

[**JURISDICTION NAME**]
Adress
Attn:
Email:

If to SAN FRANCISCO FOUNDATION:

THE SAN FRANCISCO FOUNDATION
One Embarcadero Center, Suite 1400
San Francisco, CA 94111
Attn: Fred Blackwell
Email: krusso@sff.org

IV. **Funding**. Except as expressly set forth herein, nothing in this MOU shall obligate [JURISDICTION NAME], SAN FRANCISCO FOUNDATION or Coro to expend funds or other resources, nor shall anything in this MOU be construed as a limitation on any Party's authority to contribute staff, funds or other resources to further the purposes of this MOU or in the implementation of this MOU. Any costs that exceed the amount of the PBF Policy Fund Grant as awarded under this MOU will be reassessed by SAN FRANCISCO FOUNDATION and Coro utilizing good faith efforts to resolve any such overages in a manner that furthers the purposes of this MOU while minimizing additional out-of-pocket expenditures by Coro.

V. **Discretion**. Each Party, including their respective employees, officials and boards, shall exercise its sole discretion over all matters relating to the MOU and over each project or decision over which it has jurisdiction consistent with its customary practices and procedures and consistent with all legal requirements. In addition, each [JURISDICTION NAME] agency having jurisdiction over the subject matter of this MOU shall exercise its sole discretion under this MOU in a manner that is consistent with the public health and safety and shall at all times retain its respective authority to take any action that is necessary to protect the physical health and safety of the public or to comply with changes in Federal or California law, including applicable federal and California regulations.

VI. **No Joint Venture or Liability**. Nothing in this MOU shall be construed as creating the right or ability of any Party to bind the other Parties except as provided in this MOU, and nothing in this MOU shall be construed to create any joint liability with regard to, or as a result of, the activities undertaken by any Party, its employees, officers and/or agents, to implement this MOU. All employees, officers and/or agents of each Party shall remain employees, officers and/or agents of that Party and shall be subject to the laws, procedures, rules and policies governing that Party's employees, officers and/or agents. Nothing in this MOU shall be construed as creating a partnership, joint venture, employment or agency relationship between [JURISDICTION NAME], SAN FRANCISCO FOUNDATION and Coro. Each Party shall conduct all of its activities under this MOU in accordance with all applicable laws and regulations. Each Party shall remain an independent contractor and does not intend to create any employer-employee or agency-operative relationship of any kind.

VII. **Public Records**. SAN FRANCISCO FOUNDATION and Coro acknowledge and agree that this MOU and communications and documents exchanged between [JURISDICTION NAME], SAN FRANCISCO FOUNDATION and Coro are subject to the California Public Records Act and any locally applicable laws, and/or regulations.

VIII. **Publications**. No publication by Coro or SAN FRANCISCO FOUNDATION shall include use of [JURISDICTION NAME]'s official seal without the prior written approval of [JURISDICTION NAME]. No publication by [JURISDICTION NAME] shall include the use of the names or logos of either Coro or SAN FRANCISCO FOUNDATION without the prior written approval of Coro or SAN FRANCISCO FOUNDATION, as applicable.

IX. **No Damages**. The Parties have determined that damages are inappropriate and that it would be extremely difficult and impractical to fix or determine the damages to a Party as a result of a breach of this MOU. The Parties would not have entered into this MOU if any of them were liable to the other Parties for damages under or with respect to this MOU. Consequently, the Parties have agreed that no Party will be liable in damages to the other Parties, and each Party covenants not to sue the other Parties for or claim any damages and expressly waives its right to do so, for any matter arising from or connected with any dispute, controversy, or issue regarding the application, interpretation, or effect of this MOU. This section shall not apply to any claims for indemnification as set forth in Sections II.B or XIV, or failure to maintain insurance as required by Section XV.

X. **Proprietary or Confidential Information**. Each Party understands and acknowledges that in performing activities under this MOU it may obtain access to proprietary or confidential information owned or controlled by the other Parties, the disclosure of which to third parties may be damaging to the other Parties. Accordingly, the Parties each agree that any and all such proprietary or confidential information disclosed by the other Parties shall be returned to the applicable other Party (if in writing) and held in confidence, except as a Party, on the advice of counsel, may be compelled by judicial or administrative process or by other requirements of applicable law to disclose any such information, such Party may disclose such information or documents, only to the extent necessary to comply with applicable law, and, to the extent reasonably practicable under applicable law, shall notify any affected Party at least fourteen days in advance of disclosing such information. Each Party shall exercise the same standard of care to protect the other Parties' proprietary or confidential information as a reasonably prudent entity would use to protect its own proprietary or confidential data. All confidentiality obligations hereunder shall be subject to applicable law, Including, without limitation, the California Public Records Act and any local public records laws and regulations. Coro shall require each Fellow to sign an agreement declaring they will comply with this Proprietary or Confidential Information provision.

XI. **No Lobbying or Election Activities**. No part of any grant from the Policy Fund to Coro provided under this MOU may be used: (1) to attempt to influence legislation, carry on propaganda or otherwise carry out lobbying activities within the meaning of Section 4945(e) of the Internal Revenue Code of 1986, as amended, or (2) to influence the outcome of any election for public office, or to carry on, directly or indirectly, any voter registration drive. Fellows shall not be permitted while acting in their capacity of Fellow to participate in lobbying activities or attempting to influence the outcome of any election for public office, or to carry on, directly or indirectly, any voter registration drive, but may participate in such activities on their own personal time and in their own personal capacity, which shall not be connected in any way to their position as a Fellow.

XII. **Conflict of Interest**. Each Party acknowledges that it is familiar with Section 1090 et seq. of the Government Code of the State of California and any locally applicable laws, regulations, or policies, and certifies that it does not know of any facts which constitutes a violation of said provisions and agrees that it will immediately notify the other if it becomes aware of any such fact during the term of this MOU.

XIII. **Nondiscrimination**. In the performance of its obligations and activities under this MOU, the Parties each agree not to discriminate against any of its employees or applicants for employment, or against any person seeking accommodations, advantages, facilities, privileges, services, or membership in all business, social, or other establishments or organizations, on the basis of the fact or perception of a person's race, color, creed, religion, national origin, ancestry, age, height, weight, sex, sexual orientation, gender identity, domestic partner status, marital status, disability or Acquired Immune Deficiency Syndrome or HIV status, or association with members of such protected classes, or in retaliation for opposition to discrimination against such classes.

XIV. **Indemnification**.

A. Each Party will indemnify, defend and hold harmless the other Party or Parties, and their respective officers, employees and agents from and against any and all loss, liability, expense (including reasonable attorneys' fees) or claims for injury or other damages (collectively "**Indemnification Claims**") arising out of the indemnifying party's performance of this MOU, but only in proportion to and to the extent such Indemnification Claims are caused by or result from the negligent or intentional acts or omissions of the indemnifying party.
B. In the event of concurrent negligence of two or more of the Parties, or the Parties' respective officers, employees or agents, the liability for any and all Indemnification Claims shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified. Nothing in this MOU shall constitute a waiver or limitation of any rights that the indemnifying party may have under applicable law in the event of concurrent negligence of persons or entities other than the parties to this MOU.
C. The Parties intend and agree to cooperate with each other in the investigation and disposition of third-party liability claims arising out of the performance of this MOU. Such cooperation may include joint investigation, defense and disposition of claims. The Parties agree to promptly inform one another whenever an incident report, claim or complaint is filed or when an investigation is initiated concerning any service performed under this MOU. In the event of a conflict in interest, each Party may conduct its own investigation and engage its own counsel.
D. The provisions of this Section XIV shall survive the termination or expiration of this MOU.

XV. **Insurance**. Coro shall procure and maintain during the full term of the MOU the insurance coverage described in **Exhibit A** hereto. Coro shall obtain a policy endorsement naming [JURISDICTION NAME] as an additional insured under any general liability or automobile policy or policies.

XVI. **Amendment; Entire Agreement.** This MOU may be amended only by a writing signed by all three Parties. No waiver by any Party of any of the provisions of this MOU shall be effective unless in writing and signed by an authorized representative of the affected Party, and only to the extent expressly provided in such written waiver. This MOU, including any attachments, contains the entire understanding between the Parties with respect to the subject matter of this MOU as of the date hereof, and all prior and contemporaneous written or oral negotiations, discussions, understandings and agreements are merged herein. In the event that any provision or part of this MOU is found to be invalid or unenforceable, only that particular provision or part so found, and not the entire Agreement, will be inoperative.

XVII. **Assignment.** This MOU may not be assigned, subcontracted or delegated by any Party without the prior written approval of the other Parties.

XVIII. **Effective Date and Termination**. This MOU will be effective from January 22, 2025 - December 31, 2026, but may be terminated by any of the Parties for any or no reason, with or without cause, with 90 days advance written notice. Upon the termination of this MOU, all obligations and rights of the Parties shall cease and be of no further force or effect, provided, however, those rights and obligations that by their nature are intended to survive the termination of this MOU shall so survive. In the event of termination, the parties will utilize good faith efforts to effectuate an orderly wind-down of the Program. Coro will return any funds not expended or committed for the purposes of the PBF Policy Funds, or within the Commitment Period, to SAN FRANCISCO FOUNDATION. SAN FRANCISCO FOUNDATION will notify Coro if it determines, after careful consideration of the information available to it, that the PBF Policy Fund Grant is not being used for the purposes specified or is not reasonably in the interest of the general public. In addition, Coro will return any unexpended funds if Coro loses its exemption under Code Section 501(c)(3). Notwithstanding the foregoing: (1) Coro shall have the right to remove the Fellow from placement with [JURISDICTION NAME] as soon as practicable after the termination date, (2) SAN FRANCISCO FOUNDATION shall have the right to cease any outstanding grants to the Community Lead and any outstanding financial support for access to the Technical Assistance Pool, and (3) subject to Sections VIII and X hereof, the Parties will have the right to use any and all information and data developed or obtained as a result of this MOU in furtherance of the goals of the Partnership, except where such information or data constitute the proprietary or confidential information of either of the other Parties.

XIX. **Counterparts.** This MOU may be executed in any number of counterparts, each of which when so executed and delivered shall be deemed to be an original of this MOU, and all of which taken together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this MOU by telecopier, facsimile machine, portable document format ("PDF"), or other electronic means shall be as effective as delivery of a manually executed counterpart of this MOU. The effectiveness of any such documents and signatures shall, subject to applicable laws, have the same force and effect as manually signed originals and shall be binding on the parties. No party may raise the use of a telecopier, facsimile machine, PDF or other electronic means, or the fact that any signature was transmitted through the use of a telecopier, facsimile machine, PDF or other electronic means, as a defense to the enforcement of this MOU.

XX. **Governing Law; Venue.** This MOU and all disputes arising here from, whether in contract or in tort, shall be governed by and construed in accordance with the laws of the State of California. The parties agree that the exclusive venue for the resolution of any dispute relating to the subject matter of this MOU shall be in the State and Federal Courts of California.

[Signatures on next page.]

IN WITNESS WHEREOF, the Parties have executed this Agreement through their duly authorized representatives effective as of XXXX, 2024.

[JURISDICTION NAME]

By:_____
Name:
Title:

Coro

By:_____
Name: Laney Whitcanack
Title: CEO

THE SAN FRANCISCO FOUNDATION

By:_____
Name:
Title:

Vivian Schwab
Partnership for the Bay's Future Fellow
San Francisco

Two Year Salary:	$	250,000.00
Two Year Benefits:	$	95,000.00
Final Expected Donation Amount:	**$**	**345,000.00**

Employee Name	Employee ID	Department Long Descr	Location Long Descr
Groce,Hannah	00010409764	Unassigned Department	Remote CA
Groce,Hannah	00010409764	Unassigned Department	Remote CA

Pay Frequency Descr Long	Invoice Number	Pay End Date	Invoice Date	Regular Hours	Regular Rate
Semimonthly	5919133	08/15/2022	08/15/2022	88.00	$60.10
Semimonthly	5938144	08/31/2022	08/31/2022	96.00	$60.10

Regular Earnings	Overtime Hours	Overtime Rate	Overtime Earnings	Benefit Allowance
$5,208.33	0.00		$0.00	
$5,208.33	0.00		$0.00	

Benefit Allowance (hrs)	Benefit Allowance (rate)	Holiday	Holiday (hrs)	Holiday (rate)	Leave with Pay

Leave with Pay (hrs) Leave with Pay (rate) Regular Regular (hrs) Regular (rate)

Reimbursement-Non Taxable	Reimbursement-Non Taxable (hrs)	Reimbursement-Non Taxable (rate)
$37.50	0.00	$0.00
$37.50	0.00	$0.00

Wait Time Penalty	Wait Time Penalty (hrs)	Wait Time Penalty (rate)	Gross Wages - Totals
			$5,245.83
			$5,245.83

Federal FICA Med Hospital Ins / EE	Federal OASDI/Disability - EE	Federal Withholding
$74.80	$319.84	$703.91
$74.80	$319.84	$703.91

State OASDI/Disability - EE	State Withholding	Taxes - EE - Totals	EE Repayment
$56.74	$255.05	$1,410.34	
$56.75	$255.05	$1,410.35	

WageWorks Pretax Transit Deductions - EE - Totals 403(b)/Roth Combination Aetna Dental Aetna PPO

Aetna Vision	Aflac Critical Illness	Blue Shield	Delta Dental	Dependent Care FSA - Fiscal	Dependent Life
		$8.00			
		$8.00			

General Use FSA without HSA	Kaiser HMO Northern CA	Long-Term Disability	MetLife Dental
$41.67			
$41.66			

MetLife Legal	Short Term Disability	Supplemental AD and D	Supplemental Life	VSP Vision
		$2.50		
		$2.50		

Health Benefits - EE - Totals	Net Pay	FICA Medicare	FICA OASDI	State Unemployment Taxes
$52.17	$3,783.32	$74.80	$319.84	$0.00
$52.16	$3,783.32	$74.80	$319.84	$0.00

Taxes - ER - Totals	403(b)/Roth Combination	Aetna Dental	Aetna PPO	Aetna Vision	Blue Shield
$394.64					$309.50
$394.64					$309.50

Delta Dental	Kaiser HMO Northern CA	Life and AD&D	MetLife Dental	Short Term Disability	VSP Vision
$28.83		$0.53			$2.88
$28.83		$0.53			$2.88

Employer Paid Benefits - Totals	Workers Comp	Workers Comp Fee - Totals	Retirement Credit
$341.74	$13.96	$13.96	$0.00
$341.74	$13.96	$13.96	$0.00

Return Deduction	Returned Deductions - Totals	Service Fee	Fees - Totals	Data Change Fee
$0.00	$0.00	$70.00	$70.00	
$0.00	$0.00	$70.00	$70.00	

Shipping Fee	Invoice Level Charges - Totals	Total Client Charges
		$6,066.17
		$6,066.17

I. Basic information

Name of Local Government: City and County of San Francisco

Name of staff contact person for application: Sheila Nickolopoulos

Title: Director of Policy and Legislative Affairs

Government Department: Mayor's Office of Housing and Community Development

Email: Sheila.Nickolopoulos@sfgov.org

Phone Number:

Name of person providing direct supervision to fellow: Sheila Nickolopoulos

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II. Proposal

1. Vision, policy priorities, and impact

Single Room Occupancy (SRO) buildings, which used to be known as boarding houses, provide small bedrooms with shared bathrooms and kitchens. Historically, they provided inexpensive, short-term housing for a seasonal workforce. Today there are more than 500 SRO buildings in San Francisco with 19,010 rooms. These rooms account for nearly 5% of the City's housing stock.

Today, SRO housing provides temporary and permanent housing for economically vulnerable populations, including newcomers, formerly homeless individuals, families, seniors, and people with disabilities. Most San Francisco SROs are in Chinatown, the Tenderloin, and SoMa. A typical SRO room rents for just $725 per month, and some as little as $400 per month. In contrast, a typical one-bedroom apartment rents for more than $3,000. These deeply affordable units are especially important for San Francisco's immigrant communities. In Chinatown, SROs make up about half of all housing units, and are often a landing spot for new immigrants.

Most of San Francisco's SROs are owned by private landlords, and 24% are owned by nonprofit organizations or publicly funded. The City of San Francisco, through the Mayor's Office of Housing and Community Development (MOHCD) is a lender to all of these nonprofit SRO operators. Some of the privately-owned SRO buildings are master leased to nonprofits or to the City's Department of Homelessness and Supportive Housing (HSH). Lastly, approximately 75% are privately owned without any funding or restriction by the City. Thus, there is a complex universe of SRO ownership and management – and the oversight of these buildings is fragmented among various public agencies depending on if the building receives public dollars or not.

As a public funder of SROs, MOHCD oversees fiscal and income/rent affordability monitoring of SROs in San Francisco that received capital funding from MOHCD or the former San Francisco Redevelopment Agency. These 65 SROs are subject to City financial reporting and fiscal management rules. In addition, the Department of Homelessness and Supportive Housing (HSH) holds 46 master leases with SROs and funds nonprofits that hold 38 master leases, which are subject to HSH rules.

Different ownership, management, and oversight means different experiences for residents. SROs that are managed by nonprofit organizations often serve particular types of residents, such as those exiting homelessness, and provide rent subsidies and access to supportive services. Residents of privately owned SROs hold leases with their landlords like any other tenant in a private building – there are no services integrated into their housing.

The challenge: The SRO ecosystem has changed dramatically in the past decade: the buildings are aging and need significant capital investment, high need populations have increasing acuity, and Covid shocks to housing markets decreased rents and increased housing options for lower income households. From these changes, specific SRO challenges have emerged.

- Vacancy rates in SRO buildings have increased and rents have decreased due to changes in the housing market that have given lower income households more choices.

- Challenging conditions in many central city neighborhoods make SROs undesirable. When faced with a choice of living on the street or living in an SRO, many will choose the street rather than living in the heart of the Tenderloin.
- For high need residents, advocates are concerned about the inequity of habitability conditions in older SROs compared to newer Permanent Supportive Housing (PSH) units. New PSH units offer modern amenities and conditions - such as private bathrooms and cooking facilities - compared to 140-year-old SRO rooms with shared baths and kitchens.
- Aging SRO properties with deteriorating conditions have few options to recapitalize and take care of deferred maintenance. Given low revenues and high operating costs,these buildings don't generate the revenue needed to borrow from private financial institutions and public lenders like HUD aren't investing in SRO housing.
- The costs of operating SROs is increasing. Rising insurance and labor costs in particular are straining operating costs and draining reserves.
- Forthcoming electrification and seismic concrete building mandates will require owners to make significant investments in buildings that generate little revenue.

These challenges and changes require a fresh look at the value and viability of SRO housing. In prior decades, the City's policies focused on protecting this form of affordable housing.[1] It was inexpensive by design and was considered an important transitional housing resource. But tenants, advocates, and policymakers increasingly recognize that SROs are not providing households with what they need to lead stable lives. Shared baths and kitchens create stressful living situations for vulnerable households. And the physical conditions in many SRO buildings are no longer safe.

As we face a critical mass of mounting challenges with SROs, now is the time to invest in long-term planning. This proposed effort will complement several other efforts under way (described in #3 and #4).

Vision: The vision of this Policy Fund grant is to investigate viable paths forward for SROs, addressing such questions as:

- What housing needs do SROs currently serve, in terms of population and length of stay? Should the City develop policies and programs to support conversion of SROs to non-congregate shelters, interim housing, and/or studio apartments?
- Should the City revise legislation (such as the Hotel Conversion Ordinance (HCO)) to better align with newer housing policies? Should the City revise the Planning Code definition of "group housing" to prevent the establishment of new SROs intended for moderate income workers?
- What is the minimum housing standard for permanent housing that is intended as an alternative to homelessness? Given the mix of nonprofit and private ownership of SRO buildings, what kinds of policies and programs should be considered?

[1] For example, Hotel Conversion Ordinances (HCOs) in 1980 and 2008 restrict the conversion of SROs into other housing types.

The Fellow will focus on the big-picture, future vision for SRO housing in San Francisco. In addition, we want the Fellow to develop recommendations for systems that maintain data integrity for SRO housing. Due to different ownership, management, and oversight of SROs, the data on these buildings, the units, and the residents is fragmented and incomplete, which makes it difficult to understand historic trends and current conditions.

Policy Priorities: For decades, SROs were seen as a safe, efficient housing typology that was a better alternative than being homeless. But this housing typology has deteriorated, and CBOs and public entities have successfully created efficient housing that offers a far superior quality of life. For those exiting homelessness, Permanent Supportive Housing (PSH) units in recently constructed buildings give people the dignity of having their own bathroom and kitchen. These buildings meet ADA standards and are programmed to provide the support that residents need to stabilize their lives. For seniors, families, and others, voucher programs and other long-term subsidies provide the financial foundation to find more stable housing options. But the need for affordable housing still far surpasses the supply, so SROs remain a vital housing option.

The policy focus for this Fellowship is to consider the future of SROs. Working with building owners, residents, and stakeholders, the proposed effort will explore the financial, legal, and policy implications of the following topics.

- *Housing Ladders*. Describe San Francisco programs and resources to best support tenants transitioning out of SRO housing, and detail best practices in other jurisdictions for transitioning people out of SROs and into more suitable long-term housing through a "housing ladder." How can San Francisco strengthen housing ladders?
- *Post institutionalization*. Explore nonprofit owned SRO suitability for respite or short term transition from higher care settings including the carceral system, health care institutions, etc. Under what conditions can SROs be used for transitional post-institutional housing?
- *Non congregate shelter*. Assess suitability of converting SROs to short- or medium-term emergency shelter. What are the opportunities and challenges of conversion among both CBO-owned and privately owned SROs?
- *Interim housing.* Is there a need for a housing typology for individuals leaving shelter or the streets, that precedes permanent housing? Could SROs be used to meet that need?
- *Conversion to studios*: Some SRO buildings that need significant physical upgrades may be suitable for conversion to studio units. What criteria can be used to identify these buildings? How would the City replace units lost in such a conversion? How can the City cost-effectively survey SROs (e.g., conduct physical and capital needs Assessments)?
- *Fire and emergency displacees*. The Fellow will research existing programs for residents who have been displaced from their homes by fire or other emergencies. They will assess the suitability of nonprofit owned SRO units through master lease or other mechanism.
- *Demolition and rebuilding*. Under what circumstances, if any, is demolition of SROs recommended? And what housing type should it be replaced with?

- *Impact of upcoming unfunded mandates on the feasibility of SRO operations/rehab*. New requirements for electrical and seismic upgrades are coming for non ductile concrete buildings.[2] How do these additional requirements[3] affect the cost benefit analysis of SROs? How do we ensure that any SROs that are out of compliance with the Soft Story Ordinance (therefore at high risk for collapse during earthquake) are prioritized for rehabs?

- *Local Planning Regulations*. Review the existing Hotel Conversion Ordinance (HCO) and other Planning Code regulations related SROs. Where do older Code regulations conflict with current City housing goals, especially those detailed in the 2022 Housing Element?

- *Reduce overcrowding*. Review the City's current programs and policies to reduce overcrowding in SROs. What is the role of vouchers in reducing overcrowding in SROs? What other tools can help reduce overcrowding?

- *Diverse populations' needs*. SRO residents are low and extremely low income households. They are also very diverse–they are immigrants, seniors on fixed incomes, folks moving out of homelessness, long-time San Franciscans, or people transitioning from one stage of life to another. One size will not fit all, so how can we better understand the diversity of needs and incorporate that into SRO policy changes?

Given the large number of SRO buildings, we expect this project to produce multiple policy options that consider the diversity of buildings and residents; our hope is that the fellow can detail the benefits and tradeoffs associated with these policy options.

Impact: The proposed Policy Fund Fellow would conduct a two-year needs analysis and develop policy and program recommendations for the future of SROs. Although the City, CBOs, and advocates are working on several specific SRO efforts (described in #3 and #4), the Fellowship will provide a unique big-picture perspective that will help policymakers and advocates prioritize and plan for SRO investments. This effort will also help to identify available public and philanthropic funds and will align recommendations with known financial resources (e.g., housing bonds, etc.).

The proposed effort will have a significant impact via outreach, which will help amplify the voices of SRO residents and advocates. Outreach will be facilitated by the Fellow, the Community Partner, and complementary efforts underway (described in the following sections). The Fellow will engage the SRO Collaborative, the Supportive Housing Providers Network, the Council of Community Housing Organizations (CCHO), and individual building owners.

The final products will be a collection of policy memos, a final narrative report, and a final presentation deck. These products will include context, analysis, findings, and policy recommendations.

We will support the Fellow in identifying conferences and other professional venues to share the results of this work. As part of the 9-city High Cost City Housing Forum, (organized by Enterprise Community Partners), San Francisco can amplify the Fellow's recommendations for other cities that are struggling with the same concerns.

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[2] Non-ductile reinforced concrete buildings are prone to brittle behavior. California will require reinforcement: https://www.seismicordinances.com/non-ductile-concrete-structures

[3] Electrification requirements will start in 2028 and continue through 2042

2. Focus on Equity

SRO residents are low and extremely low income households. They are disproportionately BIPOC and face any number of additional challenges: they may be exiting homelessness or incarceration, or recent immigrants, or seniors on fixed incomes, or struggling with mental health or addiction.

An assessment of SRO residents for the San Francisco Human Services Agency (HSA) found that 61% of SRO residents were men. The average age of SRO residents was 55, with the majority of residents being over 25 years of age. Most male tenants were between 45-65 years, while female tenants were more evenly spread across age groups, with a larger percentage over 70 years old compared to male tenants. Forty-six percent of SRO residents were Asian/Pacific Islander, 24% were White, 18% were African American, and 7% were Latino. English was the primary language of more than half of these SRO residents while Chinese was the primary language of around one-third. Younger SRO residents (under 18 years old) were mostly Asian/Pacific Islander and Latino. The API population also had the highest proportion of seniors living in SROs.

SRO residents are disproportionately Black: 12% of SRO residents are Black and only 5.8% of SF's population is Black. They are also disproportionately seniors: 20% of SRO residents are seniors and only 13.6% of SF's population are seniors.

The goal of the project is to improve living conditions for these vulnerable populations and to provide dignified housing options through changes to SRO policies and programs. The proposed effort will improve racial and economic equity by focusing exclusively on outcomes for some of San Francisco's most vulnerable residents.

3. Past Efforts

Specific to SROs, the City has invested in the following efforts in the past five years.

- Annually the Department of Building Inspection collects a usage report from all SROs. Owners must provide information on residential and tourist room designation and daily logs.
- The 2022 update the Housing Element includes specific policy goals for SROs:
    - Identifying SROs in advanced states of disrepair, especially those owned by nonprofits and/or master-leased properties for rehabilitation. The City will explore cost-effectiveness of acquisition and rehabilitation or demolition and rebuilding.
    - Prioritizing and expanding funding for the purchase of buildings, including those with high vacancy, underutilized tourist hotels, and SRO residential hotels, for acquisition and rehabilitation that serve low to moderate-income households.
    - Increasing enforcement for SROs illegally converted to new uses.
    - Establishing programs to assist families with children living in overcrowded conditions to relocate from SROs to appropriate affordable housing.

- In summer 2023, MOHCD produced a report on policy options to support moving families from SROs into more appropriately sized housing. The nine recommendations focus on housing stabilization and alternatives, navigation and moving costs, and support costs.
- The Tenderloin Community Action Plan is a neighborhood driven collaboration led by the San Francisco Planning Department, which brings together residents, community organizations, and businesses to address several strategic priorities, one of which is housing. Through robust community engagement, the community identified SRO rehabilitation as a top priority. The Action Plan is complete, and the Planning Department is now focused on implementation.

4. Stakeholders and Community Partnership

Community Partner: The City has engaged the Housing Accelerator Fund (HAF) as the primary community partner for this effort, because of their role as a convener of and financing partner to several CBOs that are experienced in and/or interested in acquiring and managing SROs as affordable housing.

As a financing partner, the Housing Accelerator Fund is a one-stop lender that streamlines financing so affordable housing providers can acquire land and buildings and deliver critical housing. By leveraging capital from philanthropic and private sources in coordination with public funds, they make it possible for affordable housing providers to invest at the speed of the market. To date, the Housing Accelerator Fund has worked closely with other San Francisco CBOs to acquire, rehabilitate, and/or convert several SROs to permanent affordability, including 937 Clay Street and 1005 Powell Street with Chinatown Community Development Center, the Apollo Hotel with Mission Housing Development Corporation, 270 Turk Street with Tenderloin Neighborhood Development Center, and The Granada with Episcopal Community Services. Through these and other acquisitions, HAF has gained invaluable insights into the core building blocks of a successful SRO activation strategy.

The HAF also plays a pivotal role as a neutral convenor of nonprofit and government stakeholders, including the CBOs listed above. HAF's "30x30 Affordable Neighborhoods SF" initiative is a coalition of CBOs active in or interested in SRO acquisitions. They meet monthly to consider key policy, advocacy, and funding issues related to the acquisition and preservation of SROs and other older, large multifamily properties. The HAF would use the Fellowship grant funding to enhance CBO and resident convening efforts, including subgranting to other CBOs taking a leadership role in community engagement during the Fellowship.

At the HAF, Caroline McCormack, VP of Lending and Policy, will be the key point person for this effort. She is a seasoned affordable housing professional with a decade of experience in the San Francisco Bay Area. Caroline currently serves as VP of Lending and Policy at the Housing Accelerator Fund, where she splits her time between (1) loan underwriting and borrower technical assistance (2) affordable housing policy, advocacy, and sector capacity building efforts. In her past roles at Enterprise Community Partners, MOHCD, and the California Housing Partnership Corporation, Caroline developed deep expertise in affordable housing CBO stakeholder management and affordable housing preservation financial product structuring and deployment. In her role at Enterprise Community Partners, Caroline was responsible for providing the 2022-2024 cohort of Policy Fund Fellows with housing finance and policy technical assistance. In case of unexpected transition, CEO Rebecca Foster will assume responsibilities for this fellowship.

Community Engagement: Early in the Fellowship, we expect the Fellow to work with City and HAF staff to **produce a detailed Engagement Plan**, which will include the following and more.

- **Sub-grants and Stipends to CBOs**: HAF is committed to sub-granting funds to CBOs that own, operate, and provide resident services in SROs, ensuring that CBOs have a direct role in implementing critical components of the policy work.

  By offering stipends or more meaningful sub-grants to CBOs for participating in monthly convenings and taking specific pieces of the proposed scope, HAF will ensure that community-based organizations have the resources and capacity to participate in this effort.

  We anticipate at least half of any grant funds available for community engagement will be subgranted or awarded via participation stipends / subgrants to CBOs.

- **Supportive Housing Peer Network Overlap**: HAF manages an ongoing contract with an expert consultant (Andrea Evans) supporting the Supportive Housing Peer Network (SHPN), a group of community-based supportive housing service and housing providers comprised of senior leaders representing San Francisco-based nonprofit organizations that receive funding through the Department of Homeless & Supportive Housing - including SROs operated as supportive housing. There will likely be overlap between this SRO initiative and SHPN; HAF is in an excellent position to facilitate this engagement.

- **Intermediary Role Expertise**: While HAF functions as an intermediary rather than a direct community organization, its strength lies in connecting local CBOs with critical resources, capacity-building, and technical assistance to execute on-the-ground policy changes effectively. Our approach will utilize strategies including:
    - **Resident-Centered Approaches**: HAF will prioritize creating channels for CBOs to bring in resident feedback and ensure that policy discussions reflect the lived experiences of those directly impacted by SRO policies.
    - **Policy and Funding Alignment to Maximize Impact**: Through complementary resources, such as construction management and energy assessment technical assistance, HAF supports CBOs in accessing funding to make long-term, sustainable improvements to SRO building stock. HAF's position aligns local CBO work with broader initiatives like the Greenhouse Gas Reduction Fund, which will make significant capital available for decarbonization; these improvements will also significantly benefit resident quality of life but it is difficult for on the ground CBOs to track/take advantage of initiatives like this. HAF can ensure that policy changes are integrated into larger regional and national efforts, without losing focus on community impact.

These broader strategies will be accomplished through activities in the Engagement Plan, including:

- Informational interviews and ongoing conversations with organizations working directly with SRO residents, including those receiving subgrants and stipends.
    - The SRO Collaborative is a City-supported group of CBOs who provide housing resources and counseling, advocacy, and other support services to SRO residents. Members include the Central City SRO Collaborative, the Chinatown SRO Collaborative, the

Mission SRO Collaborative, and SRO Families United. The neighborhood groups focus on specific geographies where most of the city's SROs are concentrated, while SRO Families United works with families in SROs across neighborhoods.
    - The Supportive Housing Providers Network (SHPN) is comprised of nonprofit agencies in San Francisco providing supportive services and property management in permanent supportive housing (PSH). SHPN consists of over 13 agencies, representing the majority of permanent supportive housing units funded by the City and located within San Francisco. SHPN is jointly chaired by City and CBO leadership.
    - Council of Community Housing Organizations (CCHO) is a coalition of 22 community and faith based housing developers and advocates. CCHO focuses on supporting resident leadership, advocacy, and developing policy proposals.
- Informational interviews and ongoing conversations with individual building owners–both nonprofit and private owners–to ensure that this work stays connected to providers and front line staff.
- In partnership with the HAF and CBO providers, the Fellow will communicate directly with residents about their current housing conditions, neighborhood preferences, and more. This outreach will likely take place via focus group conversations and 1:1 interviews. In developing the Resident Engagement Plan, the Fellow will help to craft a strategy that will keep residents involved in and actively consulted throughout the Fellowship.
- The Fellow will participate in CBO convenings focused on SRO acquisition and preservation including 30x30 Affordable Neighborhoods SF, and will also be invited to participate in project-level and organizational-level conversations with these CBOs to understand key considerations for the successful acquisition and operation of SROs.
- In partnership with the Planning Department, the Fellow will attend SRO tenant engagement meetings facilitated by the Planning Department as well as SRO provider convenings to discuss rehabilitation needs, advocacy, and investment opportunities.

5. **Local Government Leadership**

The San Francisco Mayor's Office of Housing of Housing and Community Development (MOHCD) will provide staff support and is committing to carry legislation that results from this project. The Director of Policy and Legislative Affairs and the Director of Special Projects – who combined have decades of experience in this field – will work closely with the Fellow to facilitate connections to providers, advocates, and tenants, and to develop policy recommendations. Legislation will require close coordination with sister City agencies, the Executive and Legislative branches of City government, and the public. The proposed work will be designed so that the engagement of the Fellow and the Community Partner will build a solid foundation for moving legislation forward.

San Francisco, acting through MOHCD and in partnership with the ULI of San Francisco, was a recipient of PBF funds in 2022-24 to support equitable affordable housing development. Unfortunately we separated from our Fellow mid-way through the two-year program, but we are confident that, if funded again, the lessons learned from that experience would make us successful this time.

This proposal helps hold San Francisco accountable to our Housing Element (submitted in 2022 and approved in January 2024) and represents cross-departmental work in which there are many engaged stakeholders and support for the Fellow's work will come from both inside and outside. Additionally,

with the administrative/hiring experience under our belts, we are confident that we can seamlessly onboard our Fellow.

The City, in partnership with HAF, is committed to coordinating multiple efforts that focused on SROs, including:

- San Francisco's Department of Homelessness and Supportive Housing (HSH) has procured consultants to assess interim housing opportunities. This work will include research and findings on the suitability of SROs as a form of interim housing.
- With the support of a Crankstart grant, Tenderloin Neighborhood Development Corporation (TNDC), in partnership with the Planning Department and other nonprofit owners and providers, will conduct a representative sample of citywide physical needs assessment of SROs as well as examine the cost of fully contained units, rehabilitation, or demolition and replacement. In addition, TNDC will convene an SRO working group with providers.
- Similar to TNDC's citywide effort, the Planning Department is currently leading a focused effort in the Tenderloin neighborhood that will identify capital funding needs for 6,400 SRO units in 150 buildings. The scope includes an assessment of the rehabilitation needs of nonprofit and private SRO buildings in the Tenderloin, a cost-benefit analysis of various existing laws governing SROs, as well as a tenant engagement component to inform future policy planning. MOHCD and Planning already meet regularly to coordinate efforts and will continue to do so. The Fellow's work will be coordinated with this Planning effort and, combined, these efforts will help make the case for policy changes.

If a regional housing ballot measure passes in 2026, that funding would enable implementation of affordable housing projects at a scale that has been impossible to date. Without that funding, the City will continue to maintain a robust queue of pipeline projects, which includes rehabs and renovations of SRO buildings.

III. Approach and Key Milestones

Onboarding (months 1-2): Introductions to key City (MOHCD, Planning, DBI, HSH) and HAF staff. Overview of key CBOs (CCDC, TNDC, Mission Housing, Mercy Housing, SRO Collaborative, Supportive Housing Providers Network) and existing SRO ecosystem. Develop specific research questions.

- Deliverables: A detailed list of research questions and corresponding research approach

Understand the context (months 3-7): Review past reports. Conduct informational interviews with local practitioners, experts in the field, and other cities. Review existing data and data management practices. Develop the Resident Engagement Plan in collaboration with the HAF and parallel engagement efforts.

- Deliverables: Resident Engagement Plan. Summary of existing reports. Memo on data trends, data management practices, and data gaps.

Resident engagement (months 8-24): Implementing the Resident Engagement Plan will be ongoing. We anticipate that the plan will include 1:1 conversations, focus groups, and maybe surveys. Engagement will be closely coordinated with providers and sensitive to the needs of residents; it will also be coordinated with other engagement efforts to prevent outreach fatique.

- Deliverables: memos summarizing resident input and providing feedback on efficacy of different approaches to engagement (e.g., interviews, focus groups)

Develop the policy and program options (months 8-13): Based on the work to date, the Fellow will develop policy options. Given the large number of SRO buildings, we expect the Fellow to produce multiple policy options that consider the diversity of buildings and residents. This will be a highly iterative process that integrates research, analysis, and engagement. This phase will also include developing recommendations for data management protocols.

- Deliverables: A map of policy options for the preservation, rehabilitation, repurposing, or replacement of SROs. Recommendations for data management protocols.

Describe the criteria (months 12-15): As the policy options are refined, the Fellow will begin the process of describing the criteria that can be used to assess policy options. This will include equity, efficiency, political viability, cost, and other relevant criteria.

- Deliverables: A memo summarizing and recommending criteria for prioritizing policy options.

Analysis of trade-offs (months 16-19): Applying the criteria to the policy options will illuminate the trade-offs of the options (for example, rehabilitating some SROs into studios could result in significantly better housing options and a net loss of units). This work will focus on the outcomes, and the exercise of clearly articulating the trade-offs will clarify values. In this step, the Fellow will work closely with the MOHCD policy team, program staff, and leadership.

- Deliverables: A memo summarizing the trade-offs of proposed policy options.

Prepare the final report + draft legislation (months 20-24): The last piece of work is to prepare the final report and to work with City staff to draft any legislation needed to implement the recommendations. The Fellow will produce both a final narrative report and a presentation deck. The report should include implementation strategies such as how to manage data and approach procurement for future capital work.

- Deliverables: Final narrative report. Final presentation deck. Draft legislation to amend relevant City codes.

Policy Fund Grants

Request for Proposal and Application

PARTNERSHIP FOR THE BAY'S FUTURE

June 2024

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What Is Partnership for the Bay's Future?

The Partnership for the Bay's Future helps make homes more affordable across the Bay Area with a unique dual approach: in collaboration with partners, we 1) work to advance policy changes that protect residents and improve affordability, and 2) invest in building new and rehabilitating existing affordable homes – always through a lens of racial equity and economic inclusion. We bring this two-pronged strategy to life through the

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

Policy Fund

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

The Policy Fund administers grant programs that are designed to:

- **Increase racial and economic equity across the region** by increasing affordable housing production, preserving existing affordable housing, and stemming displacement of people of color and other marginalized communities from across the Bay Area
- **Develop a robust regional network and a community of practice** made up of housing advocates in local government and community-based organizations
- **Support the rise of new government and community leaders** that can support the region's housing and tenant protection efforts long-term
- **Provide models for change** that inspire other local governments to follow suit
- **Connect with aligned change efforts** across the region that amplify impact

Family of Loan Funds

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

What Are the Policy Fund Grants?

PBF is launching the 3rd round of the Policy Fund Grant, a program to bring together Bay Area local governments and catalyze policy innovation in tenant protection as well as building and preserving affordable housing in local communities. The Policy Fund will select a cohort of site teams that propose the highest-impact, yet realistically achievable policy plans, from development to implementation, to be a part of the cohort.

The cohort will be made up of local site teams working collaboratively to advance housing production, preservation, and protection policy across the Bay Area. A site team will consist of local government staff (Government Partners) who work closely with their PBF Fellow and a local community partner organization (Community Partner). This "inside-outside" partnership ensures community input and support for local policy research, development, and implementation and provides essential capacity to move the work forward.

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

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

Why Apply?

The Policy Fund Grants are designed to have a transformative effect on how local governments approach housing through community-driven policy. Through increased capacity and tailored technical assistance, these grants will support breakthroughs in local housing initiatives by moving local policies forward.

Over a two-year time frame, Policy Fund sites will receive a capacity building and technical assistance package to pass and implement production, preservation, and protection policies. The package will include:

- A full-time PBF Fellow placed in the local government's office dedicated to moving Policy Fund Grant work forward. The fellow also serves as a liaison between the local government and the community partner.
- Funding and support for community partners to work in partnership with the local government by helping in developing and building community support for the proposed policies. Community Partners ensure that community voice is part of the policy process and will receive grants from the Policy Fund.
- Peer cohorts that meet regularly throughout the grant period to exchange ideas and problem-solve in real time. These meetings will include training and leadership development for PBF Fellows, Community Partners, and Government Partners.
- Access to tailored technical assistance, including technical assistance funds, to boost capacity in areas such as messaging and communications, data analysis, polling and public opinion, and policy and budget strategy, as well as technical analyses needed to inform policy development or implementation.

Who Is Eligible to Apply?

Policy Grants are open to local governments (towns, cities, and counties) that are currently experiencing—or at risk of experiencing—displacement or exclusion of low-income people and communities of color. The Policy Fund will accept applications from local governments in the following counties:

- Alameda
- Contra Costa
- Marin
- San Francisco
- San Mateo
- Santa Clara

Successful applications will explain how the local government will adopt and/or implement its proposed policy package to advance tenant protection, homelessness prevention, affordable housing production and preservation in collaboration with a chosen Community Partner. See below for a list of potential policy projects.

Site teams that have previously received a Policy Fund Grant are eligible to apply.

What Support Is There to Help Interested Local Governments Apply?

The Policy Fund is offering support to site teams who need support in developing their proposals. Local governments may request a grant by applying for an **Application Grant**. These grants will provide funding to a site team to work with consultants or cover staff time required to develop a competitive grant proposal.

If your local government is interested in applying for this opportunity but is not sure who might be a suitable Community Partner, contact the Ella Zimbalist, ezimbalist@ff.org, to discuss options.

The Application Grant is an optional support that the Policy Fund is pleased to offer applicants. Local governments do not need an Application Grant to pursue a Policy Fund Grant.

Past Grantee Policy Projects

You may find it helpful to review previous site teams' policy collaborations to get a sense of what makes a compelling project.

Previous grantees and policy projects are listed and described here:

- Cohort 1 (2020-2022)
- Cohort 2 (2022-2024)
- Blog posts
- Evaluation reports

Other PBF highlights:

- Community-Driven Housing Solutions in Antioch
- Opportunity to Purchase Playbook
- Tangled Roots: An Oral History of Community in Las Deltas

Additionally, we have found over the course of two cohorts that the successful site teams show the following characteristics:

- Government Partners are prepared to supervise and empower the PBF Fellow to bring community voice into the policy process
- Government Partners and Community Partners build trusting, authentic relationships by learning from each other and meeting regularly
- The proposed policies are a high priority for the whole team and the team is prepared to adapt to changing circumstances together
- Each team member is supportive of each other's role and power, and ready to leverage each other's strengths to advance policy goals

Your Commitment

Selected Government Partners commit to:

- Designate a staff member to supervise the PBF Fellow for the two-year grant period, providing onboarding, performance feedback, daily guidance, and ensuring the Fellow has an onsite workspace with access to necessary systems and tools.
- Ensure staff attend regular PBF meetings, including one in-person meeting and one virtual Government Partner meeting per quarter.
- Collaborate closely with the Community Partner, participating in regular site team meetings.
- Commit to fully implementing policies beyond the two-year grant period, if applicable.
- Share key information (updates, briefings, reports) with the Policy Fund and work with the Policy Fund evaluation team to measure outcomes.

Selected Community Partners commit to:

- Designate a staff member to support and guide the PBF Fellow during the two-year grant period, providing guidance, orientation, introductions, and access to key stakeholders.
- Ensure staff attend one in-person convening and one virtual Community Partner meeting per quarter.
- Collaborate closely with the Government Partner, participating in regular site team meetings.
- Support the implementation of policies beyond the two-year grant period, if applicable.
- Share key information (updates, briefings, reports) with the Policy Fund and work with the Policy Fund evaluation team to measure outcomes.

How Do I Apply for a Policy Fund Grant?

How Will Applications Be Evaluated?

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

1. **Proposed policy solutions backed by community engagement that advance racial and economic equity and facilitate innovative approaches.** Successful applications will identify the displacement and exclusion impacts within your local government and propose policy changes that address affordable housing production, tenant protection and/or preservation. Applicant local governments will need to identify a strong community organization to serve as lead partner in community engagement and share a strong community partnership plan. Proposed policy should be grounded in what is most strategic and impactful for your local government.
2. **Foster an enabling environment for equitable production, preservation and tenant protection wins.** The Policy Fund recognizes that policy change does not occur overnight. While an ideal outcome would include the passage and implementation of new affordable housing production, tenant protection and preservation policies, mapping out and taking significant strides to facilitate longer-term policy goals are also acceptable.
3. **Develop and share scalable workplans and outcomes for significant impact.** Proposals should demonstrate high impact in producing and preserving affordable housing. The selection committee will also give strong consideration to applications that propose innovative policies that have yet to be tested, but show great promise, or groundbreaking policies that catalyze change in a local government with few to no affordable housing production or preservation policies.
4. **Facilitate a robust regional network of housing justice champions in local government and community-based organizations.** The Policy Grants are geared towards local governments with the willingness to engage deeply with community to develop policy solutions that meet local needs. Strong applicants will also have capacity and interest in engaging in regional efforts. Applicant site teams will need to identify a strong community-based organization to serve as lead partner in community engagement and share a strong community partnership plan. This group may have even had a contentious relationship with the lead local government agency in the past but remains well-positioned to empower local communities and shape the policy-making process. Local governments may select more than one community partner to advance community engagement work.
5. **Demonstrate buy-in for the core values and approach of PBF.** Both government and community partners must demonstrate understanding and commitment to engaging community in the policy process, and an interest in utilizing an inside/outside strategy to accomplish policy goals. All institutions engaged in your site team are committed to advancing the shared goals even if contexts change.
6. **Ability to be an active participant in the PBF network.** Proposals should demonstrate a commitment to being active members of the PBF network, including attending quarterly convenings. Applications should ensure strong institutional and individual buy-in from both Government Partners and Community Partners. Toform maximize impact, applicants should also indicate interest and ability to supervise and support the PBF Fellow.

Application and Selection Timeline

June 2024	• Policy Grant application is released. Applications will be accepted on a rolling basis. • Applicants who are seeking technical assistance in putting together their applications should apply for an Application Grant.
July 2024	• July 9, 1-2pm: Information session. Register here. • July 16, 12-1pm: Information session. Register here.
August 30, 2024	• Policy Grant proposals due
September 2024	• Applications reviewed by the Policy Fund and applicants interviewed
October 2024	• Policy Fund Grant finalists interviewed • Fellow interviews and site team matching
November 2024	• Site teams announced
January 2025	• Grant and fellowship launch

Please note that dates are subject to change.

How Can I Learn More About the Policy Fund and Application?

Join us for an informational webinar:

- July 9, 1-2pm. Register here
- July 16, 12-1pm. Register here

For more information or any questions you might have about the Policy Grants, contact Ella Zimbalist at ezimbalist@sff.org.

Policy Fund Grant Application

Open: Friday, June 21, 2024

Close: Friday, August 30th, 2024 at 11:59 PM PST

Below is the application. When ready to submit, please email your document to Ella Zimbalist at ezimbalist@sff.org.

Application

Welcome to the 2025-2027 Policy Fund Grant Application. Thank you for your interest in this opportunity to advance equitable housing solutions in the Bay Area.

The application is meant to help us get to know your site team and better understand your approach and vision for change.

The application is due on Friday, August 30th, 2024. Finalists will be announced in September. Finalists will participate in a site team interview and in the interview and matching process for the PBF Fellows. The awards will be announced in early November and will begin in January 2025.

Need help applying? The Policy Fund is offering Application Grants to local governments who need support in developing their Policy Fund Grant applications. Local government may request an Application Grant here.

I. Basic information

Name of Local Government:
Name of staff contact person for application:
Title:
Government Department:
Email:
Phone Number:

Policy Fund Grant Application

Name of person providing direct supervision to fellow:
Title:
Government Department:
Email:
Phone number:
Address:

Secondary person providing direct supervision to fellow (in the event the primary person is unavailable), if applicable:
Title:
Government Department:
Email:
Phone number:
Address:

II. Proposal

Please submit a proposal describing the following. Note that there is no minimum or maximum length required. *3 pages should be sufficient but there will be no penalty for going over or under this length.*

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

Policy Fund Grant Application

III. Approach and Key Milestones

Please explain your approach to passing and beginning successful implementation of your policy package, including: *2 pages should be sufficient but there will be no penalty for going over or under this length. There are no formatting requirements.*

- Key activities and timeline for policy development, passage and implementation, including semi-annual milestones
- Key stakeholders for policy development, passage and implementation
- Your plans for implementing these policies once they are adopted, including timeline, responsible departments/staff and budget

IV. Letters of Support

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

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

Mayor's Office of Housing and Community Development
City and County of San Francisco

Daniel Lurie
Mayor

Daniel Adams
Director

TO: **Angela Calvillo, Clerk of the Board of Supervisors**

FROM: **Benjamin McCloskey, Deputy Director Mayor's Office of Housing and Community Development**

DATE: **January 14, 2025**

SUBJECT: **Accept and Expend In-Kind Gift of Consulting Services Resolution**

GRANT TITLE: CORO Northern California

Attached please find the original and 2 copies of each of the following:

- Proposed resolution
- RFP for Breakthrough Grants
- Breakthrough Grants Proposal
- Executed Breakthrough Grant MOU
- Final Draft Donation Agreement

Departmental representative to receive a copy of the adopted resolution:

Name: Benjamin McCloskey

Phone: 415-701-5575

Interoffice Mail Address: Benjamin.McCloskey@sfgov.org

Certified copy required: No

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

OFFICE OF THE MAYOR
SAN FRANCISCO

DANIEL LURIE
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Adam Thongsavat, Liaison to the Board of Supervisors
RE: Accept and Expend In-Kind Gift of Consulting Services – CORO Northern California
DATE: January 14, 2025

Resolution authorizing the Mayor's Office of Housing and Community Development ("MOHCD") to accept an in-kind gift of consulting services valued at $345,000 from Coro Northern California ("CORO") for the term of February 1, 2025 through January 31, 2027.

Should you have any questions, please contact Adam Thongsavat at adam.thongsavat@sfgov.org

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

Docusign Envelope ID: 30BFE480-7C02-42C5-ACAB-B2B6B85FC382

Incomplete - Pending Signature

San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220, San Francisco, CA 94102
Phone: 415.252.3100 . Fax: 415.252.3112
ethics.commission@sfgov.org . www.sfethics.org

Received On:

File #: 250043

Bid/RFP #:

Notification of Contract Approval

SFEC Form 126(f)4
(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)
A Public Document

Each City elective officer who approves a contract that has a total anticipated or actual value of $100,000 or more must file this form with the Ethics Commission within five business days of approval by: (a) the City elective officer, (b) any board on which the City elective officer serves, or (c) the board of any state agency on which an appointee of the City elective officer serves. For more information, see: https://sfethics.org/compliance/city-officers/contract-approval-city-officers

1. FILING INFORMATION

TYPE OF FILING	DATE OF ORIGINAL FILING (*for amendment only*)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Sheila Nickolopoulos	628-652-5840
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Community	sheila.nickolopoulos@sfgov.org

Docusign Envelope ID: 30BFE480-7C02-42C5-ACAB-B2B6B85FC382

Incomplete - Pending Signature

5. CONTRACTOR	
NAME OF CONTRACTOR Coro Northern California	**TELEPHONE NUMBER** 415-986-0521
STREET ADDRESS (including City, State and Zip Code) 230 California St., Ste. 600, San Francisco, CA 94111	**EMAIL** lwhitcanack@coronorcal.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 250043
DESCRIPTION OF AMOUNT OF CONTRACT $345,000		
NATURE OF THE CONTRACT *(Please describe)* PBF Policy Fund Grant to assist MOHCD with developing long-range plans and policy recommendations for Single Room Occupancy (SRO) housing, with a focus on community engagement and data and financial analysis.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
☐	**THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS**

Docusign Envelope ID: 30BFE480-7C02-42C5-ACAB-B2B6B85FC382

Incomplete - pending signature

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Guillen	Abel	Board of Directors
2	Brown	Aimee	Board of Directors
3	Hur	Ben	Board of Directors
4	Wang Kong	Carolyn	Board of Directors
5	Giguere	Christina	Board of Directors
6	Brown	Derick	Board of Directors
7	Tremblay	Dianna	Board of Directors
8	Hillsman	Eugene	Board of Directors
9	Dempsey	Hank	Board of Directors
10	Hoyt	Jonathan	Board of Directors
11	McGuire	Kristen	Board of Directors
12	Beach	Minden	Board of Directors
13	Jendoubi	Nora	Board of Directors
14	Livolsi	Renita	Board of Directors
15	Eshaghpour	Tina	Board of Directors
16	Park	Tina	Board of Directors
17	Moore-Shaheen	Vera	Board of Directors
18	Yeh	Yiaway	Board of Directors
19	Whitcanack	Laney	CEO

Docusign Envelope ID: 30BFE480-7C02-42C5-ACAB-B2B6B85FC382

Incomplete - pending signature

9. AFFILIATES AND SUBCONTRACTORS			
List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.			
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Incomplete - pending signature

9. AFFILIATES AND SUBCONTRACTORS			
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#	**LAST NAME/ENTITY/SUBCONTRACTOR**	**FIRST NAME**	**TYPE**
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

From:	Thongsavat, Adam (MYR)
To:	BOS Legislation, (BOS); Somera, Alisa (BOS)
Cc:	Nickolopoulos, Sheila (MYR); Coy, Luisa (MYR); Geithman, Kyra (MYR); Chan, Lillian (MYR); Bonde, Aly (MYR); Zou, Han (MYR); Segal, Ned (MYR); Edwards, Nathaniel (MYR - Contractor)
Subject:	Mayor Intro -- Accept and Expend In-Kind Gift of Consulting Services – CORO Northern California
Date:	Tuesday, January 14, 2025 12:51:52 PM
Attachments:	RE_ A&E for MBO Approval CORO fellow .zip MDL Cover Letter 1.14.25 (Coro).doc scan.pdf

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Dear Clerks:

Attached for introduction is a Resolution authorizing the Mayor's Office of Housing and Community Development ("MOHCD") to accept an in-kind gift of consulting services valued at $345,000 from Coro Northern California ("CORO") for the term of February 1, 2025 through January 31, 2027.

2 CORO Fellow Resolution 2025 1.zip

Should you have any questions, please call me at 209-201-3662.

Thank you!

Adam

Adam Thongsavat
Liaison to the Board of Supervisors
Office of Mayor Daniel Lurie