	Resident Services Certification Questions	Answer Type	Attachments
	When completing the certification application, unless otherwise noted, all questions refer to properties where service coordination and has resident service staff. It does not imply that the organization's entire portfolio no answer the questions as it relates to the properties where these services and coordination are in place.	-	
	Note: All threshold questions are highlighted in green.		
	PLEASE NOTE: Many of the questions throughout this application provide a text box for the applicant to provid a maximum word limit of 1000 words. There is NO word minimum required for these answers. However, the a	pplicant should	use their best
	judgement to provide succinct answers that also provide reviewers with enough information and context to cl	early and fully a	nswer the
	auestion(s). A. Portfolio Profile		
#1	Select the appropriate Resident Services Coordination Model for your organization.		
	Resident Service Coordination at their own properties. Organizations are not required to provide resident services coordinat provide services in at least a portion of their properties.	lion at all their pro	perties, but must
	*Hybrid Resident Services Coordination — Affordable housing organizations that contract with an un-related third party enticompany or another services organization) to hire the property-based resident services coordinators/staffing, but the housing leadership, management, and support capacity for resident services coordination at their properties.	ty (either property	, management
	*Hybrid Resident Services Coordination — Affordable housing organizations that contract with an un-related third party enticompany or another services organization) to hire the property-based resident services coordinators/staffing, but the housing leadership, management, and support capacity for resident services coordination at their properties.  B. Resident Services Coordination	ty (either property	r management ition retains
	*Hybrid Resident Services Coordination — Affordable housing organizations that contract with an un-related third party enticompany or another services organization) to hire the property-based resident services coordinators/staffing, but the housing leadership, management, and support capacity for resident services coordination at their properties.  B. Resident Services Coordination  Resident Services Coordination — Refers to all functions tied to the organizational mission to implement resident services,	ty (either property ng owner/organiza including corpora	management retains
2	*Hybrid Resident Services Coordination — Affordable housing organizations that contract with an un-related third party enticompany or another services organization) to hire the property-based resident services coordinators/staffing, but the housing leadership, management, and support capacity for resident services coordination at their properties.  B. Resident Services Coordination	ty (either property	management retains
2	*Hybrid Resident Services Coordination — Affordable housing organizations that contract with an un-related third party enticompany or another services organization) to hire the property-based resident services coordinators/staffing, but the housing leadership, management, and support capacity for resident services coordination at their properties.  B. Resident Services Coordination  Resident Services Coordination — Refers to all functions tied to the organizational mission to implement resident services, How long has the organization been providing resident services coordination (consistent with this definition) for	ty (either propertying owner/organization)  including corporation  Drop Down-	management retains

Question #	Resident Services Certification Questions	Answer Type	Attachments	
4	Please describe the relationship and the division of responsibilities as it relates to resident services coordination between the applying organization, the contractor/entity that provides the property resident services staff, and the entity/contractor that provides property management services.	Text Box		
	Please note: if a third party property management company is the entity that also hires the on-site resident services staff, please explain this and describe how this relationship works.			
5	How is the applicant holding the third party contractor accountable for meeting the resident services goals? How does the applicant hold the third party contractor accountable for the performance of the Resident Services Coordinators?	Text Box		
6	How does the organization determine the level of staffing for resident services across different types of properties (Senior, Family, Supportive)? What is the minimum standard for each type of property for staffing ratios? In how many properties, for which there is currently service coordination, does the organization not meet the desired minimum standard?	Text Box		
7	Please provide specific examples of strategies used by Property Management and Resident Services staff to foster effective collaboration. In a typical property, how frequently (weekly, bi weekly, monthly, quarterly, ,etc.) does property management and resident services staff meet at the property level? AND How often does property based staff meet with regional/corporate level resident services staff? Are these expectations codified in a operating protocol or in contract with the third party provider of resident services staff?	Text Box		
8	Does the organization have protocol(s) or strategies for how to resolve conflicts that may arise from differences in the goals of property management and resident services?	Drop Down- Y/N		
	If YES: Please 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		
9	If the organization has smaller properties in their portfolio (e.g. fewer than 30 units) where they provide resident services, what strategies are utilized? If the strategies differ between Senior and Family buildings please 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		
10	How does the organization continue to improve its capacity and the capacity of its contractors to innovate, identify and implement best practices in its own resident services coordination work? (e.g. trainings, industry memberships and peer exchanges, external evaluation etc.)	Text Box		
11	How is information that is collected from tenants stored? Check All that Apply for methods for storing tenant data.	Drop Down- Select All		
	[[Hard Copy Filing Cabinet; Scanned Documents saved to a hard drive; Scanned Documents saved to a hard drive and is backed up regularly, Scanned Documents saved to a local Server; Scanned Documents store on a Cloud-based system; Direct entry of tenant data into a cloud based system (i.e. from a computer or a mobile device), Property Management Software; Program/Service Outcomes Tracking Software; OTHER]]	Text Box (for OTHER)		

Question #	Resident Services Certification Questions	Answer Type	Attachments
12	Does the organization have privacy protocols for storing and accessing tenant information?	Drop Down - Y/N	Privacy Protocols
	If Yes: Please upload these protocols.	UPLOAD	
13	If a third party is providing on site resident services coordination, are these protocols contractually required of them?	Drop Down - Y/N	Redacted Contract
	If Yes: Please upload sample redacted contract that showing this requirement.	UPLOAD	
14	Is the organization's and the contracted residents service coordination staff trained on the privacy protocols?	Drop Down - Y/N	
	Resident Services Coordinators (RSC) The staff person at a property responsible for implementing programs/services wit	h partners and res	idents.
	When the organization provides resident services coordination and on-site resident services staff at a property (through a third party contractor) describe how the applicant views the role of the on-site resident service coordinator. What are their typical roles and responsibilities?	UPLOAD	Job Description / Scope of Work
	Please upload a job description/scope of work which outlines this.		
16	When hiring new resident services staff, does the organization and its third party resident services contractor seek candidates with a minimum level of education, training, or experience?	Drop Down- Y/N	
	If YES: What education, certifications, or experience does the organization or its third party contractor seek when hiring new Resident Services coordinators? Does the organization mandate any minimum levels of education or experience in resident service coordination staff for third party contactors? Please be specific. Are there different requirements or preferences when hiring staff for different types of properties (i.e. family/ senior/ supportive)? If so, please explain these different requirements.	Text Box	
17	What kind of training does the organization provide (either directly or through contractors and partners) or mandate for its in house or contracted resident services staff at the corporate/regional and property levels once they are hired? Please be specific. Are there differences for staff working with different types of properties (senior/Family/Supportive)?	Text Box	
	Resident Services Systems		
18	Are there technologies, resources, systems, and or tools that are used for resident services coordination consistently across the portfolio and organization? (e.g. technology platforms, robust peer support network across the portfolio, resource guides etc.)	Drop Down- Y/N	
	Please Note: Data collection tools will be addressed later in the application.		
	If YES: Please briefly describe the technologies, resources, systems, and or tools that have been scaled to use across multiple properties (more than three properties) in your portfolio. Who has access to and uses these resources and tools?	Text Box	

Question #	Resident Services Certification Questions	Answer Type	Attachments	
19	How does the organization and its third party resident services contractor ensure residents continue to be served 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		
	Does the organization have a framework of goals with strategies for resident outcomes, a theory of change, or a logic model that guides how resident services coordination is implemented across the portfolio?	Drop Down- Y/N		
	If Yes: Please upload the framework of goals/theory of change/logic model for Resident Services Coordination at the organization.	UPLOAD	Goals/ Theory of Change	
	<b>If Yes:</b> How is this shared with the third party resident services contractor operating at the organization's properties? What systems are in place to hold them accountable?	Text Box	Goalsy Theory of Change	
	<b>If NO</b> : If the organization does not have a framework of goals, a theory of change, or a logic model, then how does the organization decide what the organizational level goals and outcomes are?	Text Box		
	C. Utilizing Information about Residents & the Community			
	Larger Community/Neighborhood Assessment			
21	Does the organization or third party contractor use information/data from the surrounding community to help inform a community scan and/or resident opportunities & needs assessment? (i.e. census data, data from local schools, EMS data, Medicaid/Medicare data, public health data, Enterprise's Opportunity 360 report)	Drop Down - Y/N		
	If Yes: Please give at least two examples of localized data used (i.e. census data, data from local schools, EMS data, Medicaid/Medicare data, public health data, Enterprise's Opportunity 360 report)	Text Box		
	If Yes: Who is responsible for accessing and collecting this community level information?  [[Corporate/Organizational Staff; Regional Resident Services Staff; Third Party Contractor Onsite Resident Services Staff; Property Management; OTHER]]	Drop Down/ Select All Text Box (for		
	Troperty management, o menj	other)		
	If Yes: How often does the organization or third party contractor access or collect this community level information?	Text Box		
	Does the organization or third party contractor consistently utilize or complete a recent <b>community scan</b> (This includes (1) a review (identification of) and (2) assessment (analysis of the quality) of existing local amenities, services, community assets, potential partners and other resources in the larger community) prior to delivery of services and programs?	Drop Down - Y/N		
	If Yes: Please upload an example of a completed report or summary of a community scan.	UPLOAD	Community Scan	
	If you serve family and seniors properties please choose one example to upload. If you have only provided services in a supportive housing property then please upload an example from that.			
	If NO: If the organization or its third party contractor does not complete or utilize a community scan, why not? How does the organization retain knowledge of and assess existing resources in the community?			

Question #	Resident Services Certification Questions	Answer Type	Attachments
23	Typically, does the organization or its third party contractor utilize a community scan that is updated at least once every five years?	Drop Down - Y/N	
	If YES: Who is responsible for completing this community scan?	Drop Down/ Select All	
	[[Corporate/Organizational Staff; Regional Resident Services Staff; Third Party Contractor Onsite Resident Services Staff; Property Management; OTHER]]	Text Box (for other)	
	Resident Data		
24	Does the organization or third party contractor conduct a <b>resident opportunities &amp; needs assessment</b> and produce an <b>analysis/report</b> at the property level prior to initial delivery of services and programs or shortly after lease up?	Drop Down- Y/N	
	This assessment should include (1) analysis of the aggregated demographics/data available for the residents of the property, (2) direct feedback (for example in the form of interviews, surveys, focus groups etc.) from the residents, (3) explanation of how the information in the assessment was obtained, and (4) an analysis showing what was learned. This assessments should be updated at least once every three years.		
	If No: If the organizationor its third party contractor does not complete a resident opportunities and needs assessment, why not? Does the organization or its contractor include aggregated information/data about the residents of a property to inform a property services plan? If so, what data is included?	Text Box	Resident Opportunities & Needs Assessment
	If Yes: Please upload a specific property level example of a completed Resident Opportunities & Needs Assessment Report.	UPLOAD	Report
	<b>Note:</b> This Resident Opportunities & Needs Assessment should be for the <b>same</b> property for which you provided community scan and any other property-specific attachments. If you serve family and seniors properties please choose one example to upload. If you have only provided services in a supportive housing property then please upload an example from that.		
	<b>If YES:</b> Typically, does the organization or its third party contractor collect information on Resident Opportunities and Needs Assessments at a property at least once every three years?	Drop Down- Y/N	
	If YES: Who is responsible for completing this Resident Opportunities & Needs Assessment and producing an analysis/report?	Drop Down/ Select All	
	[[Corporate/Organizational Staff; Regional Resident Services Staff; Third Party Contractor Onsite Resident Services Staff; Property Management; OTHER]]	Text Box (for other)	
25	DATA Question See "Data Question Tab"	UPLOAD	

Question #	Resident Services Certification Questions	Answer Type	Attachments
	Program Implementation		
	Provide a property services plan from one property that has already been implemented. Property Services Plans should be updated at least once every three years and should include (1) the desired goals, (2) a description of the resident services program, (3) strategies to address language, cultural or other potential challenges when engaging residents (4) who provides the services (for example: organizational staff, third party resident service provider, partner organizations, online/virtual resources, etc.), (5) staffing model and partnership description (if applicable), and (6) funding description. The plan should show how the information from the community scan and resident opportunities and needs assessment were used/analyzed to create the plan.  **Note: This Property Services Plan should be for the **same* property for which you provided community scan and Resident Opportunities and Needs Assessment Report. If you serve family and seniors properties please choose one example to upload. If you have only provided services in a supportive housing property then please upload an example from that.	UPLOAD	Property Services Plan
	Who is responsible for completing this Property Services Plan?  [[Corporate/Organizational Staff; Regional Resident Services Staff; Third Party Contractor Onsite Resident Services Staff; Property Management; OTHER]]	Drop Down/ Select All Text Box (for other)	
27	Typically, does the organization or its third party resident services contractor update or assess property services plans at least once every three years? How are surveys/data used in this re-assessment?	Text Box	
28	If the third party contractor completes the community scan, resident opportunities and needs assessments, and/or the property plan does a staff person at the corporate/regional level who provides Resident Services Coordination review them?	Drop Down- Y/N	
	If YES: Please describe the review process and what happens if one of the reports does not meet expectations.	Text Box	1
29	Does the organization or its third party resident services contractor provide referrals as part of your service coordination?	Drop Down- Y/N	
	If YES: How are these referrals tracked?	Text Box	1
30	Does the organization provide guidance to resident service coordinators (or the third party resident services contractor overseeing the coordinators) on how to ensure quality, integrity, and consistency in providing and tracking referrals?	Drop Down- Y/N	
	If YES: please describe what kind of guidance and/or oversight is given to ensure quality, integrity, and consistency in providing and tracking referrals.	Text Box	

Question #	Resident Services Certification Questions	Answer Type	Attachments
	Please indicate across your portfolio which categories of services are provided. These services may be provided by the organization's third party contracted onsite resident services staff or by a partner providing a specific program (such as a health clinic providing blood pressure screenings). Select all that apply.  [[Housing Stability Support; Health and Wellness; Nutrition/Healthy Food Access; Mental/Behavioral Health; Asset Building; Financial Management and Budgeting; Workforce Development; Adult Education Support; Youth Education Support; Youth Programming; Social Cohesion/Reduction of Isolation; Community Engagement; Referrals; Other (please specify)]]	Drop Down/ Select All Text Box (for other)	
	If the organization only provides services in one category, please provide a description of how extensive these services are.	Text Box	
	Please provide a brief description of programs/services that haven been scaled and are offered in more than one of your properties in any one category. (i.e. a tutoring program or healthy living initiative that your run at multiple sites)	Text Box	
	This should be no more than a 3-4 sentence description for each program.		
	Partnerships		
	Often properties with resident services coordination engage with external partners to bring services and/or programs on site. (This refers to a partner that comes to a property to provide a program/service (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	
	Does the organization or its third party contractor work with external service partners?		
	If No: Please explain why the organization or its third party contractor does not work with outside service partners.	Text Box	
34	If YES to #33: Please describe the criteria used by the applicant to determine what kinds of partners and programs to bring on site or used to provide oversight and guidance to the third party contractor so that they can make the determination. What is the process for assessing a potential partner, their approach towards service provision and their quality of services? (For example, looking for partners who, when possible, use evidence based services)	Text Box	
35	If Yes to #33: When there are external service partners, does the organization require there to be formalized agreements (MOUs or contracts) between the partner and the organization or with the organization's third party contractor?	Drop Down- Y/N	
36	If YES to #35: In the formalized agreements, please indicate if the agreements include the following. Select all that Apply.  [[(1)Roles + Responsibilities; (2)Participation; (3)Goals; (4)Outcome/impact goals; (5) Addresses liability.]]	Drop Down/ Select All	
	Please upload an example of an executed MOU between either the applicant or the third party contractor and an external service provider partner which outlines a partnership to deliver services to one or more of your properties.	UPLOAD	MOU
	<b>Note:</b> You may redact identifying information if necessary.		

Question #	Resident Services Certification Questions	Answer Type	Attachments
	Resident Engagement/Participation		
37	What approaches does the applicant and the third party contractor for resident services utilize to build trust with residents or facilitate stronger cohesion between residents? How does the applicant hold the third party contractor accountable for building relationships with the residents?	Text Box	
38	Typically, what approaches and strategies does the organization and its third party contracted resident services staff use to recruit residents to participate in programs/services?	Drop Down/ Select All	
	(Flyers, calendars, social media, personal outreach, collaboration between PM/RS and other property staff to reach new residents, recruit for new programs from participants in existing programs, resident leaders, other (please specify))	Text Box (for other)	
	What approaches are the most successful?	Text Box	
	In situations where there is low participation in a resident service program/activity, how does the organization and its third party contractor analyze why there is low participation and respond? Give a specific example of a strategy used at a property to address low participation. 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	
	Does the organization collect any information from residents to shape/adjust program design or to assess the impacts of services/programs or require their third party resident services contractor to collect and report to organization on such information from residents?	Drop Down- Y/N	
	If YES: How is it collected? Select all that Apply. [[Survey; Focus Group; Meetings with Residents; Walk in Office Hours, Information from Partner Orgs; Other (please specify)]]	Drop Down/ Select All Text Box (for Other)	
	E. Funding & Sustainability of Resident Services		
	Historically how does the organization typically fund Resident Services Coordination at the corporate/regional level?	Drop Down/ Select All	
	[[Property Operations; Residual Receipts; Reserve set up through development of the property to be used for RS; Federal Gov't Funds; State Gov't Funds; Local Gov't Funds; Non-Gov't Grants; Donations; Org. Contribution from Retained Earnings; Senior Housing-202 Grant; Senior Housing- 202 Adjustment in budget based rent; In Kind Donations; Volunteer Time; Partnerships (partner funded services) Other -Please Specify.]]		
	What are the two largest sources of funding for Resident Services Coordination at the corporate/regional level?	Text Box	

Question #	Resident Services Certification Questions	Answer Type	Attachments
	Historically how does the organization typically fund the Resident Services Coordinator at the property level?	Drop Down/ Select All	
	[[Property Operations; Residual Receipts; Reserve set up through development of the property to be used for RS; Federal Gov't Funds; State Gov't Funds; Local Gov't Funds; Non-Gov't Grants; Donations; Org. Contribution from Retained Earnings; Senior Housing-202 Grant; Senior Housing- 202 Adjustment in budget based rent; In Kind Donations; Volunteer Time; Partnerships (partner funded services) Other -Please Specify.]]		
	What are the two largest sources of funding for the Resident Services Coordinator at the property level?	Text Box	
	Historically how does the organization typically fund Resident Services (the actual programs and services provided for residents) at the property level?	Drop Down/ Select All	
	[[Property Operations; Residual Receipts; Reserve set up through development of the property to be used for RS; Federal Gov't Funds; State Gov't Funds; Local Gov't Funds; Non-Gov't Grants; Donations; Org. Contribution from Retained Earnings; Senior Housing-202 Grant; Senior Housing- 202 Adjustment in budget based rent; In Kind Donations; Volunteer Time; Partnerships (partner funded services) Other -Please Specify.]]		
	What are the two largest sources of funding for Resident Services at the property level?	Text Box	
42	Historically, if the organization has committed to providing resident services coordination in a specific property, does the organization commit to having several years of funding available to pay for resident services coordination in that property? How has the organization mitigated the potential risk of losing significant sources of funding for resident service coordination?	Text Box	
43	Typically, if the organization does not have enough resources to cover the resident services plan how does the organization proceed? Please provide an example of how this was addressed at a property.	Text Box	
44	In addition to any fundraising that happens at the property level by third party contractor, does the organization have dedicated resources/staffing to seek additional funds for Resident Services at the organization/corporate level?	Drop Down- Y/N	
	If NO: How does the organization raise the additional funds needed?	Text Box	
	If YES: Please describe the roles and responsibilities of those staff.	Text Box	
	F. Evaluation of Resident Services Efforts		
45	At the property level, does the organization track and analyze <b>indicators</b> (or require the third party contractor to track indicators) related to its resident services efforts?	Drop Down- Y/N	

Question #	Resident Services Certification Questions	Answer Type	Attachments	
	If YES: Please upload a Resident Indicators and Analysis Report from a property which demonstrates this analysis. This report should provide the organization with the information necessary to analyze the value and/or impact of the services on residents and to determine if the services should continue or if they need to be altered in order to attain the desired goals.	UPLOAD	Resident Indicators and Analysis Report (Single Property)	
	<b>Note:</b> The report should be for the <b>same</b> property as the uploaded community scan, resident opportunities & needs assessment report, and program plan.			
46	How frequently is the Resident Indicators and Analysis Report produced and reviewed? Select one.	Drop Down - Select One		
	[Quarterly, Semi-annually, Annually, Every two years, Less frequently then every two years]			
47	Who is responsible for completing the Resident Indicators and Analysis Report?	Drop Down/ Select All		
	[[Corporate/Organizational Staff; Regional Resident Services Staff; Third Party Contractor Onsite Resident Services Staff; Property Management; OTHER]]	Text Box (for other)		
48	What tools does the organization (or third party contractor) use to collect and track resident indicators/outcomes/impact? Select all that Apply.	Drop Down/ Select All		
	[[ ETO/Social Solutions; Family Metrics; AASCOnline; Salesforce; Service Point; Integrate; Success Measures; Proctor Software; Excel; Property Management Software; Other (Please Specify)]]	Text Box (for other)		
49	Are residents involved and engaged in assessing the success of the services?	Drop Down- Y/N		
	<b>If YES:</b> Please describe <b>how</b> residents are involved (this may include resident survey information about the experience using the program/service, focus groups, and/or analysis of low participation rates) and include one specific property level example in your description.	Text Box		
50	Please upload an analysis/report which demonstrates the value/impact of the organization's services across <u>multiple</u> <u>properties</u> .	UPLOAD	Impact Analysis/Report (multiple properties)	
	This could be demonstrated by featuring the value/impact of a specific service (i.e. a report for a tutoring program or financial coaching program offered at multiple sites) or an impact report on broader resident services efforts across multiple properties.			

Section A: Portfolio Profile -- To be filled out by Owners who contract out the hiring/management of onsite Resident Services Coordinators, but retain Resident Services Coordination oversite (Hybrid)

How many years of expe housing provider?	rience has the organizat	tion had as a multifamily							
Portfolio Information	on								
Property Type	# of Properties:	# of Units	Property Mgmt.: # Properties that Self-Manage or have a Related Property Mgmt. company	Property Mgmt.: # Properties with Third-party Property Mgmt.	RSC: # Properties with Resident Services Coordination	RSC: # of years the organization has been providing Resident Services Coordination in this type of housing	on-site Resident Services	RSC: # of Properties where hiring of on-site Resident Services staff is contracted out to 3rd party	RSC: # Properties with a community space for Resident Services
Senior									
Family/Unrestricted									
Supportive/Special									
Populations									
Other									
If possible, please estima	ate what percentage of t	the organization's							
If the organization contra	acts with 3rd parties for	the hiring of on-site Res	ident Services staff a	t their properties. pl	ease answer the fol	lowing auestions:			
Across the portfolio, in properties where there is Resident Service						•			
Coordination how many companies are providing the on-site Resident Service Coordinators?	2								

contracts for this service within your portfolio. Please list the total number of properties and units where each contractor provides this service.

	Number of Properties within Organization's Portfolio	# of Units
Name of 3rd Party		

What information and data from residents is typically utilized as a part of resident services coordination? Select All That Apply.

зелест ян тнит арргу.			•	Ti-	T
	Collected by property	Collected and	Collected and Shared	•	Please indicate if
	management, but NOT	Shared with RS Staff	with RS Staff	Services Staff	this data is stored
	shared with RS staff	(AGGREGATED)	(INDIVIDUALIZED		electronically
			DATA)		
Demographics					
Age					
Sex					
Race/Ethnicity					
Income					
Employment					
Non Work Income (disability, SS, pension, other)					
% income paid to rent					
Banking Info					
Other - Please specify					
,					
Compliance Data					
Eviction/Notice to Quit					
Late Rent Payment					
Change in Income/Employment					
Move In/Move out					
Other- Please Specify:					
Resident Surveys					
Individual Assessments (intake forms, one-on-one					
individualized assessments)					
Focus Group Information					
Other??					