

CORES Certification Application Questions (Third Party Model)

Question #	Resident Services Certification Questions	Answer Type	Attachments
When completing the certification application, unless otherwise noted, all questions refer to properties where the organization provides third party resident services coordination with management and programmatic oversight and systems. Answer the questions as it relates to the properties where these services and coordination are in place. <i>All threshold questions are highlighted in green.</i>			
Contact Information			
	Name of the organization submitting this application for CORES certification:	Text Box	
	Organization best point of contact (ideally individual submitting this application):	Text Box	
	Email address:	Text Box	
	Phone number:	Text Box	
A. Portfolio Profile			
1	Select all of the states where you currently operate and provide resident services coordination at one or more properties.	Drop down-states	
1B	Select all of the states where you are contracted to provide resident services in affordable multifamily rental properties.	Check box-states	
1C	How long has the organization been providing third party resident services coordination (consistent with this definition) for Senior/Family/Supportive properties? <i>Select One for each housing type [[Less than 2 years; 2-3 years; 4-5 years; more than 5 years]]</i>	Drop Down-Select One	

1D	If less than 2 years selected: Has the organization been providing resident service coordination under the Direct or Hybrid Model (within their ownership portfolio) and Third Party Model COLLECTIVELY for 2 or more years? (i.e., one year of experience as Third Party Model provider plus one or more years of experience as Direct or Hybrid Model provider). The Direct Model is where affordable housing organizations/owners (the applicant) has direct responsibility for the management, delivery, and implementation of Resident Service Coordination at their own properties. Organizations may not provide resident services coordination at all their properties, but provide services in at least a portion of their properties. The Hybrid Model is where affordable housing organizations/owners (the applicant) contracts with an un-related third party entity (either property management company or another services organization) to hire the property-based, frontline resident services coordinators/staffing, but the housing owner/organization retains leadership, management, and support capacity for resident services coordination at their properties.	Y/N	
2	Complete and upload the portfolio profile for the Third Party Model. Third Party Resident Services Coordination - An affordable housing organization or social service organization that is contracted by affordable housing organizations/owners to provide all functions (management, delivery, and implementation) of resident services coordination at a property.	UPLOAD	Portfolio Profile
B. Resident Services Staffing Infrastructure, Models, and Service Delivery Platforms			
<i>Resident Services Coordination Mission and Staffing Infrastructure</i>			
3	Upload an example of an executed contract between the organization (as third party resident services provider) and an owner for the provision of third-party resident services coordination at a property(or properties). Note: You may redact identifying information if necessary.	UPLOAD	

3B	What is included in the contract between the organization (as a third party resident services provider) and the owner? [(1) Scope of Work/Roles and responsibilities (2) staffing plan, (3) use of space agreement (4) goals/ evaluation (5) terms and compensation (6) insurance requirements and indemnification (7) sharing of resident data] NOTE: Third-party providers may hire and manage frontline resident services coordinators directly AND/OR provide systems, oversight, and/or quality assurance support to frontline staff that are employees of another entity (often the property owner and/or a third-party management agent). Some providers will operate both models across their portfolio. If frontline resident services coordinators are typically not employed directly by your organization, but your organization provides some management and/or oversight support to these staff, this should be documented in this agreement or in an additional supplemental agreement. The agreement should specify a staffing plan, employment/management structure, and the associated roles and responsibilities of each Party.	Select All	
4	How does providing third party resident services coordination fit within the organization's broader goals and mission? Why does the organization do this work?	Text Box	
5	Describe the organization's overall approach to resident services coordination - including how staff at the property/frontline, regional/supervisory (if applicable) and corporate/organizational levels support resident services (a high-level summary). Describe the reporting relationship of these staff between the third party and owner(s), if applicable. If frontline resident services staff are assigned to multiple properties (or a 'hub' of properties), describe how this operates. If applicable, describe any virtual/remote support. If applicable, describe the role that property management staff have in supporting resident services.	Text Box	
6	As a third party provider, upload an Organizational Chart that shows what staff roles are responsible at the Corporate/Organizational, Regional/Supervisory (if applicable), and Property/Frontline levels for resident services coordination. List staff positions by title and lines of reporting between staff. The chart(s) should also demonstrate where the resident services function sits in the larger organization (if third party resident services coordination is not the organization's primary function); you may submit multiple charts to show this. Note: If property/frontline level resident services staff are hired by a separate entity (such as the owner), indicate this in the org. chart and their direct and indirect supervisory/reporting relationships. See example org charts.	UPLOAD	Org. Chart

7	Complete and upload the resident services staffing & program delivery matrix.	UPLOAD	RS Staffing & Program Delivery Matrix
8	In addition to available funding and owner requests for resident services support, how does organization determine (1) at which properties they provide resident services and (2) the recommended time/dedicated hours of available staffing for resident services at the property/frontline-level (for properties with resident services)? Include what variables, considerations, and information about properties and/or the population (family, senior, supportive) is considered in determining the recommended, targeted level of resident services staffing. Note: If applicable, this should include any variables and considerations when determining the recommended level of virtual/remote resident services staffing at the property/frontline level. If resident services staff also have property management duties, describe if and how this is taken into consideration when determining the level of staffing.	Text Box	
9	Does the organization have targeted staffing ratio(s) at properties? (This might be a minimum number of FTEs (40 hours/week) per household or hours of dedicated service capacity. This may vary by property size, population type (senior, family, PSH), etc.). [Yes/No] Additional Guidance: See information on calculating staffing ratio(s) and information on industry best practices.	Drop Down (Y/N)	

9B	IF YES to #9: Describe the organization's targeted minimum staffing ratio(s) and note if the target(s) are being met at the majority of properties with resident services. If targets vary by different factors (population type, property size, etc.), include the different staffing ratios. Note: Some organizations have fully virtual/remote resident services coordination staffing at specific properties, and other organizations have blended staffing models of virtual/remote and in-person resident services coordination. Describe any differences in staffing ratios and models if virtual/remote staffing is provided in some portion of your portfolio.	Text Box	
10	If there are properties where 15% or more of households (units) are set aside for permanent supportive housing (PSH), how do you try to ensure PSH households have access to resident services that serve their complex needs? This may include but is not limited to: more intensive resident services staffing levels, case management, physical and mental health services, counseling, job training and employment support, etc. If applicable, include how your resident services staffing model may be adjusted at these properties to support PSH residents. Note: If you do not serve properties where 15% or more households (units) are set aside for PSH, mark this response as not applicable (N/A).	Text Box	
11	If the organization is contracted to provide resident services at smaller properties (e.g. fewer than 30 households), what strategies are utilized? If the strategies differ between Senior and Family buildings, provide examples from each. For example, the organization may do this with technology, part time staff, or some other form of shared resources.	Text Box	
12	Does the organization provide any virtual/remote resident services coordination and/or programs/services at any of the properties in its portfolio?	Drop Down (Y/N)	

12B	IF YES to #12: Please refer to the TOOLS to help residents participate and STRATEGIES to promote successful and engaging virtual resident services coordination / programs / services listed in the staffing matrix (Question #7) and expand on how your organization puts these tools and strategies into practice.	Text Box	
13	If Yes to #12 : Does the organization have targeted goals for participation/engagement in resident services coordination / programs / services that are provided virtually? [Yes / No]	Drop Down (Y/N)	
13B	If Yes to #13: List the targeted goal(s) for participation/engagement in virtual resident services. Describe how these targeted goal(s) were identified and how/if they differ from goal(s) for in-person engagement. Your response should address how goals are determined across your portfolio where you provide virtual resident services. If these goals differ by property, describe how and why these goals may differ by property.	Text Box	
Resident Services Coordinator (RSC) Function - Role, Training Support, and Accountability			

14	To achieve CORES certification, the organization is required to demonstrate that it has a frontline staff role responsible for some level of onsite resident services coordination at the property (in some part of their portfolio), with clearly outlined roles and responsibilities for this role. Upload the EXAMPLE job description(s)/scope(s) of work which outlines the typical onsite, frontline resident services coordination function/role at properties with resident services, and that is currently being used. Note: If there are multiple, different staff roles that collectively represent a frontline resident services coordination function, the organization may choose to upload multiple job descriptions/scopes of work. Frontline resident services staff roles may include but are not limited to a Resident Services Coordinator, FSS coordinator, Community Health Worker, Housing Stability Coordinator, or ROSS Coordinator. As supplemental to an onsite function, the organization may also choose to upload virtual/offsite resident services coordination staff role(s) (this is not a requirement).	UPLOAD	Job Description / Scope of Work
15	What education, certifications, and/or experience does the organization seek when hiring new Resident Services Coordination staff? Include area(s) of study/training/experience if applicable. Are there different requirements or preferences when hiring staff for different types of properties (i.e. family/ senior/ supportive) or working with different populations? If so, explain these different requirements. If there is not a required level of education or certification, how does the organization onboard staff through trainings to ensure that they are confident and competent in their role?	Text Box	

16	What training (please be specific) is provided to resident services staff at the corporate/organizational, regional/supervisory (if applicable), and property/frontline levels (directly or through partners)? Are there differences for staff working with different types of properties (senior/family/supportive)?	Text Box	
17	(1) How does the property-level/frontline resident services staff set annual goals for their work, (2) how is progress on meeting these goals reviewed throughout the year, and (3) how are these staff held accountable to goals?	Text Box	
18	Does the organization formally collect feedback from property/frontline resident services staff on ways to improve practices and/or employee satisfaction? [Yes/No]	Dropdown [Yes/No]	
18B	IF YES #18: Describe how the organization collects this feedback and how this information is used by the organization.	Text Box	
Property Management & Resident Services Staff Collaboration			
19	How frequently (weekly, biweekly, monthly, quarterly, etc.) do property management and resident services staff meet at both the (1) property/frontline level and the (2) corporate/organizational and/or regional/supervisory level (if applicable)?	Text Box	

19B	Explain how staff are held accountable to maintaining these meetings and provide at least two strategies used by property management and resident services staff to foster effective collaboration.		
20	Does the organization have a protocol or strategy for how to resolve conflicts that may arise from differences in the goals of property management and resident services staff at the property/frontline level?	Drop Down- Y/N	
20B	IF YES to #20: Describe the organization's protocol or strategy. This could include training, communication and management protocols, team building, language in a contract or operating procedures, and/or other systems.	Text Box	
Resident Services Systems- Capacity Building, Innovation, & Ongoing Alignment			
21	Are there systems, resources, and/or other tools that are scaled to be used for resident services coordination consistently across multiple properties? [Yes / No] Note: Tools can be technology-based but do not have to be. Examples may include but are not limited to: databases/data systems, tools for analysis or tracking programs/services, toolkits/templates, resource guides, communication platforms, staff/program curriculums, etc.	Drop Down- Y/N	
21B	If YES to #21: Describe the systems, resources, or other tools that have been scaled to use across multiple properties and owners. Who has access to and uses these systems, resources and tools? For each system/resource/tool, describe how and where these tools are used.	Text Box	

22	How does the organization ensure resident services are not significantly disrupted when there is an unexpected departure of a resident services coordinator (e.g. new job, unexpected medical leave, or job abandonment)? Are there systems and protocols in place that assist in this situation?	Text Box	
23	Does the organization have a framework with resident outcomes goals, a theory of change, and/or a logic model that guides how resident services coordination is implemented across the portfolio? [Yes / No] Note: This framework/theory of change/logic model should include: (1) goals (may also be called objectives), (2) strategies (may include actions, activities, services, programs, interventions, and/or inputs, etc.), and (3) anticipated changes (may include outputs, results, outcomes, indicators, measures, and/or metrics, etc.).	Drop Down- Y/N	
23B	If YES to #23: Upload the organization's framework of goals/theory of change/logic model for Resident Services Coordination across the portfolio (developed by the applicant, not owner). If the org. only has a customized framework for each individual property, and not a shared framework for multiple properties with resident services across the portfolio, upload this alternative here. Note: This should be a framework developed or customized by the organization to use and guide resident services provision across the portfolio.	UPLOAD	Goals/ Theory of Change
23C	If Yes to #23: How is this shared with property/frontline-level resident services staff (resident services coordinators)?	Text Box	

24	How does the organization (as a third party resident services provider) ensure that the organization's goals or logic model align with an owner's goals for resident services coordination and implementation? What does the organization do if there is misalignment between an owner's goals and the organization's? Provide an example of an instance in which the organization may have decided not to work with an owner and how the organization came to that decision.	Text Box	
25	The resident services and affordable housing fields are continuously evolving and adapting to meet shifting resident priorities and needs; and reflecting advances in program design and tools. How does the organization stay engaged with changes in the field, improve its capacity to innovate, and identify and implement best practices in its resident services coordination work? (e.g. trainings, industry memberships and peer exchanges, external evaluation, etc.)	Text Box	
C. Utilizing Information about Residents & the Community			
Larger Community/Neighborhood Assessment			
26	Does the organization use data from the surrounding community to help inform resident services priorities? (i.e. census data, data from local schools, EMS data, Medicaid/Medicare data, public health data, and/or other community level data index reports) [Yes/No]	Drop Down - Y/N	
26B	If Yes to #26: Provide examples of localized data used (i.e. census data, data from local schools, EMS data, Medicaid/Medicare data, public health data, and/or other community level data index reports) and articulate how the data is used.	Text Box	
26C	If Yes to #26: How often is community level information assessed/collected?	Text Box	
26D	If Yes to #26: What staff are responsible for assessing/collecting this information? Select all that apply. [Corporate/Organizational Staff; Regional/Supervisory Resident Services Staff; Property/Frontline Resident Services Staff; Property Management; Owner Staff; OTHER]	Drop Down/ Select All Text Box (for other)	

27	Upload an example of a completed Community Scan. A community scan includes: (1) local data to give insights about the surrounding neighborhood/community and (2) a review and assessment of existing local amenities, services, community assets, potential partners and/or other resources in the larger community. The community scan should include an assessment of the quality of these existing local services and resources. Community Scans should be updated at least once every six years. <i>If you serve family and senior properties, choose one example to upload. If you have only provided services in a supportive housing property then upload an example from that.</i>	UPLOAD	Community Scan
27B	Typically, does the organization utilize a community scan that is updated at least once every six years?	Drop Down - Y/N	
27C	Who is responsible for completing the Community Scans? [[Corporate/Organizational Staff; Regional/Supervisory Resident Services Staff; Property/Frontline Resident Services Staff; Property Management; Owner Staff, OTHER]]	Drop Down/ Select All that apply	
28	Are the existing resources in the larger community (i.e., local amenities, services, community assets, potential partners and/or other resources) vetted for quality? [Yes/No]	Dropdown [Yes/No]	

28B	If Yes to #28: How are the existing local amenities, services, community assets, potential partners and/or other resources in the larger community vetted for quality? Describe this process, what criteria are used in vetting, and where this information is documented/tracked by the organization (part of Community Scan, Property Services Plan, and/or other documentation?).	Text Box	
Resident Data			
29	How does your organization seek to understand and measure resident experience and/or resident satisfaction? For examples of these areas, see the CORES Resident Experience Guide for further guidance. Select all that apply: () Resident Satisfaction with property management, maintenance, and/or the building/apartment/community () Resident Satisfaction with resident services staff and/or services themselves () Resident Agency (Power, ownership of change, sense of agency) () Social Cohesion & Belonging () Civic Engagement Upload the template of the tool(s) used to collect/track data on resident experience and/or resident satisfaction AND, if available, upload the summary/aggregated resident data that demonstrates the tool(s) are in use: UPLOAD 1: Upload the template of the tool(s) used to collect/track resident experience and/or resident satisfaction data. Note: Measurement tools for resident experience and/or resident satisfaction may be incorporated into a larger tool/template tracking other additional measures; this is acceptable and can be uploaded here. UPLOAD 2: Upload the summary/aggregated resident data that demonstrates the tool(s) are in use. This may be data from one or multiple properties across the portfolio. Note: Measurement tools for resident experience and/or resident satisfaction may be incorporated into a larger tool/template tracking other additional measures; this is acceptable and can be uploaded here. NOTE: While not a threshold requirement, not uploading this information will impact your application's overall score.	UPLOADS (2)	(1) RESIDENT SATISFACTION TOOL TEMPLATE (2) RESIDENT SATISFACTION DATA
29B	How often are you collecting this information? [Quarterly, semi-annually, annually, every 2 years, less frequently than every 2 years]	Drop Down	
30	Is information on resident experience and/or resident satisfaction shared back with residents?	Drop Down - Y/N	
30B	If YES to #30: How is this information shared back with residents?	Text Box	

31	Upload a property level example of a completed Resident Opportunities & Priorities Assessment. This assessment should include (1) an analysis of aggregated and de-identified demographics/data available for the residents of one property, (2) aggregated and de-identified direct feedback from the residents (see examples below), (3) an explanation of how the information in the assessment was obtained, and (4) an analysis showing what was learned. This assessment should be produced prior to initial delivery of services and programs or shortly after lease up, and be updated at least once every three years. Note: This Resident Opportunities & Priorities Assessment should be for the same one property for which you provide a Community Scan and any other property-specific attachments. Feedback may be collected through surveys, meetings, focus groups, suggestion boxes, town hall meetings, etc. Direct feedback from residents may include collecting information in the following areas: - resident satisfaction with property management/maintenance/building or apartment, - satisfaction with resident services (which may include RS staff), - resident experience more broadly (i.e., resident power, cohesion/belonging, and civic engagement), - program interest/availability/participation, self-reported indicators of wellbeing (such as financial wellbeing/economic mobility, health & wellness, community engagement & safety, and youth & education), AND/OR - open-ended aggregated feedback and analysis.	UPLOAD	Resident Opportunities & Priorities Assessment
31B	Typically, does the organization update the Resident Opportunities and Priorities Assessments at each property with resident services at least once every three years?	Drop Down- Y/N	
31C	Who is responsible for completing the Resident Opportunities & Priorities Assessments? [[Corporate/Organizational Staff; Regional/Supervisory Resident Services Staff; Property/Frontline Resident Services Staff; Property Management; Owner Staff, OTHER]	Drop Down/ Select All	
32	Complete and upload the Resident Services Data Collection Chart.	UPLOAD	Resident Services Data Collection Chart
33	Data storage and resident privacy protections are important components when providing resident services. Select all the methods the organization uses for storing collected resident data. [Hard Copies, Hard Drive, Local Server, Cloud-Based System, Other-please specify]	Drop Down- Select All	

33B	Is resident data backed up electronically on a regular basis (copied to ensure this data can be restored if lost)? [Yes / No]	Drop Down - Y/N	
34	Does the organization have privacy protocols that resident services staff follow on storing and accessing tenant information? Privacy protocols should address: (1) storage of resident information, (2) access to resident information, (3) how residents are informed of privacy protocols/confidentiality commitments, (4) systems used to store resident information (i.e., AASC, Salesforce, Yardi, etc.), (5) which staff follow protocols (RSCs, PMs, etc), and (6) disposal of resident information. [Yes / No]	Drop Down - Y/N	
34B	If Yes to #34: Upload these protocols.	UPLOAD	Privacy Protocols
34C	If Yes to #34: Are resident services staff trained and held accountable to these privacy protocols?	Drop Down - Y/N	
D. Resident Services Program Plan			
<i>Program Implementation</i>			
35	Provide a property services plan for one property that has already been implemented. Property Services Plans should include: (1) the desired goals, (2) a description of the resident services program, (3) strategies to address language, cultural and/or other potential barriers to services and engaging residents, (4) staffing description, (5) partnership description(s), and (6) budget. The plans should show how the information from the community scan and resident opportunities and priorities assessment were used/analyzed to create the plan and should be updated at least once every three years. A budget can be included as an attachment within this upload. Note: This Property Services Plan should be for the same one property for which you provided a Community Scan and Resident Opportunities and Priorities Assessment. If you serve family and senior properties, choose one example to upload. If you have only provided services in a supportive housing property, then upload an example from that.	UPLOAD	Property Services Plan

35B	How are surveys, data, and direct feedback from residents used to update property service plans?	Text Box	
35C	Typically, does the organization update or assess Property Services Plans at properties with resident services at least once every three years?	Drop Down (Yes/No)	
35D	Who is responsible for completing the Property Services Plans? [[Corporate/Organizational Staff; Regional/Supervisory Resident Services Staff; Property/Frontline Resident Services Staff; Property Management; Owner Staff, OTHER]]	Drop Down/ Select All Text Box (for other)	
36	Which of the following tools does the organization review with the owner once completed? (Select all that apply) ☐ Community Scan ☐ Resident Opportunities & Priorities Assessment ☐ Property Services Plan ☐ Resident Indicators & Analysis Report ☐ None of these tools are reviewed with the owner	Select all that apply	
36B	If Community Scan, Resident Opportunities & Priorities Assessment, Property Services Plan, and/or Resident Indicators & Analysis Report selected above: Describe the review process for these tool(s) and what happens if the tool(s) do not meet expectations.	Text Box	
37	Provide a brief description of the specific programs/services that have been offered/scaled at multiple properties (i.e., a tutoring/afterschool program, healthy living initiative, workforce program, food access program/food bank, etc.). Please note if any partners are critical to this program. Provide a maximum of 2-4 examples. Note: This should be no more than a 4-5 sentence description for each program.	Text Box	
Partnerships			

38	Are referrals provided as part of resident service coordination? Referrals are defined as connections made by the resident services staff to help a resident access resources in the larger community. Referrals can be provided to help residents access a wide variety of different services, programs, and benefits that are not provided by resident services staff or accessible at the property. Resident services staff may provide a resident with contact information for a community organization/external service provider, or reach out to the community organization/external service provider directly to refer a resident.	Drop Down- Y/N	
38B	If Yes to #38: What is the organization's system/process for tracking referrals and what staff are engaged in this process?	Text Box	
38C	If Yes to #38: Is there training or technical assistance provided to frontline resident service staff on how to ensure quality, integrity, and consistency when providing referrals?	Drop Down- Y/N	
38D	If Yes to #38C: Describe what training, guidance and/or oversight is given to frontline resident services staff to ensure quality, integrity, and consistency when providing referrals and who provides this guidance/oversight.	Text Box	
39	Does the organization work with external service providers? An external service provider refers to a partner that provides a specific program/service to residents (such as a YMCA providing a series of health workshops), not a third party resident services coordination partner who is responsible for the delivery of all resident services coordination at a property.	Drop Down- Y/N	
39B (no)	If No to #39: Why does the organization not work with external service providers?	Text Box	
39B (yes)	If Yes to #39: Are there formalized agreements (MOUs or contracts) with external service providers (to provide services at a group of properties and/or individual properties)?	Drop Down- Y/N	
39C	If Yes to #39: Select all the elements that are included in these formalized agreements. [[(1) Roles and responsibilities; (2) Participation targets/expectations; (3) Outcome/impact goals; (4) Insurance and liability; (5) Data sharing]]	Drop Down- Y/N	
40	Describe the organization's process for assessing a potential partner/external service provider, their approach towards service provision, and their quality of services.	Drop Down/ Select All	

41	Select all the elements that are used to assess/vet potential partners/external service providers. ☐ Shared Goals / Mission Alignment ☐ Effectiveness/Outcomes of Services ☐ Liability, Partner Staff Vetting, and/or Background Checks ☐ Reviews and/or References ☐ Tax Status and/or Partner Financial Health ☐ Alignment with Resident Priorities ☐ Cultural Competency ☐ Partner Familiarity with Community / Residents ☐ Cost of Services ☐ Owner Feedback and Insights ☐ Other (please describe)	Drop Down/ Select All	
42	Which staff are involved in the process of vetting potential partners/external service providers? (Select all that apply) ☐ Property-based resident services staff (RSCs) ☐ Property management staff (PMs) ☐ Regional/supervisory resident services staff ☐ Regional property management staff ☐ Corporate/Organizational level resident services staff ☐ Corporate/Organizational level property management staff ☐ Fundraising/partnership development staff at the organization ☐ Legal/compliance staff at the organization ☐ Decision-making representative(s) from the owner ☐ Other (please describe)	Drop Down/ Select All	
43	Is there documentation/training materials, a standard operating procedure (SOP), and/or other written guidance that is provided to staff to use when vetting potential partners/external service providers? [Yes / No]	Drop Down - Y/N	
Resident Engagement/Participation			
44	What approaches are used to build trust with residents and/or facilitate stronger cohesion between residents? Share at least two examples of or strategies for how frontline resident services staff have built trust and social cohesion in a community.	Text Box	

45	(1) Has the organization created leadership opportunities and/or employment opportunities for residents, (2) what strategies are used to recruit and/or prepare residents for those positions and (3) are these positions paid or unpaid? Note: Resident leadership opportunities may include a resident ambassador program, resident council, board positions, resident-led programs, etc. Resident employment opportunities may include internships, apprenticeship programs, positions within the org., etc.	Text Box	
46	What approaches and strategies are typically used to recruit residents to participate in programs/services? (Flyers, calendars, social media, personal outreach, collaboration between PM/RS and other property staff to reach new residents, recruitment for new programs from participants in existing programs, resident leaders, other (please specify))	Drop Down/ Select All Text Box (for other)	
47	Generally, in situations where there is low participation in a resident service program/activity, (1) how are the reason(s) for low participation identified and analyzed, and (2) once the reason(s) are identified, how does the organization respond? Give a specific example of a strategy that was used at a property to address low participation including how resident input was used. Provide context on the type of property (for example: large family property in very low income community or senior LIHTC property in high resource area).	Text Box	
E. Funding & Sustainability of Resident Services			
48	We believe that resident services can be more successful and impactful through thoughtful and sustained support for services and programs. When partnering with an owner, what is the typical duration of a contract with the owner to provide resident services coordination at a property? Drop Down: Monthly; Quarterly; 1 year; 2 years; 3 or more years	Drop Down- Select One	
49	What elements does your organization factor in and cost-out in its business model when providing third party resident services coordination? Select all that apply: (1) property staff salary and benefits (2) management of onsite staffing (3) computers, supplies and equipment (4) budget for providing resident services and engagement (5) corporate systems for measuring achievement and to analyze and evaluate impact	Select all that apply	

50	Complete and upload the Funding Chart.	UPLOAD	Funding Chart
51	Funding cannot always be secured upfront by an owner to sustain desired resident services commitments for the entire lifecycle of a project or planned period of time for when resident services will be provided. Some funding sources may be depleted over time, may need to be renewed or reapplied for after a certain timeframe, or fluctuate in amount/availability (i.e., funds from property operations). Third party resident services providers may need to work with owners or independently to identify additional/alternative funding sources to sustain resident services or make decisions about a partnership to ensure they can continue to meet their own organization's standards for quality programming. What steps does the organization (as a third party resident services provider) take with owners during the contract period to encourage sustained funding for planned, quality resident services?	Text Box	
52	Does the organization have staff at the corporate/organizational level and/or regional/supervisory level (if applicable) that support ongoing fundraising, resource development and/or partnership development for resident services? [Yes/No]	Drop Down- Y/N	
52B	If Yes to #52: List the position titles of those staff and describe their roles and responsibilities as it relates to supporting fundraising, resource development, and/or partnership development for resident services.	Text Box	

53	In a situation where there is a lapse in funding or an increase in costs that results in a gap in funding for resident services/programs, what strategies WOULD the organization use or HAS the organization used to support the owner and address this? (Select all that apply): Note to applicant: if the organization has not encountered this situation historically, select what strategies the organization would plan to use to address this situation if it arose. ☐ Identify fundraising opportunities / grants / donations with support from corporate/organizational and/or regional/supervisory staff (if applicable) ☐ Identify in-kind partnerships / partner-funded services with support from corporate/organizational and/or regional/supervisory staff (if applicable) ☐ Pull from established reserve fund ☐ Request more budget from property operations ☐ Use corporate contributions from retained earnings ☐ Re-evaluate resident services needs/priorities ☐ Review resident feedback/data on resident services utilization and impact ☐ Leverage resident leaders, volunteers, and/or interns for staff support ☐ Reduce/reneegotiate program, operational, and/or staffing costs with the owner (without ending the resident services program) ☐ End the resident services programming at a property ☐ Other - please describe ☐ None of the above	Select all that apply	
54	How many days of resident services operations can the contractor fund without receiving reimbursement/payment from the owner? Choose One: [[Less than 15 days; 15 - 30 days; 31 - 60 days; 61 - 90 days; more than 90 days]]	Drop Down Select One	
F. Tracking Resident Services Outcomes and Impact			
55	Select the type(s) of indicators the organization tracks and analyzes to demonstrate the value and/or impact of services on resident outcomes. (1) resident satisfaction with resident services support (staffing and/or programs) (2) resident experience more broadly (i.e., resident power, cohesion/belonging, and civic engagement) (3) eviction prevention/resident housing stability (4) financial wellbeing/economic mobility (5) health & wellness (6) community engagement & safety (7) youth & education (8) other outcomes not described here (please describe)	Select all that apply	

56	Upload a recent Resident Indicators and Analysis Report which demonstrates this analysis. The Resident Indicators & Analysis Report should be updated at least once every two years. This report should be for the same property as the uploaded community scan, resident opportunities & priorities assessment, and property services plan. Note: Resident satisfaction with property management, maintenance, and/or the property/building/apartment, by itself, is not a sufficient measure of impact for resident services. While it is an important and valuable measure, this tool/report should reflect additional measures of impact that can be leveraged to better understand the impact resident services is having and/or help identify resident services priorities. ADDITIONAL GUIDANCE These reports should provide the organization with the information necessary for analysis on the value and/or impact of the services on residents (including outputs and outcomes) and to determine if the services should continue or if they need to be altered in order to attain the desired goals. To be eligible for CORES certification, this report must track at least two or more outcomes measures/indicators (at minimum) across multiple impact areas, or demonstrate a robust set of measures if tracking in one impact area. Note: Impact areas may include but are not limited to resident satisfaction with resident services support (staffing and/or programs), resident experience more broadly (i.e., resident power, cohesion/belonging, and civic engagement), housing stability/eviction prevention, financial wellbeing/economic mobility, health & wellness, community engagement & safety, and/or youth & education. Some examples of outputs may include: resident participation in services/programs, # of events/programs hosted, # of goods or services distributed (i.e., food, other supplies). Some examples of outcomes may include: resident satisfaction with resident services (not including satisfaction with RS staff), resident experience more broadly (i.e., resident power, cohesion/belonging, and civic engagement), eviction prevention/resident housing stability, and/or other indicators of wellbeing such as financial wellbeing/economic mobility, health & wellness, community engagement & safety, and youth & education. See more information in the CORES Resident Outcomes Guide.	UPLOAD	Resident Indicators & Analysis Report
56B	How frequently is the Resident Indicators and Analysis Report produced and reviewed? [Quarterly, Two Times Each Year, Annually, Every Two Years, Every 3 or More Years, Other [please describe]]	Drop Down - Select One	

56C	Who is responsible for completing the Resident Indicators and Analysis Reports? [[Corporate/Organizational Staff; Regional/Supervisory Resident Services Staff; Property/Frontline Resident Services Staff; Property Management; Owner, OTHER]]	Drop Down/ Select All Text Box (for other)	
57	Select the tool(s) the organization uses to collect and track resident indicators/outcomes/impact. [ETO/Social Solutions; Apricot; Power BI; Family Metrics; Resident Connect; AASCOOnline; Salesforce; Service Point; Integratec; Success Measures; Proctor Software; Excel/Google Sheets/Spreadsheet; HMIS; Property Management Software; Other (Please Specify)]	Drop Down/ Select All Text Box (for other)	
57B	Describe how residents are involved in understanding and evaluating the impact of resident services. This may include providing survey feedback about experience using the program/service or in focus groups and/or sharing participation and impact data back with residents and gathering their ideas and questions. Include a property-specific example of how residents are involved in your response.	Text Box	
	To the best of my knowledge, I certify that I have answered all the questions in this application accurately and this application is consistent with the answers provided in the Pre-Screen Form previously submitted.	Drop Down Y/N	
	If CORES certified, I give SAHF permission to use my organization's logo and name for marketing purposes and to include on the CORES website.	Drop Down Y/N	
	If Yes: Please upload a high resolution file of your organization's logo.	UPLOAD	
	Executive or principal sign-off	UPLOAD	