



**NATIONAL  
HOUSING CRISIS  
TASK FORCE**

**COMMUNITY FOUNDATION PRO-HOUSING PLAYBOOK**

*How Community Foundations can Build and Support Pro-Housing Coalitions  
May 2026*



**NATIONAL  
HOUSING CRISIS  
TASK FORCE**

## Created in Partnership With



**California  
COMMUNITY  
Foundation**



THE CHICAGO  
COMMUNITY TRUST  
AND AFFILIATES



**The Community  
Foundation**  
FOR GREATER ATLANTA

**The New York  
Community Trust**

**ACCELERATOR  
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*Task Force Members' professional and lived experience is equally valuable and important to their participation in the Task Force. Although all the individuals formally affiliated with the Task Force may not agree completely with every statement noted, they are committed to working together to find solutions to the housing crisis. All members and co-chairs represent themselves and not their organizations or professional affiliation. This playbook was produced with a subset of Task Force members and those with domain expertise to provide detailed guidance on how to implement our state and local action plan released in July of 2025.*



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# The National Housing Crisis Task Force Approach

## **Pilot**

Test & Learn

Accelerate new practices by providing Task Force members with subject matter expertise, strategic counsel, and project management to tackle the hardest challenges in housing.

## **Scale**

Technical Assistance

Adapt and spread what works by helping public, private, and civic leaders bring proven solutions to their communities through hands-on technical assistance.

## **Design**

A National Housing Agenda

Based on what we learn from piloting and scaling, in collaboration with the country's top research centers, write and implement a National Housing Agenda with governance structures and a solution set that meet the moment.



## How Has This Work Evolved?



### From Idea to Implementation

This playbook is the culmination of a two-year exploration into philanthropic organizing.

- + **Spring 2025:** “Beyond Traditional Giving - How Place Based Philanthropy Catalyzes Housing Solutions” is one of 15 tools published in NHCTF’s [State and Local Housing Action Plan](#).
- + **July 2025:** AFA and NHCTF work with the Community Foundation for Greater Atlanta, Chicago Community Trust, and others to explore how CFs can lead through the housing crisis.
- + **Nov 2025:** CCT, CFGA, California Community Foundation, and NHCTF collaborate on a playbook that creates a replicable pro-housing model similar to Atlanta’s HouseATL.
- + **Apr 2026:** TF members meet at bi-annual Spring convening to review the playbook and make final recommendations before release.



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## The Playbook: What It Is

### Community Foundations as Pro-Housing Conveners

The Community Foundations Pro-Housing Playbook presents a structured framework for community foundations looking to play a larger role in addressing local housing challenges. This playbook aims to facilitate the following actions:

- + Build and Grow Coalitions:** Build and strengthen philanthropic-led, cross-sector collaboration to establish affordable housing goals, align public and private sector strategies, and create coherent housing visions for cities.
- + Create Collaborative Housing Funds:** Streamline public and private affordable housing development by establishing “one-stop-shops” for developers to learn about, apply for, and receive financial support.
- + Spread knowledge, data, and expertise:** Raise public awareness about housing shortages and support for pro-supply solutions.



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# The Playbook: What's In It

## A Quick Overview

- + **Case Studies:** The Playbook draws on examples from Atlanta's *HouseATL*, Dallas' *HouseDTX*, Hawaii's *House Maui Initiative*, and the New York Community Trust's Collaborative Funds scheme.
- + **Five Stage Process:** (1) Map the Housing Ecosystem, (2) Find a Galvanizing Housing Issue, (3) Identify Your Partners, (4) Refine the Agenda, and (5) Support Multi-Pronged Action.
- + **Key Findings:** Community Foundations are high-leverage actors with distinct financial and non-financial tools that allow them to incubate and grow housing coalitions. Community trust, collaborative leadership, extensive facilitation, and lived expertise are imperative to ensuring a coalition's success.



## The Playbook: Where to Begin?

### START HERE

Follow this sequence to assess your locality's readiness.

These questions are meant to foster conversation. They are not comprehensive, nor should they stop a CF from pursuing a pro-housing collaboration if a case can be successfully articulated.

**1**

#### **Is housing a top-5 policy issue in your locality? If no, can it become one?**

*There should be a case for why a pro-housing coalition is necessary. What is it trying to solve?*

- Explore housing trends
- Examine public opinion

**2**

#### **Is there an existing housing collaborative? If yes, is it well funded/activated?**

*The CF should be careful not to co-opt an existing movement, as this can damage relationships.*

- Avoid duplication
- CF does not always need to "lead"

**3**

#### **Does the Community Foundation have positive ties with other organizations?**

*The CF can leverage these relationships to increase support and funding for the housing initiative.*

- Ensure trust
- Consider potential funder-grantee impacts

**4**

#### **Does the foundation wield significant financial and non-financial resources?**

*The CF must be able to make a positive case for its involvement/leadership. What can it bring?*

- Grantmaking/convening
- Advocacy/influencing

**5**

#### **Are there clear benefits to creating a philanthropic-led housing collaborative?**

*How will creating a collaborative help push housing goals forward? Is this argument convincing?*

- Be clear on benefits/impact
- Identify "north star" goals



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## Case Studies I

### Community Foundations Convening For Pro-Housing Action



#### **HouseATL**

*Atlanta, Georgia*

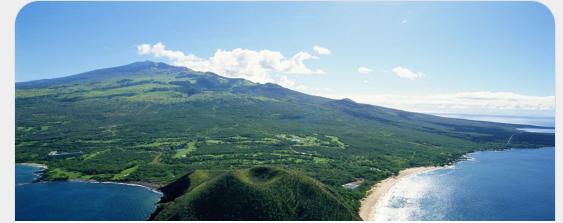
Atlanta's affordable housing efforts unified into HouseATL after the 2017 mayoral election, when Keisha Lance Bottoms' [\\$1 billion housing pledge](#) galvanized the ecosystem. The 200-member coalition, financially sponsored by CFGA and led by key civic partners, [developed policy recommendations](#), helped establish a [Chief Housing Officer](#), and established a funders' collective.



#### **HouseDTX**

*Dallas, Texas*

Starting in 2022, Dallas funders convened to address affordable housing issues. Once Communities Foundation of Texas' [strategy became aligned with addressing housing production and preservation](#), CFT launched a formal partnership and a [\\$100 million impact investment. By late 2025](#), this collaboration became [HouseDTX](#).



#### **House Maui**

*Maui, Hawaii*

The Hawai'i Community Foundation launched the House Maui Initiative in 2020 to address severe housing challenges on Maui, aiming to build 3,000 affordable units by 2027. [The Initiative expanded financial counseling](#) and community engagement. After the 2023 wildfires, it also supported [disaster recovery](#) and advanced research on [missing middle housing](#).



# Case Study 1 | Atlanta, Georgia

## HouseATL

2017

### Incubation

A group of Atlanta's affordable housing actors host educational convenings for mayoral candidates. Keisha Lance Bottoms proposes a [\\$1 billion investment in affordable housing](#), which catalyzes existing energy.

2018

### Formation

CFGA, ULI, the Arthur M. Blank Foundation, Central Atlanta Progress, and Metro Atlanta Chamber of Commerce create a 200-member group to develop [23 strategic recommendations](#) published in September.

2019

### Streamlining Funding

HouseATL launches the [Funders' Collective](#): a collaborative of public, philanthropic, and private funders who raise new capital and streamline existing financial resources to support affordable housing.

2020-21

### Adaptability and Political Impact

HouseATL shifts functions to emergency assistance during the COVID-19 Pandemic. The 2021 Mayoral Election is held, with all candidates endorsing HouseATL's housing platform.

2022-23

### Formalization and Expansion

[Natalie Keiser](#) becomes Executive Director of HouseATL. HouseATL expands geographical footprint to [cover five additional counties](#). The group produces [new strategic recommendations](#).

2025

### Demonstrated Progress

[6,750 affordable homes are completed in ATL, with 4,693 in progress](#). HouseATL reaches 60% towards its goal of producing and preserving 20,000 affordable homes by 2026.



## Case Study 2 | Dallas, Texas

# HouseDTX

2022

### Initial Convenings

A group of funders informally convene to discuss affordable housing solutions and policies in Dallas. They theorize about methods to coordinate existing funding and raise additional capital.

2024

### Community Foundation Commitment

The Communities Foundation of Texas (CFT) releases their [5-year strategic plan](#), which increases their investments and partnerships in housing.

2024

### Synthesizing Efforts

The funders' group approaches CFT to formalize their partnerships and create a broad-based alliance.

2024-25

### Broadening the Coalition

CFT identifies a group of Dallas community leaders to participate in the initiative and conduct a site visit to Atlanta to learn about HouseATL. HouseATL serves as the inspiration for HouseDTX.

2025

### Community Foundation Investment

CFT creates a [\\$100 million impact investment fund](#) committing \$50 million of their assets to the effort.

2025-26

### Formalization

[HouseDTX is formed](#), with CFT serving as the financial backbone and three working groups – a funders' collective, an advocacy group, and a Planning and Policy group – meeting regularly to advance housing policy and practices.



# Case Study 3 | Maui, Hawaii

## House Maui

Pre-2020

2020

2021

2022

2024

2025

### Initial Research

The Hawai'i Community Foundation (HCF), as part of their [CHANGE framework](#), researches housing affordability issues across Hawai'i. They find that Maui residents face acute housing challenges in the state.

### Launch

[HCF, with a 14-member advisory council, launches House Maui Initiative \(HMI\)](#) to address affordable housing needs. Their goal is to build 3,000 new housing units by 2027 and bring true affordability to Maui's residents.

### Initial Impact

[Hawaiian Community Assets](#), a nonprofit financial counseling agency that operates Financial Opportunity Centers (FOCs), opens their first Maui office in December 2020. They help 1,153 families enroll in the FOC in 2021.

### Demonstrated Progress

[HMI](#): (1) deployed funds and technical support to help Maui County secure funding for infrastructure improvements, (2) funded the second year of the Maui Financial Opportunity Center (FOC), and (3) activated Maui residents to testify on housing bills under consideration by the Maui County Council.

### Ecosystem Analysis

HMI funds a study on [Missing Middle Housing in Maui](#), which analyzes existing regulatory and policy barriers and provides policy recommendations on design, zoning, and feasibility testing.

### Continued Progress

[HMI](#): (1) helped Maui County receive \$1.6 billion in federal disaster recovery funds, (2) provided 400 clients with financial counseling and 117 future homeowners with pre-purchase education, and (3) created Ka Pewa, a monthly podcast that addresses Hawai'i issues.



# The Process | 5 Stages for Convening Pro-Housing Action



## **Stage 1 Map the Housing Ecosystem**

- Who are the key housing ecosystem stakeholders?
- What housing organizations has the CF worked with?
- What issues/areas are not covered by an initiative?



## **Stage 2 Define the Housing Issue**

- What are the housing trends across the locality?
- What events have generated interest/energy in housing?
- What lever can the CF pull to amplify appetite for change?



## **Stage 3 Identify Your Partners**

- Who are collaborative champions and stewards?
- Are people with lived experience in the room?
- What role should the CF play?



## **Stage 4 Build the Housing Agenda**

- What is the clear and actionable “north star”?
- How can a shared vocabulary and problem definitions be developed?
- Does every member know their role in collaboration?



## **Stage 5 Engage from Multiple Angles**

- How can the coalition sustain momentum?
- Should the coalition expand to additional counties?
- How else can the CF support policy awareness?



# Stage 1 | Map the Housing Ecosystem

## Guiding Questions

Before entering the housing ecosystem, and especially if the CF has not previously funded or counseled local housing nonprofits/initiatives, landscape mapping is imperative. CFs can use tools like the [Funders Collaborative Hub's Landscape Mapper](#) and [Engagement Pack](#) to answer the following questions:

### 1 Stakeholders

Who are the key stakeholders in the housing ecosystem?

### 2 Grassroots Actors

What grassroots organizations exist, and what problems are they trying to solve?

### 3 Coalitions

Is there an existing housing coalition/partnership? Is it active, well-funded, and unified?

### 4 Existing Grantees

What housing organizations does the CF already fund or has previously worked with?

### 5 Past Partnerships

How have past public, private, and philanthropic partnerships gone? Was trust built?

### 6 Gaps

What areas of the ecosystem are uncovered? Who could step in or collaborate to meet the gap?

### 7 Trusted Delivery

Which delivery organizations hold trust and reputational credibility in the locality?

### 8 New Outreach

How will the CF reach actors with whom they have no current relationship?

### 9 Expertise

What expertise is needed to understand housing affordability, including lived experience?



## **Stage 1 |**

# Collaboration Opportunities in Cities

### **Small/Mid Cities**

- Commission research efforts and partner with academic, nonprofit, and/or governmental organizations to explore and find solutions for housing shortages.

### **Shared Opportunities**

- Leverage non-financial resources.
- Speak as a unified sector, aligning on vision and goals.
- Foster trust among organizations who may not understand each other's work.

### **Large Cities**

- Convene actors, streamline funding pools, and partner across the ecosystem to build a coherent vision and theory of change for a city's housing affordability challenge.



## Stage 1 | The Community Foundation's Role

### Role Options

As the coalition forms, CFs must internally consider what their role should be in this effort. The answer to this question depends on (1) formal/informal structures that do (not) exist and (2) the CF's financial and non-financial toolkit.

#### 1. Central Role

Taking a central organizational role by housing the initiative. Best for well-resourced CFs where no housing coalitions exist.

*e.g., HCF and House Maui*

#### 2. Fiscal Sponsor

Lending financial support and network access while keeping the initiative at least semi-independent.

*e.g., Atlanta's HouseATL, Dallas' HouseDTX*

#### 3. Convener & Advocate

Providing a space for convening, sharing, and advocacy. Best fit for smaller organizations (not cost-intensive).

*e.g., [Community Foundation for Northern Virginia Insight Region Center](#)*



## Stage 2 | Define the Housing Issue

### Guiding Questions

Community Foundations must understand their **enabling environment** – the laws, structures, resources, processes, and political/public will – that allows for or prevents change in the housing ecosystem. By recognizing **galvanizing issues** and moments, in which which political actors and the public are motivated to support system change, CFs can capitalize on these opportunities.

#### 1 Housing Trends

What are the housing trends across my locality?

#### 2 Public Opinion

Where does public opinion stand on housing-related issues? Are citizens activated or unaware of the issue?

#### 3 Galvanizing Issue

What was the most recent galvanizing issue – election, disaster, failed housing development – and how did the community react?

#### 4 Outside Pressure

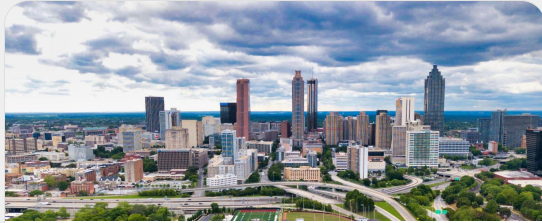
Are organizers creating outside pressure for any particular housing policies? What response are they receiving?

#### 5 CF Relationships

With which actors can the CF leverage relationships to amplify public will necessary for change?



# Case Studies | Galvanizing Issues



## HouseATL: Mayoral Focus

*Atlanta, Georgia*

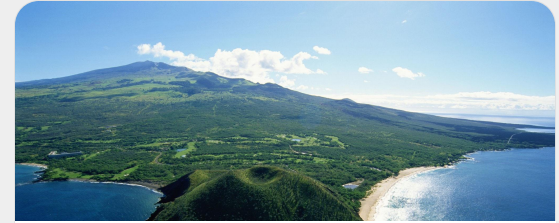
Prior to the 2017 Mayoral Election, shared conversations within Atlanta's housing ecosystem were limited. However, both slow- and fast-moving forces joined together to shift the enabling environment towards change: (1) the slow-moving affordability crisis, which went from impacting low-income individuals to wider swaths of the city's households, and (2) Keisha Lance Bottoms' surprise [\\$1 billion commitment](#) towards affordable housing investments, which motivated actors to develop a list of strategic recommendations for the mayor — creating HouseATL.



## HouseDTX: Rapid Cost Increase

*Dallas, Texas*

HouseDTX was not born out of a galvanizing issue. However, after the COVID-19 Pandemic, the city's population increased significantly, straining the city's affordable housing stock and increasing [home prices by 52.7% between 2019 and 2024](#). In response, a group of cross-sector funders convened to discuss ways they could respond to the city's housing crisis, and the CF focused their strategic plan on housing. These actions were brought together to create HouseDTX.



## House Maui: Acute Local Crisis

*Maui, Hawaii*

House Maui came together primarily through a research effort. With the CF aware of housing challenges across the state, Foundation staff investigated which areas experienced the crisis acutely, thus landing on Maui. They utilized this information to spread public awareness and create the political and public will necessary to create House Maui and bring investment to the island.



Skip if your collaboration is narrowly scoped or timed.

## Stage 3 | Identify Your Partners

### Guiding Questions

Community Foundations must create early and potentially unlikely alliances with influential actors who can (1) bring credibility and (2) bring additional partners to the table (through their reputation/importance in the housing ecosystem).

#### **1 Loud Voices**

Who will “throw stones” if they are not at the table?

#### **2 Community Record**

Which community-focused organizations have a credible track record on housing issues?

#### **3 Unlikely Coalitions**

What potentially unlikely coalitions could be leveraged through this effort?

#### **4 Beyond The Usual Crowd**

Who beyond traditional housing advocates fits in this work?

#### **5 Private Philanthropy**

Are there major private foundations whose investments or planned neighborhood initiatives align with this work?

#### **6 Corporate Partners**

How do we convince corporations that a lack of housing affordability matters to their business?

#### **7 Community Advocates**

What community advocacy organizations are in the room? Does the community have sufficient voice, with broad experience?



## Stage 3 |

# Collaborative Champions and Stewards (From [IVAR](#))

### Collaborative Champions

Respected leaders in the housing ecosystem who can influence others to support the collaborative effort.

### Collaborative Stewards

Individuals who can bring people together, communicate effectively, and ensure all voices are heard and respected ([from Funders Collaborative Hub](#)).

### Key Attributes (From [IVAR](#))

- Able to “look above the organizational horizon” and “leave their organizations at the door”
- Understand and know the place – context, needs of service users
- Well-networked
- Able to focus on and drive towards the vision
- Decision-makers
- Passionate and committed
- Open to reflecting on how to do things differently



## **Stage 3** | Different Approaches to Philanthropic Collaborations ([From the Bridgespan Group](#))

**25%**

### **The Alliance**

Funders exchange ideas, raise awareness, but retain individual control over investment decisions.

- Minimal Effort
- Time Commitment
- Educational Material Production

**40%**

### **The Match**

One or more funders creates a pool of matching funding or prize funding, which incentivizes other funders to contribute.

- Min/Mod Effort
- Time Commitment
- Funding Req.
- Project Mgmt

**50%**

### **The Re-Funder**

Funders invest in another funder with strong expertise in a content area, which re-grants money to others.

- Moderate Effort
- Time Commitment
- Funding Req.
- Expert ID

**75%**

### **The Co-Investment**

A funder raises money from others to finance a specific nonprofit's plan with joint reporting.

- Mod/High Effort
- Time Commitment
- Funding Req.
- Strategic Alignment

**100%**

### **The NewCo**

Funders create and co-invest in a new, separate entity which gives grants or operates programs.

- High Effort
- Time Commitment
- Funding Req.
- Governance Setup



## Stage 4 |

# Build the Housing Agenda Through Facilitative Process

Once the ecosystem is activated, CFs must invest heavily in the facilitative process. This process has five key steps.

**1**

### **Pre-Meeting Planning**

Prepare: (1) a clear and shared purpose and scope for collaboration, (2) metrics of success, (3) clear roles and responsibilities for each partner, along with expectations for new partners, (4) collaborative behaviors that will guide work, (5) governance arrangements, and (6) resourcing.

[From the Funders Collaborative Hub](#)

**2**

### **Icebreakers/Value Setting**

Consider various icebreakers so that actors feel comfortable sharing their expertise and are prepared to engage in potentially difficult conversation. Consider: (1) icebreakers that lighten the mood/ensure psychological safety, (2) how the room is organized, and (3) what are the guiding principles.

**3**

### **Problem Definition**

Prepare for: significant time investment for the group to align on their definitions and change theory. Meeting facilitators must relentlessly reiterate the group's agreed timeline and shared values, and push actors to name their non-starters and what they are willing to compromise.

[From TheGovLab and Open Data Policy Lab](#)

**4**

### **Goal Setting/ Theory of Change**

Understand (1) target groups, (2) intended impact, (3) measurable outputs and outcomes, (4) activities that will reach those outcomes, (5) sequencing of activities, (6) how the external environment (e.g., politics) may influence the work, and (7) the key assumptions underlying the theory of change.

[From New Philanthropy Capital](#)

**5**

### **Role Identification**

Consider (1) the financial/nonfinancial resources needed to achieve goals; (2) what can each organization offer (expertise, financing, skills); (3) what is the capacity of each organization; and (4) what role each organization is best suited to perform.

[From the Funders Collaborative Hub](#)



## Stage 4 | Power Sharing

# Collaboration Management

To ensure the coalition's sustainability, the executive committee (or lead organizer) may provide a transparent structure that (1) divides the larger group into specific topic areas to lay out further strategy, (2) ensure co-chair representation from different sectors to build trust, and (3) ensure visible and accessible leadership and decision-making.

[IVAR](#) refers to this process of developing long-term collaboration as **collaboration management**. The key competencies they note for individuals stepping into this lane include:

1. The ability to discern how organizations interact with their environments and stakeholders.
2. The willingness to see collaboration as a long-term developmental process.
3. Recognition of the emotional elements involved in the process.
4. The skill to act as an intermediary and build trust across organizational boundaries.



# Case Studies I

## The Facilitative Process and Power Sharing



### HouseATL

*Atlanta, Georgia*

After publishing 23 recommendations in 2018, HouseATL created working groups for capacity building, funding, and policy. In 2022, Natalie Keiser formalized structures as the new Executive Director by (1) addressing fiscal sponsor reporting, (2) creating a visible membership structure, and (3) specifying term limits and election rules.

### Practical Insights

*HouseATL kept its momentum after publishing recommendations in 2018 due to the energy and commitment generated by a comprehensive facilitative process.*

#### Key Facilitative Insights:

- Building precise problem definitions and shared language, even if it takes a long time.
- Ensuring commitment to the facilitative process, and being willing to call *all* actors out if they are not fully committed.
- Valuing all expertise—learned, lived, and practical.



## Stage 4 | Power Sharing

# Working Groups

While the number of working groups will vary by context, they should generally capture three areas:

1. A **policy-focused working group** that develops specific housing recommendations.
2. A **funders-focused working group** that either streamlines funding provision or creates a new way to allocate affordable housing funds (i.e., through a funders' collective).
3. An **advocacy group** that works closely with local fair housing/community organizations.

These groups should replicate the facilitative process previously described: creating shared values, defining their problem statements and theories of change, and building a leadership and decision-making structure.

Co-Chairs from different sectors are invaluable if the ecosystem has not previously worked together. This experience can help actors build trust with each other, refine ideas, and utilize a common vocabulary when discussing issues or opportunities.



## Stage 5 | Support Multi-Pronged Action (Examples)

**1**

### **Education and Public Awareness**

The Hawaii Community Foundation created [Ka Pewa](#), a monthly podcast that fosters debate, fact-based insights, and community-driven solutions for Maui's housing challenges. The podcast gained a sizable following in 2025, and featured guests such as U.S. Senator Brian Schatz.

**2**

### **Research**

[The Hawaii Community Foundation commissioned a report on missing middle housing in Maui](#), which contains an in-depth analysis of regulatory and policy barriers that challenge the development of missing middle housing and zoning and policy recommendations.

**3**

### **Political Convening**

HouseATL partners with the Atlanta Regional Housing Forum, Enterprise Community Partners, and TransFormation Alliance to host a mayoral candidate housing forum that focuses conversation on how each candidate plans to address Atlanta's affordable housing challenges.

**4**

### **Expansionary Efforts**

The collaboration can consider expanding into collar counties and/or to the state level to have greater influence over housing policy and build alliances with suburban and rural partners. This should only be done after public and political willpower has been sufficiently mobilized and the coalition has mapped the funding and practitioner landscape at this new level.



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## Case Studies | Responding to Crisis



### **House Maui**

*Maui, Hawaii*

Following the August 2023 wildfires, House Maui convened its stakeholders to develop immediate disaster response plans and long-term recovery efforts. Their work included aiding the creation of temporary and permanent housing for survivors, grantmaking to nonprofits supporting recovery efforts, and helping the County of Maui secure additional federal funding.

Adaptability is one of the greatest benefits of a collaborative. By bringing together disparate voices, these coalitions can quickly respond to novel challenges, assist impacted partners, and bring resiliency to their localities.



## Case Studies | Action-Specific Collaboratives



### New York Community Trust

*New York, NY*

Over the past 40 years, NYCT has created, hosted, or led issue-specific funder collaboratives with over 140 funders to leverage disparate pools and generate momentum through clear messaging to potential funders and collaborators.

### Key Insights

- **Pooled Funding:** NYCT operates these collaboratives as pooled funds.
- **Fiduciary Responsibility:** NYCT retains final grantmaking decisions, relying on its institutional reputation as a good steward of funds and due diligence.
- **Goal Setting:** NYCT establishes clear goals about what success will look like, how their work will be measurable, whether there is buy-in from all parties, and how the exit strategy (when the mission is accomplished) will be managed.
- **Fundraising:** NYCT communicates an ambition to bring in additional funding through clear and specific goals, timeframes, and messaging. NYCT ensures that new collaboratives do not upset the funding ecosystem for grantees by (1) communicating an ambition to bring in new funding and not just redirect existing funding and (2) allowing partner funders to retain their own grantmaking decisions.



# Moving Forward

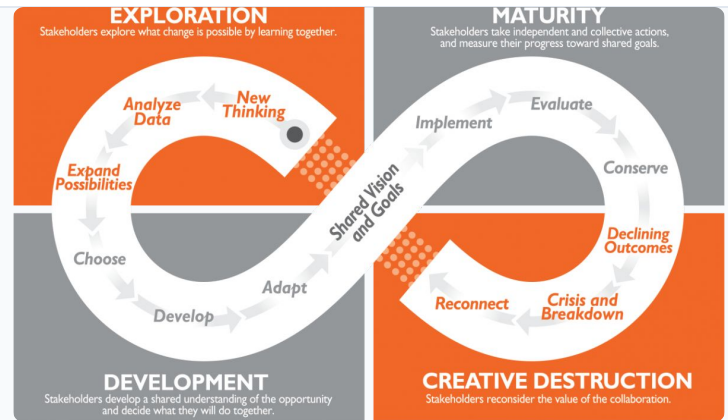
## Summary

The playbook presents a five-stage process: Map the Housing Ecosystem, Define the Housing Issue, Identify Your Partners, Build the Housing Agenda, and Support Multi-Pronged Action.

It provides guided questions for each step, resources from research institutions and nonprofit organizations, and insights from practitioners in Atlanta, Dallas, Maui, and New York City.

While collaboration challenges are inevitable, this playbook outlines best practices towards fostering and sustaining the momentum needed for partnerships to tackle the housing crisis.

To explore the five stages in fuller detail, please see this playbook's *Detailed Implementation Guidance* appendix.



## THE COLLABORATION LOOP (from [“A Handbook from the Fund for Our Economic Future”](#))

Collaboration is an **“infinity loop”** detailing a continuous, repeating process over three to five years. It is rarely linear and may be stalled by disagreements or scarce resources.



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## Acknowledgements

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### Thank you to our partners

Your support and insight made this playbook possible.

**Frank Fernandez** - President & CEO, Community Foundation for Greater Atlanta\*

**Marisa Novara** - Vice President of Community Impact, Chicago Community Trust\*

**Josh Humphries** - Senior Advisor, President's Special Initiatives, California Community Foundation\*

**Chantella Mitchell** - Program Director, New York Community Trust

**A.J. Herrmann** - Director of Policy and Program Implementation, Accelerator for America

**Sarah Kirsch** - Managing Director, Community Foundation for Greater Atlanta

**Natalie Keiser** - Executive Director, HouseATL

**Rohit Malhotra** - Founder & Executive Director, Center for Civic Innovation

**Odetta MacLeish-White, JD, LLM**

**Dr. Bambi Hayes-Brown** - President & CEO, Georgia ACT

**Desiree Jones** - Operations Manager, Georgia ACT

**Nadine Dechausay** - Chief Strategy & Insights Officer, Communities Foundation of Texas

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