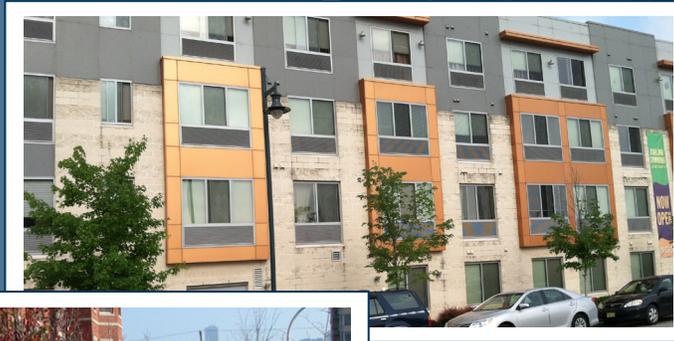


# STATE OF THE FIELD SCAN #2

## RESIDENT SERVICES IN MIXED-INCOME DEVELOPMENTS Phase 1: Survey Findings and Analysis

*August 2015*



*National Initiative on*  
**Mixed-Income  
Communities**



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The **National Initiative on Mixed-Income Communities** (NIMC) is a resource for research and information about mixed-income communities. The mission of the NIMC is to help reduce urban poverty and promote successful mixed-income communities by facilitating high-quality research and making information and evidence easily available to policymakers and practitioners. NIMC will promote more effective policy and practice for building successful mixed-income communities by 1) conducting and supporting research and evaluation, 2) conducting state of the field scans, 3) providing technical assistance and consultation, 4) connecting researchers, practitioners and policymakers, and 5) centralizing information on mixed-income developments in an online database and library.

**The American City Coalition** is a 501 (c)(3) nonprofit organization working to revitalize neighborhoods so that urban families flourish in safe environments and benefit from the full economic opportunity of American cities. <http://tamcc.org/>

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## I. Executive Summary

In one of our roles as a central resource for research and information on mixed-income developments and communities, the National Initiative on Mixed-Income Communities conducts periodic scans of the mixed-income field on specific topics of pressing interest. The mixed-income approach has successfully transformed deteriorating public housing complexes into safer and more attractive developments for residents from a range of income levels. However, the emerging literature on mixed-income development suggests that improvements in social and economic well-being for low-income families are far more difficult to achieve.

This current scan of the field provides an initial picture of how mixed-income developments across the U.S. are providing services to improve residents' well-being and self-sufficiency. Online surveys were completed by representatives of 60 mixed-income developments on the demographics and characteristics of their site, the types of support and social services that are available for residents, the scope of efforts to track and assess service use and outcomes, and perceived outcomes of these services. Forty-seven of the sixty sites reported that they provide some level of resident services. This report represents a first descriptive phase of data collection and analysis, to be followed by a more in-depth focus on a smaller sample of sites.

### Key Findings

**Funding.** In mixed-income developments that offer resident services, the majority of funding comes from operating funds and far less from external public and private grant sources. Though the budgets and staffing for resident services varied extremely widely across developments, the types of services offered and the general sense of service quality and effectiveness did not vary as much. A more detailed examination of the scope and depth of services offered is needed, but in general the picture seems to be that even in underresourced sites property management and resident services staff are finding ways to make a variety of services available for residents.

**Service gaps.** While 73 percent of respondents cited a lack of education and skills as the biggest barriers to employment, and over 90 percent of sites offer some form of employment support, which includes job training in some cases, only 58 percent of the sites offer access to adult education services. Youth services, case management, financial literacy and health and wellness services were offered in over 70 percent of the sites. Despite the high proportion of single-parent households across sites (average 60 percent), childcare was the least available resident service (available at only 37 percent of the sites) and was rated lowest by site representatives in terms of meeting the needs of residents.

**Services geared toward "upward mobility."** Our closer examination of "upward mobility" services such as employment support, financial literacy and adult education indicated that the developments that are able to offer the most services of this type tend to be slightly larger and newer, but the main differences are that they have a more diverse income mix

and considerably more private donor funding on average.

**Mode and location of service delivery.** Services offered on-site rather than off-site were more likely to be rated by site representatives as meeting the needs of residents. Likewise, services offered directly by staff or through a contracted agency were more likely to be rated as meeting the needs of residents than services offered through referral.

**Income mix.** Developments which have the highest proportion of public housing residents had the lowest employment rate but have relatively low budgets, the fewest average services offered, the fewest staff working on resident services and a relatively low respondent rating of strength of services and service impact.

Those developments with a mix that *excludes* the lowest income residents have the lowest median budgets but offer the highest average number of services and have a relatively high rating of service strength and impact.

Developments with a “bimodal” mix of higher-income residents along with the lowest income residents reported the largest resident services budgets.

The most diverse sites, with residents from across the income spectrum, reported relatively high median budgets and a relatively high respondent rating of service strength and impact.

**Tracking outcomes.** Almost two-thirds of the developments report that they track resident service outcomes but only about a third have a database or management tracking system to help them do this systematically. Furthermore, the vast majority of the sites that track outcomes track *participation* in programs, but far fewer track actual participant *outcomes* in areas such as employment, education, or health and wellness.

**Challenges.** The number one reported challenge to offering resident services was resources and funding, but our comparative analysis indicated that this was particularly true among older sites, while respondents from developments in operation ten years or less cited resident engagement as their biggest challenge.

### Implications for policy and practice

Our analysis here suggests several implications for consideration by policymakers and practitioners looking to promote more effective resident services in mixed-income developments.

**Better alignment of resident services to needs.** Our findings suggest that while the biggest barrier to employment is resident skills and education, relatively fewer sites are able to connect their residents with adult education services. Likewise, though there are a relatively high number of single parents in these developments, childcare is the least offered service across sites. Furthermore, the developments with the highest proportion

of low-income residents are the ones with relatively low resident services budgets, fewer staff and fewer services, particularly case management.

**More systematic tracking of resident outcomes.** In order to understand the effectiveness of services and improve practice better, a greater number of sites will need to implement means of tracking resident outcomes and move beyond simply tracking participation and program completion to collecting information about resident outcomes over time.

**Develop and seek staff buy-in to a more comprehensive overall vision, strategy and infrastructure for resident services.** While an array of services are offered across the sites, respondent reflections on lessons learned suggest that some sites are benefitting from establishing a clearer understanding among staff and partners about the specific strategic approach to resident services in their particular development and community context. In general, it appears more strategic attention is needed to the infrastructure necessary to conduct and sustain programs including issues of staffing, design and implementation, resident engagement strategies, meeting and activity space, and organizational partnerships.

**More proactive engagement and management of partners.** With limited resources, collaboration and partnerships are key. The data available here suggests that contracted services can be as effective as services offered directly, but both are seen as more effective than referrals. Determining how to assess and enhance the quality of services offered both directly and indirectly will be critical, given the need for underresourced sites to work through partners.

**Increased efforts at meaningful resident inclusion.** Several respondents asserted that more effort is needed to make sure that residents are part of the decision-making and feedback about the design, implementation and enhancement of a resident services strategy. Furthermore, some respondents suggested that efforts to promote a cohesive community with positive relations and interactions among neighbors across income levels and backgrounds can also help with the outreach and engagement efforts in resident services.

### Issues for Further Exploration

While providing a more detailed picture of the landscape of resident service provision across mixed-income developments than has been previously available, this scan of the field has raised many questions for more in-depth data collection and analysis.

- Beyond whether particular services are offered or not, what are the differences in service quality, intensity, scope and duration?
- In those sites with low budgets and staffing, what is the nature of the services they are able to offer and are there efficiencies that might be worth replicating?

- How have sites with higher budgets been able to secure private and public sector funding for resident services, can this be sustained over time and can it be replicated in other sites?
- Why is there more investment in resident services in the more economically-diverse sites and less in the sites with a greater population of low-income residents? What might be done to address this misalignment?
- What can be learned from effective efforts to leverage local organizational resources for resident service delivery and from effective partnerships?
- What types of individual and collective outcomes are associated with various services and delivery methods and are these outcomes sustained over time?
- What are effective methods for resident inclusion in the design, implementation and enhancement of resident services?
- What community building strategies have proven effective in promoting greater engagement in resident services?

## II. Introduction

The mixed-income development approach across the U.S. is successfully transforming deteriorating public housing complexes and their surroundings into safer and more attractive developments and neighborhoods. Through public-private partnerships, housing developments are being created to attract higher-income residents while including affordable housing available for low-income households. The federal government has renewed its support for the mixed-income approach by launching the Choice Neighborhoods Initiative in 2010 as the successor to the 17-year HOPE VI initiative.

While there has been considerable success physically transforming the housing complexes and enabling low-income residents to live in safer, more stable environments, the emerging literature on mixed-income development suggests that improvements in social and economic well-being for low-income families are difficult to achieve. Simply moving to a mixed-income environment is proving to not be sufficient to counteract the intergenerational poverty, marginalization and deprivation endured by many public housing residents. Housing authorities, private developers and their social service partners are discovering that extensive social support and services are required to help low-income households to stabilize and to establish a path toward self-sufficiency (Chaskin, Joseph, Voelker & Dworsky, 2012; Levy, McDade & Bertumen, 2013; Oakley, Fraser & Bazuin, 2014; Fraser, Chaskin & Bazuin, 2013; Popkin & McDaniel, 2013; Popkin, Cunningham & Burt, 2005).

While the need for strong resident services is clear, very little is known across the mixed-income field about the scope and nature of services that are being provided for residents. The National Initiative on Mixed-Income Communities ([nimc.case.edu](http://nimc.case.edu)) was created to fill information and research gaps in the field in order to promote more effective policy and practice. Our first "State of the Field Scan" focused on the topic of social dynamics in mixed-income developments including issues of social interaction, community building, social control and governance. This second Scan aims to document the types of services and programs available at mixed-income developments.

As developers and their partners seek better results for low-income residents of mixed-income developments some are investing in increasingly robust service strategies with supports that include case management, employment support, financial literacy, health and wellness, childcare and youth services. This scan focuses on the types of support and social services that are available for residents, the characteristics of sites that offer various services, the scope of efforts to track and assess service use and outcomes, and perceived outcomes of these services. **This report presents findings from Phase 1 of this study: a high-level focus on service provision across a broad set of developments. A second phase of data collection is planned to further investigate these findings with more in-depth qualitative data from a selected set of developments.**

**Goals of NIMC Scans of the Field**

- Generate a comparative description of the landscape of the mixed-income development field
- Document and analyze strategies and insights from mixed-income practitioners on specific topics of pressing interest to the field
- Make contact and build relationships with a network of mixed-income developments and practitioners across the field
- Share lessons learned and promising emerging practices
- Make recommendations for more effective practice and policy

**Guiding questions**

Several questions framed this first phase of the study:

Availability of services

- What resident services are available at mixed-income developments?
- What are the characteristics of developments that are able to offer various resident services?
- How are resident services offered (on-site/off-site, contracted/offered directly/referred)?
- How are resident services staffed?
- How are resident services funded?

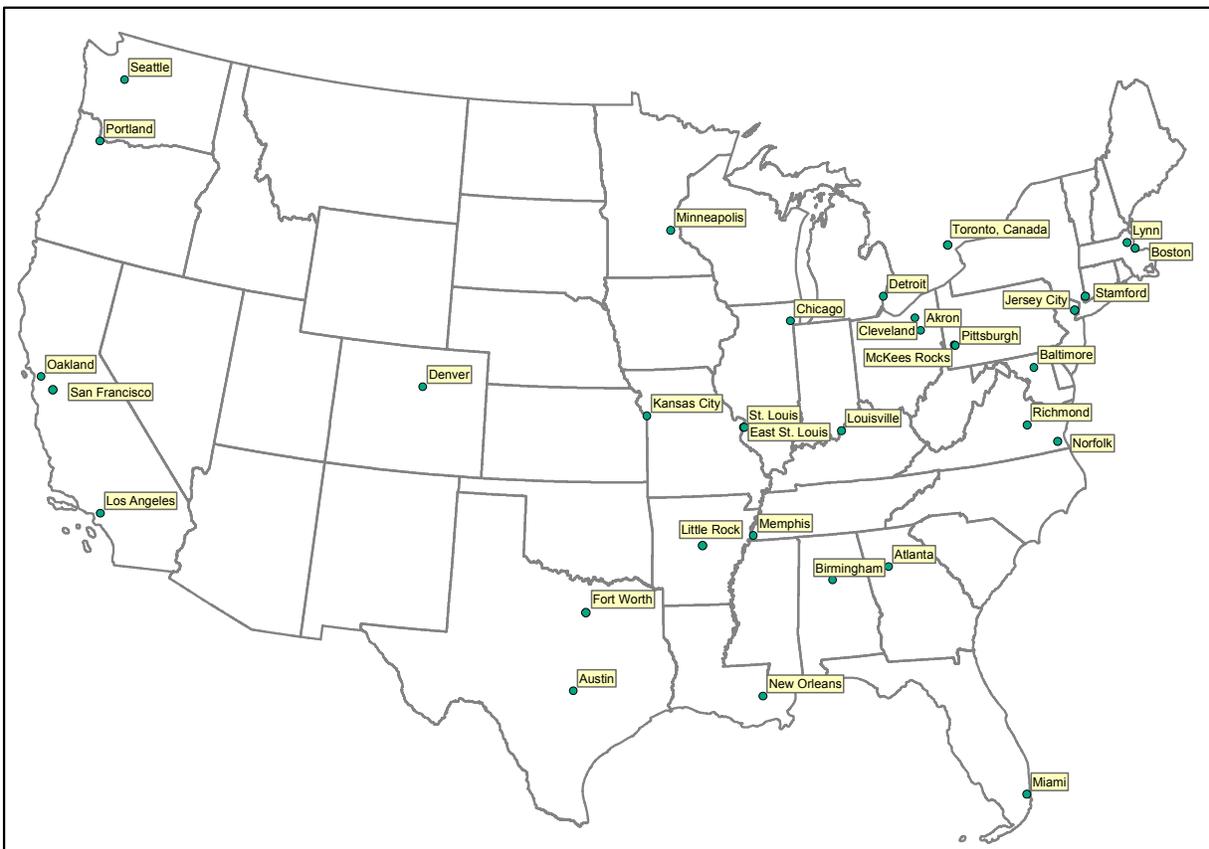
Measuring performance management and outcomes

- How are mixed-income developments tracking results?
- What are staff perceptions of the effectiveness of resident services?

### III. Methods

A pool of 150 mixed-income developments<sup>1</sup> in the U.S.<sup>2</sup> was generated for which contact information was available for representatives of the development. The pool was geographically diverse and represented a broad range of developments in terms of age and size. Email invitations with a link to an online survey were sent to staff members at each of the 150 developments starting in April 2014. Surveys were collected until October 2014. In many cases multiple staff members at the development worked together to complete the online survey that included questions about mixed-income development property management and resident services.<sup>3</sup> Multiple reminders and requests for survey completion were required in most cases. Survey data were analyzed using SPSS software.

**Figure 1: Cities in Sample of Mixed-Income Developments**



Cities in Sample of Mixed-Income Developments

1 We use the Brophy and Smith (1997) definition of “mixed-income” housing: the intentional financing, design and construction of a development in order to attract residents with a range of income levels. Our focus is multi-building housing complexes. We operationalize the definition with five “income types”: public housing, affordable rental, market-rate rental, affordable for-sale and market-rate for-sale. To compare variations of mixing; we deploy a mixed-income typology devised by Vale and Shamsuddin (2014): Narrow Low-Income, Polarized Bimodal, All But the Poorest and Broad Continuum.

2 One major development in Canada was included.

3 A copy of the survey instrument is available upon request.

**Sample description**

Surveys were completed by representatives of 60 developments. However three of those reported still being in the planning and construction stages and ten reported not offering any resident services at all. Represented in the sample of 57 occupied developments are 23 private developers, 26 housing authorities and 21 property management companies (a list of developments and developers in the scan sample is included in the Appendix). As **Figure 1** shows, developments that participated in the scan are well distributed geographically: 33 cities are represented with, 32 percent in the South, 28 percent in the Midwest, 21 percent in the West, 18 percent in the Northeast and one site in Canada.

The size of developments ranges very broadly from 4 acres to 700 acres with a median size of 27 acres. Eighty percent of sites are fully complete. Those that are not complete have from one to ten years of additional construction planned. The median age of developments is 10 years old and the oldest development has operated for 36 years. There is also a wide range in development size by number of units. The majority of developments have fewer than 500 units. The median number of units at a development is 337 units with an average of 458 units and a range from 54 to 2,960 units. For developments that are not fully complete, the median number of planned units is 950 with a range of 230 to 978 for the all but three of the sites. The three large outlier developments are projected to have 2,696, 5,900 and 7,383 units.

We compared developments that offer resident services to developments that do not on basic development characteristics and found developments with services have more units and a larger proportion of rental units. Developments without services have a larger proportion of for-sale units, higher turnover rates and are slightly older than developments with services. **Table 1** shows these differences.

**Table 1: Comparison of developments with and without services**

	With services (n=47)	Without services (n=10)
<b>Median total number of units</b>	352	235
<b>Average proportion rental</b>	92%	86%
<b>Average proportion for-sale</b>	7%	13%
<b>Average turnover rate</b>	14%	27%
<b>Average age of development</b>	10 years	11 years

Based on available comparison data, the 57 occupied developments appear quite representative of the 300 mixed-income developments identified in the mixed-income development database compiled by in the National Initiative on Mixed-Income

Communities database (accessible at <http://neocando.case.edu/nimc/>). For example, the average number of total units at developments is 458 in the sample compared to 417 in the database, developments have operated for an average of 10 years in both groups and in the scan 56 percent of developments were funded by the federal HOPE VI program compared to 48 percent in the database.

### **Study Limitations**

It was quite difficult to make contact with development representatives and encourage their completion of the survey, particularly given the detailed nature of some of the information requested. While the sample represents a relatively diverse cross-section of the field on a number of characteristics, including geography, age, size and developer, it is not a random sample and there is likely some selection bias in terms of developments with the staff capacity and inclination to complete the survey. In particular, some smaller, less well-resourced developments with limited resident services may have declined to participate, given the topic of the survey and time and capacity required to complete the survey. Furthermore, this study relies on the information and perspectives shared by a select group of staff (sometimes one person) at each development. It does not have the benefit of independent, objective documentation or evaluation, nor does it incorporate the perceptions of residents who use the services in question. These would be important elements for future research that builds on this initial scan.

## IV. Findings

Our discussion of findings is organized as follows. First, we provide background information about the context at each of the developments including the nature of the income mix across developments, the resources and staffing dedicated to resident services, and the demographics and circumstances of residents. Then we turn to an examination of the resident services offered at the developments, including types of services and where and how they are offered. We then describe whether and how developments are tracking and assessing program outcomes and summarize respondents' assessments of the effectiveness of services they are able to offer. Finally, we consider respondents' insights about their challenges and lessons learned regarding resident services.

### Nature of the income mix

As is true in the field generally, the extent of income mixing varies widely across the developments in the sample. To operationalize the definition, we define five housing types:

- Public housing
  - receives a federal Annual Cost Contributions (ACC) subsidy<sup>4</sup>
- Affordable rental
  - subsidized, most often with Low Income Housing Tax Credits, eligibility is usually targeted to households earning under 80 percent of Area Median Income
- Market-rate rental<sup>5</sup>
  - no income restrictions
- Affordable for-sale
  - subsidized, eligibility usually targeted to families earning between 80 and 120 percent of Area Median Income
- Market-rate for-sale
  - no income restrictions

<sup>4</sup> To provide a sense of the income level of this population: in the general public housing population nationally over 70 percent of households earn under 30 percent of Area Median Income (AMI) and 90 percent earn under 50 percent of AMI (Turner and Kingsley, 2008).

<sup>5</sup> A confounding feature of the income mix in mixed-income developments is that market-rate rental units are sometimes occupied by Housing Choice Voucher (HCV) holders, thus low-income families are living in units intended for higher-income families. While this is positive for those low-income families able to access quality, affordable mixed-income housing, it distorts the presumed and intended income mix. We included this issue on the survey and found that 42 percent (24) of the sites indicated that at least some market-rate rental units are occupied by HCV holders. However, according to respondent estimates, a median of only two percent of market-rate units are occupied by HCV holders, though there was a large range between one and ninety-eight percent. Seven of the twenty-four sites have between ten and forty percent of market-rate rental units occupied by HCVs and four have over forty percent.

**Table 2** shows the different types of housing units in developments. Across the developments, public housing units comprise the highest percentage of units followed by affordable rental. Affordable for-sale units comprise the smallest percentage of units in developments. A relatively small percentage of the sample includes affordable or market-rate for-sale units.

**Table 2: Types of Housing Unit**

Housing Type	Range (count)	Range (%)	Median	<i>n</i>	Percent of sample*
Public Housing	30-901	19-85%	44%	41	72%
Affordable Rental	9 to 400	6-91%	31%	49	86%
Market Rate Rental	5 to 884	1-69%	25%	40	70%
Affordable For-Sale	8 to 280	2-14%	8%	7	12%
Market Rate For-Sale	14-1,810	3-72%	40%	11	19%

\*with some units of this housing type

The mix of housing types within each development is displayed in Figures 2-4 in three ways. **Figure 2** shows the income mix across developments in just three categories: public housing, affordable and market rate, without distinguishing between rental and for-sale units. **Figure 3** highlights tenure mix across developments with just two categories: rental and for-sale. **Figure 4** shows the five-category distribution of mix by both income subsidy level and tenure. Of the 57 occupied developments surveyed, 51 provided information about their current unit mix at the development (see **Appendix** for the corresponding developments listed in each table).

Figure 2: Income Mix Across Developments

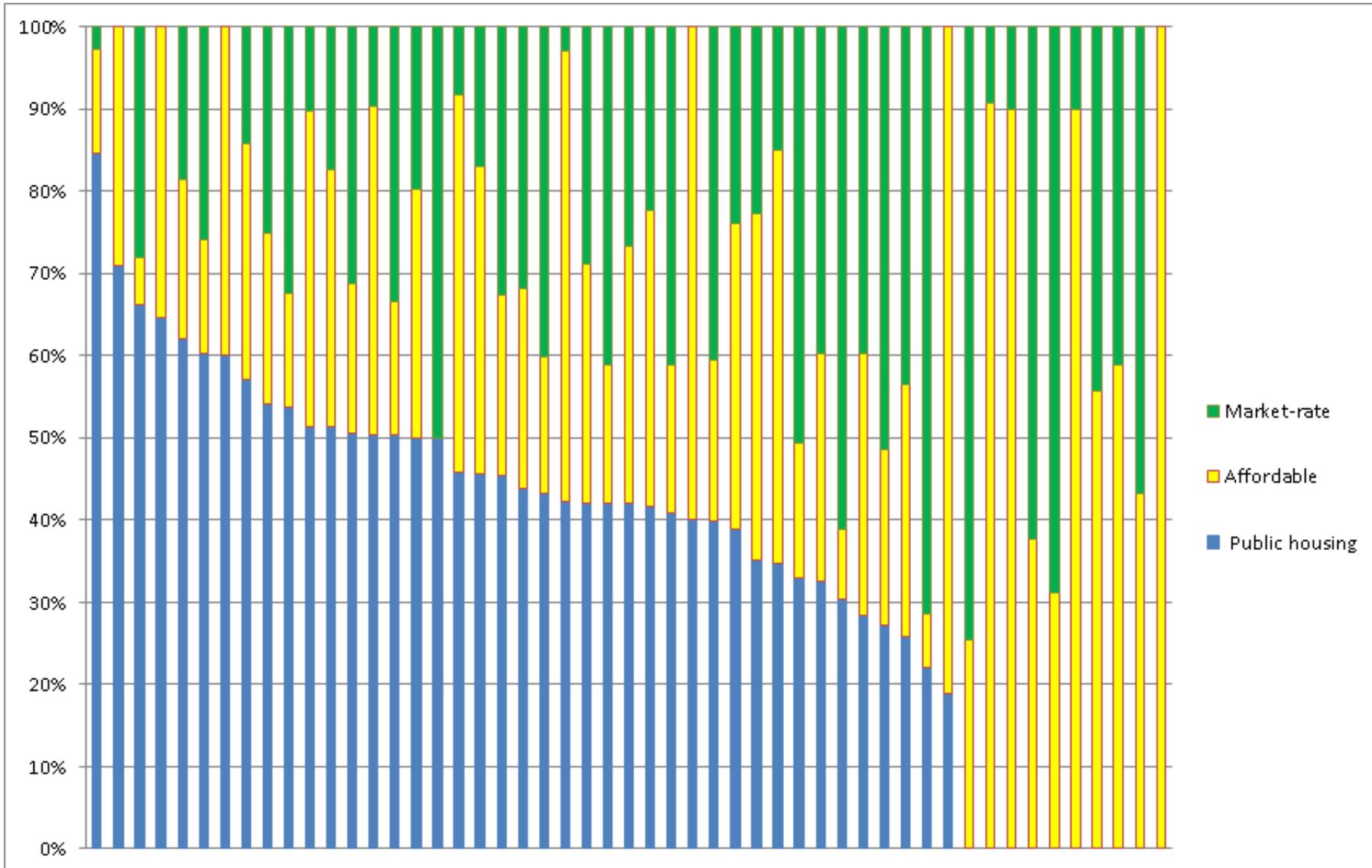


Figure 3: Tenure Mix Across Developments

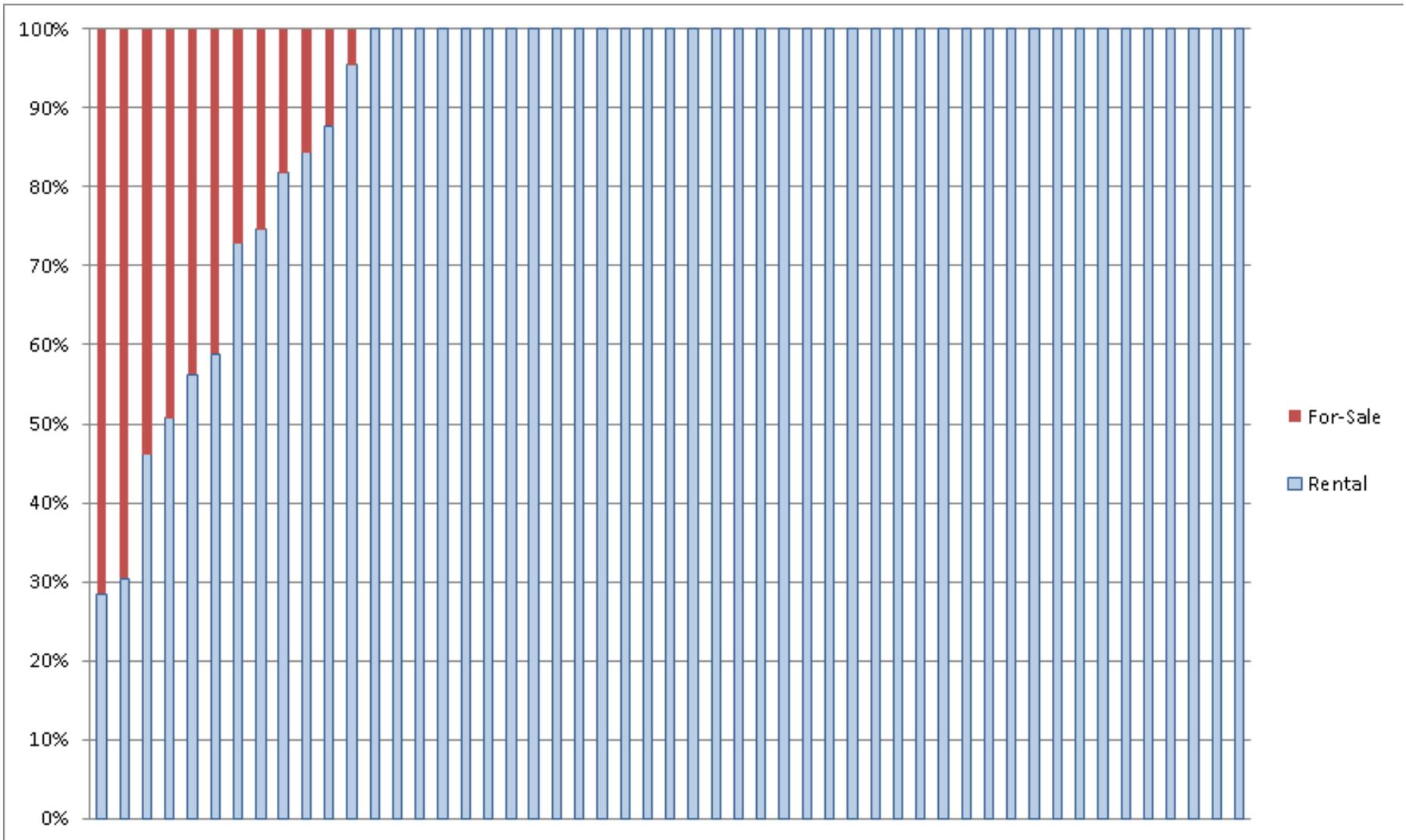
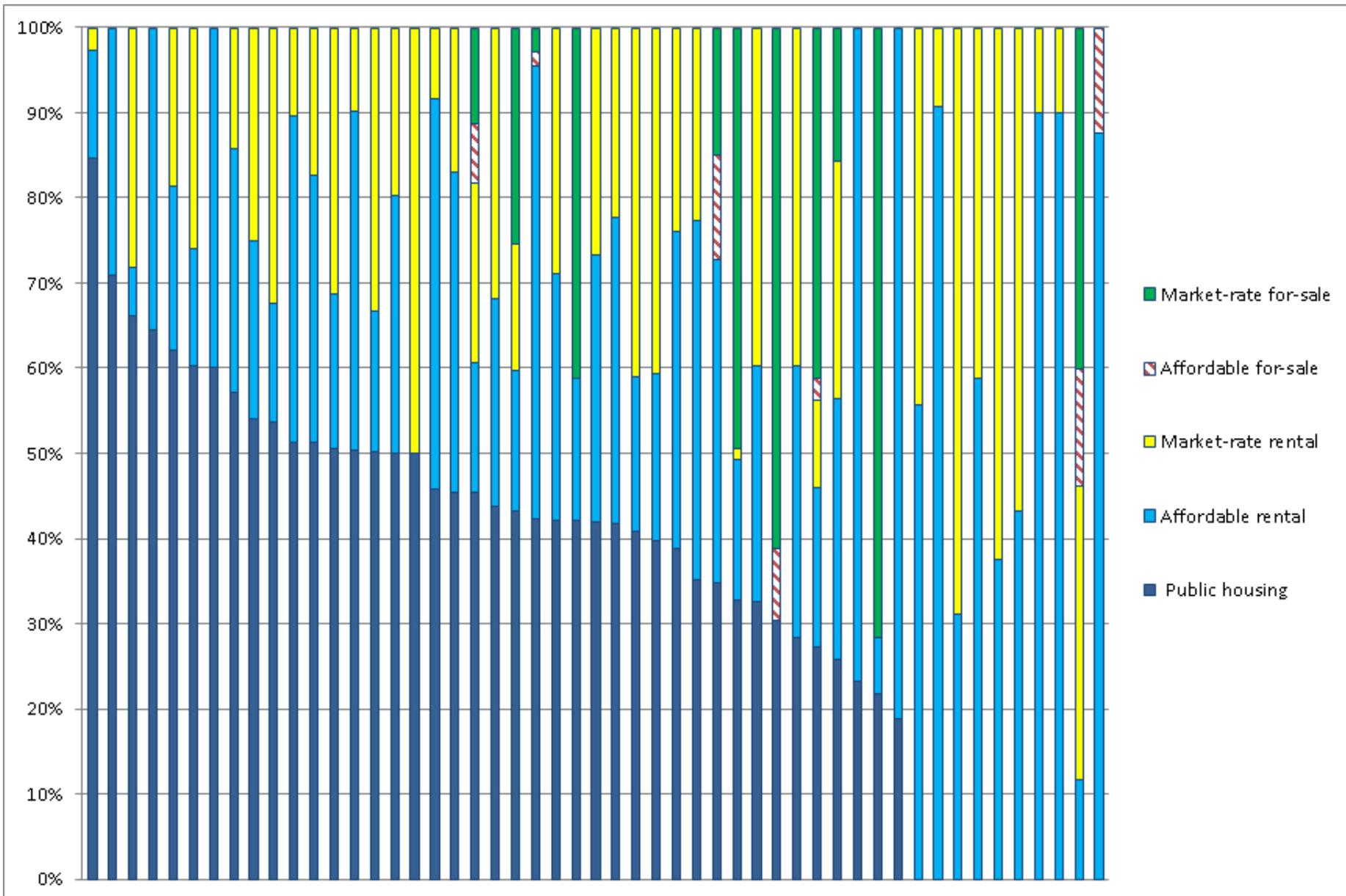


Figure 4: Income and Tenure Mix Across Developments



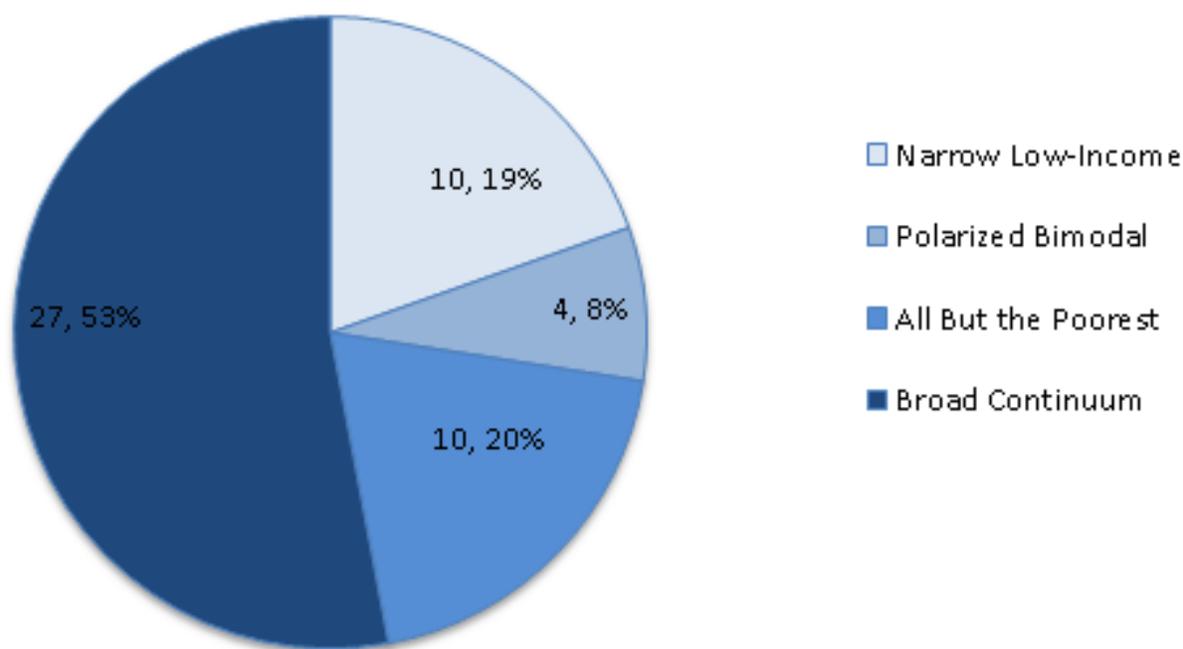
In addition to displaying the general patterns of income mixing, we operationalized the income mix as a variable that could be used in the bivariate analyses that will be discussed later in the report. We use Vale and Shamsuddin's (2014) four-category typology of income mixing:

- Type 1: Narrow Low-Income
- Type 2: Polarized Bimodal
- Type 3: All But the Poorest
- Type 4: Broad Continuum

In our adaptation of their typology, the Narrow Low-Income Type includes developments with mostly public housing and affordable units. The Polarized Bimodal Type includes developments where there are primarily public housing units and market-rate units and very few affordable units. The All But the Poorest Type includes developments that have no public housing units. The Broad Continuum Type includes developments that include public housing, affordable housing and market-rate housing.

After reviewing the distribution of income mix among developments in our sample, we assigned each mixed-income development to a category based on the following criteria. Narrow Low-Income developments have no more than 15 percent market-rate units. Polarized Bimodal development have no more than 15 percent affordable units. All But the Poorest developments have no public housing units. Broad Continuum developments have at least 10 percent of all three unit types: public housing, affordable and market-rate<sup>6</sup>.

**Figure 5: Count and Proportion of Mix Type Across Developments (N=51)**



6 For the purposes of this analysis we did not consider unit tenure (rental vs. for-sale) in our categorizations.

Twenty-seven developments, over 50 percent, are in the Broad Continuum category, followed by All But the Poorest (10), Narrow Low-Income (10) and Polarized Bimodal (4).

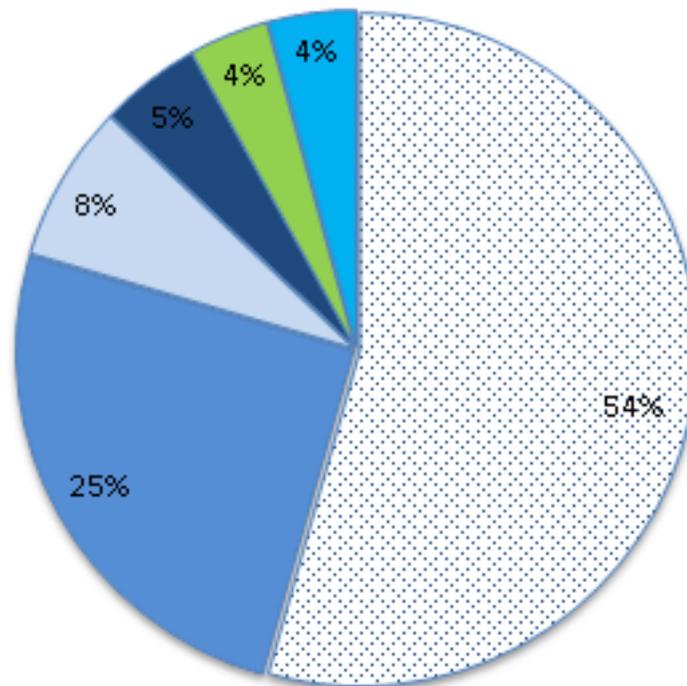
Given our focus in this scan on the nature of services offered, the remaining analysis focuses on the 47 mixed-income developments that provided data on resident services

**Development Operations: Funding and Staffing**

**Resident Services Budget**

Reported annual resident services budgets range extremely widely from \$240 to \$612,000 across the 34 sites that provided budget information. The median annual resident services budget is \$62,273. An average of \$399 and a median of \$146 are spent per unit across developments with a maximum of \$3,156 per unit. Also, an average of \$528 and a median of \$214 are spent per subsidized unit across developments with a maximum of \$3,682 per subsidized unit. **Figure 6** shows the average proportions of funding sources across sites. The highest proportion of the resident services budgets comes from operating funds/developer fees (54 percent), followed by foundations/private donors (25 percent). No sites reported funding from state government for resident services.

**Figure 6: Resident Services Funding Source (N=28)**



- Operating funds/Developer fee
  Foundation/Private donor
  Federal government
- Fee for service
  Other
  Local government

### Resident Services Staffing and Partnerships

The number of full-time employees dedicated to resident services programming ranged from one to seven. Across sites there is an average of three full-time employees who work on resident services. Staff who work on resident services held a range of titles, including Community Learning Center Manager, Community Builder, Community Life Manager, Youth Development Director, Self Sufficiency Coach, Support Services Coordinator, Service Provider, Resource Specialist, Resident Service Coordinator, Case Manager and Property Manager.

In addition to hiring staff to manage and provide resident services, developments establish a variety of community partnerships to assist with program delivery both on- and off-site. These partnerships include community initiatives, community-based organizations, schools, area financial institutions, local police, faith-based organizations, YMCAs, YWCAs, Boys & Girls Clubs, food pantries, workforce development agencies, job centers, GED programs, mental health providers and health and wellness centers.

### Tenant Demographics

Respondents provided estimates about tenant demographics at each development including household structure, ethnicity and race and employment status of residents at their mixed-income development. These tenant demographic estimates are based on the entire population at developments, which includes both subsidized and market-rate residents. According to respondents, by far the most common household structure in developments is single adult with children followed by single adult without children. There were far fewer two or more adult households with or without children. **Table 3** shows the median and range for the estimated proportion of household structure types across developments. There are fewer units for seniors or residents with disabilities in developments, though the range indicates these specialized units dominate other units in some developments. Few developments indicated there were grandparents raising grandchildren, or three generations in the household.

### Household Structure

**Table 3: Household Structure**

Household Structure	Median	Range
Single Adult with Children (n=27)	60%	16-99%
Single Adult no Children (n=27)	15%	0-56%
Two+ Adults with Children (n=27)	10%	0-40%
Two+ Adults no Children (n=27)	10%	0-26%
Seniors or Residents with Disabilities (n=31)	6%	0-76%
Grandparent raising children (n=20)	3%	0-10%
Three Generation (n=19)	2%	0-10%

The largest average ethnic or racial group in developments is African American followed by Non-Hispanic White, Hispanic/Latino and Asian.

**Table 4: Racial and Ethnic Groups (N=29)**

Race/Ethnicity of Head of Household	Median	Range
African American	88%	0-100%
Non-Hispanic White	4%	0-60%
Hispanic/Latino	2%	0-85%
Asian	1%	0-60%

**Table 4** shows the proportion distribution of these groups in developments.

The median reported employment rate is 61percent. Most of the residents who are working work full-time. **Table 5** shows the distribution of the employment status in developments.

**Table 5: Employment Status**

Employment Status	Median	Range
Work Full-Time (n=23)	51%	0-88%
Work Part-Time (n=23)	10%	0-50%
Unable to Work (n=21)	10%	0-64%
In School (n=22)	6%	0-31%
Unemployed, Looking for work (n=22)	5%	0-45%
Unemployed, Not looking for work (n=18)	5%	0-15%

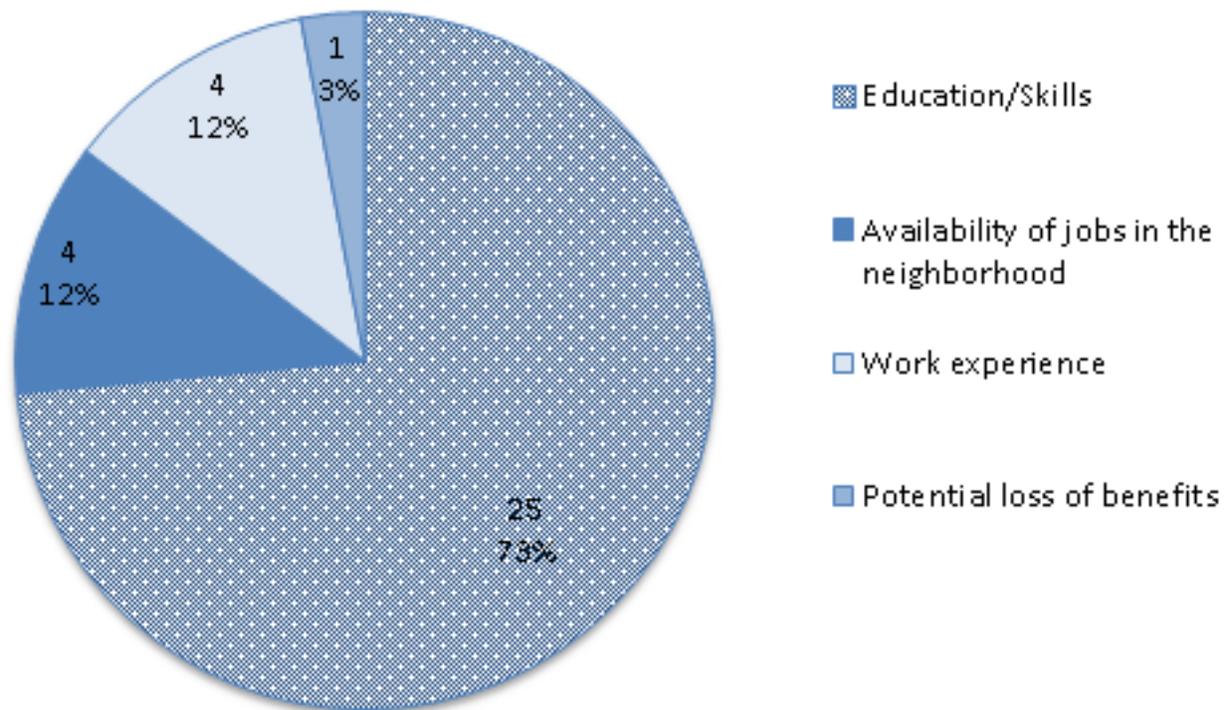
**Housing stability**

Respondents were asked about turnover and eviction rates to provide some context of residential stability (only about 40 percent of the sites were able to report this information). The median reported turnover rate is 12 percent with a maximum of 48 percent. Comparing housing types, market-rate have the highest median turnover rate at sixteen percent, followed by affordable units at fourteen percent and only four percent for public housing units. The total median annual eviction rate is relatively low at three percent with a maximum of fifteen percent. Comparing housing types, the market-rate and affordable units have higher median eviction rates, at two percent respectively, with public housing units at one percent eviction rate. The number one reason for tenant evictions is unpaid rent, reported by eighty-seven percent of respondents, followed by illegal activity (eight percent) and damage to property (five percent). The substantially lower turnover rates among public housing residents relative to higher-income residents are not surprising, but it is interesting to see that eviction rates are relatively lower.

**Barriers to employment**

We were interested in understanding the barriers residents face in gaining and maintaining employment in order to explore how well the services offered by mixed-income developments align with the barriers to employment. **Figure 7** indicates respondents’ assessment that the number one barrier to employment for residents at their development is education and skills followed by availability of jobs in the neighborhood, work experience and potential loss of benefits.

**Figure 7: Barriers to Employment (N=34)**



**What resident services are available at mixed-income developments?**

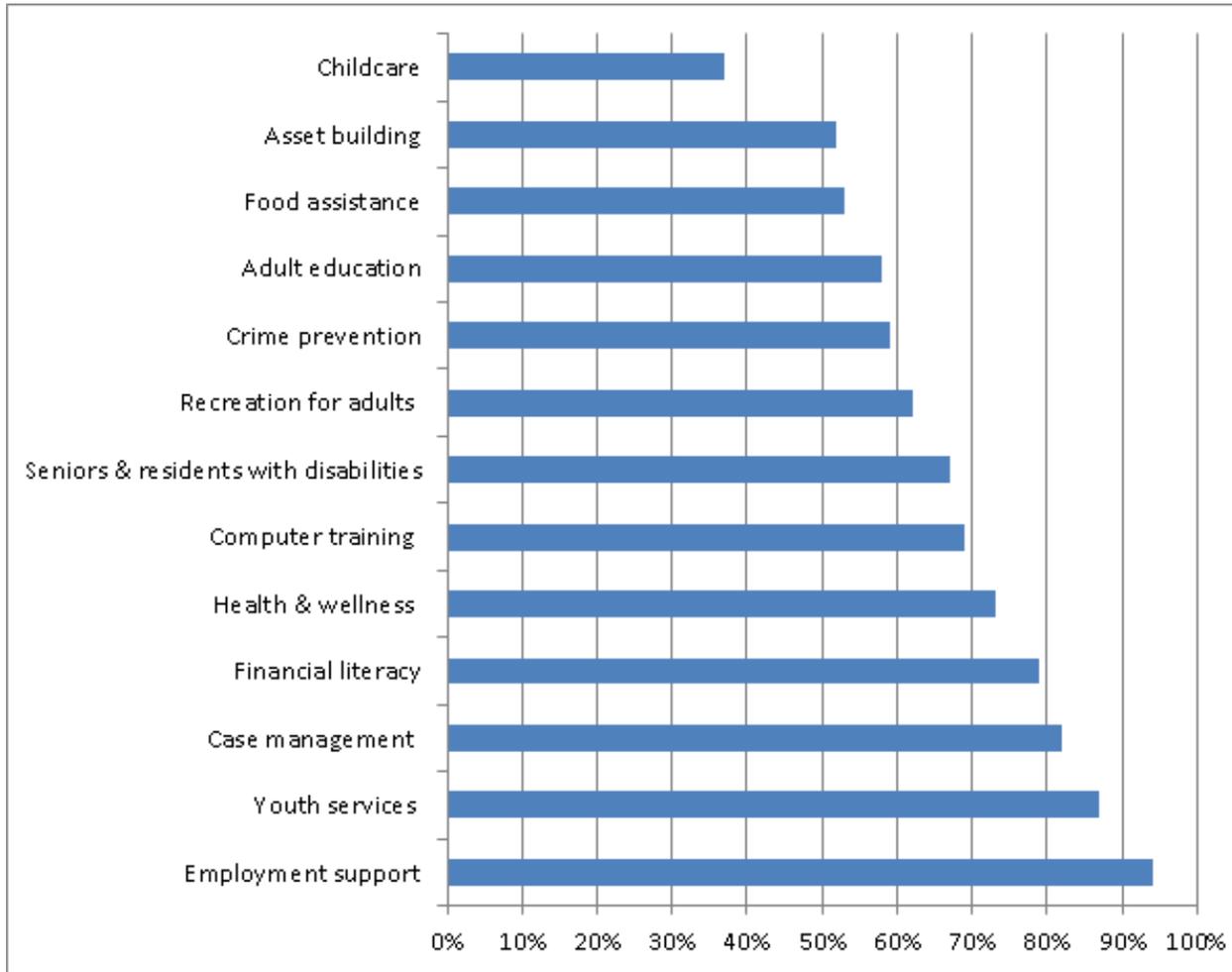
Respondents indicated which of 13 different services were available at their development. **Table 6** lists the brief descriptions of services provided in the survey.

The median number of different services provided is nine. **Figure 8** (on page 21) presents the distribution of services offered across developments. The most common service provided is employment support (e.g. job search support, resume and interview preparation, job training, job placement services), which is offered by 81 percent of the sites. Employment support, youth services, case management, and financial literacy are provided by two-thirds or more of the developments. Childcare services are provided in the fewest developments, with less than one-third of the sites offering this service.

**Table 6: Services Descriptions**

<b>Service</b>	<b>Description</b>
<b>Case management</b>	Individual and/or family focused; social service coordination
<b>Employment support / Career Services</b>	Job search; resume and interview prep; job training; job placement
<b>Financial literacy</b>	Budgeting; credit repair
<b>Asset building</b>	Individual Development Accounts – IDA; Family Self Sufficiency Program – FSS
<b>Adult education</b>	GED; ABLE; ESL
<b>Youth services</b>	Afterschool programs; recreation; arts; dance; music; mentoring
<b>Childcare services</b>	Preschool or other early care
<b>Health &amp; wellness</b>	Mental health counseling; health education; domestic violence prevention & intervention; nutrition assistance; substance abuse treatment and prevention
<b>Recreational activities for adults</b>	Computer training
<b>Services for seniors &amp; residents with disabilities</b>	Social; recreational
<b>Food assistance</b>	Food pantry
<b>Community crime prevention</b>	Crime; watch group; building captains

Figure 8: Services Provided (N=47)

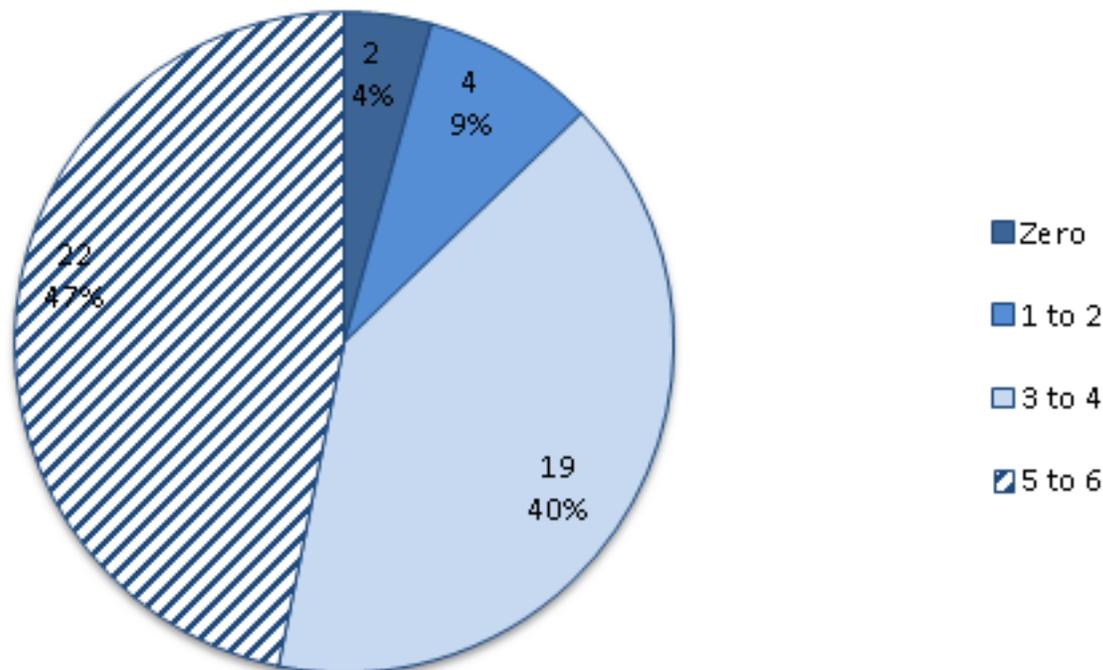


**Services aimed to promote “upward mobility”**

In addition to providing access to quality, affordable housing in an economically diverse environment, a major goal of the mixed-income development approach is to promote “upward mobility” among low-income households to set them on a path out of poverty and towards economic self-sufficiency. We undertook some analyses focused on the services provided to promote upward mobility. We created a composite measure of the six core services most directly related to upward mobility: case management, employment support, financial literacy, asset building, adult education and computer training. The range of the measure is zero to six, measuring the number of upward mobility services offered at each development. As **Figure 9** shows, eighty-seven percent of the developments offer three or more of the six key upward mobility services, while only two percent do not offer any of these services at all. Eleven developments offer all six upward mobility services.

Developments with zero to four core upward mobility services (*n*=25) have an average of three hundred and forty-seven units, three employees and have been occupied for thirteen

Figure 9: Upward Mobility Services (N=47)



years. These developments also have a median resident services budget of \$22,500. Eighty percent of funding comes from developer fees and eleven percent comes from private donors. These developments have an average of 45 percent public housing units. Forty-five percent of these developments have a Broad Continuum income mix, thirty-five percent have a Narrow Low-Income income mix, ten percent have a Polarized Bimodal income mix, and ten percent have All But the Poorest income mix. These developments have an average 62 percent employment rate.

In comparison, developments that are able to provide five or six core upward mobility services (n=22) have an average of four hundred and eighty-two units, three employees and have been occupied for nine years. These developments have a median resident services budget of \$200,000. Twenty-three percent of funding comes from developer fees and forty-two percent comes from private donor funding. These developments have an average of 36 percent public housing units. Seventy-one percent of these developments have a Broad Continuum income mix, fourteen percent of these developments have an All But the Poorest income mix, ten percent have a Narrow Low-Income income mix, and five percent of these developments have a Polarized Bimodal income mix. These developments have an average 75 percent employment rate.

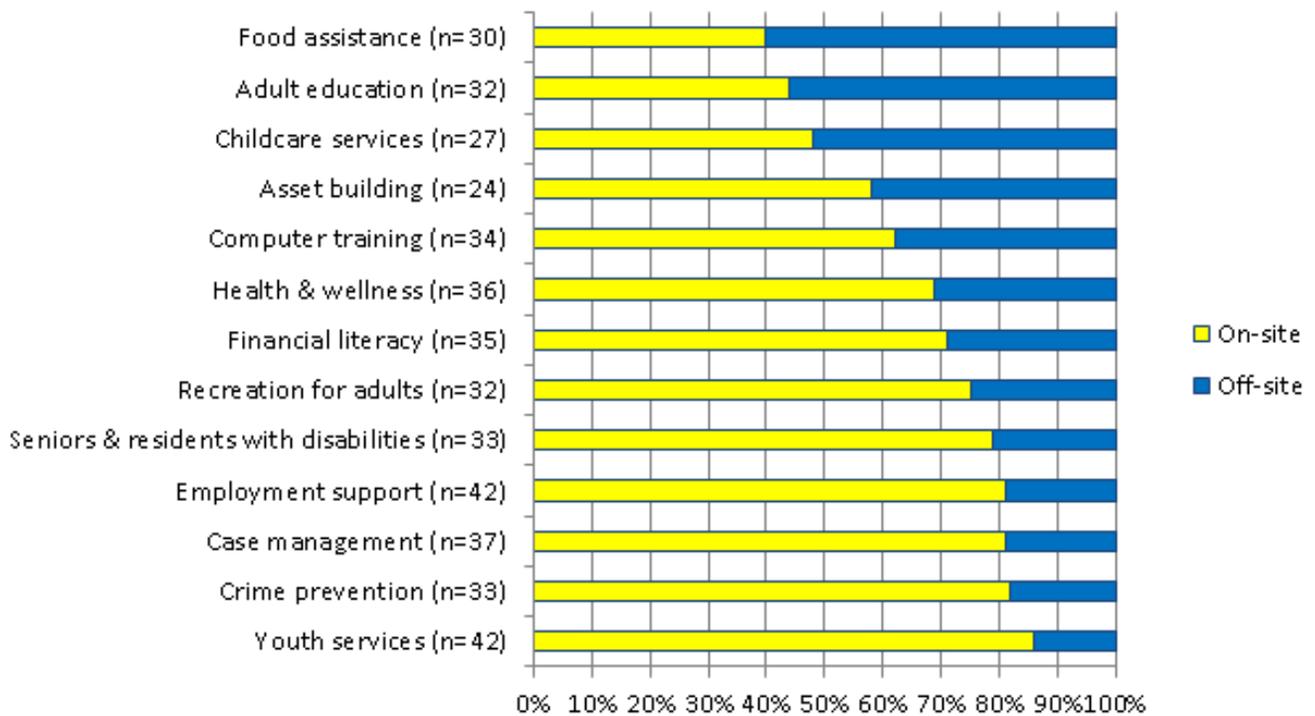
Overall the sites that offer five to six core upward mobility services have slightly more units, much bigger budgets and higher employment rates. They have a smaller proportion of public housing units and are more likely to have a Broad Continuum income mix. In addition a larger proportion of their resident services budget comes from private donors.

**Where and how are services provided?**

All of the developments in the sample provide some resident services on-site in the development. An average of 6.4 services are provided on-site and an average of 2.9 services are provided off-site. The number of on-site services ranged broadly from one to thirteen and off-site services ranged from none to twelve.

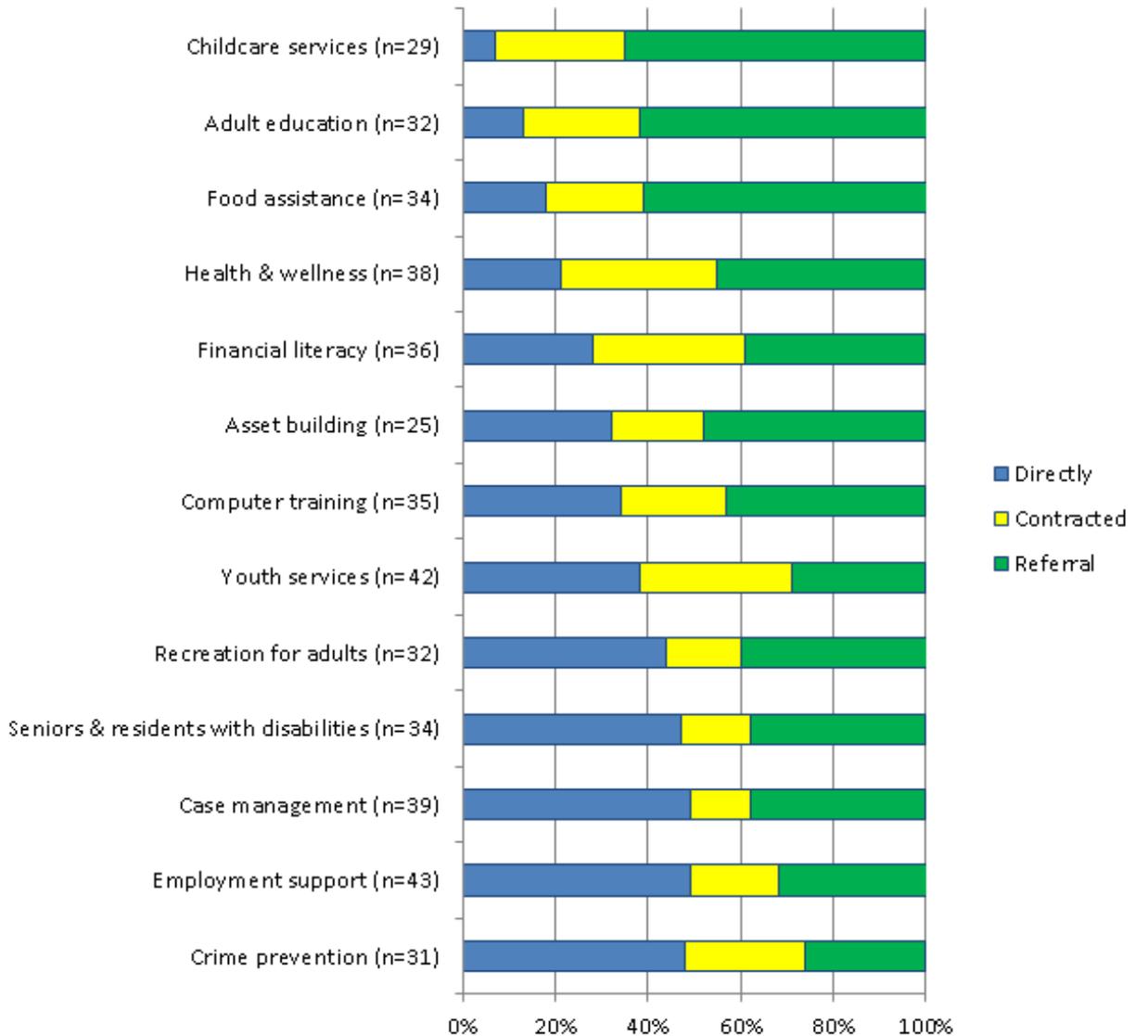
Most sites offer the following services on-site rather than off-site (**Figure 10**): youth services, crime prevention, case management, employment support, services for seniors and people with disabilities, recreation for adults, financial literacy, and health and wellness programming. Among the services least likely to be provided on-site are food assistance, adult education, and childcare.

**Figure 10: Onsite vs. Offsite Services**



Some resident services are provided directly by an in-house resident services department or by resident services staff embedded within the property management team. Other services are provided by agencies under contract with the development. And in some cases residents are referred to outside agencies, though there is no formal contract or obligation for that agency to provide services. **Figure 11** shows the method of service delivery for each service. The services most often provided directly (by almost 50 percent of the sites) were crime prevention, employment support, case management, and services for seniors and people with disabilities. Childcare services, adult education, and food assistance were provided via referral in at least 60 percent of the sites.

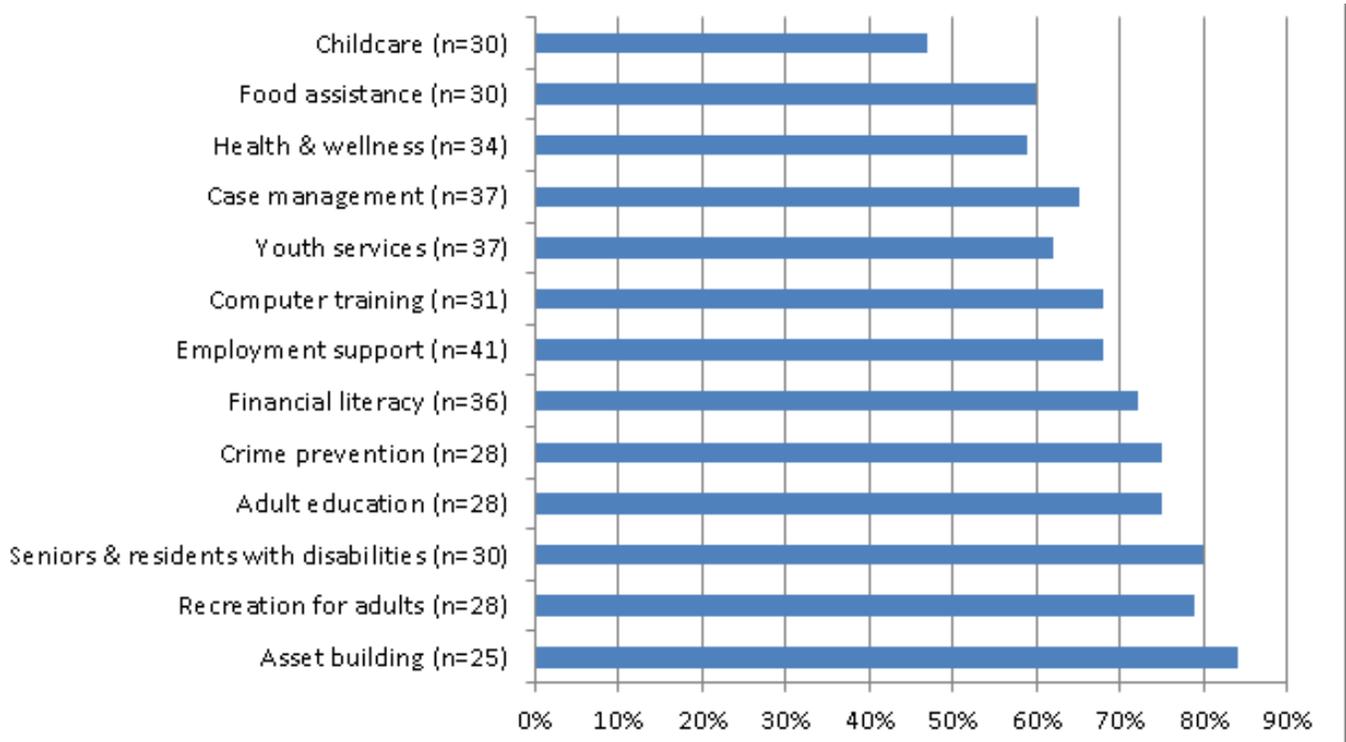
Figure 11: Method of Service Delivery



**Are the available services meeting resident needs?**

Respondents were asked their perceptions of whether the services available at their site are adequately meeting the needs of residents. As **Figure 12** shows, perceptions of needs being met by existing services vary by service type and sometimes by whether services are offered on or off site. Two of the higher ranked services perceived as meeting the needs of residents are asset building and services for seniors and residents with disabilities. However, these services are provided by relatively fewer sites. This could imply that these services are harder to offer, but when they are, they are seen as effective. Or it could imply that demand and need are lower for these services and respondents feel that the services are sufficient. Recreation for adults was also ranked high in terms of meeting resident needs. Services that received the lowest ranking for meeting resident needs include childcare services, food assistance, health and wellness, and case management.

Figure 12: Services Meeting Needs



Among the thirteen resident services, five services (case management<sup>7</sup>, employment support<sup>8</sup>, financial literacy<sup>9</sup>, computer training<sup>10</sup> and crime prevention<sup>11</sup>) show significant differences in the number of services meeting needs in how the services are delivered (directly, contracted or referred). These services are less likely to be rated as meeting the needs of residents if referred through an outside agency. Surprisingly, four out of five of these services are more likely to be rated as meeting the needs of residents if delivered through a contracted organizational partner rather than offered directly. **Table 7** shows these five services and the proportion rated as meeting resident needs compared across methods of delivery (directly, contracted, referred).

There is a positive correlation between the total number of on-site resident services and the number of services which respondents rated as meeting the needs of residents.<sup>12</sup> This may be an indication that staff members believe the services they implement on site and maintain some level of control over are more likely to meet the needs of residents than those that are managed by another organization off site. Surprisingly, however, there is no statistically significant correlation between the number of resident services staff and the number of services provided, or the number of services provided on site.

7  $X^2 = 9.88, p < .05$   
 8  $X^2 = 13.08, p < .05$   
 9  $X^2 = 15.04, p < .01$   
 10  $X^2 = 10.74, p < .05$   
 11  $X^2 = 14.87, p < .01$   
 12  $r = .42, p < .01$

**Table 7: Proportion of Respondents Rating Services as Meeting Resident Needs by Method of Delivery**

Resident Service	Directly	Contracted	Referral
Case Management	78.9%	80.0%	38.5%
Employment Support	66.7%	100.0%	53.8%
Financial Literacy	90.0%	100.0%	38.5%
Computer Training	70.0%	85.7%	61.5%
Crime Prevention	92.9%	87.5%	16.7%

**What eviction prevention services are available at mixed-income developments?**

Earlier, we described the core “upward mobility” strategies aimed to advance low-income residents’ economic well-being and self-sufficiency. We also realize that many low-income residents are grappling with individual and household issues that present fundamental challenges to even be able to maintain their housing eligibility. So we also had a particular interest in services aimed to stabilize residents’ lives and avoid potential homelessness due to eviction. Respondents were asked to describe and assess any “eviction prevention services” that are provided at their development.

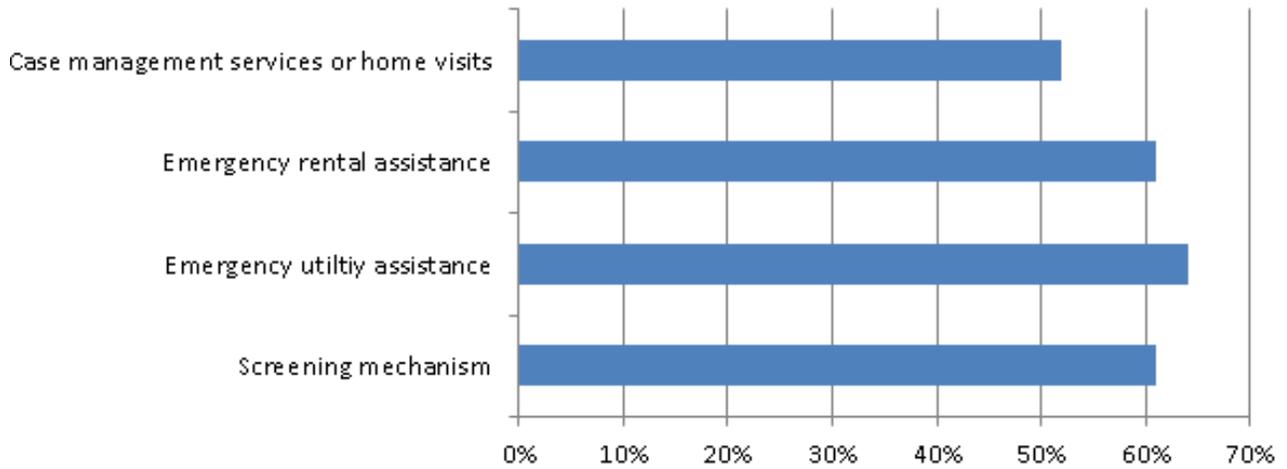
We asked about four key types of eviction prevention services:

1. Screening mechanisms to identify households at risk of eviction
2. Case management services or home visits designed for households at risk of eviction
3. Emergency utility assistance for households at risk of eviction
4. Emergency rental assistance for households at risk of eviction

More than three-fourths of the sites in the scan (77 percent) offer at least one of the eviction prevention services, with an average of approximately two eviction prevention services offered by each site.

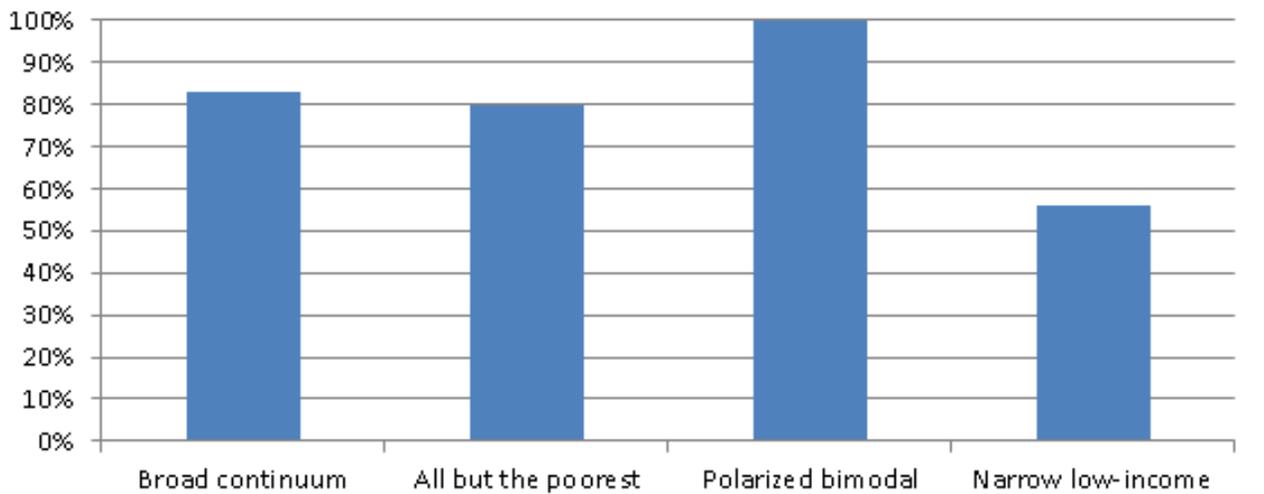
Most sites that provide eviction prevention services report that these services are open to all residents and not restricted to subsidized residents (88 percent). There is a clear pattern in service delivery methods and where the different types of eviction services are offered across developments. Case management and screening mechanisms are largely provided directly on-site, whereas emergency utility and rental assistance are most often provided off-site via referral.

**Figure 13: Eviction Services Provided (N=44)**



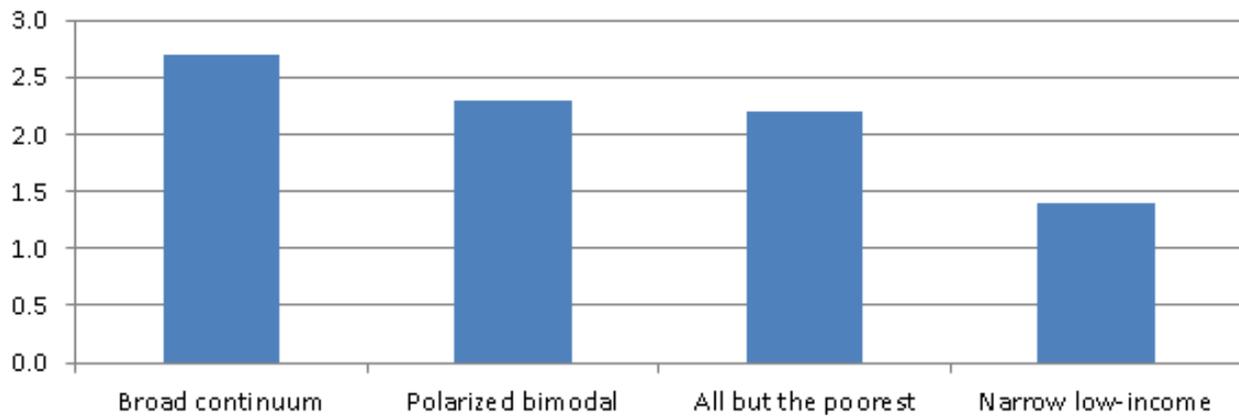
We looked at the presence of eviction prevention services within each of the income mix types at developments as well as the number of eviction prevention services within each of the income mix types. **Figure 14** shows that sites with a Narrow Low-Income mix are much less likely to offer eviction prevention services (56 percent) than the other three mix categories (100, 83 and 80 percent). These sites also have the lowest per unit budgets.

**Figure 14: Provide Any Eviction Prevention Services (N=41)**



**Figure 15** shows the average number of eviction prevention services across types of income mix, with the Broad Continuum mix offering the greatest number of services followed by Polarized Bimodal, All But the Poorest, and Narrow Low-Income.

**Figure 15: Number of Eviction Prevention Services (N=41)**



**Assessing the quality and impact of resident services**

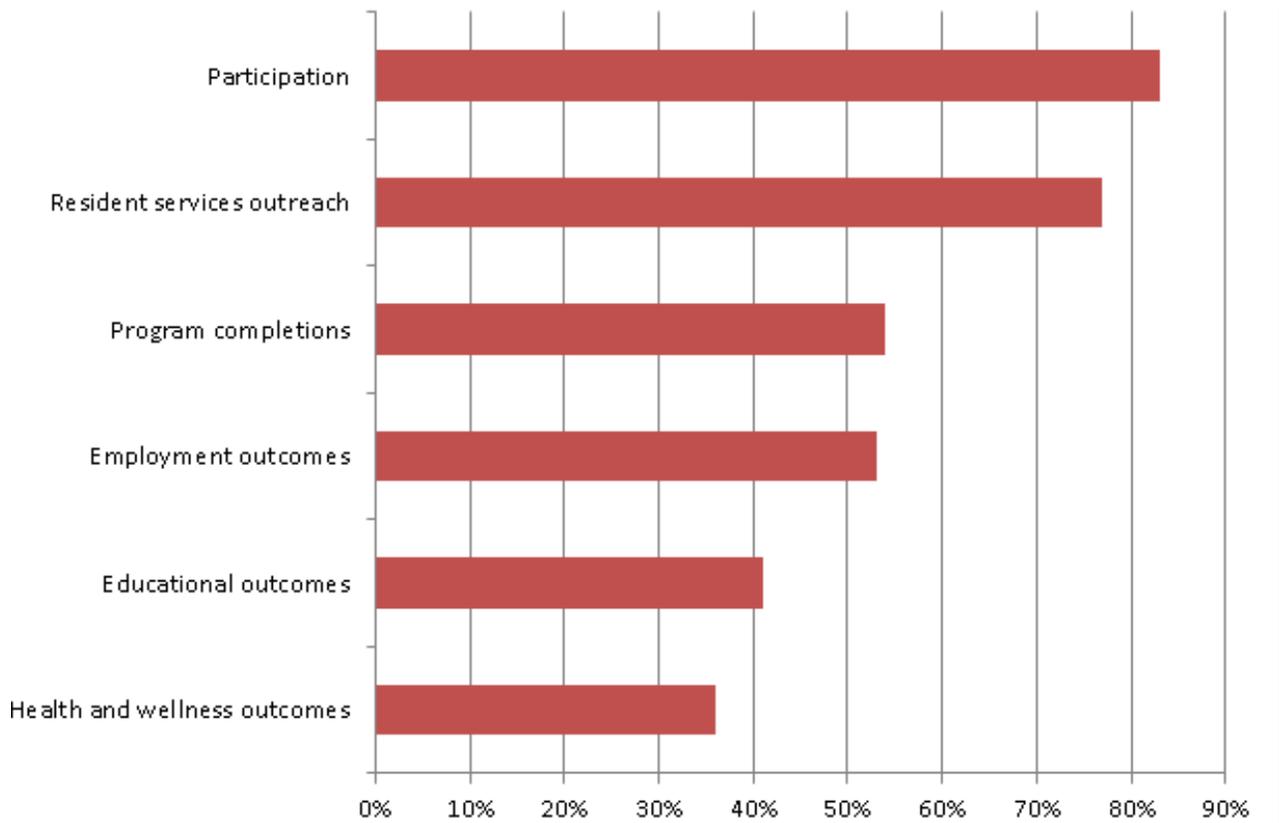
Respondents were asked the extent to which they are tracking program performance and about their perceptions of the value and impact of these services.

**Performance tracking**

Sixty-one percent of developments track resident service outcomes and thirty-three percent have a database or management system for tracking services. Of the developments that are tracking resident outcomes, 54 percent have a database or management system. Forty-seven percent of all developments track residents over time, meaning longitudinal tracking of individuals as compared to point in time performance tracking. Of those that indicated they tracked resident outcomes, 64 percent track residents over time. Over a third of developments indicated they have been evaluated by a third party organization. This demonstrates a considerable level of interest and action on tracking outcomes as well as a need for the resources and support to track outcomes more systematically. There were no statistically significant differences by income mix type.

**Figure 16** shows the types of outcomes tracked by developments. Outcomes for participation, resident services outreach, program completions and employment outcomes are tracked most often. Educational outcomes are tracked less often. Health and wellness outcomes are tracked least often, which reflects the frequency with which these types of services are directly offered on site. There are also differences in tracking by age of site. In our survey 68 percent of developments open 1-10 years tracked outcomes compared to 44 percent for older developments open 10-36 years. This indicates that developments built more recently may be more interested in the impact of the services delivered on site or newer funding streams may require additional documentation and information about impact.

Figure 16: Resident Services Outcomes Tracking (N=47)



Perception of service impact

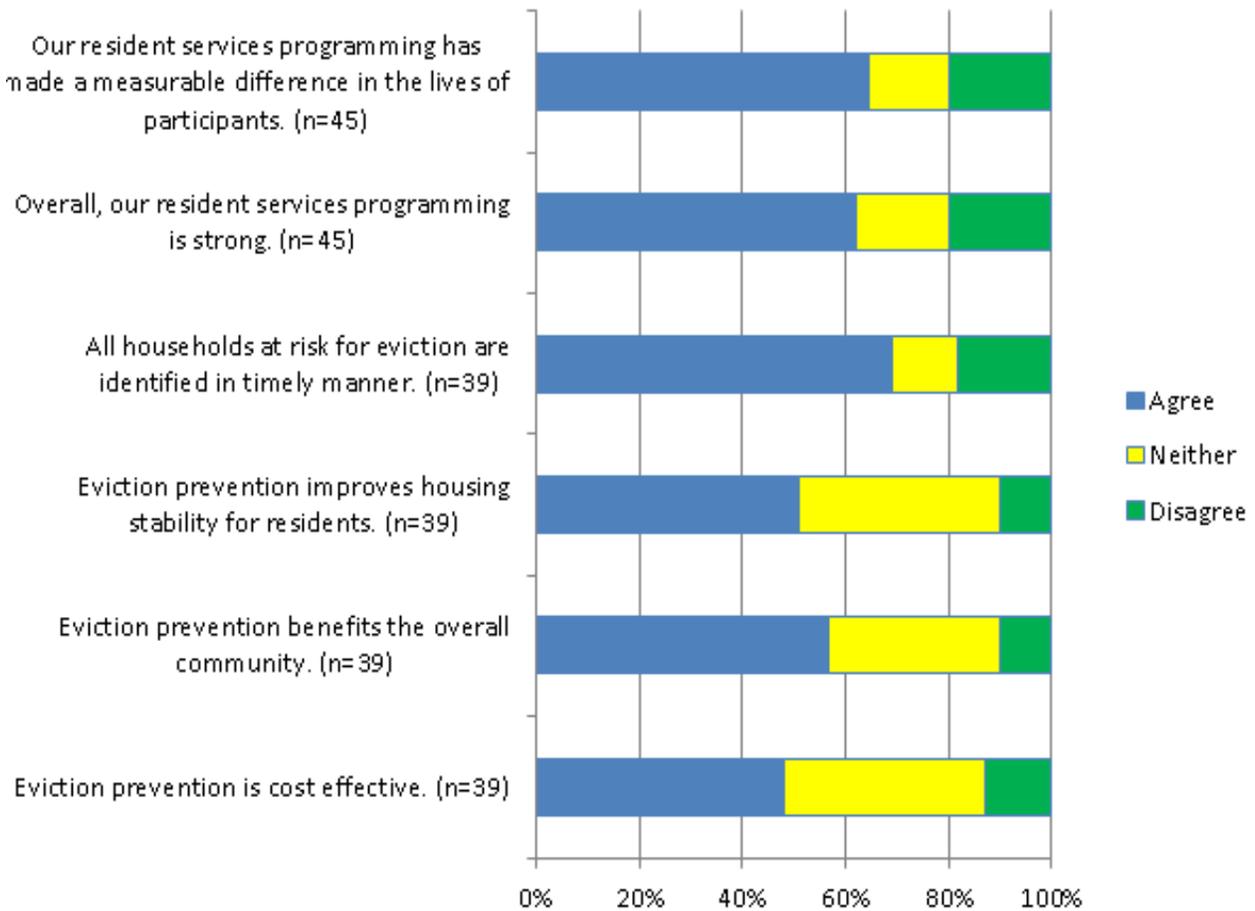
Respondents were asked to assess the impact of resident services and eviction prevention services at their developments. The results reflect the opinions of respondents who work with residents on a day to day basis, know the programs best and see the impact first hand. However, these results must be considered subjective perceptions and not objective evaluation, and there is very likely some degree of “social desirability” bias from a natural inclination to put forth a good appearance.

Figure 17 shows the overall positive assessment of these services. More than sixty percent of respondents agreed with each of the following statements: “Overall, our resident services programming is strong” and “Our resident service programming has made a measurable difference in the lives of residents who have participated.” When comparing sites that offer all core upward mobility services to those that do not, sites with the core upward mobility services (p. 21) are significantly more likely to believe resident services programming is strong<sup>13</sup> and has made a measurable impact on the lives of participants.<sup>14</sup>

13  $F=13.24, p<.01$ ; Sites with all upward mobility services  $M(SD) = 4.8(0.4)$  / Sites without all upward mobility services  $M(SD) = 3.4(1.3)$

14  $F=8.26, p<.01$ ; Sites with all upward mobility services  $M(SD) = 4.6(0.5)$  / Sites without all upward mobility services  $M(SD) = 3.5(1.2)$

Figure 17: Assessment of Services

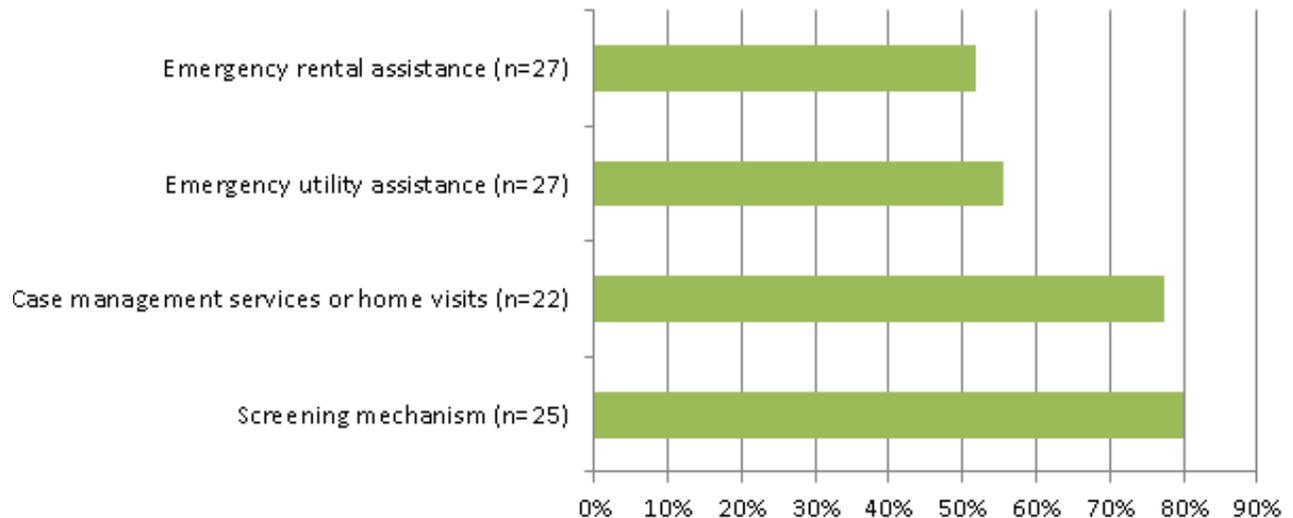


Respondents were also asked their assessment of the eviction prevention strategies at their development. Overall respondents see eviction prevention as a useful method for helping residents maintain their housing and access the appropriate services. Most agree that households at risk for eviction are identified in a timely manner (69 percent). Over half agree that eviction prevention improves housing stability for residents, although 39 percent neither agree nor disagree. When comparing sites that offer all core upward mobility services to those that do not, sites with the core upward mobility services are significantly more likely to agree that eviction prevention improves housing stability for residents.<sup>15</sup> Respondents are slightly less confident that eviction prevention is cost-effective (49 percent) in comparison to other benefits of eviction prevention. Most agree that eviction prevention benefits the overall community. Respondents are more confident that residents at risk for eviction are identified in a timely manner than they are in the effectiveness of the eviction prevention strategies.

15  $F=4.61, p<.05$ ; Sites with all upward mobility services  $M(SD) = 4.3(0.8)$  / Sites without all upward mobility services  $M(SD) = 3.4(1.2)$

Respondents were much more likely to report that eviction prevention screening mechanisms and case management services are meeting the needs of residents (80 percent and 77 percent) compared to emergency utility and rental assistance (56 percent and 52 percent) (Figure 18). Eviction services provided on-site were more often perceived as meeting resident needs.

**Figure 18: Eviction Services Meeting Needs**



The findings suggest that the perceived strength and effectiveness of resident services programming as a whole depends in part on the number and type of services offered. There was a strong, positive correlation between the number of services offered and perceived strength of resident services programming.<sup>16</sup> There was also a positive correlation between perceived strength of programming and the number of services offered onsite<sup>17</sup>, as well as the number of upward mobility services (six item index)<sup>18</sup>. Sites that offered more services, a greater number of upward mobility services, and a greater number of services onsite were significantly more likely to agree the programming is strong.<sup>19</sup> There was also a positive correlation between the number of eviction prevention services and perceived strength of resident services programming.<sup>20</sup>

16  $r=.66, p<.001$ . There was also a positive correlation between perceived effectiveness of programming and the number of services offered ( $r=.59, p<.001$ ).

17  $r=.49, p<.01$ .

18  $r=.54, p<.001$

19 There was also a positive correlation between perceived effectiveness of programming and the number of services offered onsite ( $r=.44, p<.01$ ), as well as the number of upward mobility services (6 item index) ( $r=.53, p<.001$ ).

20  $r=.39, p<.01$ .

### Variations in resident services and ratings across types of developments

There were several interesting patterns in service delivery by development characteristics, including income mix and resident services budget.

**Table 8** shows comparisons of the four mix types with development and services characteristics. Most striking here is the fact that the median resident services budgets are lower in the Narrow Low Income developments with the lowest income households and the least income diversity. This likely is a reflection of lower overall budgets in these developments, but could also indicate less of a commitment to resident services where there are not higher income residents in the development. These households also have the lowest employment rates. Also of note is that the developments with the most polarized income mix tend to be much larger and have the highest employment rates. Participants were asked if their resident services programming was strong and if services made a measurable difference in the lives of residents, we will expand upon later in this report. It is striking that the developments with the Polarized Bi-Modal income mix have the largest per unit budget but poor program ratings. Representatives in the Narrow Low Income mix developments also rated services lower than the All But the Poorest and Broad Continuum developments. Surprising, the All But the Poorest developments have the smallest resident services budgets but have the highest program ratings.

Within the income mix categories we compared the mean number of services with the mean number of full-time employees (**Figure 19**). The findings would suggest that developments with the greatest concentrations of poverty have the lowest number of services and the fewest full-time employees dedicated to resident services.

**Figure 19: Services and Staff by Income Mix**

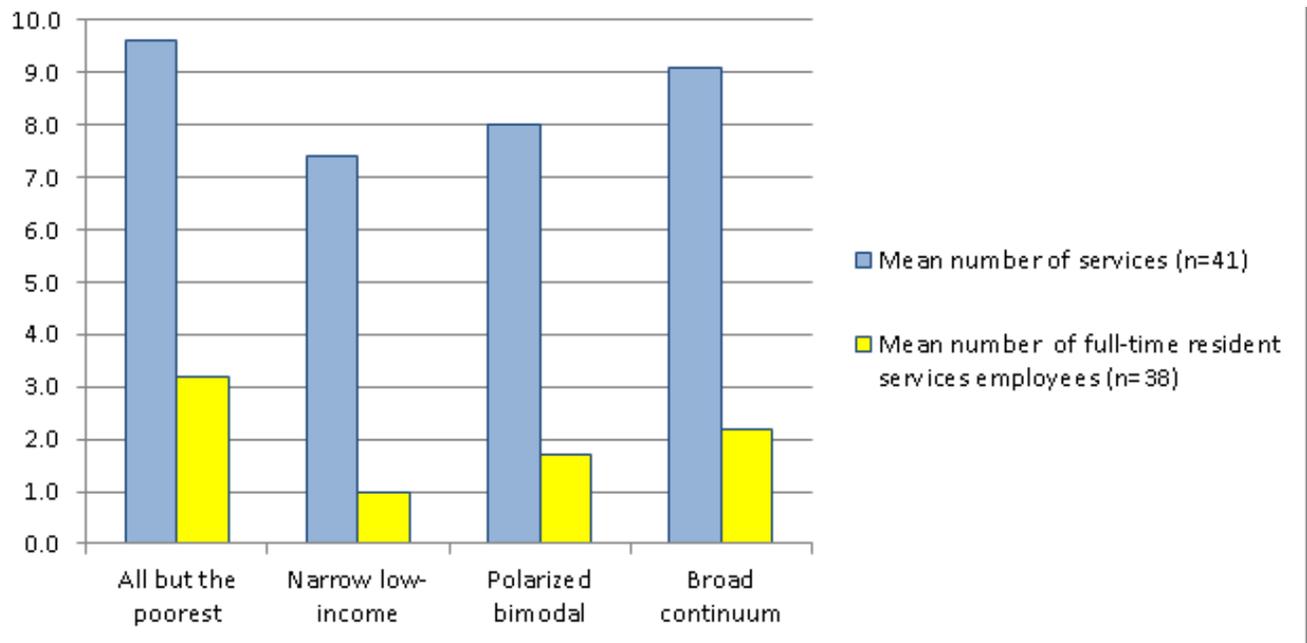


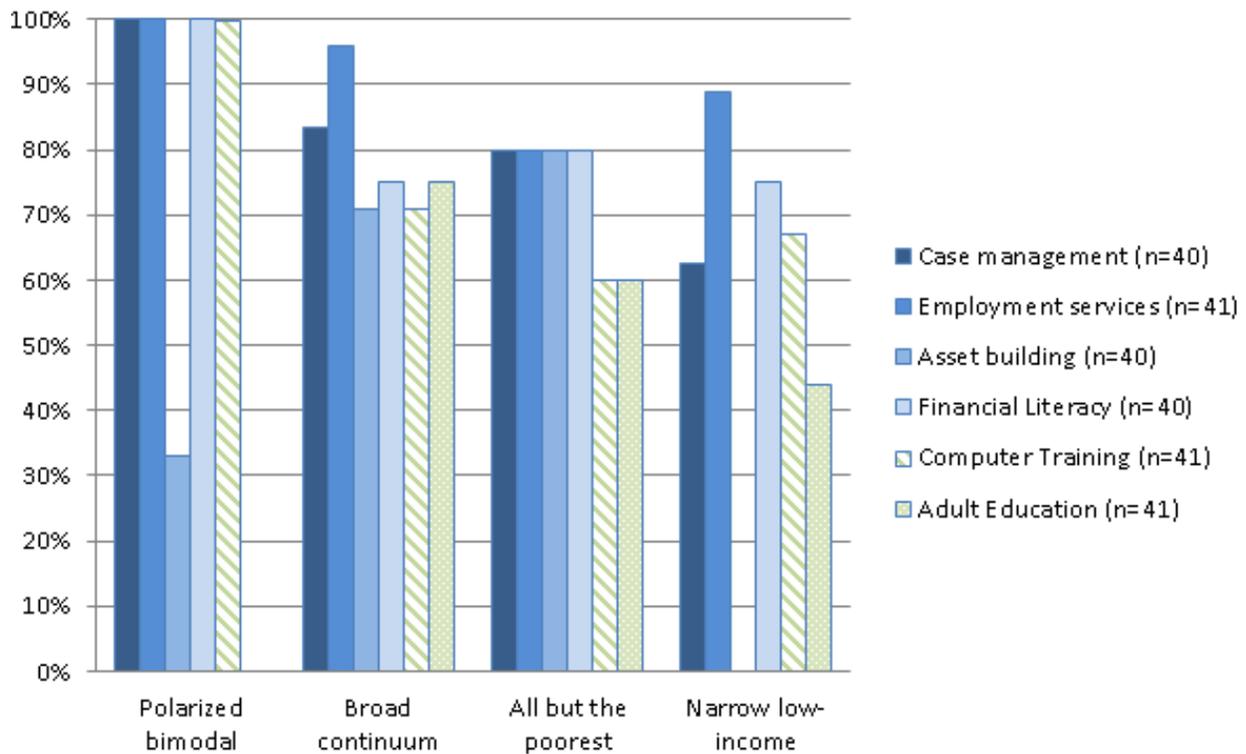
Table 8: Income Mix Type Comparisons (N=41)

Mix Type	Median Resident Services Budget	Median Per Unit Budget	Median Per Subsidized Unit Budget	Median Current Units	Mean Proportion Public Housing Units	Mean Employment Rate	Mean # Resident Services (13 possible)	Mean # Eviction Prevention Services (4 possible)	Believe Resident Services are Strong /Make a Measurable Difference
<b>Narrow Low-Income</b> (n=9)	\$27,500	\$105	\$106	300	54%	35%	7	1	50% / 38%
<b>Polarized Bi-Modal</b> (n=3)	\$200,000	\$369	\$554	542	46%	92%	8	2	33% / 33%
<b>All But the Poorest</b> (n=5)	\$11,240	\$144	\$158	179	0%	66%	10	2	100% / 100%
<b>Broad Continuum</b> (n=24)	\$62,500	\$135	\$214	417	44%	68%	9	3	67% / 79%

We also compared each eviction prevention service across mix categories. We found seventy-eight percent of sites with a Broad Continuum income mix have a screening mechanism in place for eviction prevention compared to thirty-one percent for the other three income mix types.<sup>21</sup>

**Figure 20** illustrates that sites with a Polarized Bimodal, Broad Continuum, or All But the Poorest income mix were more likely to provide case management services than sites characterized as Narrow Low-Income. Narrow Low-Income sites did not report offering asset building services at all. Also, Polarized Bimodal sites did not report offering adult education services at all.

**Figure 20: Service Offerings by Income Mix**



**Challenges to providing services**

Respondents were asked to rank the top five challenges to providing resident services in mixed-income developments. The number one challenge to providing resident services is resources and funding with 47 percent of respondents selecting this as their top challenge. The number two challenge is resident engagement with 23 percent of respondents selecting this as their second largest challenge. The number three challenge is assessment and evaluation with 21 percent of respondents selecting this as their third largest challenge. The number four challenges were resources and funding and assessment and evaluation, both with 20 percent. The number five challenge is

21  $X^2 = 8.62, p < .01$

coordination among service providers with 21 percent of respondents selecting this as their fifth largest challenge.

Issues of engagement may also depend on other factors like age and the income mix on site. Developments that ranged from 1-10 years old were most challenged by resident engagement (50 percent), but older sites 10-36 years were most challenged by resources and funding (64 percent). This indicates there may be more energy and resources around engagement and services as developments are establishing themselves and then as time goes on it becomes more challenging to raise funds for services that are either funded through operating budgets or private donations.

### Lessons learned

In addition to describing the variety of resident services available and the challenges providing services at mixed-income developments, some respondents also shared lessons learned from their resident programming efforts. Only about half of respondents answered the open-ended survey question on lessons learned about their experiences, thus a more in-depth interview approach will be needed to get more substantive and representative data on this topic. But based on the preliminary information gathered here a few key themes emerge about lessons learned including:

- the importance of resident inclusion and decision making,
- the need for consistent and creative resident outreach and engagement,
- the relevance of community building to service delivery,
- the critical role of partnerships,
- the need for a coherent overall vision and strategy for resident services with strong staff and community partner buy-in and collaboration,
- the need for good resident services infrastructure and
- ideas about program design.

Inclusion in decision making has been recommended as a key element of a successful mixed-income development where lower-income households do not feel excluded or marginalized (Chaskin, Khare, and Joseph, 2012). Furthermore, a focus on resident' shared interests rather than their different backgrounds may be a key to building a more cohesive, engaged mixed-income community (Chaskin and Joseph, 2010; McCormick, Joseph and Chaskin, 2012). One respondent made the following strong statement about how these concepts should be applied to the services available for all residents at a mixed-income development:

*The greatest lesson learned to date has been the need to offer quality programming that is inclusive and promotes residents' commonalities opposed to their differences. It is equally important that resident services [staff] and the residents are partners in identifying and deciding the type of programming/services/amenities offered in the community. Without proactively including residents in this decision making, programming/services/amenities offered will fail.*

Several respondents discussed the importance and the challenges of resident inclusion through engagement and outreach, for example:

*Resident engagement is the biggest lesson learned, we need to truly listen to residents to hear what they need and then provide that programming. Need to track the entire population of residents and get immediate feedback from them about who is showing up and what they need. Immediate contact with residents has revealed if we listen more closely and spend more time talking with people it makes programming much greater.*

Some suggested that successful resident outreach requires being proactive and using a variety of methods including letters, flyers, phone calls and doorknocking. Some accepted the reality that residents will be more likely to participate in activities held in or close to their building and that it is very important to schedule activities around residents' availability. Others indicated their realization that there are some residents who will be motivated to take advantage of service opportunities and others who will never participate. Some recommended that incentives such as gift cards, bus tokens and gas cards could help boost participation. For several, resident engagement continues to be a serious challenge, as described by this respondent:

*Engagement is harder over time, especially when you have the same families for several years. It is challenging to get them engaged if they do not feel like you are offering something new and different and if they are stable and not having immediate problems.*

Overall, there was a strong recognition that getting residents engaged in activities that will make changes in their outlook and circumstance takes extensive time and persistence:

*The biggest lesson that we have learned is the time that it takes to help residents into a different stratosphere and that there must be a strong time commitment in helping residents.*

One method for more consistent resident engagement proposed by some respondents is community building, defined as promoting social support and connections and a strong sense of shared community. A few respondents said they have learned to prioritize community building in combination with other services to adequately engage residents and help develop programming with residents that responds to their wants and needs. As one described:

*Community building is an important component of service strategy implementation and programming. Include community building as a priority for engaging the community and readying them for services - particularly in disaffected communities with low trust and high trauma.*

Some respondents suggested that having a clear overall vision and strategy for resident services and getting staff members to fully buy into the value and importance of resident services is an important element of success. One respondent expressed it this way:

*The staff, as a whole, must be engaged and buy into the concept and purpose of a resident services program. The program must be adequately staffed, based on the number of residents served. There should be a defined vision and mission statement, strongly adhered to by all parties directly and indirectly involved.*

Some respondents were quite specific about how staff should be deployed on site including the need for some site staff that can deliver services directly rather than only refer to other agencies and ideally the presence of case managers on site as well as staff with strong connections to resources in the community. Two key challenges cited about staffing were the need to manage confidentiality effectively to build the trust of residents and also the difficulty of working around the regular turnover of staff and changes in staffing roles and structures.

For some, establishing the sufficient infrastructure for effective resident services required more than just getting the right complement of staff but also making sure that there is adequate and appropriate space for meeting with residents and other on-site activities. As one respondent described, it can get “overwhelming to manage it all” as staff attempt to address residents’ multiple needs and interests and so a management system that facilitates a clear sense of priorities and a strategy for coordinating and sustaining a variety of programs and activities is key.

A fundamental component of the resident services infrastructure is strong partnerships, particularly given the limited resources available to hire staff that can provide direct services on site. Respondents described learning to select and manage partners more effectively and getting more “hands-on” with their partners and more specific about measurable performance outcomes. Some felt that it is ideal to engage an organizational partner that can provide “wrap-around” or “all-inclusive” services and thus address the comprehensive needs of residents.

Finally, some respondents provided their lessons learned about program design, with several mentioning the importance of mental health services as a component of the support system and the need for “trauma-informed” approaches. One respondent acknowledged that the “trial and error” approach had ultimately proven to be the best way to test out particular activities and determine what would work best for the residents at a particular development.

## V. Conclusion and Implications

This second National Initiative of Mixed-Income Communities scan of the field has provided new detail about the nature of resident services across a diverse array of mixed-income developments around the country. The data we have presented here demonstrates the wide variety of developments in terms of size, age, resources, income mix and the corresponding range of services offered and approaches to service delivery. While we were able to increase our sample size in this second scan from thirty-one developments to sixty developments (forty-seven of which offer resident services) we found the online survey approach, though cost effective, to be a challenging means of getting the consistency and depth of information we had hoped to collect. Nonetheless, in addition to the descriptive findings presented here, we have also been able to identify some emerging patterns and themes in the data that can be explored in more detail with a more in-depth investigation.

### Implications for policy and practice

Our analysis here suggests several implications for consideration by policymakers and practitioners looking to promote more effective resident services in mixed-income developments.

***Better alignment of resident services to needs.*** Our findings suggest that while the biggest barrier to employment is resident skills and education, relatively fewer sites are able to connect their residents with adult education services. Likewise, though there are a relatively high number of single parents in these developments, childcare is the least offered service across sites. Furthermore, the developments with the highest proportion of low-income residents are the ones with relatively low resident services budgets, fewer staff and fewer services, particularly case management.

***More systematic tracking of resident outcomes.*** In order to better understand the effectiveness of services and improve practice, a greater number of sites will need to implement means of tracking resident outcomes and move beyond simply tracking participation and program completion to collecting information about resident outcomes over time.

***Develop and seek staff buy-in to a more comprehensive overall vision, strategy and infrastructure for resident services.*** While an array of services are offered across the sites, respondent reflections on lessons learned suggest that some sites are benefitting from establishing a clearer understanding among staff and partners about the approach to resident services in their particular development and community context. In general, it appears more strategic attention is needed to the infrastructure necessary to conduct and sustain programs including issues of staffing, design and execution processes, resident engagement strategies, meeting and activity space, and organizational partnerships.

**More proactive engagement and management of partners.** With limited resources, collaboration and partnerships are key. The data available here suggests that contracted services can be as effective as services offered directly, but both are seen as more effective than referrals. Determining how to assess and enhance the quality of services offered both directly and indirectly will be critical, given the need for underresourced sites to work through partners.

**Increased efforts at meaningful resident inclusion.** Several respondents asserted that more effort is needed to make sure that residents are part of the decision-making and feedback about the design, implementation and enhancement of a resident services strategy. Furthermore, some respondents suggested that efforts to promote a cohesive community with positive relations and interactions among neighbors can also help with the outreach and engagement efforts in resident services.

### Issues for Further Exploration

While providing a more detailed picture of the landscape of resident service provision across mixed-income developments than has been previously available, this scan of the field has raised many questions for more in-depth data collection and analysis.

- Beyond whether particular services are offered or not, what are the differences in service quality, intensity, scope and duration?
- In those sites with low budgets and staffing, what is the nature of the services they are able to offer and are there efficiencies that might be worth replicating?
- How have sites with higher budgets been able to secure private and public sector funding for resident services, can this be sustained over time and can it be replicated in other sites?
- Why is there more investment in resident services in the more diverse sites and less in the sites with a greater population of low-income residents? What might be done to address this misalignment?
- What can be learned from effective efforts to leverage local organizational resources for resident service delivery and from effective partnerships?
- What is the nature of individual and collective outcomes associated with various services and delivery methods and are these outcomes sustained over time?
- What are effective methods for resident inclusion in the design, implementation and enhancement of resident services?
- What community building strategies have proven effective in promoting greater engagement in resident services?

## VI. Acknowledgments

We thank the representatives of the mixed-income developments who made time to fill out the survey. We thank the Annie E. Casey Foundation, The Ohio Capital Corporation for Housing, The American City Coalition and a Research and Training Development Grant from the Mandel School of Applied Social Science for funding this project. This report was written by Taryn Gress, Mark Joseph and Alex Curley. The data collection and analysis was coordinated by Taryn Gress with assistance from Alex Curley, Michael Salwiesz and Seungjong Cho. Molly Metzger and Patrick Fowler of Washington University in St. Louis were key partners in the research design phase and reviewed report drafts. We also thank Danielle Walters and Uma Murugan for their feedback on the survey design.

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## VIII. Appendix

<b>Development</b>	<b>Developer(s)</b>
<b>6 North</b>	McCormack Baron Salazar
<b>Albemarle Square</b>	Urban Atlantic, Housing Authority Baltimore City
<b>Ashley Collegetown</b>	Atlanta Housing Authority
<b>Bedford Hill Apartments</b>	McCormack Baron Salazar
<b>Blumeyer/North Sarah</b>	St. Louis Housing Authority McCormack Baron Salazar
<b>BroadCreek Renaissance</b>	The Community Builders, Inc., Norfolk Redevelopment and Housing Authority
<b>Capitol Gateway</b>	Integral, Atlanta Housing Authority
<b>Cascade Village</b>	The Community Builders, Inc.
<b>Centennial Place Apartments</b>	Integral, McCormack Baron Salazar, Atlanta Housing Authority
<b>Cleaborn Pointe at Heritage Landing</b>	Penrose, Memphis Housing Authority
<b>Columbia Mechanicsville Station</b>	Columbia Residential
<b>Crawford Square Apartments</b>	McCormack Baron Salazar
<b>East Liberty Place North</b>	The Community Builders, Inc.
<b>Gardenview Estates</b>	Norstar Development, Detroit Housing Commission
<b>Greenbridge</b>	King County Housing Authority
<b>Harbor Point Apartments</b>	Corcoran Mullins Jennison, Boston Housing Authority
<b>Harmony Oaks</b>	McCormack Baron Salazar, Housing Authority of New Orleans
<b>Hayes Valley Apartments</b>	McCormack Baron Salazar
<b>Heritage Park - Minneapolis</b>	Minneapolis Public Housing Authority, McCormack Baron Salazar, Legacy Management and Development Corporation, Heritage Housing
<b>High Point</b>	Seattle Housing Authority

Development	Developer(s)
Hillside Apartments	McCormack Baron Salazar
Jazz on the Boulevard	Chicago Housing Authority
Jordan Downs	BRIDGE, Michaels Development Corporation, Housing Authority of City of Los Angeles
King's Lynne Apartments	King's Lynne Apartments LLC, Corcoran Jennison
Lafayette Village	New Jersey Housing and Mortgage Agency and Jersey City Public Housing Authority
Legend's Park	McCormack Baron Salazar, Memphis Housing Authority
Legends South	Brinshore Michaels Development Chicago Housing Authority
M Station Apartments	Foundation Communities
Madison Heights - Little Rock	Metropolitan Housing Alliance formerly known as Little Rock Housing Authority
Mandela Gateway	Oakland Housing Authority, BRIDGE Housing
Metro Green	Jonathan Rose, Malkin Properties
Meyers Ridge	The Community Builders, Inc.
Mueller	Catellus Development Corporation
Murphy Park Apartments	McCormack Baron Salazar , St. Louis Housing Authority
New Columbia	Home Forward (formerly the Housing Authority of Portland)
NewHolly	Seattle Housing Authority
North Beach Place	San Francisco Housing Authority, BRIDGE, The John Stewart Company
Northpark at Scott Carver	Miami-Dade Public Housing Community Development (formerly Miami-Dade Public Housing), McCormack Baron Salazar, Reliance Housing Foundation
Oak Hill Apartments	Beacon Corcoran Jennison, Housing Authority of the City of Pittsburgh
Oakwood Shores	The Community Builders, Inc.
Orchard Commons	Cruz Construction

<b>Development</b>	<b>Developer(s)</b>
<b>Park Place</b>	Integral
<b>Parkside of Old Town</b>	Holsten Real Estate Development Corporation, Cabrini Green Local Advisory Council CDC , Chicago Housing Authority
<b>Parsons Place</b>	Illinois Housing Development Authority, McCormack Baron Salazar
<b>Potrero Hill Terrace and Annex</b>	BRIDGE, San Francisco Housing Authority, San Francisco Mayor's Office of Housing
<b>Pueblo Del Sol I/II</b>	McCormack Baron Salazar
<b>Regent Park</b>	Toronto Community Housing
<b>Renaissance Place at Grand</b>	St. Louis City Housing Authority
<b>Richmond Village Apartments</b>	Richmond Housing Authority
<b>Tassafaronga Village</b>	Oakland Housing Authority
<b>The Villages at Curtis Park</b>	Integral, Denver Housing Authority
<b>The Villages of East Lake</b>	East Lake Foundation, Atlanta Housing Authority
<b>The Villages of Park DuValle</b>	The Community Builders, Inc., Louisville Metro Housing Authority
<b>Town Center and Courtyards at Acorn</b>	BRIDGE Housing Corporation
<b>Tremont Pointe</b>	McCormack Baron Salazar, Cuyahoga Metropolitan Housing Authority
<b>University Place</b>	McCormack Baron Salazar, Memphis Housing Authority
<b>Villa del Sol</b>	Housing Authority of Kansas City
<b>Westhaven Park</b>	Brinshore Development, LLC, Chicago Housing Authority
<b>Wheatley Courts</b>	San Antonio Housing Authority
<b>Woodbridge Estates</b>	Slavik, Detroit Housing Commission