

Developing and Delivering Effective Resident Services Coordination Programs

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The History of Resident Services Coordination - Early Affordable Housing

Historically, affordable housing focused primarily on:

- Rent collection
- Property maintenance
- Compliance
- Building operations



The History of Resident Services Coordination - Early Affordable Housing

Success was measured by:

- Occupancy
- Financial stability
- Physical condition

Very little attention was given to resident well-being.



The Shift

Research demonstrated that housing alone does not create stability.

Residents often experienced:

- Social isolation
- Food insecurity
- Poor health



The Shift

Residents often experienced:

- Behavioral health challenges
- Transportation barriers
- Financial insecurity



Housing + Services

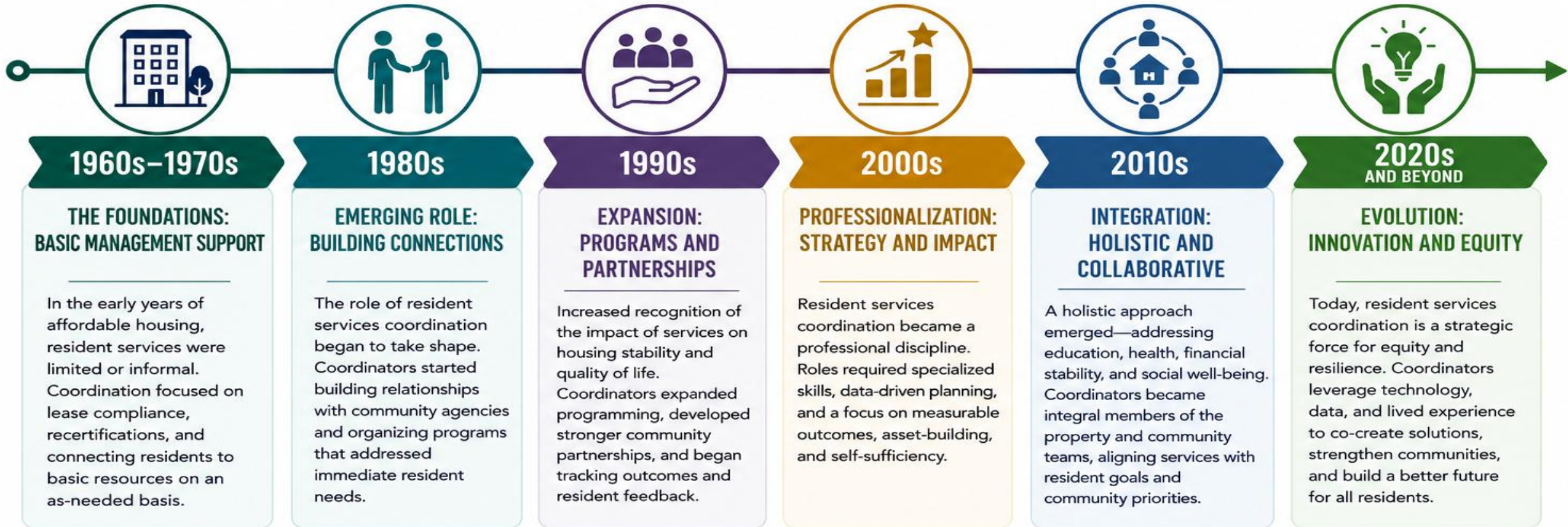
Affordable housing providers recognized that stable housing plus supportive services leads to better resident outcomes.



The Chronological History of RESIDENT SERVICES COORDINATION



*A history of evolving purpose, people, and practice—
from basic support to holistic, resident-centered coordination.*



THROUGH EVERY DECADE, THE MISSION REMAINS THE SAME: *empowering residents, strengthening communities,
and creating homes where people thrive.*



Evolution of Resident Services

1980s

- Service coordinators introduced in HUD elderly housing

1990s

- Expansion into nonprofit affordable housing

2000s

- Aging in Place initiatives
- -Wellness programming



Today

Resident Services focuses on:

- Prevention
- Resident engagement
- Health promotion
- Housing stability
- Community partnerships
- Whole-person wellness



Three Models of Resident Service Delivery

Model 1

Information and Referral Model

Focus:

Connect residents with outside resources.



Examples

- Food banks
- Transportation
- Benefits enrollment
- Utility assistance



Strengths & Limitations

Strengths

- Efficient
- Low cost
- Easy implementation

Limitations

- Reactive
- Minimal resident engagement



Three Models of Resident Service Delivery

Model 2

Case Management Model

Focus

- Provide individualized support



Examples

- Goal planning
- Frequent follow-up
- Crisis intervention
- Advocacy



Strengths & Limitations

Strengths

- Intensive support

Limitations

- High staff workload
- Often beyond the scope of affordable housing Resident Services



Three Models of Resident Service Delivery

Model 3

Resident Services Coordination Model
(Best Practice)

Focus

- Coordinate—not provide—services.



Goal

Help residents remain safely housed while maintaining independence.



Strengths & Limitations

Strengths

- Supports “Aging in Place”
- Improves health and well-being
- Increases access to community resources
- Enhances social connectedness



Strengths & Limitations

Strengths

- Promotes independence
- Improves housing stability
- Benefits property management



Strengths & Limitations

Limitations

- Limited funding
- High caseloads
- No direct clinical care



Strengths & Limitations

Limitations

- Resident participation is voluntary
- Coordination challenges
- Role ambiguity



Strengths & Limitations

Limitations

- Complex resident needs
- Limited availability of community resources (Rural communities)



Community Resources

- Caregiver support
- Home modification
- Home care
- Legal assistance
- Veteran services



Community Resources

- Benefits enrollment
- Transportation
- Nutrition
- Mental health
- Substance use



Effectiveness of Resident Services Coordination

In practice, Resident Services Coordination is most effective when integrated with strong community partnerships, accessible healthcare systems, and sustainable funding that allows coordinators to provide proactive, resident-centered support.



Responsibilities Include

- Assessing needs
- Building partnerships
- Wellness education
- Community building
- Resident empowerment
- Resource navigation



Best Practices Checklist for Program Development

- ☑ Resident-centered
- ☑ Trauma-informed
- ☑ Culturally responsive
- ☑ Evidence-informed



Best Practices Checklist for Program Development

- ☑ Collaborative
- ☑ Data-driven
- ☑ Sustainable
- ☑ Flexible



Best Practices Checklist for Program Development

☒ Prevention-focused

☒ Strength-based



Building the Resident Services and Property Management Partnership

Why Collaboration Matters

Residents rarely distinguish between:
Resident Services and Property Management

To residents:

"We all work together."



Property Management Responsibilities

- Lease enforcement
- Maintenance
- Compliance
- Inspections
- Rent collection
- Risk management



Resident Services Responsibilities

- Community engagement
- Resource coordination
- Needs assessment
- Wellness programming
- Housing stabilization
- Supportive referrals



Shared Goals

- Resident retention
- Housing stability
- Resident satisfaction
- Reduced crises
- Safer communities
- Positive reputation



Best Practices

- Weekly meetings
- Shared communication
- Defined roles
- Mutual respect
- Joint resident outreach
- Problem solving together
- Confidentiality (need to know basis)



Making the Business Case for Resident Services

Leadership Frequently Asks

- Why invest in Resident Services?
- What is the return on investment?
- How do we measure success?



Benefits

- Reduced turnover
- Improved occupancy
- Reduced evictions
- Improved resident satisfaction



Benefits

- Lower crisis costs
- Healthier residents
- Stronger community reputation
- Better compliance with grant requirements



Characteristics of Highly Effective Services Coordinators

Successful RSCs understand:

- Aging process
- Affordable housing
- Community resources
- Benefits systems
- Crisis intervention



Characteristics of Highly Effective Services Coordinators

Successful RSCs understand:

- Motivational interviewing
- Trauma-informed care
- Cultural humility
- Fair Housing
- Professional boundaries



Skills

- Excellent communication
- Problem solving
- Organization
- Documentation
- Public speaking



Skills

- Conflict resolution
- Partnership building
- Program planning
- Data collection
- Empathetic listening



Personal Characteristics

- Empathy
- Professionalism
- Integrity
- Adaptability
- Patience



Personal Characteristics

- Curiosity
- Resilience
- Optimism
- Leadership



Measuring Impact

Resident Services positively impacts:

Residents

Families

Property operations

Owners

Healthcare systems

Communities



Measuring Success

- Resident outcomes
- Participation/engagement
- Referral completion
- Volunteer hours
- Resident satisfaction



Measuring Success

- Hospital diversion stories
- Housing retention
- Partnership growth
- Grant funding secured
- Resident's last home: “Aging in Place”



Success Story Exercise

Share a resident success story demonstrating measurable impact.



Resident Outcomes

- Increased independence
- Improved health
- Reduced isolation
- Greater food security



Resident Outcomes

- Improved mental health
- Increased financial stability
- Reduced hospitalizations
- Longer successful tenancy



Organizational Outcomes

- Reduced turnover
- Reduced complaints
- Fewer crises
- Improved staff collaboration



Organizational Outcomes

- Better resident engagement
- Higher resident satisfaction
- Improved reputation
- Reduced property damage



Sample Dashboard

Monthly

- Residents served
- New assessments
- Referrals completed
- Programs offered



Sample Dashboard

Monthly

- Attendance
- Volunteers
- Community partners
- Success stories



Building Partnerships

Building strong partnerships is one of the most effective ways to expand and sustain resident services in affordable senior housing.



Building Partnerships

Because resident services programs often operate with limited budgets and staffing, partnerships allow housing providers to leverage community resources, improve resident outcomes, and deliver a broader range of services without bearing the full cost.



Expand Access to Services

No single organization can meet all of the needs of older adults. Partnerships with healthcare providers, social service agencies, nonprofit organizations, educational institutions, and local governments enable residents to access services such as:



Small Group Activity

Identify five organizations in your community that could partner with your Resident Services program.



Partnerships Expand Access to Services

- Health screenings and wellness programs
- Behavioral health counseling
- Nutrition education and food assistance
- Transportation services



Partnerships Expand Access to Services

- Benefits enrollment assistance
- Financial counseling
- Legal aid
- Caregiver support
- Memory care support and services



Partnerships Expand Access to Services

- Faith communities
- Technology assistance
- Digital literacy
- Emergency preparedness
- Mobile library and computer lab



Build a Comprehensive Support Network

- Effective resident services depend on coordinated care.
- Partnerships create a network of professionals who can respond to residents' changing needs, including:



Build a Comprehensive Support Network

- Healthcare providers
- Home health agencies
- Area Agencies on Aging (AAA)
- Faith-based organizations



Build a Comprehensive Support Network

- Veterans' organizations
- Senior centers
- Volunteer organizations
- Rotary, Kiwanis International, Lions Club, American Legion



Goal

This network helps ensure residents receive timely referrals and coordinated support that improves resident health and well-being.



Improves Health and Well-Being

- Collaborative partnerships help address the social determinants of health that affect older adults.
- Access to preventive healthcare, nutrition, social engagement, and supportive services can:



Improves Health and Well-Being

- Reduce social isolation
- Improve physical and mental health
- Increase independence
- Reduce emergency room visits and hospitalizations
- Help residents age safely in place



Funding Resident Services

Potential Funding Sources

- HUD Service Coordinator Grants (MFSC-NOFA)
- State Housing Finance Agencies
- Area Agencies on Aging
- Managed Care Organizations
- Foundations



Funding Resident Services

- Hospital Community Benefit Programs
- County Aging Services
- Faith-based organizations
- Community Development Block Grants
- Corporate sponsorships (Costco, Target, etc.)
- Individual donations



FUNDING OPTIONS *for* RESIDENT SERVICE COORDINATION

IN AFFORDABLE SENIOR HOUSING COMMUNITIES



Resident Service Coordinators help older adults thrive by connecting them to the supports and resources they need to live healthy, independent, and engaged lives.



RESIDENT SERVICE COORDINATION IS AN INVESTMENT IN PEOPLE AND COMMUNITIES.

6 FUNDING OPTIONS TO SUPPORT RESIDENT SERVICE COORDINATION

1. PROPERTY OPERATING BUDGET



Use a portion of the property's operating budget to fund service coordination as an essential service.

BEST FOR: Communities committed to integrating services into day-to-day operations.

2. GRANTS & FOUNDATIONS



Secure funding through philanthropic foundations, corporate giving, or local community grants.

BEST FOR: Start-up funding, program expansion, or pilot initiatives.

3. GOVERNMENT PROGRAMS



Leverage federal, state, and local programs that support aging services and supportive housing.

EXAMPLES:

- Older Americans Act (Title III C)
- HUD Supportive Services Program
- State Aging Services Funds
- Local Human Services Funding

BEST FOR: Sustainable funding through public resources.

4. HEALTHCARE PARTNERSHIPS



Partner with hospitals, health plans, and managed care organizations invested in reducing costly preventable outcomes.

BEST FOR: Value-based partnerships and community health collaborations.

5. RESIDENT & COMMUNITY CONTRIBUTIONS



Encourage voluntary contributions, donations, or fundraising efforts to support services.

BEST FOR: Enhancing programs and fostering community ownership.

6. BRAIDED & BLENDED FUNDING



Combine multiple funding sources to create a stable and flexible funding strategy.

BEST FOR: Long-term sustainability and meeting diverse community needs.

THE IMPACT OF INVESTING IN SERVICE COORDINATION



Improves health and well-being



Reduces emergency visits and hospitalizations



Supports aging in place and housing stability



Builds connection and stronger communities



WHEN WE FUND PEOPLE, WE STRENGTHEN COMMUNITIES.



Sustainable funding for Resident Service Coordination creates healthier, more connected, and more resilient affordable senior housing communities.





AASC Calls On HUD to Release Funds

In a joint letter with LeadingAge, AASC calls on HUD Secretary Scott Turner to release funds for existing and new awards to properties.

[Read the Letter!](#)

Resources

Professional Organizations

- Corporation for Supportive Housing (CSH)
- Council for Health and Human Service Ministries
- National Center for Healthy Housing



Resources

Federal Resources

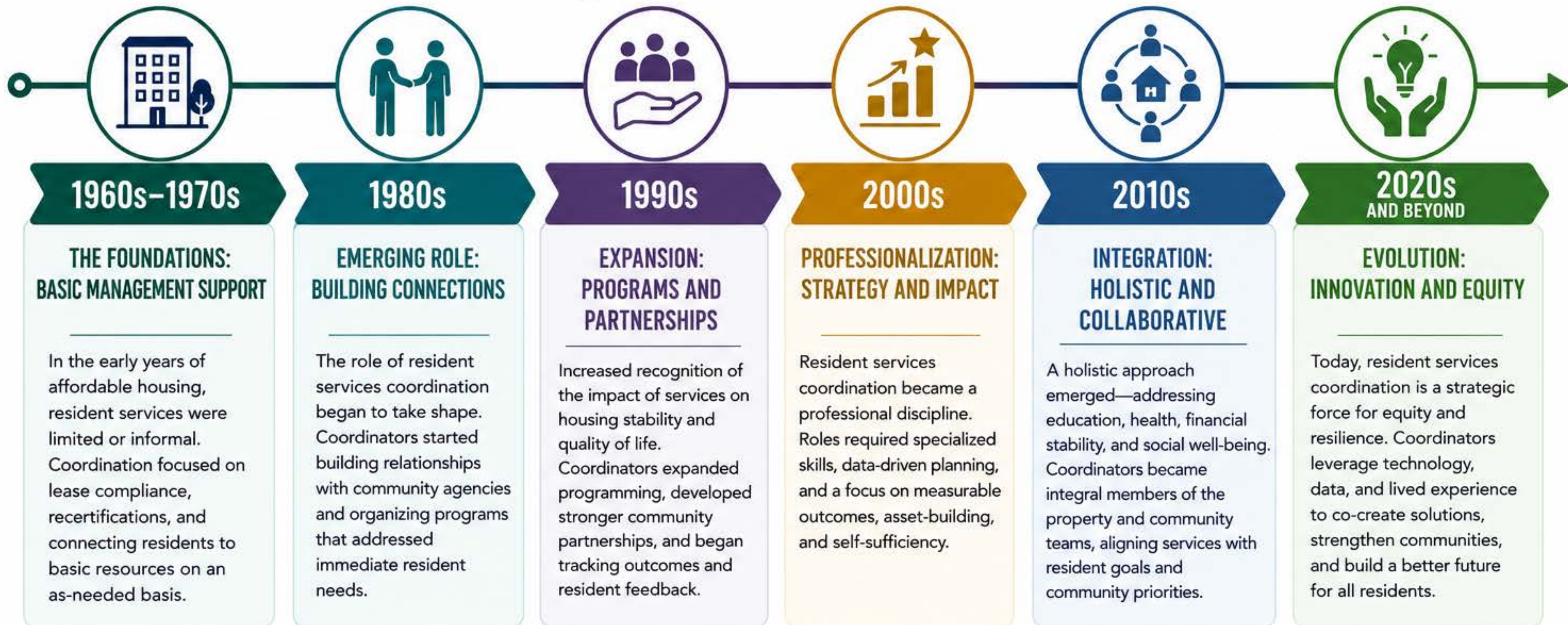
- HUD Service Coordinator Program
- Administration for Community Living (ACL)
- National Council on Aging (NCOA)
- BenefitsCheckUp
- Eldercare locator



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