



Framework and Guidelines for a System of Resident Services Coordination

2021 UPDATE



Framework and Guidelines for a System of Resident Services Coordination

Quality, affordable housing is a foundational social determinant of health and can serve as a platform to increase access to opportunity and promote the independence and dignity of residents. In order to realize the full benefits of housing as a platform to create healthier and more equitable communities, housing and services must be connected in a way that not only provides resources to residents, but also recognizes and supports the agency of residents and gives them real voice and shared power in shaping the design, culture, and the operations of their community. A systematic and strategic approach to resident services coordination is a critical tool for making such a connection.

Housing providers are challenged to prioritize limited resources in addressing the diverse and complex needs and priorities of residents, while also balancing the expectations and requirements of funders, policymakers, and regulators. A systems approach to resident services coordination – one that centers and actively engages residents - can leverage limited resources to improve the effectiveness of services and improve the health and well-being of residents.

This Framework for a System of Resident Services Coordination (Framework) and companion set of guidelines is a resource for practitioners, service providers, policymakers, funders, and investors pursuing a resident-centered approach to service-enriched housing. This Framework is part of a broader Resident Outcomes Initiative that Stewards of Affordable Housing for the Future (SAHF) launched in 2012 to expand opportunity and promote dignity for all residents living in affordable rental homes by increasing the effectiveness, availability, and financial support for service-enriched housing. This Framework for a System of Resident Services Coordination and SAHF's [Outcomes Measures](#) are tools that can be used together to build more robust resident services infrastructure, to test and evaluate business models, and to leverage data to make programmatic and strategic decisions.

SAHF and its members continue to engage a wide variety of stakeholders to solicit feedback and to seek opportunities for leveraging this Framework and guidelines to advance practice and to identify potential alignments for cross-sector collaborations and innovative financing.

ACKNOWLEDGEMENTS

This updated Framework and Guidelines for a System of Resident Services Coordination was made possible through generous support from the Kresge Foundation. Stewards of Affordable Housing for the Future (SAHF) developed the original Framework and guidelines through a Community of Practice (2015-2018) with funding support from the MacArthur Foundation.

SAHF would also like to acknowledge the thought leadership and contributions of our members who seek to demonstrate the power of service-enriched housing for supporting greater resident stability, independence, economic mobility, and wellness; transform the resident services practice from anecdotal success to a system of consistent assessment; identify and implement strategies for deeper and more collaborative resident engagement; and help protect and expand policy and funding that supports resident services coordination.



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Evolving Best Practices: Updating This Framework

In 2016, with funding support from the MacArthur Foundation, SAHF formed a Community of Practice and worked with SAHF members to better understand and define the key capacities, approaches, and structures that have been developed by many leading affordable housing organizations to systematically and thoughtfully frame and implement resident services at their properties. The goal of this work was to identify replicable and scalable approaches to resident services – both at the organizational/corporate level and property levels. Following extensive engagement with SAHF members and other partners in the health, social services, and education fields, SAHF created the Framework for a System of Resident Services Coordination (Framework), which was initially published in early 2018.

Resident Agency as a Vehicle for Health Equity

As a part of its broader work at the intersection of health and housing and with funding support from the Kresge Foundation, SAHF also engaged with its members and others in the field to explore the physical and mental health impacts of chronic, toxic stress and trauma on residents and frontline staff. In 2018, SAHF completed a literature review of the growing [body of evidence](#) demonstrating that an individual's perceived control and sense of **agency** has a significant impact on their well-being. As SAHF continued to have conversations about the impacts and intersections of trauma, toxic stress, and limitations on resident agency, it was apparent that even deeply mission-driven organizations that have committed to being resident-centered in their approaches encounter

challenges in balancing and operationalizing these values in daily operations and in the process of meeting regulatory compliance and investor/funder requirements.

SAHF engaged with practitioners to explore these inherent tensions and identify operational strategies that could better foster resident agency in resident services, property operations, and design of the built environment. As a part of this effort, SAHF launched a project to engage directly with residents, frontline staff (property management and resident services staff), and senior-level resident services staff to identify and better understand strategies for engaging collaboratively with residents and fostering greater resident agency and voice. This engagement produced a summary analysis: [Resident Voice and Agency in Affordable Housing: A Qualitative Study](#). Using this research, SAHF convened SAHF members and others in the field to identify key considerations, strategies, and best practices that should be used to inform an update to this Framework.

COVID-19, Digital Access, Racial Justice & Resident Services

The COVID-19 pandemic has had enormous health and economic impacts on millions of people, especially people of limited economic means and communities of color. It has also forced affordable housing and resident services practitioners to change the way they operate, altering property-level policies, programming, and funding priorities, in order to keep residents and staff safe. In the early months of the

pandemic, many organizations pivoted quickly to modify their staffing models, communications and resident engagement strategies, and formed partnerships to prioritize the essential health and housing stability needs of residents. While resident services has been a priority for many mission-driven owners for years, the pandemic has demonstrated the power of a robust system of resident services coordination to keep residents stably housed and healthy.

Organizations with *existing* resident services infrastructure were able to leverage their models to adjust to changing priorities and to serve residents, even at properties where they had not historically operated resident services programs or had designated staff.

The pandemic also highlighted the critical importance of equitable [digital access](#) for a person's stability and wellness. Residents rely on access to high-speed internet and fully capable devices to learn, work, connect with loved ones, and access other essential services. In the span of a few months, resident services teams adapted their outreach and programming to

leverage online platforms and communication tools; and while many programs, staffing models, and engagement approaches may return to the models that existed before the pandemic, we expect that these changes will influence future best practices as technology and our applications of it continue to evolve.

While the world has confronted the COVID-19 pandemic, the United States is also undergoing a reckoning on centuries of unjust and racist policies. The dialogues around race, power, and policy have highlighted the degree to which power has been taken and withheld from communities of color; and ways in which people of color have often been excluded from major decisions. These power imbalances are particularly pronounced in affordable housing due to the convergence of policies and economic consequences that contribute to a disproportionate number of people of color residing in affordable housing and the concentration of affordable housing properties in racially concentrated neighborhoods. Many organizations are responding to these injustices with strategic commitments to lift up the voices of residents, especially people of color, fostering agency and well-being, and seeking ways to give power back to residents.

Updated Framework: Centering Residents

This updated Framework, along with the proposed guidelines, outlines a foundational process and decision-making framework that is being implemented by many practitioners across the country. Many of these practices and recommendations are evolving, in part expedited by the impacts of the COVID-19 pandemic, and by the commitments that many in the field are making to re-imagine some of the power structures and decision-making policies that have historically shaped the affordable housing field. In addition to laying out some of the common elements and recommendations for an effective implementation of a systems-approach to resident services, the Framework now also identifies key strategies and opportunities to implement more resident-centered practices and processes to support greater equity and resident well-being.



Anticipated Uses

This Framework is designed for use by practitioners, policymakers, investors, lenders, funders and partners. We hope it provides a useful construct on how to provide and assess effective and efficient resident services coordination for seniors, individuals, and families living in affordable rental housing communities. The Framework highlights the essential role of residents in shaping and driving what community engagement looks like, determining what types and models of programming are offered, understanding success and impact, and in building a property culture. The Framework and companion guidelines provide a set of practices, vetted by practitioners, to articulate a consistent, resource-efficient approach to resident services coordination. The Framework and guidelines could be used by stakeholders in the following ways:

RENTAL HOUSING PRACTITIONERS

- Provides a decision-making framework to help corporate-level and property-level resident services staff build consistent, efficient, outcome-oriented resident services coordination at affordable rental properties. (SAHF's [Outcomes Measures](#) may be a useful companion tool to identify indicators for understanding impact and success)
- Provides strategies, identified by practitioners in the field, for deeper resident engagement that create opportunities for collaboration and support resident agency and well-being.
- Provides a tool to be used, or adapted, to train and support resident services staff working with seniors, individuals, and families in affordable housing resident services.

- Creates a common language for resident services to help support the **business model** for resident services - both within an organization and with external stakeholders.

POLICYMAKERS (HUD, STATE HFA'S, LOCAL/STATE GOVERNMENTS)

- Identifies the critical components of success for a system of resident service coordination and allows for variation of size, scale, property and residents served.
- Provides a framework for consistent analysis and assessment of resident service coordination models and activities.

LENDERS AND INVESTORS

- Provides a framework and common language to improve understanding, assessment, and underwriting of resident services.
- Serves as the foundation for the [Certified Organization for Resident Engagement & Services \(CORES\) Certification](#) which is used by Fannie Mae for their [Healthy Housing Rewards™ - Enhanced Resident Services](#) initiative and by several state housing finance agencies (HFAs) in their LIHTC Qualified Allocation Plans.

PHILANTHROPIC FUNDERS, HEALTHCARE AND OTHER PARTNERS

- Provides consistent language and approach to apply when considering funding or collaborating on service-enriched housing or resident services coordination.
- Identifies shared values and principles and areas for synergy or collaboration between mission-driven affordable housing providers and healthcare actors providing patient-centered care.

This Framework recognizes that while there are many functions that can be replicated and scaled within each organization, there should not be a “one-size-fits-all” approach to resident services coordination.

In fact, many successful organizations implement a variety of approaches to resident services and resident engagement within their own portfolio. Organizations may apply this Framework and make decisions about resident services coordination practices differently depending on organizational culture, resources, budgets, partners, regional differences, neighborhood and/or property characteristics.

We hope that this Framework and Guidelines for a System of Resident Services Coordination will be valuable to a broad spectrum of stakeholders, and support equity, independence, dignity and access to opportunity for affordable housing residents by offering best practices, using common language, and promoting consistency and sustainability across an organization.

Operationalizing a Resident-Centered Approach in Service Enriched Housing

For decades, affordable housing owners offering resident services at their properties have explored ways to include residents in decision-making at the property in varying degrees. Strategies for resident engagement fall along a spectrum of shared power in decision-making from “informing” to “empowering.” There are a number of community engagement models that are commonly used in other, related fields. [The Spectrum of Community Engagement to Ownership](#), developed by the Movement Strategy Center, and [Level of Community Engagement Model](#) (Figure 1) developed by the International Association of Public Participation (IAPP) are two examples of tools that affordable housing providers can use to evaluate their own models of engagement and decision-making; and identify opportunities for shifting their engagement with residents from processes that “inform” residents to engagement

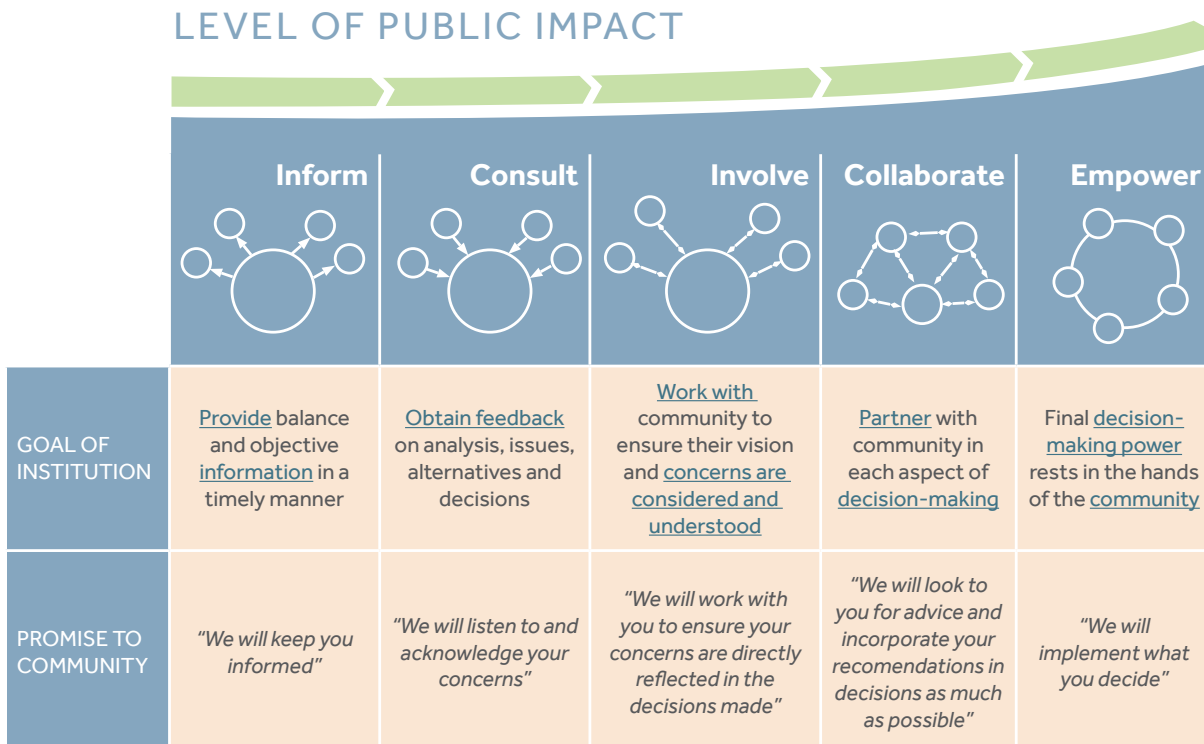


Figure 1: IAPP's Levels of Community Engagement Model



strategies that prioritize opportunities for involvement, collaboration, and empowerment.

It is important to note that resident engagement is often viewed as the primary responsibility of resident services staff. However, creating organizational and property-level cultures that value and support greater resident voice in decision-making requires support and buy-in from all levels and departments to make this philosophy viable and operational.

For many, resident engagement is initiated through the use of resident surveys to collect information about residents' desires and priorities for programming. In this context, resident engagement relates to participation and is quantified by program attendance. Many owners have developed models of deeper engagement and collaboration with residents. One form this takes is working with and supporting tenant associations, resident councils, youth councils, and/or other resident leaders to create opportunities and processes in which residents can more actively participate in community building efforts, decisions impacting property operations, and supporting resident services being offered. Additionally, outreach and services can be provided through a **trauma-informed** or **asset-based approach**, emphasizing equity in access and service delivery, and rooted in the life experiences and cultures of residents.

The wide spectrum of engagement strategies has meant that, while many approaches to resident engagement succeed at including resident feedback to inform decisions made about programming, they may not build trust, demonstrate collaboration and effective communication, or affirmatively further health and well-being.

An organization's practices and policies are not static and do not fall in just one category on a spectrum of engagement. Some practices and strategies will succeed at "involving" or "collaborating" with residents, while other practices will continue to "inform." This reflects the realities and tensions of the existing power structures, regulatory requirements, and policies that shape operations and service coordination at a property. However, building a more resident-centered infrastructure, culture, and operations requires resident services practitioners and owners to re-evaluate their policies, practices, and engagement strategies regularly to identify the places where they can make changes, and identify opportunities to reframe resident engagement. Resident engagement is a dynamic and ongoing process, and it is foundational to this Framework. Recommendations and opportunities for deepening resident engagement are integrated throughout the steps articulated in the Framework. We also include a final Resident Engagement section that reiterates several high-level recommendations and considerations.

Framework

The following Framework provides a graphical representation of a systems-approach to resident services coordination. The Framework depicts two interactive processes for engagement and decision-making that shape an organization's system of resident services coordination. The section that appears on the left of the page (with three green circles), represents activities, engagement, and analysis that is typically performed at a corporate or organizational level. This process helps inform the development of organizational-level infrastructure; and is also used during predevelopment, during early development, and periodically throughout the life of a property, to determine what type of commitment and model of resident services might be implemented in a specific property. The portion of the Framework that appears to the right (with blue circles), represents activities, engagement, and use of data that typically happens at the property-level to identify specific priorities for a property, develop programming, services, and

partnerships, to ensure accountability, and to measure impact.

It is important to note the role of the residents throughout the Framework. Residents are placed at the center of the framework very purposefully. Resident engagement is an ongoing, iterative, and collaborative process. Each step should include both informal and formalized strategies and processes for engaging residents and including direct resident feedback.

Following the Framework, there are more developed guidelines that correspond to each of the elements (circles) in the Framework. Each section includes a description of the element, guidelines on how to implement the element, additional recommendations related to best practices, practitioner insights, and featured opportunities for deeper resident engagement.

A glossary of key concepts is included in Appendix B.

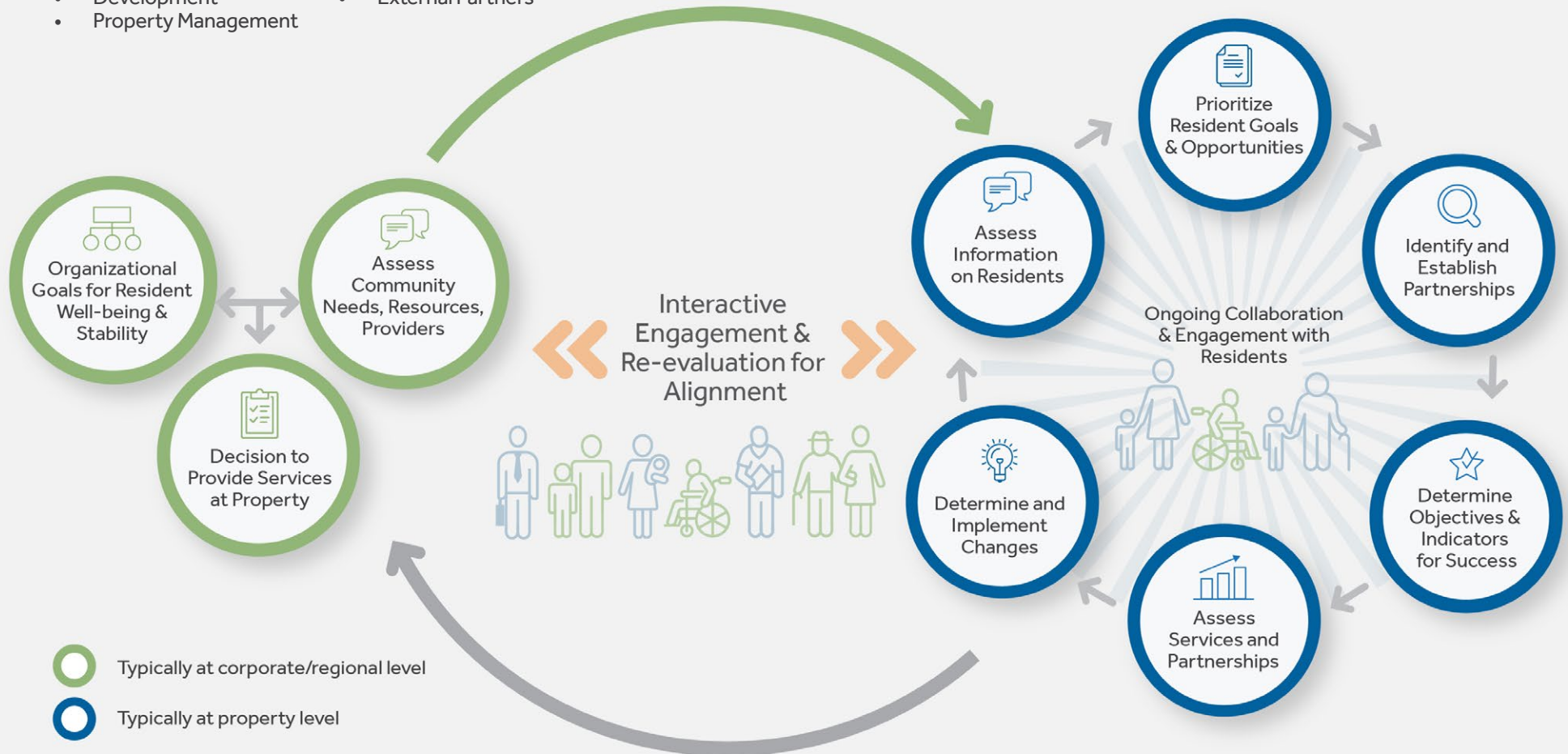


Framework for a System of Resident Services Coordination

A Resident Services Coordination system includes all functions tied to the organizational mission to implement resident services including: corporate and site-based staff; training and capacity building; programs, services, and partnerships; relationship-building; use of data, research, and evaluation; technology systems; sustainable funding; and other organizational tools necessary to support resident services.

STAKEHOLDERS ENGAGED

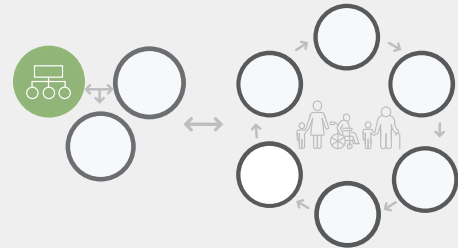
- Residents/Community
- Resident Services
- Executive Suite
- Development
- Property Management
- Information Technology
- Asset Management
- Fundraising
- External Partners



Guidelines

Organizational Goals for Resident Well-being & Stability

The housing organization identifies a clear purpose, mission, and goals for supporting resident outcomes in affordable rental housing, which aligns with its broader corporate mission and integrates with its business model. The organization has identified resident services coordination as a key strategy to achieve those goals. The resident services system provides a consistent, scalable approach for how to do the work across properties and portfolios, but the “what” or “how” at specific properties may vary depending on the priorities, resources, and existing assets of the residents of the property/community.



A systems approach to resident services coordination is adaptable to a range of service methods and strategies, priorities, and different populations. It seeks to ensure that services are relevant and efficient (where possible), culturally responsive, and impactful.

- Models for resident services coordination fall along a spectrum of [resident engagement models](#), incorporate different staffing and partnership models, and support a range of programming types and intensities. Some affordable housing organizations develop and manage all aspects of their resident services infrastructure, while others develop corporate-level capacity and oversight, but contract with third party organizations to implement programming at each site. Some owners, while they are committed to resident services, seek third parties that specialize in implementing all aspects of resident services coordination. (For more details on models of service delivery, see Appendix A)
- Organizations will need to determine where their resident services function will sit within the structure of their organization. Some organizations choose to develop a resident services department that has a distinct reporting and accountability structure for property and regional resident services staff, while others have integrated resident services into their asset management and/or property management functions.
- Resident services goals, a logic model, or theory of change is tied to the organization's goals, business model, and/or other frameworks. A resident services theory of change identifies the critical resources, infrastructure, and engagement strategies for achieving short and/or long-term resident outcomes through the implementation of the specific resident services system. Separate corporate goals or logic models for senior, special needs, and family populations may be appropriate or valuable.

- Goals are incorporated into operations and systems for implementing resident services coordination across the portfolio. Organizations should seek to identify aligned or shared goals between property management, asset management, and resident services.



OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION

Organizations with long track records of collecting and using resident data and outcomes have recognized the importance and value of increased resident engagement around outcomes and data collection. Residents can be partners in the identification of meaningful indicators of success, the design of resident surveys, the data collection process, and the analysis (or making meaning of) the data.



PRACTITIONER INSIGHT

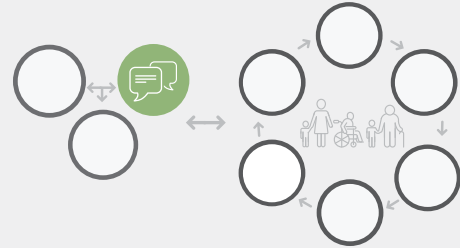
Many organizations have found value (social, financial, and environmental) in promoting deeper integration and collaboration between property management, maintenance, and resident services on-site to support resident stability and well-being. While each of these staff typically have distinct roles and responsibilities, some organizations are now requiring cross training between their resident services and property management staff. This has produced teams that have a better understanding of each other's roles, can help to increase communication and collaboration, and can help build a property-level culture that fosters greater resident engagement and support.

RECOMMENDATIONS

- ▶ *Organizations that commit to prioritizing resident engagement and resident outcomes should build goals and systems of accountability for this across the different functions and departments within the organization beyond resident services.*
- ▶ *When developing a logic model, theory of change, or alternative framework, the organization should make every effort to be mindful of both the time horizon needed to achieve success and the impacts current regulations, policies, or events can have on achieving stated objectives. Some desired outcomes may be long-term in nature, and acknowledging that these larger political and social systems issues can impact success helps create a stronger, more realistic tool, and better accountability.*
- ▶ *While corporate-level resident services goals are an important foundation for building and linking a systems-approach to resident services to broader organizational goals, resident services managers/directors should work with property staff and residents at each property to align the corporate-level goals with resident-centered goals and determine indicators of success that reflect the programming and outreach in specific communities.*
- ▶ *Desired outcomes should be measurable, achievable, resident sensitive, and culturally responsive based on the scope and capacity of the available resources that the organization has committed to the resident services coordination system.*
- ▶ *Organizations should identify where goals for resident stability and well-being are supported by, or can support other organizational goals, such as green building practices and improved or stabilized property/portfolio performance. This is often most effective when assessed at an organizational level before they are implemented at the regional or property level.*

Assess Community Needs, Resources, Providers

Prior to implementing or scaling resident services at a particular property, the organization reviews the available physical resources and community landscape, such as the existing infrastructure of the property and nearby amenities, programs, and services. In addition, the organization assesses its ability to incorporate resident services into financing at the property and/or property operations, corporate commitments, ability to leverage local partnerships, and the potential for philanthropic support, to evaluate the feasibility and capacity of a property to support resident services coordination.



A **community scan** is an effort to collect information about local neighborhood characteristics and demographics, map assets and resource gaps, and identify trusted institutions and potential **partners** to meet the priorities and needs of the residents. The organization may also conduct a risk analysis to determine whether and how the provision of resident services coordination may reduce risk associated with acquiring and operating the property. This step most frequently occurs during the pre-development stage at the corporate or regional level. Together, with the organization's goals for impact, this review should allow the housing organization to determine how resident services may support or improve property performance and, if so, how to structure and fund resident services coordination at a particular property.

- A corporate-level process for evaluating the existing infrastructure, need for, and feasibility of implementing resident services coordination in a particular property is developed. Some organizations have developed standardized tools that can be integrated into the pre-development process, such as a community scan, risk assessment, or indexing framework. These tools outline key community and property factors and allow organizations to use a consistent framework to assess appropriate model(s) and approaches for resident engagement and resident services in a particular property. Visit www.COREOnline.org/resources for example tools and documents.
- During predevelopment, construction, or at acquisition at a specific property, the established process is implemented and a community scan of the neighborhood/landscape surrounding the property is completed. This analysis typically includes a review of community-level data (such as education, health, or employment data) to better understand the opportunities and challenges that exist in the neighborhood and a review of organizations, agencies, and other community stakeholders that may be resources for residents or potential partners.



PRACTITIONER INSIGHT

Enterprise Community Partners' [Opportunity360 Community Dashboard](#) offers a useful tool for accessing and understanding community-level cross-sector data.



PRACTITIONER INSIGHT

The impact of the COVID-19 pandemic highlighted the importance of digital access and further exacerbated the digital divide in our society. While not historically a top priority for many resource-constrained affordable housing owners, many are now making digital access a core component of their design and resident well-being commitments. As more communication, engagement, and resident services programming models transition to virtual models, internet connection has become a critical part of property operations and resident services infrastructure. SAHF' [Bridging the Digital Divide in Affordable Housing Communities: A Practitioner's Resources for Multifamily Operators](#) provides an overview of current challenges, case studies and practical considerations for affordable housing operators and their partners.



OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION

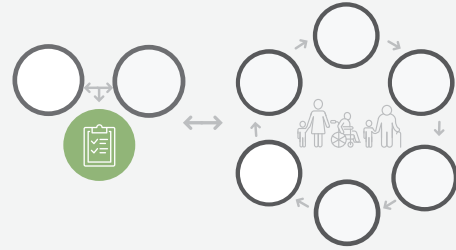
When the community scan process is implemented for a specific project, many organizations seek to include residents in the early stages of pre-development and development to better understand resident priorities, assess existing assets within the community, and to build greater resident engagement and collaboration.

RECOMMENDATIONS

- ▶ *Including resident services leadership staff during the planning and development of the pre-development budget can support the implementation of critical assessment practices and the identification of sustainable funding sources.*
- ▶ *During pre-development, organizations should assess the availability of and access to broadband internet for residents at a property. This will require understanding the existing neighborhood-level infrastructure, which internet service providers are operating in an area, and whether a building can support broadband access in common areas and in residential units. Organizations should seek to provide free high-speed broadband to residents in common areas and in residential units, when feasible.*
- ▶ *The community scan should not just be about community-level data analysis and resource identification, but should also seek to identify important community leaders, stakeholders, and local collaboratives that may be valuable partners in community engagement. Direct input and feedback from residents of existing buildings should be solicited through a variety of engagement approaches (i.e. surveys, charrettes, focus groups) as early in the planning process as possible, which can support the work of determining the priorities for community engagement and resident services.*

Decision to Provide Services at a Property

Upon completion of the review of financial resources, physical resources, amenities, community data, and the landscape of potential partners and providers, the organization determines whether (and how) to provide resident services in a particular property or set of properties. At this stage, the organization may also determine the level and intensity of the investment that it will make in resident services at the property(ies). In most cases, the decision to provide resident services coordination will require the organization to identify a variety of funding sources to support property resident services coordination staff, overhead, program materials, and/or partnership fees.



Organizations have developed different protocols or standards for determining a staffing model at properties where they are providing services. HUD's guidance recommends that senior properties with resident services be staffed at a ratio of one full-time **resident services coordinator** for every 100 residents. Many leading resident services practitioners seek to meet this ratio or even exceed it – especially in special needs properties or in family properties with many children and/or with a high percentage of unemployed households. While this level may not always be achievable, it is critical that the organization's leadership recognize that the organization's goals cannot be achieved if the ratio is at a level that is unrealistic. Ultimately, the ideal ratio is tailored to the level of need of the residents, factoring in household demographics and social, mental, and behavioral health needs of the residents. Organizations should also consider the depth of support provided through robust onsite partnerships and virtual/remote supports when assessing an ideal staffing model.

Many organizations are challenged to identify the funding necessary to support this commitment. Organizations should evaluate how their resident services models align with their committed or potential sources of funding, and, if there are gaps, should identify strategies for addressing this. Regardless of the particular funding source, level of investment, or scope of resident services coordination, organizations should be making the decision to offer resident services during pre-development based on the best available knowledge of the residents, property, surrounding community and available resources to support them.

- Initial funding sources are identified and a preliminary budget for resident services in the property is confirmed.
- Where a third party property manager and/or a third party resident services provider is utilized, contracts are written to support the effective execution of the organization's goals for supporting resident stability and well-being, in addition to its property management objectives. Organizations should use this contract to define and clarify roles and responsibilities, expectations for access to/sharing of resident data and demographics, and outline any other resident engagement, staffing and/or training commitments, or collaboration that is expected of the third party property management or resident services organization to support resident outcomes.
- Similarly, if resident services functions separately (with separate reporting and oversight) from an in-house/affiliated property management company, agreements should be established between

resident services and property management departments to define and clarify any resident engagement, staffing support, training, collection and sharing of data, and collaboration that is expected of property management to support resident services goals.

- Organizations often seek resident services staff who have a background in social services, social work, education, and/or youth development or gerontology (depending on the property demographics). While many organizations continue to hire frontline resident services coordinators with more of a “generalist” social services background, some are also developing models that include hiring staff with particular subject matter expertise to support programs across properties or regionally and/or virtual models where owners are leveraging teams of staff to support properties. However, with regional and/or virtual models, there remains a need to have some level of onsite staff hours to build trust with residents.



PRACTITIONER INSIGHT

Consistent funding for resident services is essential. Building resident services into the property operating budget often provides a more consistent source of funding than grant funding or corporate support. Organizations are increasingly including resident services in the property operating budget whenever permitted by HUD, state HFAs or other public funding sources. Emerging practices and products, like Fannie Mae’s [Healthy Housing Rewards™ – Enhanced Resident Services program](#) and creative terms from tax credit investors provide opportunities to build the cost of resident services into operations and/or create reserves to help fund them. This reflects a growing appreciation for the critical importance of the services to property performance and resident outcomes.

OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION



As practitioners seek to become more resident-centered and prioritize increased resident agency and choice, organizations have an opportunity to explore ways that residents can be included in the development of property rules, regulations, property design, decisions around what resident data is collected and how, and other forms of decision-making. This requires buy-in and collaboration from both property management and resident services.

- Increasingly practitioners are seeking staff with experience in community engagement and community organizing - especially as many organizations have re-oriented their focus in response to COVID-19 - from providing direct on-site programming to serving as benefits navigators, supporting community health initiatives, and conducting significant one-on-one outreach to families and seniors.



PRACTITIONER INSIGHT

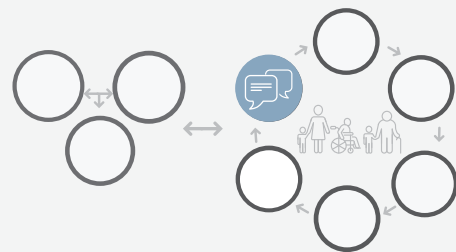
Offering trauma-informed training for ALL property staff (property management, resident services, and maintenance) can help on-site staff teams navigate and mediate difficult situations at a property and build a culture of engagement.

RECOMMENDATIONS

- Organizations should develop or identify core required onboarding trainings and implement ongoing training requirements to ensure that staff have core competencies, learn evolving best practices, and have access to continued career development. These trainings often include: fair housing, conflict resolution/de-escalation strategies, trauma-informed care, motivational interviewing, youth development strategies, aging in place trainings, and use of data management systems.
- When possible and appropriate, organizations should seek staff who have lived experience and/or exhibit cultural competencies to engage with diverse communities. Communities may have residents who speak different languages, have different cultural backgrounds, and/or have experienced individual or community traumas (e.g. violence, displacement, racism, etc.). Organizations should use local and resident data to prioritize this hiring practice.

Assess Information on Resident Opportunities, Priorities, and Assets

The goal of the **Resident Opportunities and Priorities Assessment** is to collect sufficient information to ensure that programming and services are culturally responsive and culturally specific, and respond to the risks, challenges, assets and interests that are identified by the residents. This assessment can be conducted when resident services is initiated, such as at acquisition of an existing property, lease-up of a new property, or otherwise at new implementation of resident services in an existing community. Ongoing or periodic resident assessment ensures that this information is up to date and valuable to the goals and **objectives** of resident services coordination.



- Quantitative and qualitative resident data is used to determine a baseline for planning services. Data should include demographic information, such as age, race, and income, as well as other resident data, resident ideas/suggestions, and feedback that helps staff assess program effectiveness and determine how to support residents with meeting their goals. Additional data may come from individualized health assessments, self-reported indicators in resident surveys, resident satisfaction data, and/or information gathered through in-person or virtual resident meetings or focus groups.
- Resident engagement and direct resident feedback is prioritized and included as part of this analysis. Engaging directly with residents can help to assess the quality of community resources, identify trusted community leaders, understand residents' past experiences with potential community partners, as well as identify additional resident skills, assets, or needs.
- Site staff and/or assessment partners should be trained on the organization's data collection, data storage, and data privacy protocols.



PRACTITIONER INSIGHT

Some practitioners have identified goals for housing stability that are shared between resident services and property management, which has helped to improve communication, the sharing of data, and collaboration between the two functions.

- The formal resident assessment is conducted frequently (at least once every 3 years) to provide reliable and accurate data and feedback to shape/refine the resident outcomes goals at the property. Resident engagement should be ongoing and where possible, aggregated data should be shared with residents.
- Assessment tools are constructed to enable the organization to aggregate and use the resident demographics, data from resident surveys, and/or other direct feedback, to analyze and better understand the priorities and opportunities at the property. This analysis should be used to inform the development of a **Property Services Plan** at the property in later steps.

OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION:

There is an opportunity to engage with residents to understand and make meaning of the data beyond those moments when staff are collecting the data. When frontline staff are trained to understand what kinds of information can be shared (i.e. aggregated information) and how to effectively communicate data to residents in ways that resonate with them and invite their participation, there is an opportunity for staff to share the data back with residents. Residents should be seen as partners who can help making meaning of data, help problem solve, and help suggest programmatic changes in response to the data.

We know a person's sense of agency (perceived control) and voice are critical components to economic mobility and to an individual's sense of well-being; however, these concepts are difficult to measure. Understanding resident satisfaction is one step towards increasing resident agency at a property. Increasingly, practitioners are implementing resident satisfaction surveys to shape decision-making. Some practitioners have launched a stand-alone satisfaction survey and are using these more traditional customer satisfaction indicators to hold the property staff and the owner accountable to the residents. Others are blending resident satisfaction questions into an already existing resident outcomes/ impact survey tool. Satisfaction surveys provide another means through which residents have greater voice and can provide more candid feedback to inform future decisions about property design, operations, and programming.

With increased use of virtual outreach and virtual platforms, many practitioners have found opportunities for increased resident engagement. With adequate internet connection and devices, residents are able to participate in resident meetings and some types of programming more easily from home, balancing other work and personal commitments, at times that fit their schedules.

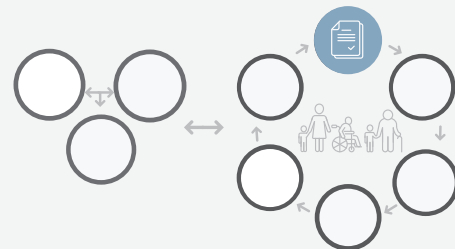


RECOMMENDATIONS

- ▶ Where possible, compliance data from property management should be leveraged to provide baseline demographic information and track changes in housing stability and resident income and asset data over time.
- ▶ Organizations should consider multiple methods for resident engagement. Organizations often implement resident surveys as a starting point for engaging with residents. Many practitioners also host resident meetings, targeted focus groups, conduct one-on-one outreach, and engage with and support resident councils or other resident leaders to help facilitate deeper resident engagement. Regardless of how resident feedback is collected, residents should help shape the process of engagement, including: types of engagement, frequency of engagement, topics of engagement, and in the case of written surveys or engagement tools, residents should be included in survey development, to the extent feasible.
- ▶ If data, input, and feedback cannot be collected from all residents at a property, site staff and/or assessment partners should make every effort to engage with a representative sample of the whole population with special attention to groups that may have barriers to participation or have been historically underrepresented in decision making. Opportunities for direct resident feedback should include surveys and meetings, with written translation and verbal translation services as necessary, to help ensure that the data represents the full diversity of the property.
- ▶ In addition to understanding how to collect and store resident data, staff should be trained on why the data is being collected and how it can be leveraged at the property and by corporate staff to shape programming, partnerships, and funding decisions. Staff should also be provided training on what types of data in the aggregate can be shared with residents and guidance on strategies for sharing data visualizations with residents.

Prioritize Resident Goals, Opportunities, and Assets

Prioritization is the process of using quantitative and qualitative resident data and the housing organization's knowledge of resources (both internal and external, such as local, regional or national partners) to determine which services to offer. Prioritization includes understanding the organizational-level goals, theory of change, and resource capacity. It also includes analyzing resident data, evaluating the community scan and engaging residents to identify urgent, valuable, or promising services to offer. Prioritization is not simply a ranking of which resident goals, available services, or partnerships are most important. Rather, it is often a dynamic process that involves ongoing engagement with residents, assessment of property needs and partner capacity, and review of available resources. Therefore, for many organizations, there is some fluidity between this step and the next two steps that are outlined in the Framework.



- Information from the Community Scan, Resident Opportunities and Priorities Assessment, and evaluation of internal capacity and partners or provider availability is considered.
- If not adequately reflected in the Resident Opportunities and Priorities Assessment process, residents should be engaged as partners to better understand priorities, concerns, and experiences with existing community partners or services.
- Prioritization reflects back to organizational goals, theory of change, targeted resident outcomes, resident priorities, and availability of high quality partners or vendors.

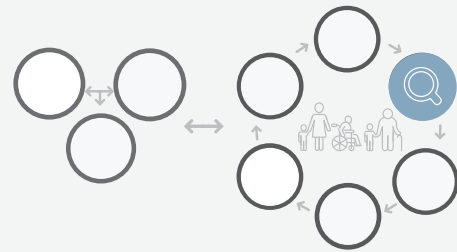
- Data from the Community Scan and Resident Opportunities & Priorities Assessment is cleaned and analyzed. This data is used in the development of a **Property Services Plan**, which reflects the best available understanding of resident priorities, goals, needs, assets, opportunities, and challenges and outlines the proposed programs, services, staffing, and partnership model that has been identified to address them. This plan should also outline clear goals for impact (see later steps), and include a description of the funding and/or the budget that supports this plan.

RECOMMENDATIONS

- *Organizations should aim to create system-wide processes to assess trends, challenges, common needs, and opportunities across multiple properties.*
- *Property Services Plans should be updated at least once every three years. Many organizations update these plans annually, often as part of their annual budgeting process, to reflect changes in the priorities of the community, staffing model changes, new or changing partnerships, updated goals and indicators being tracked, and updates to the financial resources supporting programming.*

Identify and Establish Partnerships with Community Providers

There are multiple mechanisms through which services are delivered. In each method, resident services coordination plays an essential role in connecting residents to services. Services may be delivered directly by the housing organization, through a contract with a vendor, and/or through partnerships with third party providers. Services may be delivered in-person, online, or through a mix of approaches. For more details on the models of service delivery, see Appendix A.



- **Partners** and **vendors** are vetted for quality, alignment with goals for resident impact, feasibility (including cost, location, timeline), cultural specificity and responsiveness, and mission alignment.
- Partnership or vendor agreements are created and shared between the housing organization and the partner/vendor. Agreements outline the scope of work and joint goals for the partnership, including key roles and responsibilities, cost of services, data sharing, and shared objectives and indicators for accountability and to demonstrate success. Some of these partnerships are developed early in the pre-development process at the property and others are identified and developed after property stabilization.

OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION

Residents should be partners in the vetting and assessment of potential vendors or partners. Residents provide valuable context, history, and perspective on characteristics, cultural values, and competencies that are important to residents; they also provide critical feedback on the effectiveness and success of a partnership.



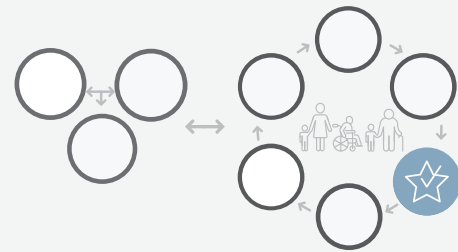
RECOMMENDATIONS

- ▶ When possible, organizations can reduce management and administrative costs by assessing whether a multi-property partnership for delivery of services is feasible, appropriate, or impactful.
- ▶ The organization should create a template **Memorandum of Understanding (MOU)** or contract that can be adapted for different partnership arrangements. Some MOUs are highly detailed, such as for programs that serve youth, involve resident

health, or involve long-term, deep forms of partner engagement. Other MOUs may be designed for low-touch or one-off events such as volunteer workshops or infrequent community events. Internal legal and finance departments can support this process and remove some of the burden from resident services staff and ensure consistency across the organization. Visit www.CORESONline.org/resources for sample MOUs.

Partner with Residents to Determine Objectives and Indicators for Success

During this stage the organization implements a process for assessing and aligning corporate-level objectives and/or goals for resident services with the specific goals for impact at this property. This process should be a collaboration between staff, residents, and partners (where appropriate) to identify **indicators** which will be used to track and understand the impact of resident services programming and resident engagement at the property.



Ultimately, this process helps to translate organizational goals and resident priorities into interim goals for a particular service or combination of services. In some cases, due to location, physical resources, and/or a robust set of partnerships, a housing community may become a hub for resources for the broader neighborhood or community. In these cases, objectives and indicators should reflect the organization's goals, resident priorities, and any commitment to serve this broader population.

- Specific resident services or programs are selected with the intention of supporting one or more of the organizational-level goals for resident outcomes and the goals identified through the Resident Opportunities and Priorities Assessment process. Indicators are established to measure and evaluate progress towards meeting these goals and addressing these priorities. These goals and indicators of impact are integrated into the Property Services Plan.

OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION

Residents can be partners in the identification of meaningful indicators of success, the design and wording of resident surveys, the data collection process, and the evaluation (or making meaning of) the data.



- Vendor(s) or partner(s) may have an established set of indicators for their service, or the organizations may work collaboratively to set or adjust objectives and assigned indicators.



- Evidence-based approaches to services are utilized, whenever possible, but informed by and balanced with community-led and community-driven programs. Residents and/or local groups are the experts of their own experience and can help develop the outreach and program models that will be most effective in their own communities.
- Processes to collect and measure indicators are established or clarified. Organizations may use a variety of survey and data collection approaches and mechanisms. Some organizations use online data management systems that can help track, quantify, and evaluate programs, services, and outcomes. Other organizations leverage Microsoft Excel, Microsoft Access, and other more common office tools to help track and evaluate impact.



PRACTITIONER INSIGHT

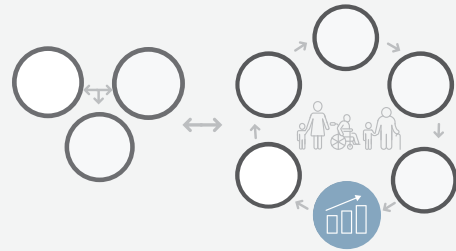
The best data system is one that meets the needs and constraints of the organization – there is no one size fits all approach. For organizations evaluating different online data systems, there are a number of considerations including: cost, user experience, data volume and security, ability to customize, reporting capabilities, and ability to integrate with other software. SAHF has reviewed some of the most [commonly-used resident services data systems](#).

RECOMMENDATIONS

- ▶ *As part of the vetting process, resident services staff should engage early with partners to identify where there is alignment in goals for impact and to identify opportunities for sharing data. Ideally, these shared goals and any data sharing agreement is codified in a MOU or other written agreement.*
- ▶ *The selection of survey questions and indicators should be informed by what was learned through the engagement with residents during the Resident Opportunities and Priorities Assessment. In selecting survey questions and indicators that will be tracked, organizations should be able to articulate why they are collecting the information, how they plan to collect it, and how the information will be used. This should be communicated to residents whenever data is being collected.*
- ▶ *Organizations should work with staff to identify opportunities and provide guidance for ways staff can engage with residents throughout the data collection and data analysis process. Increasingly, practitioners are leveraging models like Conservation Law Foundation's [Participatory Action Research Field Guide](#) to re-design their engagement model and to identify ways to build a deeper partnership with residents throughout the cycle of data collection and analysis.*

Assess Services and Partnerships

Resident services goals and outcomes are often long-term, requiring gradual and iterative progress to achieve significant, meaningful outcomes for residents. By setting interim goals for specific services and initiatives, resident services coordination is able to measure interim progress and adapt or adjust services as necessary. Evaluating the effectiveness of a specific service or program, with respect to organizational and property-level goals, ensures that resident services coordination maintains progress to strategic goals and outcomes.



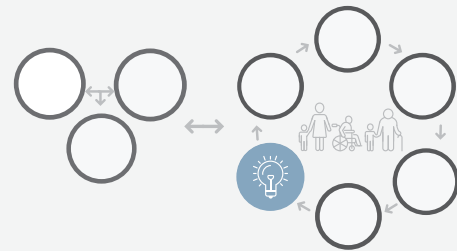
- Strategies and programs that have been implemented are assessed against pre-determined objectives, using set indicators and resident and staff feedback. A method of continuous feedback is implemented to inform whether a particular service is effective and relevant.
- Programs and services are monitored for alignment with pre-determined scope of work (outlined in the Property Services Plan). Where new information, participant feedback, and/or resource availability warrants an adjustment to the Property Services Plan, properties should aim to make course corrections with minimal disruption to participant experience.
- Participant progress and service implementation are tracked and monitored for progress toward pre-determined objectives and alignment with the projected budget. Tracking the number/types of program that are offered and program participation are important outputs, but do not typically demonstrate impact.
- Individual services and partnerships are evaluated for quality, service-effectiveness, cost-effectiveness, alignment with pre-determined objectives and resident priorities, and/or achievement of positive or unanticipated outcomes.
- Residents should continually be engaged in the assessment of services and partnerships. Organizations may leverage data and feedback from resident outcomes surveys, resident satisfaction surveys, feedback through resident meetings, focus groups, and one-on-one interviews. Organization should communicate to residents how their feedback is/will be used inform the next iteration of programming or continuation of a specific service.

RECOMMENDATIONS

- › *Where outcomes were not met, staff should seek to understand whether the intended outcomes were realistic and feasible for the intended service and/or whether the service failed to meet expectations. Additionally, staff should explore unintended impact, both positive and negative, to determine adjustments, improvements, or other changes to the structure and nature of the service.*

Determine and Implement Any Adjustments or Stop Service

Effective resident services coordination is flexible and adaptable enough to make adjustments, yet structured enough to support continued progress towards organizational-level goals and objectives. Specific programs, services, and partnerships are continuously assessed and evaluated to understand whether that service should be continued, scaled or expanded (perhaps to additional communities), and where a particular service warrants discontinuation.



- Services that have been determined to be ineffective or no longer needed are adjusted or discontinued.
- Any proposed changes to programming, staffing models, partnerships, and metrics for demonstrating impact should be communicated to residents. These should also be reflected in ongoing updates to the Property Services Plan.
- The system of resident services coordination is evaluated periodically to ensure that systems and processes in place are still (1) effectively addressing the organizational-level goals and theory of change, (2) meeting the evolving priorities of residents and communities where the organization is engaged, and (3) adapting to align with evolving best practices in the field.

RECOMMENDATIONS

- ▶ *When possible, organizations should seek to engage residents in a conversation about proposed changes. This provides an opportunity to discuss the existing situation or programmatic constraints, and to explore potential solutions or responses together, rather than informing residents that the change has been/will be made.*
- ▶ *The organization may want to define a process for determining if and how a specific service should be discontinued. This process should include direct feedback and input from residents. Ideally, the process should be scaled across the portfolio.*



Ongoing Collaboration & Engagement with Residents

In order to realize the full benefits of housing as a platform to create healthier and more equitable communities, housing and services must be connected in a way that not only provides resources to residents, but recognizes the **agency** and **resiliency** of residents and gives residents real voice and shared power in shaping the design, culture, and operations of their community.

As a critical link between residents, community resources, and the owner, resident services staff are well positioned to leverage the trust they are able to build with residents to support more robust forms of engagement and collaboration. This deeper engagement not only helps shape resident services programming at the property, but supports resident well-being by creating a culture of engagement through which residents feel more included in the decision-making that impacts their lives, their homes, and their community. Resident engagement is an ongoing, iterative, and collaborative process.



- Although outreach and engagement are often prioritized early in the redevelopment of a property and the resident services program development process, ongoing engagement is critical to building a more resident-centered culture and practice. At a minimum, this includes ongoing engagement to better understand the changing and evolving priorities of residents.
- Leverage existing community engagement models, including [The Spectrum of Community Engagement to Ownership](#) and [Level of Community Engagement Model](#), to explore opportunities for shifting resident engagement from processes that “inform” residents to engagement strategies that prioritize opportunities for involvement, collaboration, and empowerment.
- Outreach and services should be provided through a trauma-informed and/or asset-based lens, emphasizing equity in access and service delivery, and informed by the life experiences and cultures of residents.
- Create opportunities for residents to gather (in person and/or virtually) to talk with one another, without obligation, about their interests, concerns, and priorities.
- In addition to seeking opportunities to collaborate with residents in the identification of meaningful indicators of success, the design and wording of resident surveys (or other resident engagement tools), organizations should identify opportunities for sharing data and information back with residents.
- Residents may want to collaborate in the development and/or implementation of programming. The organization may facilitate opportunities for resident-led programming, or opportunities for residents to provide staffing-support for programs that are led by staff and partners.

OPPORTUNITY FOR DEEPER RESIDENT-CENTERED IMPLEMENTATION

Some practitioners have implemented new models for their resident meetings that are guided by residents rather than the traditional top-down “town hall” style meeting that historically is led by staff. These meetings often prioritize small group conversations and sharing to help build community connections and generate community-driven ideas and problem solving.

There is an opportunity to engage with residents to understand and make meaning of the data beyond those moments when staff are collecting the data. When frontline staff are trained to understand what kinds of information can be shared (i.e. aggregated information) and how to effectively communicate data to residents in ways that resonate with them and invite their participation, there is an opportunity for staff to share the data back with residents. Residents should be seen as partners who can help making meaning of data, help problem solve, and help suggest programmatic changes in response to the data.



RECOMMENDATIONS

- *Organizations should offer trainings on trauma-informed approaches for ALL property staff. Staff who have received these trainings report feeling better equipped to support both residents and their peers when navigating difficult situations. These trainings may also serve as a tool to facilitate improved conflict resolution, trust, and collaboration. In addition, some report that these trainings serve as both a professional development and staff retention tool.*
- *Organizations should consider offering some type of compensation to residents who offer their time in support of programs. Doing so promotes equity while also serving as a signal of appreciation for residents' time and expertise.*
- *Organizations should identify barriers that may prevent residents from participating in community meetings, engagement activities, and programming. These often include language barriers, a lack of access to childcare, transportation, or an internet-enabled device, and limited scheduling options/timing of programs. When it is possible, organizations should seek to offer programs or identify resources and culturally responsive strategies to help address these barriers.*
- *Outreach and engagement with residents should include staff from multiple departments from the organization, including Resident Services, Property Management and Maintenance, or other support staff. Outreach may be conducted through direct personal engagement, social media, texting, flyers, and/or other methods of advertisement and engagement. Methods should be culturally, age, and ability sensitive.*

Appendix A

Models of Resident Services Coordination:

The following are high-level descriptions of three of the most common models for implementing a system of resident services coordination. While many practitioners find that their system of resident services coordination sits squarely in one of these models (i.e. they implement a Direct model at all properties where they operate resident services), it is also not uncommon for an organization to implement one model at some portion of their properties and another model in other properties where they may have strong resident services partners.

- 1. Direct Model:** Affordable housing owners/organizations that retain direct responsibility for management, delivery, and implementation of resident services coordination at their own properties. The organization hires the resident services coordinators; coordination may be provided by on-site resident services coordinators or with some combination of onsite and/or virtual coordination.
- 2. Hybrid Model:** Affordable housing owners/organizations that contract with an un-related third-party entity (either a property management company or another services organization) to staff the on-site property-based resident services coordinators/staff, but otherwise retain leadership, management, and support capacity for resident services at their properties.
- 3. Third Party Resident Services Coordination Contractor:** An owner of affordable housing may contract with an external (third party) organization to provide all aspects of resident services coordination. This includes the management, delivery, and implementation of Resident Services Coordination at the property level and corporate/regional levels. An organization that falls into this model may provide third party services for one owner or for multiple owners.

Organizations may also choose to supplement any of these models by contracting for or developing partnerships to support additional services through a vendor or partner (either paid or unpaid).

Appendix B

Glossary

Agency:	This is a sense of being in control of one’s actions and having the ability to accomplish one’s goals.
Asset-based Approaches:	Strategies or approaches that focus on the strengths and assets within communities to generate solutions rather than solely focusing on a community’s needs, deficits, or problems. Per The University of Memphis Engaged Scholarship training modules , an asset-based approach shifts “the focus from ‘what’s wrong with us’ to ‘what’s right with us.’ It assumes that, even though there may be problems, sometimes very serious ones, there are also untapped resources and capacities inherent in every individual, organization, or community which can be put into use to improve current conditions.”
Autonomy:	A person’s ability to act according to their own choices, as opposed to other’s decisions. ¹
Community:	The area that surrounds and includes the property. Depending on the location of the property, the community area may be defined by neighborhood, census tract, city limit or other geographic boundary.
Community Scan:	A systematic process for understanding the broader community or neighborhood. It typically includes a review of local data to give insights about the surrounding neighborhood/community. In addition, it typically includes a review of what local services are available and some assessment of their quality. This might include potential partners such as service providers, public agencies, public transit, schools, health centers, etc., as well as regional and national service providers or potential partners or vendors to support the goals of the organization. Services may be in person, online, or telephonic.
Culturally Responsive:	Culturally responsiveness is the ability to understand and consider the different cultural backgrounds of the people you teach, offer services to, etc.
Indicator:	A device or metric to provide specific, measurable information on the nature, quality or progress of something or someone.
Logic Model:	A systematic and visual way to present and share the organization’s understanding of the relationships among the resources it has to operate, the activities/interventions it plans, and the changes or results it hopes to achieve across the entire portfolio or multiple properties.
Memorandum of Understanding (MOU):	A formalized agreement, that includes the following elements: (1) roles and responsibilities; (2) participation expectations; (3) goals; (4) outcome/ indicator targets (5) liability issues.

¹ Stanford University. (February 2021) SPARQtools *Measuring Mobility Toolkit* <http://sparqtools.org/measuringmobility-instructions/#moresources>

Objectives:	The expected results of the specific service or intervention.
Partner:	Third-party entity that collaborates with the owner organization to develop, fund, and/or deliver services in the community, online or telephonically.
Partner/Vendor quality:	The housing organization's assessment of the partnership or vendor relationship, including the ability to communicate with the partner/vendor and the partner/vendor's ability to meet effectively the needs of the residents and the goals of the housing organization.
Pre-Development:	Pre-development includes the due diligence and assessment necessary for both acquisition and new construction properties.
Power:	A person's ability to influence their environment, other people and their own outcomes.
Property Services Plan:	A document that outlines an organization's plan for providing programs and services at a specific property. This often includes the desired goals, a description of the resident services program, strategies to address language, cultural, or other challenges when engaging residents, a description of who provides the services, a staffing model and partnership description, and budget.
Resident:	Person that lives in a property owned or served by the resident services initiative.
Resident Opportunities & Priorities Assessment:	A systematic process for evaluating and understanding the characteristics, needs, assets and interests of the resident population. This typically evaluates both resident demographic information and direct feedback from resident. <i>Note: This was previously described as a Resident Opportunities & Needs Assessment in earlier versions of this Framework.</i>
Resident-sensitive:	Culturally sensitive practices that are respectful of resident's privacy and dignity and are not unduly invasive.
Resident Services Business Model:	A business design for the sustainable funding and operation of resident services coordination. Resident services may be operated at all properties in a portfolio or in a targeted portion of an owner's portfolio. This often includes: (1) an internal process for determining when/how to provide resident services at a specific property; (2) identification of sustainable funding sources that can be leveraged across a portfolio or at specific properties to cover both property and corporate/back office costs; (3) identification of key stakeholders and partners; (4) articulating the value proposition of providing resident services for a variety of stakeholders both internally and externally.
Resident Services Coordination:	Refers to all functions tied to the organizational mission to implement resident services including: corporate and site-based staff; training and capacity building; programs, services, and partnerships; relationship-building; use of data, research, and evaluation; technology systems; sustainable funding; and other organizational tools necessary to support resident services.
Resident Services Coordinator:	The staff person(s) responsible for the implementation of programs/services either directly or through partners at a property. This staff person may be hired through a property management company, but is not a property manager and has a distinct scope of work and hours dedicated to resident services coordination.

Resilience:	As defined by the American Psychological Association, resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress—such as family and relationship problems, serious health problems, or workplace and financial stressors. Resilience does not mean that a person is immune to difficulty or distress, nor is it a personality trait that only a select few possess. It is a skill that anyone can learn and develop with encouragement and support. ²
Service:	A program, referral, or activity that seeks to support one or more of the organization’s goals for residents.
Systems Approach:	A consistent approach for how to do work across a portfolio that is scalable.
Theory of Change:	A comprehensive picture or “roadmap” defining long-term goals and mapping the intermediate steps necessary to achieve those goals. It does this by first identifying desired long-term goals and then working backwards to identify all the conditions or outcomes that must be in place for those goals to be achieved.
Trauma:	Individual trauma results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or threatening and that has lasting adverse effect on the individual’s functioning and physical, social, emotional, or spiritual well-being. Whole communities can also experience trauma. Per the Urban Institute, “‘community trauma’ affects social groups or neighborhoods long subjected to interpersonal violence, structural violence, and historical harms. Research suggests that the causes of community trauma lie in the historic and ongoing root causes of social inequities, including poverty, racism, sexism, oppression and power dynamics, and the erasure of culture and communities (Pinderhughes, Davis, and Williams 2015)” ³
Trauma - Informed Approach:	A program, organization, or system that is trauma-informed realizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff, and other involved with the system and responds by fully integrating knowledge about trauma into policies, procedures, and practices and seeks to actively resist re-traumatization. A trauma informed approach reflects adherence to six key principles rather than a prescribed set of practices or procedures: (1) Safety (2) Trustworthiness and Transparency (3) Peer Support (4) Collaboration and Mutuality (5) Empowerment, Voice, and Choice, (6) Cultural, Historical, and Gender Differences.
Trauma - Informed Design:	Design that incorporates the principles of trauma-informed care into design with the goal of creating physical spaces that promote safety, well-being and healing.
Vendor:	Contracted entity that provides service(s) for a fee.

2 American Psychological Association. (2020, February 1). Building your resilience. <http://www.apa.org/topics/resilience>

3 <https://www.urban.org/research/publication/trauma-informed-community-building-and-engagement>



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