



Grounded Solutions Network seeks applications for our new “ForEveryoneHome” initiative, an 18-month technical assistance, peer learning and community engagement program to help mixed-market cities chart a path to inclusive growth through lasting affordability.

The program will work with teams of municipal officials and community leaders in select cities where renewed growth and investment place communities of color at risk of displacement. We want to get ahead of the curve in these communities—catalyzing action to protect affordability, diversity and cultural heritage before displacement pressures become too great.

The pilot program’s inaugural class will be formed by a cohort of three cities that share a commitment to fostering inclusive growth in their communities.

## Why Now?

Cities are growing. New downtown housing is going up. Older neighborhoods are seeing renewed investment. City services are improving. But this growth and investment are often inequitable, benefiting some while passing others by. Rising prices and changing demographics threaten to make some neighborhoods inaccessible and inhospitable to those who have long lived there.

Many city leaders recognize the need to reshape the way growth unfolds in their communities, but they often lack the policy tools, strategies and civic consensus needed to build more equitable and inclusive communities. ForEveryoneHome can help these communities build a set of lasting interventions at a time when they can have the greatest impact.

## Why Participate?

With a 2-to-1 funding match from the Ford Foundation (details below), this program is an opportunity for communities to stretch their limited budgets to have a lasting impact on a far-reaching set of policy issues. The core components of this initiative include:

- **Technical Assistance**

Our team, in partnership with industry leaders and seasoned practitioners from around the country, will help the selected cities develop an inclusive housing agenda that promotes lasting affordability. Over the course of the program, we will focus on three key deliverables for each participating city:

**Needs assessment** - We will identify current and emerging housing challenges, as well as causes and consequences. (Cities with recently completed housing needs assessments will conceive an alternative deliverable.)

**Displacement prevention agenda** - We will develop policy strategies to address the challenges identified in the needs assessment.

**Implementable policy** - We will take a high-priority strategy from the displacement prevention agenda and create a detailed plan for immediate action.

- **Peer Learning**

Representatives from each selected community will participate in two learning tours to understand their peer communities' strategies for achieving more inclusive growth. These learning tours will be led by experienced practitioners who understand the practical challenges of making these strategies work. Community representatives will also meet regularly as a cohort throughout the 18-month program to share experiences, strategize together, and gain support and insight from their peers.

- **Community Engagement**

We believe the low-income communities of color who are most likely to benefit from an inclusive growth and anti-displacement strategy must be involved in shaping it. Participating teams from each city must include community partners that are trusted and informed voices on housing issues facing low-income communities of color in their cities. These partners will serve as full participants in the initiative, adding their insights, experiences and community priorities to the policy discussions, and amplifying community outreach efforts. We will help participants develop community engagement strategies to ensure broader input into the needs assessment, agenda-setting and policy development phases of the initiative.

- **Racial Equity Lens**

We will challenge ourselves and participants to bring a racial equity lens to our work. This means approaching our work with the acknowledgment that housing is not, and never has been, a race-neutral endeavor in the United States. We will ask each city to tell its housing story, focusing in particular on the legacy of individual and institutional racial bias that has shaped who lives where and the people who have benefited and suffered due to past practices. The goal is to elevate an often neglected local history and to recognize its importance in the development of inclusive housing policies aimed at dismantling the legacy of disadvantage this history has yielded. ForEveryoneHome participants from each community will work collectively to ensure that this history informs any new policies the city pursues.

## **Foundation-Funded, With a Community Match**

With underwriting from the Ford Foundation, Grounded Solutions Network will provide \$150,000 worth of support for each participating city. We also request that each participating city contribute \$75,000 toward the initiative. This community contribution may come from municipal revenues, grant dollars or outside sources. We recognize that this community match is a significant ask. However, with the Ford Foundation's support, your \$75,000 investment will stretch three times as far.

We want to work with cities where there is a shared social and political commitment to creating more inclusive neighborhoods for all. We encourage all communities that align with the goals of the ForEveryoneHome initiative to apply, even cities that have not yet identified funding sources for the requested \$75,000 community match. Ground Solutions Network will work with selected communities to raise additional funds to round-out community contributions as necessary.





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# Workplan

Outlined below are the five phases of the initiative, with an estimated timeframe for each. We are committed to supporting and serving the unique needs of participating communities. As we work with cohort members, we have the flexibility to refine the substance and timing to meet participants' needs, while working within the duration of the 18-month initiative.

## Phase 1: Selection

The two-month selection process begins with this Request for Proposals. We will evaluate applications based on the following criteria:

- **Strength of team** – We are looking for diverse teams of both government and community leaders who offer sufficient technical knowledge, political clout and community connection to craft an effective and responsive policy that meets the needs of those at risk of displacement in their communities. Project teams should consist of four to six members, including at least two local government leaders (including elected and appointed officials and key staff) and at least two community members who are trusted and informed voices on the housing needs of the low-income communities of color in your city. Preference will be given to jurisdictions where one of the city representatives is an elected official or a direct report to the mayor. For every team, the city's mayor will be designated an honorary team member and is not counted toward the total team limit of four to six members.
- **Need** – Applicant teams must describe the need for an inclusive growth initiative and provide any available data or other information on housing market conditions, displacement pressures, and community concern over the issue.
- **Readiness to act** – We seek participating communities that are ready to move forward on an inclusive housing agenda. Indicators of readiness include political support for participation, past success in community engagement efforts, resources available for planning and implementation, and the scope and strength of existing affordable housing infrastructure.

We will evaluate applications based upon submitted materials, follow-up interviews and site visits. Applications will be due **February 28, 2019**, and selection announcements will be made **March 31, 2019**.

## **Phase 2: Launch**

This phase will focus on introducing cohort members to each other and establishing a baseline of shared knowledge on which we will build. A key part of this process will be our first learning tour, which will provide an opportunity for the core teams to meet and learn from one another in person. Cohort members will visit a model program that creates homeownership opportunities with lasting terms of affordability. Additional content for the learning tour and webinar trainings will be determined collaboratively based upon the needs of participating cities. **(2 months)**

## **Phase 3: Needs Assessment**

The goal in this phase is to understand the circumstances on the ground in each participating community, and to have each community articulate its goals and vision for this initiative. How this phase proceeds depends heavily on what work has already been done in each community. We will work closely with participating communities to craft an appropriate needs assessment/visioning process that augments the community's existing efforts. We will support a community engagement process to ensure broad input in and support for the resulting analysis. **(4 months)**

## **Phase 4: Crafting a displacement prevention agenda**

This phase will begin with a second learning tour, which will focus on preserving affordability while improving quality and conditions in rental properties. Cohort members will visit a model program and learn about preserving deed-restricted rental units, preserving naturally occurring affordable rental units, developing and implementing housing trust funds, and tapping other sources of revenue to promote affordability. At the direction of the participating communities, we will supplement this learning tour with additional training on topics.

Building from the foundation of our learning tours and peer-exchanges, and from the relationships established through the needs-assessment outreach, communities will craft a displacement prevention agenda. The displacement prevention agenda will provide the broad outlines of the cities' proposed approach to ensuring inclusive growth with lasting affordability in their communities. Grounded Solutions Network will provide tailored technical assistance to cohort members for this phase of the process, drawing on resources and support from partners such as the Furman Center's National Community of Practice on Local Housing Policy, the National Housing Trust, the Center for Community Progress, and other partners. **(6 months)**

## **Phase 5: Moving from Plan to Action**

This final phase of the initiative will move from planning to action. We will ask each participating community to choose one key policy or program from its displacement prevention agenda for rapid implementation. Through site visits, policy and data analysis, community engagement efforts and other consulting support, Grounded Solutions Network will help communities develop the policy or program in detail. At the end of this roughly six-month effort, participating jurisdictions will have an implementation-ready policy outline, ready for translation into ordinance and practice. **(6 months)**



# Timeline

Phase	Timing	Description
Phase 1	January – March 2019	<b>Selection</b> – Issue RFP, review applications, make site visits, select cohort members.
Phase 2	April – May 2019	<b>Launch</b> – Introduce members and review the ForEveryone-Home initiative, conduct learning tour on lasting affordability in home ownership, supplement with other e-learning as necessary.
Phase 3	June – September 2019	<b>Needs Assessment</b> – Gather and synthesize prior work, map available data, conduct site visits, seek community input, draft needs assessment.
Phase 4	October 2019 – March 2020	<b>Craft a Displacement Prevention Agenda</b> – Conduct learning tour on preserving affordability in rental properties, supplement with other e-learning as necessary, craft displacement prevention agenda.
Phase 5	April – September 2020	<b>Moving from Plan to Action</b> – Select and develop a policy or program for rapid implementation, with policy and data analysis and outreach support from Grounded Solutions Network.



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# Summary

**In short, for an investment of \$75,000, participating communities will receive over \$225,000 in benefits, including:**

- **Three individualized deliverables:**
  - Needs assessment
  - Displacement prevention agenda
  - A fully-developed and implementable policy selected from the displacement prevention agenda
- **Two learning tours for up to six participants from each community to gain an in-depth understanding of tools and strategies employed by peer communities.**
- **Up to three community meetings to share and build on local and technical knowledge on key issues.**
- **500 hours of housing policy consulting services, including research, analysis and technical assistance.**
- **Expert advice from a broad spectrum of industry leaders and seasoned practitioners.**
- **Specialized assistance to ensure effective engagement with the community, and especially with communities of color at risk of displacement in each city.**

