



## **Advancing Workforce Housing Through a Grand Challenge Methodology**

### **1. Define the Grand Challenge and Identify a Common Agenda for the Call to Action:**

A Grand Challenge is a bold, socially beneficial goal that successfully addresses an intractable issue through collaboration and joint leadership, generating new stakeholders and resources (knowledge, people working, support and enthusiasm, time, money) for an organization. The "common agenda" is a redefinition of the goal in a way that will rouse the support of all of the stakeholder groups, i.e., an umbrella that can unite all of the players in a common pursuit.

***Workforce Housing Grand Challenge Draft Definition:*** NAHMA seeks to advance safe, quality, affordable rental housing solutions for the population of Americans not currently served by federal rental assistance programs who are priced out of conventional (market-rate) rental housing. Generally, this population earns 60-120 percent of Area Median Income (AMI).

#### ***Draft "Common Agenda" as Call to Action to advance Workforce Housing:***

Stakeholders concerned about the availability of safe, quality, affordable rental housing for Americans not currently served by federal rental assistance programs who are priced out of conventional (market-rate) rental housing are called to join together to encourage and identify best practices in the development and preservation of affordable rental housing in cities across the country. The concept is to challenge cities to increase the number of units of affordable rental housing in their communities, as well as decrease the overall rent burden on their workforce housing families. Cities that meet the challenge by increasing the number of units of affordable rental housing by X percent, and decreasing the overall rent burden in general to X percent of family income, in a two-year (?) timeframe will be awarded use of the slogan: "[City name]: Where You Can Live™."

***Possible Kick-off event:*** NAHMA could work with stakeholders to convene a Summit or Symposium to launch the discussion with panel sessions focused on such topics as: defining the scope of the challenge; benchmarking current initiatives across the country; and identifying the needs and preferences of residents in workforce housing.

### **2. Identify Stakeholders:**

A Grand Challenge should include all of the stakeholders who must participate for a true solution set to emerge (a solution set is a group of actions that together lead to success). Common stakeholders include beneficiaries of the goal as well as those who must participate for true solutions to be realized.

## Foundations/Philanthropic (potential grant funding)

**Kresge Foundation** ([www.kresge.org](http://www.kresge.org)) – is a \$3.5 billion private, national foundation that works to expand opportunities in America's cities through grant making and investing in arts and culture, education, environment, health, human services, community development in Detroit. In collaboration with our grantees and partners, we seek to use these grant making and investing tools to create pathways for vulnerable people to improve their life circumstances and join the economic mainstream.

**Ford Foundation** ([www.fordfoundation.org](http://www.fordfoundation.org)) – Established in 1936, the foundation is an independent, global organization with a legacy of commitment to innovative leaders on the frontlines of social change.

**MacArthur Foundation** ([www.macfound.org](http://www.macfound.org)) – The John D. and Catherine T. MacArthur Foundation supports creative people and effective institutions committed to building a more just, verdant, and peaceful world.

**Bloomberg Philanthropies** ([www.bloomberg.org](http://www.bloomberg.org)) – Bloomberg Philanthropies focuses on five key areas for creating lasting change: public health, environment, education, government innovation, and arts & culture. These five areas encompass the issues Mike Bloomberg and his team are most passionate about, and where they believe the greatest good can be achieved Bloomberg Philanthropies leverages the power of cities to create lasting change – especially when national and international bodies refuse to act.

## Lending Institutions

**Bank of America** – ([BOA](http://BOA)) Growing business in pay-for-success investments to meet demand from private investors, in partnership with state governments and nonprofits.

**Citigroup** – ([www.citigroup.com/citi/](http://www.citigroup.com/citi/)) - Making capital available for millions of micro-borrowers while building a new global business line and growing business with corporate clients.

**Goldman Sachs** - [Goldman Sachs Urban Investments](http://Goldman Sachs Urban Investments) - believe that strong communities are the foundation of a prosperous society. Through our Impact Investing initiatives, we find innovative commercial solutions that address social and civic challenges in communities across the United States.

**JPMorgan Chase** - [JPMorgan Chase](http://JPMorgan Chase) Playing a leading role in growing the impact investing market, serving both issuer and investor clients to develop opportunities for institutional investors.

**Wells Fargo** - <https://www.wellsfargo.com/about/csr/> - promoting economic development and self-sufficiency through community donations, community development loans and investments, financial education, affordable housing,

environmental stewardship, and through the efforts of our enthusiastic team member volunteers.

### **Local/State Government Associations**

**U.S. Conference on Mayors ([USCM](#))** - is the official non-partisan organization of cities with populations of 30,000 or more. There are 1,407 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor.

**National League of Cities ([NLC](#))** - is dedicated to helping city leaders build better communities. Working in partnership with the 49 state municipal leagues, NLC serves as a resource to and an advocate for the more than 19,000 cities, villages and towns it represents.

**National Governors Association ([NGA](#))** - is the bipartisan organization of the nation's governors. Through NGA, governors share best practices, speak with a collective voice on national policy and develop innovative solutions that improve state government and support the principles of federalism.

**National Association of Counties ([NACO](#))** - represents America's 3,069 county governments. Founded in 1935, NACO brings county officials together to advocate with a collective voice on national policy, exchange ideas and build new leadership skills, pursue transformational county solutions, enrich the public's understanding of county government, and exercise exemplary leadership in public service.

**National Conference of State Legislators ([NCSL](#))** - represents state legislatures. NCSL helped states remain strong and independent by giving them the tools, information and resources to craft the best solutions to difficult problems.

### **Housing Associations/Advocates**

**National Apartment Association ([NAA](#))** - Nearly 170 state and local affiliates, NAA encompasses over 68,000 members representing more than 7.86 million apartment homes throughout the United States and Canada.

**National Association of Home Builders ([NAHB](#))** - A federation of more than 800 state and local associations, NAHB represents more than 140,000 members. About one-third are home builders and remodelers. The rest work in closely related specialties such as sales and marketing, housing finance, and manufacturing and supplying building materials.

**National Multifamily Housing Council ([NMHC](#))** - Apartment industry advocacy and strategic information for developers, owners, managers.

**National Association of Affordable Housing Lenders ([NAAHL](#))** - “Committed to increasing private lending and investing in low- and moderate-income communities”; represents affordable housing lenders and investors.

**Council for Affordable Rural Housing ([CARH](#))** - Advocate for the financing, development, and management of affordable rural housing for owners, developers, managers, non-profits, housing authorities, and other individuals and business firms.

**National Housing Conference ([NHC](#))** - a nonprofit membership organization that supports the affordable housing community with nonpartisan advocacy, research and communications tools to move housing forward.

**Housing Assistance Council ([HAC](#))** - Local rural development agencies and coalitions; rural low-income families; non-profits focused on rural housing development and preservation.

**National Association of Realtors ([NAR](#))** – Real estate agents, as members, of the business community, REALTORS understand how the lack of housing for working families – both rental and homeownership – threatens the vitality of their communities. [Workforce housing forum](#) - “An important role that REALTOR® associations can play in addressing workforce housing issues in their community is to hold a forum to bring together key players in the community to examine how the lack of affordable housing opportunities is affecting the community and to explore strategies to address these issues.”

**Urban Land Institute ([ULI](#))** - ULI today has more than 35,000 members worldwide, representing the entire spectrum of the land use and development disciplines in private enterprise and public service—leading property owners, investors, developers, service firms, planners, public officials, and academics. ULI’s [Terwilliger Center for Housing](#) engages in a multifaceted program of work that includes research, publications, convenings, awards, and technical assistance. Terwilliger Center’s mission is to facilitate creating and sustaining a full spectrum of housing opportunities—including affordable and workforce housing—in communities across the country.

ULI’s [Priced Out](#) is a series of three reports published by the Terwilliger Center for Housing in 2009 and 2010. The reports examine metropolitan marketplaces whose high cost of housing significantly constrains the residential mobility of households earning between 60 and 120 percent of AMI. In housing markets including Boston, San Francisco, and Washington, DC, high land prices, high demand, and exclusionary zoning practices often conspire to effectively “price out” workforce households. The challenge is especially acute near transit and employment nodes.

**Enterprise Community Partners ([Enterprise](#))** - supportive of expanding policies that help low- and moderate-income households afford homes close to jobs and services. Enterprise currently has a “Make Room” campaign focused on the rental affordability crisis.

**Local Initiatives Support Cooperation (LISC)** - Working with local leaders we invest in housing, health, education, public safety and employment - all basic needs that must be tackled at once so that progress in one is not undermined by neglect in another.

**National Low Income Housing Coalition (NLIHC)** - Individuals, organizations, corporations, and government agencies focused on tenant issues, including fair housing, homelessness, rural housing, and choice of tenancy in low income housing.

### **State/Local Community Workforce Housing Groups**

**Fairfax County Department of Housing and Community Development** – The Comprehensive Plan calls for 20 percent of new residences be set aside as work force or affordable housing. This goes beyond the county's current policy of 12 percent. This housing will be made available to residents making from 50 to 120 percent of the area median income.

**Missouri Workforce Housing Association (MOWHA)** - influencing positive workforce housing policy at the federal, state, and local levels.

**Workforce Housing Group (NYC)** - The firm's principals have a long professional record of working in affordable housing and community development. We work collaboratively with for-profit, not-for-profit and government partners to execute redevelopment plans for properties that had previously been subject to financial and physical distress.

**New Hampshire Workforce Housing Council** <http://www.workforcehousingnh.com/> - Coordinates and supports local, regional and statewide efforts that encourage communities to embrace a wide range of housing options to meet the needs of New Hampshire's diverse workforce. These efforts include assisting regional workforce housing groups, encouraging private sector engagement, educating and informing decision makers, encouraging research exploring housing's impact on economic vitality, and impacting statewide policy decisions and practices.

### **Workers/Labor Groups**

**National Education Association (NEA)** – is committed to advancing the cause of public education. NEA's 3 million members work at every level of education—from pre-school to university graduate programs. NEA has affiliate organizations in every state and in more than 14,000 communities across the United States.

**Service Employees International Union (SEIU)** - with to 2 million members, the SEIU is the United States' largest health care, property services and public services union. The SEIU represents janitors, security officers, superintendents, maintenance workers, local and state government workers, public school employees, bus drivers and child care providers.

**American Federation of Teachers (AFT)** - an affiliate of the AFL-CIO, was founded in 1916 and today represents 1.6 million members in more than 3,000 local affiliates nationwide. Five divisions within the AFT represent the broad spectrum of the AFT's membership: pre-K through 12th-grade teachers; paraprofessionals and other school-related personnel; higher education faculty and professional staff; federal, state and local government employees; and nurses and other healthcare professionals. In addition, the AFT represents approximately 80,000 early childhood educators and nearly 250,000 retiree members.

**Teamsters ([www.teamster.org](http://www.teamster.org))** - union represents airline employees, bakery and laundry workers, food processors, construction workers, freight employees, port workers, rail workers, tank haul drivers and warehouse workers. The union has 1.4 million members.

**American Federation of State, County and Municipal Employees (AFSCME)** - is the nation's biggest public services employees union, over 1 million members. It has nurses, corrections officers, child care providers, EMTs and sanitation workers among its ranks.

**United Food and Commercial Workers International Union (UFCW)** - represents grocery store workers, packinghouse employees, food processor workers, drugstore employees, poultry processing plant workers, retail store workers and factory workers. The UFCW has 1.3 million members.

**United Steelworkers (USW)** - USW has more than 1.2 million members, counts as members aluminum, steel and other metal workers; oil and chemical plant workers; rubber workers; pharmacy workers; health care workers; pulp paper and forestry workers; and construction workers.

**International Union, United Automobile, Aerospace and Agricultural Implement Workers of America (UAW)** - the UAW has over 990,000 members and represents autoworkers as well as employees at colleges and universities and in the gaming industry and health care field.

**International Association of Machinists and Aerospace Workers (IAM)** - With 720,000 members, the IAM represents fabrication workers, workers in aerospace and automotive repair, city employees and truck assemblers.

**The International Brotherhood of Electrical Workers (IBEW)** - represents workers in a variety of fields, including utilities, construction, telecommunications, broadcasting, manufacturing, railroads and government. The IBEW has 675,000 members.

**Communications Workers of America (CWA)** - representing about 600,000 members in both the private and public sectors in telecommunication, customer service, broadcasting, public sector, healthcare and other workers.

**United Brotherhood of Carpenters ([UBC](#))** - 520,000 members representing building industry carpenters.

**International Association of Fire Fighters ([IAFF](#))** - an affiliate of the AFL-CIO, IAFF represents more than 300,000 full-time professional fire fighters and paramedics in more than 3,100 affiliates.

**National Association of Police Organizations ([NAPO](#))** - represents more than 1,000 police units and associations, over 241,000 sworn law enforcement officers, and more than 100,000 citizens who share a common dedication to fair and effective crime control and law enforcement.

**American Nurses Association ([ANA](#))** - representing the interests of the nation's 3.4 million registered nurses through its constituent and state nurses associations and its organizational affiliates.

**National Retail Federal ([NRF](#))** - members include department stores, specialty, discount, catalog, Internet, and independent retailers, chain restaurants, and grocery stores. Members also include businesses that provide goods and services to retailers, such as vendors and technology providers. NRF represents an industry that contains over 1.6 million U.S. retail establishments with more than 24 million employees. NRF is also an umbrella group that represents more than 100 associations of state, national and international retailers.

### **Think Tanks/Research**

Urban Institute - [www.urban.org/](http://www.urban.org/)

Harvard Joint Housing Center - [www.jchs.harvard.edu/](http://www.jchs.harvard.edu/)

Furman Center (NYU) - <http://furmancenter.org/>

Berkeley Program on Housing and Urban Policy (Cal Berkeley) - <http://urbanpolicy.berkeley.edu/>

USC Lusk Center for Real Estate - <http://lusk.usc.edu/>

Brookings Institution - <http://www.brookings.edu/>