



Building Safer and Sustainable Communities

Community Safety and Security Toolkit

02/2026

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Purpose of this Toolkit

Building Safer, Stronger, and More Sustainable Communities

Community safety is not simply about reducing incidents; it is a core driver of resident stability, operational predictability, and long-term portfolio sustainability. When residents feel safe, they are more likely to remain housed, engage positively with neighbors, and build trust with property staff. When safety is integrated into property operations, asset management, and capital planning, owners and operators reduce volatility, protect assets, and strengthen financial performance.

Recent field evidence underscores the financial implications of unmanaged safety. In an Enterprise Community Partners' hosted webinar, [A Holistic Approach to Community Safety and Security: Person- and Property-Centered Strategies That Promote Portfolio Sustainability](#), staff shared that Enterprise's internal trend analysis shows annual security costs increasing by approximately 27% per unit per year between 2018 and 2024—a trend with direct consequences for both portfolio stability and resident engagement.¹

Safety challenges addressed reactively introduce significant volatility: emergency repairs, vacancy loss, insurance claims, staff turnover, and enforcement-related expenses all rise when safety is treated as a crisis response rather than a planned investment. By contrast, portfolios that embed safety into routine operations, resident services, and capital planning are better positioned to stabilize costs, protect asset value, and meet expectations from funders, lenders, and insurers.

This toolkit offers a trauma-informed, preventive framework for shifting from reaction to resilience — strengthening trust, reducing risk, and improving outcomes for both households and long-term portfolio performance.

Enterprise would like to thank Training Grounds Inc. for their leadership and expertise in developing this resource. We are equally grateful to our dedicated team members — Ashley Blake, Andrew Jakobovics, Ben Hyman, Simone Malone, Rob Mazucca, Matt Morrin, Karrima Muhammad, Ayrienne Parks, Elizabeth Richards, Sarah Ritter, Tyler Smith, Meaghan Vlkovic, and Raven Willoughby — whose insight, collaboration, and commitment were essential to bringing this toolkit to life.

Table of Contents

Introduction & Executive Insight

How to Use This Toolkit 5

Holistic Safety Framework 6

Why This Framework Matters 6

Two Dimensions of Holistic Safety 7

Why Track Safety Data 8

Core Pillars That Connect People and Property 9

Historic Drivers of Community Vulnerabilities 10

Diverse Communities Require Diverse Safety Solutions 10

Four Historic Drivers 11

Trauma-Informed Housing Strategies 13

Why Trauma-Informed Housing Matters for Safety 13

Core Trauma-Informed Principles 14

Quick Wins vs. Long-Term Trauma-Informed Strategy 15

Assessment, Safety Planning & Prevention 16

Why It Matters 16

Establishing a Safety Cost Baseline 18



Physical Building Improvements	19
<hr/>	
How Maintenance Practices Shape Trust and Safety	19
Categories of Improvements	20
Resident Services and Support	21
<hr/>	
Core Functions of Resident Services	21
<i>Case Study: Safe and Thriving Community by Reducing Transiency</i>	24
Protective Factors in Practice	25
Neighborhood Partnerships	26
<hr/>	
Key Partnership Domains	26
Partnership Development in Practice	29
Financial Implications	33
<hr/>	
Why Safety Is a Portfolio Stability Issue	33
The Financial Impacts of Proactive Safety Planning	34
<i>Improving Safety and Reducing Insurance Costs through Group Captive Insurance</i>	42
Implementation Roadmap	45
<hr/>	
Closing Note	48
Appendix	50



Who This Toolkit Is For

Regardless of your role on the property, this toolkit offers practical strategies to strengthen safety, stability, and trust for:

- **Affordable housing owners and operators** aligning safety with financial sustainability
- **Property managers** responsible for daily operations, enforcement, and resident engagement
- **Resident services teams** that provide critical support and bridge communication
- **Partners and stakeholders** — including funders, lenders, insurers, and community organizations — who evaluate risk and sustainability

How to Use this Toolkit

Quick Wins vs. Long-Term Investments

- **Quick Wins (0–90 days):** Immediate steps to stabilize conditions and communication.
- **Long-Term Investments (6–36 months):** Systemic changes that embed trauma-informed principles, strengthen resident leadership, and build cross-sector partnerships.

Practical Application Features

- **Sidebars** that distill complex strategies into quick-scan guidance.
- **Case studies and field insights** from practitioners.
- **Dashboards and templates** for tracking metrics and aligning budget.
- **Annotated references** for deeper exploration.

Read Time Guidance

This toolkit is designed for flexible use. Each major section includes an estimated read time so readers can engage at their own pace. Most sections can be read in **5–10 minutes**, with optional sidebars and tools for deeper exploration. Readers looking for a quick orientation may focus on section summaries, quick wins, and toolboxes. Readers engaged in planning or implementation may choose to spend additional time on tactical strategies, financial implications, and the implementation roadmap.

Good-Faith Disclaimer

All information provided in this toolkit is strictly for informational purposes only. The information provided herein is not nor should ever be relied upon as legal, financial or other technical advice.

Section Flow



Holistic Safety Framework

Person-Centered + Property-Centered Approach

Estimated Read Time: 7–8 minutes

Why a Holistic Safety Framework Is Needed

Safety in affordable housing is often reduced to hardware, enforcement, or reactive response. Cameras, locks, and patrols may address immediate concerns, but on their own, they rarely build lasting trust, stability, or community well-being.

Community safety is most effective when it addresses both the people who live in a community and the conditions of the property itself. Sustainable outcomes emerge at the intersection of people, place, and partnerships.

Prevention Institute’s Community Safety Realized framework emphasizes protective factors such as social connection, stability, and access to supports rather than enforcement alone.”² This framework expands the definition of safety beyond incident reduction. It positions safety as a core operational, relational, and financial strategy — guiding every tool, case example, and implementation recommendation in this toolkit.

Why This Framework Matters

This Holistic Safety Framework establishes a clear foundation: durable safety in affordable housing emerges when people and property are addressed together, through trauma-informed practice, resident leadership, and cross-sector collaboration.

The framework reframes safety as more than incident response. It positions safety as an operational, relational, and financial strategy — one that stabilizes households, supports staff, and protects long-term asset value when embedded into daily operations, capital planning, and resident engagement.

However, safety challenges do not arise in a vacuum. The conditions housing providers manage today — deferred maintenance, resident trauma, enforcement pressures, and operating volatility — are shaped by historic policy decisions and disinvestment that extend far beyond any single property.

To apply this framework effectively, providers should consider the broader forces that have shaped both communities and housing systems over time. The next section examines the historic drivers of community vulnerability, connecting past decisions to present-day safety risk, tenant stability, and portfolio sustainability — and reinforcing why a holistic, preventive approach is not optional, but necessary.

Two Dimensions of Holistic Safety

Person-Centered Safety

Focus: Resident well-being, agency, and trust.

Safety is shaped by lived experience, trauma, health, and household stability. Residents are not passive recipients of safety interventions; they are active partners in prevention and problem-solving. Engagement, communication, and responsive support systems often prevent escalation before incidents occur, reinforcing the connection between housing stability and safety.

Second-generation Crime Prevention Through Environmental Design (CPTED) frameworks emphasize that environmental design must be paired with social cohesion, resident engagement, and community ownership to produce durable safety outcomes.³

Person-centered safety recognizes that residents experience safety daily — through relationships with staff, responsiveness to concerns, clarity of expectations, and access to support — as much as through physical infrastructure.

Property-Centered Safety

Focus: The built environment, systems, and operations.

Physical conditions and management systems shape behavior, perception, and risk. HUD multifamily guidance indicates that deteriorating physical conditions and inconsistent property operations are associated with increased compliance risk, higher turnover, and operational instability.⁴

Maintenance practices, lighting, access control, and visibility influence whether residents feel safe, respected, and confident in their environment. Predictable policies and consistent operations reduce uncertainty and conflict, while proactive design and upkeep cost less over time than reactive repair.

Property-centered safety focuses on how buildings, shared spaces, and management systems shape daily experiences and reduce opportunities for harm.

Why Both Are Required

Person-centered strategies without property improvements leave residents frustrated and unsafe. Property upgrades without resident engagement can feel punitive, alienating, or disconnected from lived experience.

Safety improves fastest — and lasts longest — when people and place are addressed together. Durable safety does not come from choosing between residents or buildings; it comes from intentionally aligning both.



SIDE BAR

Why Track Safety Data

While external research directly linking safety investments to portfolio performance is still emerging, housing providers can build a credible business case by tracking their own internal data. Safety is experienced by residents, implemented by staff, and reflected in property outcomes. Measuring only building or financial indicators misses key drivers of stability.

Tracking a mix of property-centered and person-centered data helps providers identify early risks, adjust strategies in real time, and demonstrate value to boards, funders, lenders, and insurers.

Property-Centered Indicators

- **Turnover & vacancy loss:** turnover cost per unit, vacancy days, retention rates
- **Maintenance & repairs:** emergency vs. preventive work orders, repair costs, deferred maintenance
- **Insurance & liability:** premium trends, claims, documented safety protocols
- **Rent collection:** on-time payments, enforcement actions, staff time spent on collections
- **Asset performance:** valuation trends, lender/insurer feedback, reputation indicators

Person-Centered Indicators

- **Resident stability & trust:** length of tenancy, safety perceptions, resolved concerns
- **Resident engagement:** participation in meetings, programs, or leadership activities
- **Staff capacity & well-being:** staff turnover, overtime, training participation
- **Crisis prevention:** repeat incidents, shifts from enforcement to service-based responses

Bottom Line

A holistic safety strategy requires alignment between internal documentation and public reporting. Properties should consistently report incidents to 911 and, where available, 311 systems. When incidents are not reported, resident experiences remain invisible to the institutions responsible for response and investment, weakening both safety outcomes and long-term stability.

Core Pillars That Connect People and Property

1 Physical Building Improvements

Physical conditions shape how safe residents feel and how safe they actually are. Well-maintained buildings, clear sightlines, functional lighting, and intentional design choices reduce opportunities for harm, support natural surveillance, and strengthen residents' sense of stability. Physical improvements also reduce preventable incidents that drive up operating costs and insurance claims.

Effective building-level strategies prioritize visibility, access control, maintenance, and environmental cues that promote safety without creating a punitive or carceral atmosphere.

In practice, this includes:

- Improving lighting, sightlines, and common-area visibility
- Maintaining doors, locks, cameras, and access systems
- Addressing environmental hazards and deferred maintenance
- Designing shared spaces that encourage positive resident use

2 Resident-Centered Engagement

Residents are essential partners in safety — not merely sources of complaints or compliance. Because residents experience conditions daily, they often identify emerging safety concerns before incidents appear in data or reports. Meaningful engagement builds trust, accountability, and shared responsibility.

Resident leadership strengthens collective efficacy by improving solution fit, adoption, and durability. Engagement must include visible feedback loops that show how resident input shapes decisions.

In practice, this includes:

- Resident leadership roles in safety planning
- Consistent listening structures and follow-up
- Co-creation of norms, not top-down enforcement

3 Cross-Sector Collaboration

Community safety improves when housing providers collaborate with — rather than attempt to replace — external systems. Housing providers cannot address all safety drivers alone. Effective strategies depend on clearly defined partnerships with service providers, municipal agencies, public health systems, and community-based organizations.

Partnerships work best when roles are explicit, resident priorities guide alignment, and enforcement is not substituted for prevention.

In practice, this includes:

- Role-clear coordination with service and municipal partners
- Alignment with neighborhood-level investments
- Shared accountability for prevention and response

Trauma-Informed Housing Strategies

From Compliance to Care, and From Reaction to Prevention

Estimated Read Time: 7–8 minutes

Trauma-informed housing strategies recognize that safety and stability are shaped not only by rules and enforcement, but by how housing systems interact with residents and staff each day. Many residents of affordable and mission-centered housing have experienced trauma related to violence, housing instability, systemic inequities, health crises, or prior institutional interactions. Staff also experience secondary trauma, stress, and burnout in high-pressure environments.

Grounded in dignity, choice, trust, and collaboration, trauma-informed approaches reduce conflict, prevent escalation, strengthen housing stability, and support staff well-being. These strategies do not remove accountability; they clarify expectations, support fair enforcement, and produce more sustainable outcomes. This section draws from the [Preservation of Affordable Housing \(POAH\)](#), Substance Abuse and Mental Health Services Administration, The Urban Institute and other field leaders.



Why Trauma-Informed Housing Matters for Safety

Traditional housing operations often rely on rigid rules, surveillance, and punitive responses. While these approaches may address isolated incidents, they can unintentionally retraumatize residents, erode trust, and increase disengagement — ultimately undermining safety and stability.

- Research and field experience show trauma-informed housing is associated with:
- Reduced conflict and crisis escalation
- Improved resident trust and engagement
- Stronger housing retention and lease compliance
- Lower staff burnout and turnover
- More predictable safety outcomes

As POAH emphasizes, trauma-informed housing is not trauma treatment. It represents an organizational shift from asking, “What’s wrong with this resident?” to “What may have happened, and how should our systems respond?”¹²

Core Trauma-Informed Principles

SAFETY & TRUST

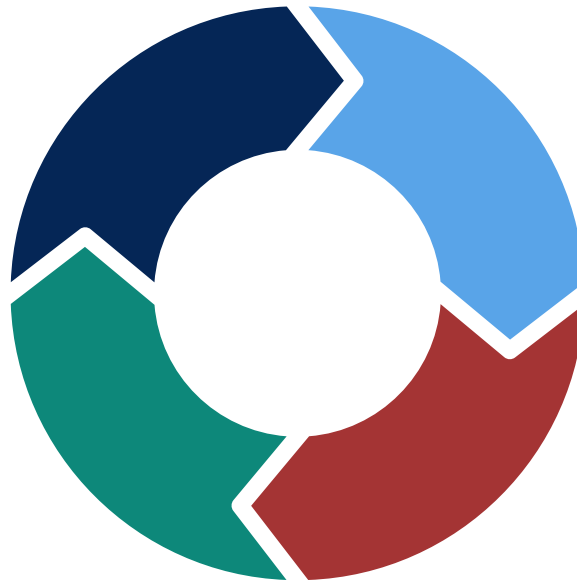
“No surprises” inspections; consistent enforcement

- Reduced anxiety
- Fewer conflicts

BEAUTY & JOY

Welcoming common spaces with art, plants, and comfortable seating

- Sense of dignity
- Belonging
- Pride



CHOICE & EMPOWERMENT

Flexible service referrals; resident co-created rules

- Stronger engagement
- Improved compliance

COMMUNITY & COLLABORATION

Resident councils; peer mentors; joint staff-resident teams

- Shared ownership
- Resilience
- Problem-solving

These principles guide both daily operations and long-term planning.

Trauma-Informed Policies in Practice

Housing rules and enforcement practices can unintentionally escalate conflict when they are overly punitive, rigid, or disconnected from residents’ lived realities. Trauma-informed policies emphasize predictability, proportionality, and clarity.

DO

- Use graduated responses that distinguish nuisance behavior from safety risks.
- Prioritize restorative and mediation-based approaches where appropriate.
- Write notices and rules in plain, respectful language.
- Provide clear accommodations and protections aligned with HUD guidance and VAWA.
- Ensure predictability through consistent enforcement and advance notice.
- Communicate support pathways alongside enforcement steps.

DON'T

- Rely on zero-tolerance policies that ignore context and escalate minor issues.
- Mirror carceral systems through excessive surveillance or punitive monitoring.
- Issue vague, threatening, or enforcement-only communications.
- Substitute enforcement for resident services, dialogue, or prevention.
- Create fear through surprise inspections or unannounced actions.

Examples in Practice

- Instead of: “Any noise violation will result in immediate lease termination.”
- Use: “Noise concerns will first be addressed through conversation and mediation. Repeated violations may lead to formal action.”

Field Insight: Urban Institute research shows trauma-informed housing reduces eviction risk and improves staff retention, strengthening both resident stability and operational sustainability.¹³

Quick Wins vs. Long-Term Trauma-Informed Strategy

Quick Wins (0–6 Months):

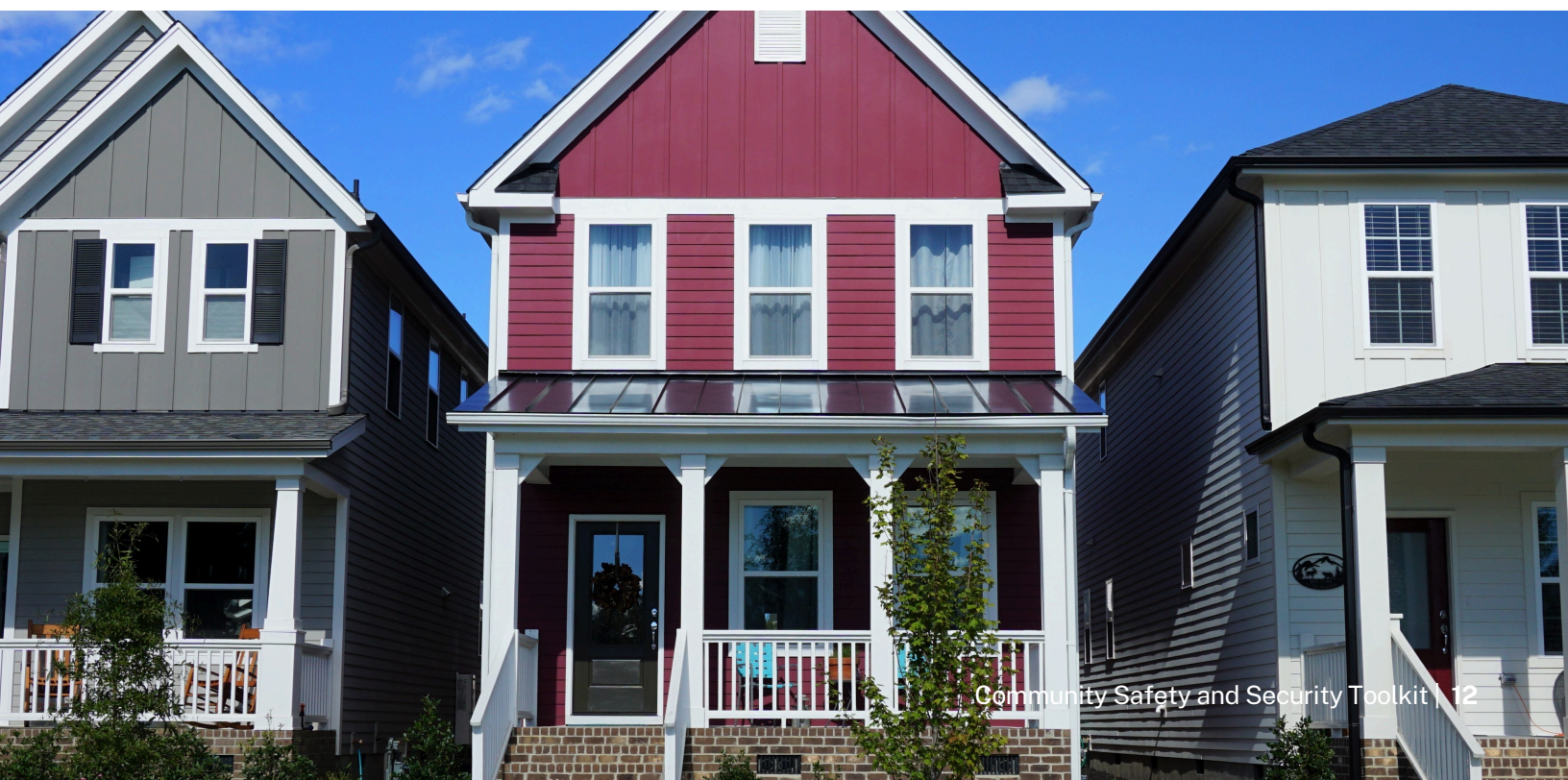
- Rewrite notices and violation letters in plain language.
- Implement “no-surprises” inspections with clear advance notice.
- Provide basic trauma-informed and de-escalation training.
- Add welcoming touches to common spaces.
- Create a brief “What You Can Expect Living Here” guide.

Long-Term Strategies (6–36+ Months):

- Embed trauma-informed principles into capital planning, operations, resident services, HR and supervision.
- Establish resident co-design processes for renovations and policies.
- Track trauma-informed outcomes: trust, safety perception, staff burnout, crisis frequency.

Trauma-informed housing strategies shift providers from compliance to care, and from reaction to prevention. By embedding dignity, choice, trust, and collaboration into daily practice, providers reduce crises, strengthen trust, and sustain long-term portfolio performance.

The next section, Assessment, Safety Planning & Prevention, translates these principles into action. It examines how trauma-informed and preventive approaches are operationalized through **assessment, safety planning and prevention, physical building improvements, resident services and individual supports, and neighborhood partnerships.**



Historic Drivers of Community Vulnerabilities

How History Shapes Present-Day Safety Risk

Estimated Read Time: 8 – 9 minutes

Safety challenges in affordable housing are rarely isolated or random; they are the cumulative result of policy decisions, disinvestment, and structural inequities that continue to shape resident experience and property conditions today. The Holistic Safety Framework establishes that durable safety emerges when people and property are addressed together, and the historic drivers outlined below illustrate why this integrated approach is necessary and how past decisions continue to influence present-day safety, stability, and operational complexity.

1 Redlining, Segregation, and Disinvestment

From the 1930s through the 1960s, federal housing policies — most notably HOLC redlining — systematically restricted access to credit and investment in Black communities and other communities of color, immigrant communities, and low-income neighborhoods. The Mapping Inequality project documents how these policies shaped patterns of segregation and disinvestment that continue to influence neighborhood conditions today.⁵ Subsequent analysis by the National Community Reinvestment Coalition (NCRC) shows that many formerly redlined neighborhoods still experience disparities in housing investment, health outcomes, and economic opportunity.⁶

Present-Day Impacts

- Aging housing stock with deferred maintenance
- Lack of community resources, limited amenities, and weak local markets
- Entrenched stigma influencing investor appetite and policing patterns

Implication for Safety Planning

- Physical improvements alone cannot overcome decades of disinvestment. Safety strategies are most effective when paired with resident engagement, trust-building, and alignment with neighborhood investment efforts.
- In higher-resource or mixed-resource areas, providers should also consider how location advantages — access to transit, schools, health care, and employment — can be leveraged to strengthen safety, stability, and resident opportunity.

2 Mass Incarceration and Criminalization of Poverty

Beginning in the 1970s, criminal justice policies disproportionately impacted low-income Black and Brown communities, contributing to high incarceration rates and long-term economic instability. Research from the Urban Institute documents how these patterns intersect with housing access, screening practices, and enforcement approaches, often compounding trauma and housing instability.⁸

Present-Day Impacts

- Households navigating trauma, employment disruption, and family separation
- Staff uncertainty around screening and enforcement
- Resident hesitation to report concerns due to fear of law enforcement involvement

Implication for Safety Planning

- Safety strategies must balance accountability with equity. Trauma-informed, proportionate responses — including clear screening guidance, consistent enforcement thresholds, and graduated interventions — are widely recognized in the housing and public-health fields as approaches that support stability and reduce unnecessary escalation. These strategies help providers address safety concerns without defaulting to policing or eviction, which can contribute to further instability.
- Providers should ensure that criminal history screening and enforcement practices align with legal standards, fair housing guidance, and resident stability goals. [Enterprise’s Housing as a Pathway to Justice National Toolkit](#) offers guidance for aligning screening, enforcement, and resident engagement in ways that reduce unnecessary displacement and safety escalation.⁹

3 Concentrated Poverty and Limited Opportunity

Public health and housing research consistently link neighborhood conditions — including access to employment, education, youth programming, and health services — to exposure to violence, stress, and long-term outcomes. The Centers for Disease Control (CDC) identifies housing quality, access to services, environmental stressors, and exposure to violence as key social determinants of health and safety.¹⁰ Urban Institute research further documents how concentrated poverty and neighborhood-level trauma contribute to housing instability and reduced community well-being.⁸

Present-Day Impacts

- Higher exposure to violence and health disparities
- Limited youth programming and engagement opportunities
- Weaker social connections that reduce collective efficacy

Implication for Safety Planning

- Providers must intentionally integrate resident engagement and community-based supports into safety planning — through partnerships, braided funding, and alignment with external initiatives — to reduce reliance on enforcement and crisis response.

Field Insight: Safety Through the Housing Bundle Framework

Enterprise’s Housing Bundle identifies five interdependent housing attributes — including quality, stability, and neighborhood context — that together support upward mobility.⁷

For affordable housing providers, this framework reinforces a key lesson for safety planning: investments that focus only on affordability or enforcement, without attention to quality, stability, and neighborhood conditions, are unlikely to produce durable safety outcomes. For safety planning, this reinforces that investments disconnected from quality, stability, and neighborhood context are unlikely to produce durable results.

4 Post-COVID Dynamics

The COVID-19 pandemic disrupted employment, schooling, health services, and community connections while increasing stress and trauma across resident populations. The CDC’s Community Violence Prevention: Resource for Action documents increases in violence during the pandemic period, followed by uneven recovery. During and after the pandemic, many housing providers experienced elevated arrears, staffing shortages, and maintenance backlogs — placing sustained pressure on operating budgets and portfolio performance.¹¹

Present-Day Impacts

- Rising arrears and pressure on operating budgets
- Staff burnout and turnover
- Resident stress affecting engagement and compliance

Implication for Safety Planning

- Post-pandemic safety strategies must address both resident and staff well-being while accounting for financial strain at the property and portfolio level.
- Historic drivers surface today as deferred maintenance, resident trauma, staffing strain, arrears, and portfolio volatility — making safety a business reality, not just a community concern. By understanding how these forces shape tenant stability, operational costs, and portfolio performance, and by tailoring solutions to the diverse needs of communities, housing providers can move beyond reactive “security fixes” toward holistic, preventive strategies that build durable safety, stronger resident trust, and healthier portfolios over time.
- Because historic inequities continue to shape trust, stress, and daily interactions, trauma-informed care becomes a critical tool for reducing harm and strengthening stability — and these patterns make clear that safety cannot rely on enforcement alone, but must be rooted in consistent, dignified, and preventive practices.

Diverse Communities Require Diverse Safety Solutions

There is no universal safety model that works across all housing contexts. Communities differ by history, demographics, geography, and local dynamics. A senior property may prioritize lighting, accessibility, and staff responsiveness, while a family property may need youth programming and trauma-informed engagement. Urban sites may require partnerships with violence interruption programs, while rural sites may focus on social connection and access to health services. Effective safety planning tailors solutions to the unique mix of resident needs, neighborhood context, and portfolio goals.



Assessment, Safety Planning & Prevention

From Understanding Conditions to Proactive Action

Estimated Read Time: 5 – 6 minutes

Assessment and safety planning are the foundation of effective interventions. Without a clear picture of resident experiences, property conditions, staff capacity, and available partnerships, owners and operators risk investing in reactive measures that fail to address root causes.

Prevention strategies ensure safety is not limited to crisis response, but embedded in daily operations through clear planning, coordination, and early identification of risk. This section provides a structured approach to evaluating conditions, planning responses, and operationalizing prevention.

Why It Matters

- **Portfolio impacts:** Structured safety planning is associated with lower turnover, reduced liability, and stronger resident trust.
- **Resident outcomes:** Trauma-informed prevention reduces crises and supports housing stability.
- **Industry guidance:** HUD's Real Estate Assessment Center and risk assessment protocols emphasize systematic evaluation of housing quality.
- **Staff capacity:** Clear protocols reduce burnout and confusion, improving operational efficiency.
- **Resident engagement:** Proactive engagement strengthens community bonds and perceptions of safety.

A structured Assessment Matrix provides teams with domains, indicators, and guiding questions to ground this process in both resident experience and property conditions.

Quick Wins

- Conduct a safety walk-through audit with staff and residents to identify immediate concerns.
- Launch a resident listening session focused on perceptions of safety and well-being. A resident survey can be a helpful tool in collecting residents' perspectives.
- Create a basic incident response protocol outlining roles, documentation, and follow-up.
- Map existing resources and gaps, including resident services, local partners, and health clinics.
- Review key communications (inspection notices, violation letters) through a trauma-informed lens.

Long-Term Strategies (6–36+ Months)

- Develop a formal safety dashboard tracking incidents, arrears, turnover, and resident satisfaction.
- Integrate safety metrics into asset management and capital planning.
- Adopt a trauma-informed housing framework across operations and resident services.
- Build coordinated resident services models to prevent crises and evictions.
- Establish formal neighborhood partnerships with violence intervention programs, schools, health providers, or other community-based organizations that address an area of community need.
- Implement ongoing evaluation tools (resident surveys, staff feedback loops, incident trend analysis). The Assessment Matrix can be a helpful internal benchmarking tool, helping portfolios track progress across domains over time.

Establishing a Safety Cost Baseline

Before launching new safety strategies, owners and operators should understand the true magnitude of current safety-related costs. A baseline allows you to compare pre-strategy expenses with post-intervention savings, making the financial case for holistic safety supports.

Steps to Create Your Baseline

- **Collect operating costs** tied to safety and security issues:
 - Turnover and vacancy loss
 - Leasing and marketing costs for “hard-to-rent” units
 - Rent arrears linked to disengagement or fear of management
 - Insurance premiums and liability claims
 - Vandalism, dumping, and accelerated wear-and-tear repairs
 - Security contracts and technology (guards, cameras, access systems)
- **Summarize totals** across categories to capture the full scope of safety-related spending.
- **Analyze patterns** (e.g., spikes in vandalism costs, recurring arrears) to identify where interventions could reduce expenses.
- **Use as a comparison point** when evaluating new strategies — from lighting upgrades to resident services — to measure ROI and portfolio impact.

Bottom Line:

Safety investments are not just about reducing harm. They can lower operating costs, strengthen tenant stability, and improve portfolio sustainability when measured against a clear baseline.

TOOLBOX

Check out the workbook section of the Appendix for interactive tools and ready-to-use worksheets

- Use the Property Safety Assessment Checklist to identify risks across your portfolio.**
- Gather resident input with the Perception of Safety Survey.**
- Track trends with the Incident Pattern & Escalation Worksheet.**

Assessment and prevention are iterative: they inform tactical interventions, which are then re-assessed for impact. The next section, Building Improvements, shows how assessment findings guide capital and operational investments to strengthen safety at the property level.

Physical Building Improvements

From Assessment Insights to Built Environment Solutions

Estimated Read Time: 7–8 minutes

Physical conditions are the most visible signal of safety and care in affordable housing communities. Deferred maintenance and neglected environments not only create hazards but also erode resident trust and pride.

This section outlines how owners and operators can integrate physical improvements into holistic safety strategies.

Why It Matters

Research shows that physical conditions directly shape resident well-being and perceptions of safety. Poor lighting, broken locks, or neglected common areas heighten fear and stress, while well-maintained, welcoming spaces foster dignity, trust, and community use. Importantly, studies confirm that residents' perception of safety is as critical as actual incident rates in determining housing stability.

At the same time, Crime Prevention Through Environmental Design (CPTED) demonstrates that design choices — lighting, sightlines, access control, and territorial cues — can deter crime and reduce opportunities for unsafe behavior.³ Properties that integrate CPTED principles into renovations report measurable reductions in incidents and stronger resident satisfaction.

Building on this, second-generation CPTED extends the framework to include social cohesion, resident engagement, and community culture, recognizing that long-term safety depends not only on the built environment but also on the relationships and trust that sustain it. Together, these findings underscore that physical improvements are foundational safety strategies: they reduce disparities, elevate resident trust, and sustain portfolio performance by aligning design with both environmental and social dimensions of safety.

How Maintenance Practices Shape Trust and Safety

As Rob Mazzuca, Senior Vice President of Asset Management at Enterprise Community Development, emphasizes, “security is people, not products.” Residents experience safety less through cameras or locks alone than through the visible care and responsiveness of staff and management. This perspective reframes physical improvements: they are not simply technical fixes, but signals of dignity, accountability, and equity. To translate this into practice, owners and operators can focus on three interconnected areas:

- **Maintenance Practices that Build Trust** — consistent, timely repairs and preventive care that demonstrate respect and reduce fear.
- **Shared Spaces / Common Area Management** — clean, well-lit, welcoming environments that foster pride and encourage positive community use.
- **Cost-Effective Upgrades** — smart investments in durable finishes, lighting, and preventive contracts that reduce recurring expenses while sustaining resident confidence.

Categories of Improvements



Site & Grounds

- Lighting upgrades (ex: LED, motion-sensitive, well-placed for natural surveillance)
- Landscaping and grounds maintenance (trimmed shrubs, cleaned stairwells, and maintained dumpster areas)
- Graffiti removal and vandalism repair protocols
- Clear signage and wayfinding



Building Exterior & Entrances

- Secure doors, locks, and gates with preventive maintenance contracts
- Camera placement at entrances, dumpsters, and common areas
- License plate readers or other accountability tools, where appropriate
- Design tradeoffs: openness vs. control (e.g., fencing vs. community feel)



Interior Common Areas

- Bright, well-lit stairwells and hallways
- Functioning life safety equipment (alarms, extinguishers, panels)
- Clean, maintained shared spaces (laundry rooms, elevators, community rooms)
- Trauma-informed design: open sightlines, natural light, welcoming finishes



Unit-Level Improvements

- Regular inspections (quarterly or semi-annual) to identify damage or unauthorized use
- Preventive maintenance schedules for locks, appliances, and fixtures
- Quick response protocols for resident-reported issues

Quick Wins

- Remove graffiti promptly and repair broken locks and doors without delay
- Improve lighting in stairwells, hallways, and outdoor pathways.
- Clean and maintain dumpster areas, landscaping, and stairwells.

Long-Term Strategies

- Redesign layouts to maximize sightlines and natural surveillance.
- Invest in trauma-informed design (bright, open, non-institutional spaces).
- Establish preventive maintenance contracts for high-risk { equipment (doors, cameras, alarms).
- Integrate environmental design tradeoffs (openness vs. control, amenities vs. supervision).

Resident Services and Individual Supports

From Daily Operations to Trust, Stability, and Prevention

Estimated Read Time: 8 – 9 minutes

Purpose

Resident Services encompass the relationship-centered practices and coordination functions that support resident stability, prevent escalation, and strengthen trust within housing communities. While closely aligned with property management, Resident Services are distinct from leasing, enforcement, and facilities operations. Their primary role is to **coordinate engagement, communication, and connections to supports** in ways that make safety predictable, dignified, and relational.

Resident Services serve as the connective tissue between residents, property operations, and external partners — translating policies and infrastructure into lived experiences of respect, responsiveness, and care.

Core Functions of Resident Services

1 Engagement & Trust-Building

Creating consistent, respectful points of connection between residents and housing staff.

In Practice

- Regular staff presence in common areas and community spaces
- Structured engagement opportunities (resident councils, listening sessions, community meetings)
- Feedback loops that show residents how concerns are addressed
- Trauma-informed communication across notices, meetings, and conflict response

Safety Value

Builds trust, surfaces concerns early, and reduces disengagement.

2 Daily Coordination with Property Operations

Aligning resident experience with predictable, fair, and responsive property practices.

In Practice

- Coordination with property management on response timelines and communication standards
- Equitable application of community rules and expectations
- Shared protocols for incident follow-up and resident outreach
- Clear roles between enforcement and engagement functions

Safety Value

Creates predictability and transparency, reducing anxiety, frustration, and perceptions of unfairness.

3 Stabilization & Support Coordination

Connecting residents to internal and external supports before issues escalate.

In Practice

- Partnerships with behavioral health, crisis response, and social service providers
- Eviction prevention coordination, including mediation and payment planning referrals
- Targeted outreach following incidents, complaints, or life disruptions
- Support during transitions such as job loss, health decline, or family change

Safety Value

Prevents crises, reduces reliance on emergency systems, and supports housing stability

4 Population-Responsive Programming & Partnerships

Tailoring engagement and coordination to resident needs and property type.

In Practice

- Youth programming and school partnerships are coordinated through Resident Services
- Senior wellness checks, accessibility coordination, and caregiver linkages
- Re-entry support coordination with supervision agencies and service providers
- Inclusive community-building activities in mixed-income settings

Safety Value

Reduces isolation, strengthens social cohesion, and supports equitable outcomes.



Why It Matters

Across housing types, providers consistently report that safety challenges escalate not due to a lack of resources, but because supports are disconnected from daily operations or inconsistently coordinated. Resident Services function as an early-intervention layer — identifying emerging risks, facilitating communication, and activating partnerships before issues require enforcement or emergency response.

Field Insight: When resident services were reduced due to budget stress, providers observed rapid declines in trust, engagement, and perceived safety — reinforcing services as stabilizing infrastructure.

Quick Wins

- Establish clear coordination protocols between Resident Services and property management
- Increase visible staff presence focused on engagement rather than enforcement
- Use trauma-informed language across all resident communications
- Strengthen referral pathways to crisis, behavioral health, and social services
- Follow up proactively with households after incidents or concerns

Long-Term Strategies

- Integrate Resident Services into safety planning and operational decision-making
- Formalize partnerships with service providers and crisis response teams
- Invest in staff training on de-escalation, restorative practices, and harm reduction
- Embed resident voice through councils, safety committees, and co-design processes
- Track engagement, referrals, and safety indicators to support continuous improvement

Tailored Approaches by Property Type

The following examples illustrate how resident services and supports can be adapted to different housing contexts while maintaining consistent safety principles.

Family Housing Insight: Youth programming and school partnerships not only reduce conflict but also build pathways to opportunity, helping families see housing as a foundation for growth.

Implication for Practice: Invest in youth engagement and school collaboration to prevent conflict and strengthen long-term family stability.

Senior Housing Insight: Routine wellness checks and accessibility supports foster dignity and independence, while clear communication reduces anxiety and strengthens trust.

Implication for Practice: Prioritize consistent communication and proactive wellness supports to reduce crises and sustain aging-in-place.

Permanent Supportive Housing Insight: Trauma-informed staffing and coordinated services balance lease enforcement with individualized care, sustaining stability for residents with complex needs.

Implication for Practice: Embed service coordination into property operations to prevent eviction risk and support long-term retention.

Mixed-Income Communities Insight: Clear norms and inclusive engagement practices ensure equity across diverse households, while differentiated supports prevent tension and strengthen cohesion.

Implication for Practice: Establish transparent community standards and tailor supports to household needs to maintain trust and cohesion across income groups

CASE STUDY

Safe and Thriving Community by Reducing Transiency

Challenge:

The Summerdale apartment complex in Atlanta was experiencing high resident turnover, frequent safety concerns, and poor educational outcomes for children. Transiency disrupted community relationships, made it harder for property staff to build trust with residents, and contributed to instability for families and the local school.

Approach:

Star-C, led by Marjy Stagmeier, partnered with the property owner, management staff, the local school, and public safety officials to address root causes of instability. The team improved property conditions, strengthened management practices, and worked with local authorities to identify and address repeat offenders. At the same time, Star-C collaborated with the school to support families, monitor attendance, and help reduce unnecessary student mobility.

Outcome:

Over four years, overall crime declined by more than 90%, and resident turnover fell significantly. Safety improved, school attendance increased, and students showed stronger academic performance. Families reported greater stability and a stronger sense of community. Reduced transiency improved property financial performance as well.

Lesson:

Reducing transiency through coordinated property management, school partnerships, and targeted safety interventions can significantly improve safety and long-term outcomes for residents.



SIDE BAR

Protective Factors in Practice

Field insights and research show that predictability, responsiveness, and transparency function as protective factors — reducing incidents, building trust, and sustaining housing stability. The following core practices illustrate how providers can embed these protective factors into daily operations and resident engagement:

Predictability

Practices that make safety reliable.

- **Proactive Property Management Approaches:** Daily visibility, consistent enforcement, and predictable response times.
- **Emergency Preparedness & Communication:** Clear communication plans, coordination with responders, and resident education on procedures.
- **Incident Tracking:** Standardized logs and dashboards that integrate incident data with resident feedback, enabling accountability.

Responsiveness

Practices that ensure residents feel heard and supported.

- **Resident Councils & Feedback Loops:** Formal structures for resident voice, with clear mechanisms to show how input leads to action.
- **Targeted Outreach & Rapid Connections to Supports:** Follow-up after incidents and strengthened referral pathways to behavioral health, crisis, and social services.
- **Staff Presence & Engagement:** Daily property walks, informal connections, and consistent follow-up on resident concerns.

Transparency

Practices that build trust through openness and fairness.

- **Conflict Resolution, Restorative Approaches & Communication Practices:** Trauma-informed messaging, mediation, and de-escalation protocols that replace punitive enforcement with constructive solutions.
- **Building Trust Between Staff and Residents:** Relationship-based management, transparent decision-making, and equitable enforcement of policies.
- **Community-Building Activities and Programming:** Resource fairs, youth programming, and cultural events that normalize engagement and strengthen cohesion.

Bottom Line

Protective factors work because they make safety feel real. When residents can count on consistent, responsive, and transparent practices, stability grows and crises shrink.

Resident Services and Individual Supports demonstrate how **daily operations and household-level supports form the human backbone of safety**. By embedding predictability, responsiveness, and transparency into both systems and relationships, housing providers create environments where residents feel secure and respected. With this foundation in place, the toolkit now turns to **Neighborhood Partnerships**, extending safety beyond the property line and into the broader community ecosystem through collaboration, shared accountability, and collective resilience.

Neighborhood Partnerships

Extending Safety Beyond the Property Line

Estimated Read Time: 10 – 11 minutes

Purpose

Even the best-run property cannot “solve safety” alone. Residents move through blocks, corridors, school zones, bus stops, and commercial strips every day. Violence and disorder in those spaces inevitably spill over into buildings — and vice versa. This section outlines how housing providers can leverage strategic partnerships to address root causes, extend capacity, and reinforce on-site safety efforts, while safeguarding equity, resident voice, and trauma-informed practice.

Why It Matters

Safety challenges in affordable housing rarely stop at the property boundary. Hot spots for violence may be bus stops, corner stores, alleys, or vacant lots near buildings. Residents’ sense of safety is shaped as much by getting to and from home as by conditions on site.

Because many safety levers sit with other systems — such as lighting, sidewalks, traffic calming, code enforcement, youth programming, and violence interruption — housing providers cannot and should not respond alone. Coordinated partnerships reduce duplication, fill service gaps, and shift safety efforts from crisis response to prevention, strengthening portfolio sustainability and reinforcing safety as a shared responsibility across housing, health, education, employment, and justice systems.

The U.S. DOJ COPS Office Collaboration Toolkit for Community Organizations underscores that effective partnerships depend on clearly defined roles, transparent communication, and trust-building with community members, warning that unclear boundaries and enforcement overreach can undermine legitimacy and resident confidence.¹⁶

The Role of Housing Providers as Connectors and Collaborators

- **Role-defined collaboration:** Housing providers act as connectors — aligning partners and resident priorities while clarifying roles with enforcement and service partners to avoid over-policing and reinforce trust.
- **Safety as a shared organizing priority:** Position safety as a collective goal across systems.
- **Resident voice as alignment tool:** Ensure resident priorities shape municipal and neighborhood strategies.

Field-Informed Guidance: Neighborhood Partnerships

In Enterprise Community Development's Holistic Approach to Community Safety and Security webinar, Sarah Ritter, Director of Community Safety Planning, shared a framework to help housing providers align property-level safety with broader neighborhood and city systems.¹

Drawing from ECD's pilot work, she emphasized that effective partnerships begin with asking the right diagnostic questions rather than defaulting to enforcement-heavy responses.

Providers are encouraged to reflect on four key questions:

1. **What issues cannot be solved by enforcement alone?** (e.g., behavioral health, youth conflict, substance use, environmental conditions).
2. **Is the property in a priority geography for municipal investment?** (e.g., infrastructure, transit, vacancy reduction, public health).
3. **What community assets can be mobilized?** (resident leadership, schools, faith institutions, service providers, informal networks).
4. **Are there existing community-based crime reduction initiatives?** (diversion programs, violence interruption, co-responder models, public health-led safety).

The central theme: sustainable safety emerges when housing providers act as connectors and conveners within a broader community ecosystem.

Key Partnership Domains

Municipal & Public Sector Partners

Focus: Infrastructure, policy alignment, and system coordination — municipal partners shape the physical and regulatory environment around a property, influencing infrastructure quality, neighborhood investment priorities, and the speed at which issues are addressed. Strong relationships help providers align property-level safety strategies with city initiatives and access resources not available internally.

Key Partners:

- City agencies (planning, public works, transportation)
- Local elected officials and staff
- Code enforcement and inspections
- Public health departments
- Police departments

Common Contributions:

- Lighting, streetscape, and infrastructure improvements
- Access to municipal funding streams
- Alignment with neighborhood plans and capital investments

Community-Based Organizations & Resident-Led Groups

Focus: Trust-building and culturally grounded support — community organizations and resident leaders strengthen social cohesion and ensure safety strategies reflect community priorities.

Key Partners:

- Resident councils and tenant associations
- Neighborhood associations and civic groups
- Faith-based organizations
- Youth-serving and family-support nonprofits

Common Contributions:

- Resident engagement and leadership development
- Culturally responsive programming and outreach
- Conflict mediation and community-building activities

Partnership alignment after repeated incidents: One provider noted that convening Community Violence Intervention partners and city agencies after a series of shootings near a property reduced recurrence and built resident trust.

Social Service & Behavioral Health Partners

Focus: Prevention, stabilization, and supportive interventions — service partners address root causes of safety concerns, from behavioral health needs to family stressors, reducing reliance on enforcement and strengthening long-term stability.

Key Partners:

- Behavioral health providers
- Outreach and case management teams
- Violence interruption and CVI programs
- Substance use treatment and recovery services

Common Contributions:

- On-site or mobile crisis prevention and intervention
- Warm handoffs and coordinated care plans
- Supportive services that reduce escalation and chronic instability

Cross-sector coordination reducing enforcement reliance: Providers reported that embedding outreach workers and youth programs into safety planning reduced calls to police and strengthened community cohesion.

Public Safety & Emergency Response Partners

Research from the Alliance for Safety and Justice underscores that many safety concerns — particularly behavioral health crises and community conflict — are better addressed through non-enforcement, health- and community-based responses, which reduce escalation and repeat harm.¹⁷ Accordingly, public safety and emergency response partners play a defined role in housing settings — engaged only when circumstances exceed housing operations or require specialized emergency response.

Guardrails: Equity, Over-Policing, and Resident Power

Safety strategies operate within historic drivers of community vulnerabilities and harm to specific populations. Without clear guardrails, external partnerships can unintentionally reinforce disparate impacts, erode trust, or shift social challenges into enforcement-driven responses. As housing providers extend safety beyond the property line, guardrails help ensure that partnerships remain resident-centered, trauma-informed, and preventive rather than punitive.

Field Insight: Given that residents frequently call police for lower-level concerns, property teams must recognize that police involvement is an operational reality and prepare for consistent, coordinated engagement that supports safety without escalating harm.

Partners and Their Collaborative Role

- Local police departments — engaged for both serious incidents and proactive safety planning.
- Fire and Emergency Medical Services (EMS) — primary responders for medical emergencies, fire safety, and life-threatening situations.
- Co-responder or alternative response teams — behavioral health-led or community-based crisis responders who prioritize stabilization and diversion over enforcement.
- Community policing or neighborhood liaison units — relationship-focused points of contact that support communication and problem-solving without routine enforcement presence.

How These Partnerships Function in Practice

- Establish clear escalation protocols that define when emergency response is appropriate and when non-enforcement partners should lead.
- Maintain distinct communication channels for emergencies to avoid role confusion or duplication.
- Activate de-escalation and diversion pathways for behavioral health or low-level situations.
- Collaborate on recurring external safety concerns affecting the surrounding neighborhood — not on internal property operations or lease enforcement.

In some communities, changes in local policing capacity, response times, or visibility have influenced how safety concerns are experienced beyond the property line. In these contexts, providers may face pressure — including from residents — to increase security or law-enforcement presence as a response to fear or prior incidents. This toolkit recognizes these realities while emphasizing that enforcement-based responses alone do not produce durable safety and must remain clearly bounded, accountable, and secondary to prevention, resident engagement, and community-based strategies.



Partnership Development in Practice

Turning alignment into action without expanding scope or burden

Across housing types, providers consistently report that safety challenges escalate not due to a lack of resources, but because supports are disconnected from daily operations or inconsistently coordinated. In some properties, Resident Services can function as an early-intervention layer — identifying emerging risks, facilitating communication, and activating partnerships before issues require enforcement or emergency response. In others, property managers have to creatively tap into other resources, partnerships and prevention initiatives.

Assessment & Mapping

Understanding the landscape before acting.

- Identify existing assets, gaps, and informal networks surrounding the property.
- Understand jurisdictional priorities, timelines, and constraints that shape partner capacity.
- Align partners to specific safety drivers (e.g., infrastructure gaps, youth conflict, behavioral health needs) rather than defaulting to enforcement.

Role Clarity & Governance

Defining who does what — and what they do not do

- Establish clear expectations and escalation thresholds across partners.
- Define responsibilities to prevent role drift into property management or enforcement functions.
- Avoid duplication by designating lead partners for specific issues and responses.

Communication & Coordination

Keeping relationships functional and accountable

- Hold regular, structured check-ins to review trends and emerging concerns.
- Use shared response protocols to ensure consistent, trauma-informed actions.
- Maintain transparent decision-making so residents and partners understand how and why decisions are made.

Tailored Partnership Approaches

- **Urban Neighborhoods:** Focus on managing density, transit hubs, and concentrated service needs; align with CVI and youth programming.
- **Suburban/Transit-Adjacent Sites:** Prioritize safe routes to schools and transit, traffic calming, and coordination with municipal planning.
- **Rural/Resource-Limited Communities:** Emphasize resource-sharing, creative service delivery, and leveraging informal networks where formal services are scarce.
- **Permanent Supportive Housing Environments:** Integrate trauma-informed outreach and Community Violence Intervention partnerships directly into property safety plans, balancing individualized care with neighborhood-level coordination.

Quick Wins

- Introduce property leadership to local officials.
- Invite partners to resident meetings or site walks.
- Map neighborhood assets and create a contact sheet.
- Coordinate on one visible improvement (e.g., lighting, crosswalk, resource fair).

Long-Term Strategies

- Formal MOUs and partnership agreements.
- Joint funding or grant applications.
- Co-located or embedded services.
- Portfolio-level partnership frameworks.
- Participation in community safety tables or collaboratives.

Core Guardrails

- Center resident voice in all external partnerships.
- Involve resident leaders in selecting partners and defining roles.
- Distinguish clearly between emergency response and community-building functions.
- Avoid agreements that turn housing staff into extensions of policing.
- Apply a public health lens that prioritizes harm reduction over enforcement.
- Maintain transparency with residents about partnerships, data sharing, and goals.
- Maintain clear boundaries between housing operations and immigration enforcement to ensure safety strategies do not increase fear, deter help-seeking, or undermine resident trust.

TOOLBOX

Check out the workbook section of the Appendix for interactive tools and ready-to-use worksheets

- ☐ **The Neighborhood Asset Mapping Worksheet helps identify, document, and engage local assets that contribute to safety, stability, and resident well-being.**
- ☐ **Reference the Partnership MOU Template as a document that can outline the terms and conditions of new relationships.**



SIDE BAR

Private Security as a Supportive Partnership

Private security can reinforce safety when used as supportive infrastructure — never as a standalone solution. Private security is not inherently trauma-informed; its impact depends on training, scope, supervision, and integration with resident-centered practices. When properly aligned, security can support prevention and coordination rather than replacing resident engagement or core housing operations.

Decisions to use private security often emerge during periods of heightened concern or resident fear and should be treated as temporary, clearly defined decision points — not default safety strategies.

Appropriate Role

- Visible presence during defined high-risk periods, based on resident-identified concerns
- Observation and incident reporting, not routine enforcement
- Coordination with property management, resident services, and emergency responders
- Use of de-escalation practices consistent with trauma-informed, resident-centered approaches

Risks of Over-Reliance

- Erodes resident trust and sense of belonging
- Displaces engagement, prevention, and service-based strategies
- Escalates conflict through enforcement-only responses
- Increases the risk of physical and psychological harm to residents
- Creates high recurring costs without improving long-term stability

Effective Use: Do & Don't

DO	DON'T
Supplement, not replace, internal capacity	Substitute for resident services or engagement
Deploy strategically during specific times	Compensate for deferred maintenance or staffing gaps
Maintain consistent communication with staff	Treat security as the primary safety strategy
Emphasize observation, reporting, de-escalation	Displace partnerships or prevention programs

Accountability, Resident Voice, and Decision Support

- Effective use of private security requires **clear accountability and integration**. This includes defined contracts and scopes of work, regular incident review, required training in de-escalation, cultural competency, and trauma-informed practice, and active coordination with property management and resident services.
- **Resident voice and transparency** are essential. Residents should be involved in planning and feedback, with clear communication about security roles, limits, and expectations, and accessible channels to raise concerns or observations.
- Providers should use a **structured decision-making process** to determine when private security is appropriate, define its role, and prioritize complementary strategies such as resident engagement, environmental design, and outreach teams.

Bottom Line

Without clear limits and resident input, security presence can undermine trust and reproduce harm rather than prevent it.

Tools & Next Steps for Providers

- Neighborhood Asset Mapping Worksheet– identifies local partners, resources, and gaps within a property’s surrounding ecosystem.
- Partnership MOU Template – clarifies roles, responsibilities, boundaries, and accountability across organizations.

Enterprise Community Development (ECD) Holistic Approach to Community Safety and Security Webinar offers a field perspective around integrating partnerships into safety planning and tools that can align property-level strategies with neighborhood and city systems.

Neighborhood and city partnerships extend safety beyond the property line, weaving housing providers into a broader ecosystem of trust, prevention, and shared responsibility. With these external systems aligned, the toolkit concludes by reinforcing how trauma-informed practices across people, property, and partnerships must operate together to sustain long-term safety and housing stability.

Financial Implications & Sustainability

Business Case for Community Safety & Security

Estimated Read Time: 11–13 minutes

Safety investments must be financially planned, not treated as episodic crisis spending. When providers respond only to emergencies, costs spike, trust erodes, and stability is undermined. Sustainable safety requires a deliberate approach that integrates financial planning with operational practice.

We frame sustainability as the alignment of three pillars:



Why Safety Is a Portfolio Stability Issue

When safety is under-resourced, providers face higher turnover, escalating maintenance costs, staff burnout, and reputational challenges. Unsafe conditions erode resident trust, disrupt day-to-day operations, and compromise long-term asset viability. By contrast, intentional safety planning stabilizes communities, reduces operational strain, and protects portfolio performance.

Note: While direct research linking resident services to portfolio performance is limited, field experience and case studies suggest that integrated safety and resident engagement strategies can mitigate risk and strengthen stability.

Evidence from the Stewards of Affordable Housing for the Future’s Housing Stability Cohort demonstrates that housing instability and safety risk are preceded by early warning signals — such as rent-burden stress, disengagement, missed appointments, repeated low-level maintenance issues, or household disruptions — long before they appear as arrears, evictions, or incidents.¹¹

The Financial Impacts of Proactive Safety Planning

Reduced Turnover & Vacancy Loss

- Turnover is a hidden cost multiplier. Safe, stable environments reduce vacancy loss, drive predictable rent, and lower re-leasing expenses.
-

Lower Maintenance & Repair Costs

- Deferred maintenance often leads to recurring incidents. Preventive maintenance is itself a safety intervention, reducing both risk and repair costs.
-

Insurance, Liability, & Risk Exposure

- Unsafe conditions increase liability claims and premiums. Documented protocols and accountability systems mitigate risk and strengthen insurer confidence.
-

Improved Rent Collection & Operational Predictability

- Trust-based management reduces enforcement actions and crisis interventions, supporting consistent rent collection and operational stability.
-

Asset Value, Lender Confidence & Long-Term Viability

- Safety influences underwriting, valuation, and community reputation. Properties perceived as safe attract stronger lender confidence and long-term viability.
-

Reduced Reliance on Expensive Physical Interventions

- When safety improves through preventive, resident-centered strategies, providers can scale back costly hardware-driven responses — such as repeated camera upgrades, fencing, lighting overhauls, or emergency repairs — lowering capital and operating expenditures over time.
-

Reduced Demand for Private Security

As trust, stability, and predictability increase, residents, staff, and external stakeholders place less pressure on owners to deploy private security. This reduces one of the most expensive and least predictable line items in a property's safety budget.

Safety as a Cross-Departmental Investment

Safety cannot be siloed. Property management, asset management, resident services, and development teams each experience the costs of safety failures differently — through enforcement pressure, vacancy loss, staff burnout, or capital volatility.

- **Property Management:** absorbs crisis response, enforcement, and resident complaints
- **Asset Management:** absorbs vacancy loss, capital volatility, and insurance pressure
- **Resident Services:** absorbs unmet needs that escalate into incidents
- **Development / Leadership:** absorbs reputational and underwriting risk

When safety investments are not coordinated, costs shift between departments rather than disappearing. A holistic safety approach aligns incentives so prevention benefits the entire portfolio instead of overburdening a single team.

Field Insight: Some housing providers address this by embedding cross-department collaboration into their development lifecycle. At Enterprise Community Development, a structured Development Lifecycle Milestones process brings together development, property management, asset management, resident services, security, and design teams at key stages of planning. These touchpoints allow operational perspectives to inform decisions before designs are finalized.

Cost-Effective Strategies That Deliver Return

Effective safety planning avoids fear-driven overspending. Quick wins — such as prompt graffiti removal or lighting repairs — signal responsiveness, care, and shared standards to residents, neighbors, and stakeholders, helping reset norms and deter further damage.

Quick Wins

The following can signal responsiveness, care, and shared standards to residents, neighbors, and stakeholders, helping reset norms and deter further damage:

- Prompt graffiti removal
- Lighting repairs

Long-Term Strategies

While the following investments may sustain stability and reduce reliance on crisis response:

- Resident leadership,
- Trauma-informed practices,
- Coordinated partnerships

Security-only approaches are often insufficient on their own; integrated, human-centered strategies reduce reliance on costly enforcement and support prevention.

Safety investments can be aligned with existing budgets across operations, capital planning, and resident services, ensuring scalability across portfolios of varying size.

Prove Your Own Business Case for Safety

There is no single, universal ROI formula for community safety. Each property and portfolio experiences safety challenges — and their financial impacts — differently. The strongest business case is the one you can demonstrate using your own operational data.

This toolkit encourages providers to build a property-specific safety business case using metrics you already track.

1

Identify Your Cost Signals

Start with the costs that fluctuate when safety is unstable:

Operational Costs

- Emergency maintenance and after-hours work orders
- Vandalism repairs and repeated damage
- Overtime for property staff or security

Stability Costs

- Vacancy loss and unit downtime
- Turnover and re-leasing expenses
- Missed or inconsistent rent collection

Risk & Liability Costs

- Insurance claims and deductibles
- Premium increases or underwriting scrutiny
- Legal and enforcement expenses

Workforce Costs

- Staff turnover and retraining
- Sick time, burnout, and vacancies in key roles

2

Track Trends, Not Perfection

You don't need perfect data — directional trends are enough.

Compare:

- Before vs. after a safety intervention
- One high-incident property vs. a stabilized site
- Periods of reactive response vs. preventive investment

Look for:

- Declines in emergency repairs
- Shorter vacancy periods
- Fewer repeat incidents
- Improved staff retention

These trends form a defensible internal evidence base.

3

Link Safety Actions to Financial Shifts

Connect specific actions to outcomes:

Safety Action

- Improved lighting / access control
- Reduced vandalism repairs
- Resident services stabilization
- Lower eviction filings

Financial Signal to Watch

- Trauma-informed enforcement
- Fewer legal escalations
- Preventive maintenance contracts
- Fewer emergency work orders

This linkage helps leadership, funders, and insurers see cause, not just correlation.

4

Use Data to Adjust in Real Time

Safety investments should inform operational decisions — not sit in reports.

Use your data to:

- Scale what's working
- Step down costly enforcement where stability improves
- Redirect funds from emergency response to prevention
- Adjust staffing, partnerships, or capital priorities

The goal is lower volatility, not zero incidents.

Bottom Line

You don't need to prove that safety investments work everywhere. You need to show how they work here — in your buildings, with your residents, and within your budget constraints. That evidence is often already in your systems. This toolkit helps you surface it, interpret it, and act on it.

The Cost of Inaction

Research from the Urban Institute demonstrates that housing instability drives higher downstream costs — including emergency response, legal action, and turnover — while preventive, coordinated interventions reduce long-term expenditures and operational volatility.¹⁸

When safety is under-resourced, costs surface across multiple domains:

- **Vacancy and turnover:** Re-leasing units, lost rent, and marketing expenses.
- **Maintenance and repairs:** Vandalism, emergency fixes, and accelerated wear.
- **Insurance and liability:** Higher premiums, claims, and exposure to lawsuits.
- **Staffing:** Burnout, turnover, and the expense of hiring and training replacements.
- **Legal and enforcement:** Lease enforcement, eviction filings, and attorney fees.
- **Reputation risk:** Leasing challenges, lender hesitation, and diminished community trust.

Cost Drivers vs. Cost Reducers

Reactive Model	Preventive Model
Spikes in security overtime	Targeted, scheduled security presence
Emergency repairs	Planned maintenance and preventive upgrades
Crisis response	Resident services stabilization and early intervention
Legal filings and evictions	Engagement capacity and restorative approaches

The comparison is clear: reactive spending produces volatility, while preventive investment produces predictability.

Investment Buckets

Safety investments generally fall into five core categories:

A. Built Environment & Preventive Maintenance (CapEx + OpEx)

- Lighting, landscaping, access control, and regular upkeep that reduce risk.

B. Property Operations & Resident Services Capacity

- Staffing, training, and coordination that stabilize households and prevent crises.

C. Private Security (if used) with Guardrails

- Role clarity, bounded scope, and evaluation to ensure security supplements — not substitutes — for engagement.

D. Partnership & Service Embedding

- MOUs, outreach teams, co-responders, and community violence intervention (CVI) programs that share responsibility.

E. Data, Monitoring & Continuous Improvement

- Dashboards, surveys, and incident workflows that track trends and guide adjustments.

Quick Wins vs. Long-Term Sustainability

Quick Wins (0–6 Months):

- Audit current safety spending.
- Identify hidden costs of enforcement-heavy approaches.
- Reallocate small funds to resident services or preventive measures.
- Begin tracking turnover and incident costs.

Long-Term Strategies (6–36+ Months):

- Embed trauma-informed safety into budget planning.
- Develop cost-sharing partnerships with municipalities and nonprofits.
- Align capital planning with environmental safety design.
- Build sustainability metrics into organizational dashboards and board reporting.

SIDE BAR

Budgeting Guidance — Funding Safety Without Chasing “New Money”

Effective safety planning doesn't require new budget lines or special grants. Trauma-informed and preventive strategies can be embedded into existing operating, capital, and asset management practices. The goal is to shift spending from reactive crisis response to predictable, planned investment.

Avoid the Trap of “New Money Only” Most safety costs already exist but appear as unplanned, high-cost line items (emergency repairs, overtime, insurance claims, vacancy loss). Redirecting existing dollars toward prevention stabilizes budgets and outcomes.

OpEx / CapEx Alignment

- Fold lighting, access control, and camera maintenance into annual operating budgets.
- Integrate CPTED and trauma-informed design into capital upgrades.
- Treat welcoming, safe environments as standard capital priorities.

Preventive Contracts

- Use annual service contracts for access systems, cameras, and hardware.
- Schedule inspections with defined vendor response times.
- Prevent downtime and liability at lower overall cost.

“Attic Stock” Approaches

- Keep spare locks, sensors, and lighting components on hand.
- Pair inventory with vendor agreements for rapid installation.
- Shorten repair timelines and prevent minor damage from escalating.

Thresholds for Escalation

- Routine incidents → handled by property management/resident services.
- Repeated issues → trigger environmental or operational review.
- Escalating severity → prompt targeted upgrades, staffing, or partnerships.
- Define when private security is deployed — and when scaled back.

Bottom Line

Safety is not about spending more — it's about spending differently. Aligning safety with existing budgets, planning for predictable risks, and setting clear escalation criteria helps providers stabilize costs, reduce emergencies, and sustain safer communities over time.

Return On Investment and Performance Measurement

Providers should measure both financial and relational outcomes. A balanced metrics set includes:

- **Safety indicators:** Incident frequency/severity, hotspot concentration.
- **Stability indicators:** Turnover rates, recertifications, rent collection consistency.
- **Trust indicators:** Resident perception surveys, complaint resolution time.
- **Workforce indicators:** Staff retention, sick days, burnout/self-report.

Evaluation should be directional and longitudinal — tracking progress across time, not reacting to single-month swings.

Illustrative ROI Cost Examples

PREVENTIVE INVESTMENT	TYPICAL COST (ANNUAL OR ONE-TIME)	REACTIVE COST AVOIDED	ILLUSTRATIVE ROI / IMPACT
Resident Services Coordinator	\$60,000–\$90,000 (salary + benefits)	Evictions (\$5,000–\$10,000 each), crisis response, vacancy loss	Avoiding 6 evictions at ~\$7,500 each offsets ~\$45,000 annually, excluding gains in retention and trust
Lighting & Access Control Upgrades	\$1,500–\$3,000 per building (lighting); \$2,000–\$5,000 per entry (access control)	Vandalism repairs, emergency maintenance, insurance claims	Preventing 2 emergency repairs (\$3,000–\$5,000 each) can recoup costs within 12–24 months
Targeted Security vs. Overtime	\$20–\$30/hour (reactive overtime)	Excess security hours, enforcement escalation	Reducing 10 hours/week of reactive security saves ~\$40,000–\$70,000 annually
Trauma-Informed Staff Training	\$5,000–\$15,000 annually (training & coaching)	Staff turnover, sick time, and burnout-related costs	Preventing one staff departure avoids ~\$20,000–\$30,000 in replacement costs

Note: Costs and savings vary by market and portfolio. Examples are illustrative and intended to demonstrate directional value rather than guarantee outcomes.



Sustainability Strategies

Sustained safety is not episodic; it is institutionalized. A sustainability plan should include:

- **Institutionalized policies and training:** Trauma-informed practices embedded in operations and governance.
- **Resident engagement:** Ongoing resident voice in safety planning and oversight.
- **Standing partner table:** Regular cadence of cross-sector collaboration.
- **Annual refresh:** Safety plan and budget alignment revisited each year.
- **Step-down approach:** As stability rises, reduce reliance on costly enforcement/security and reinvest in prevention.

Field Insight - Insurance Risk in the Community Safety Context

The affordable housing insurance crisis is driven by a combination of climate-related losses, market volatility, and perception-based risk factors that disproportionately affect subsidized properties, as documented in policy research by Enterprise Community Partners. Rising premiums, new exclusions, and the misclassification of properties have placed significant financial strain on owners and operators, with cost drivers including climate exposure, crime scores, perceived risks associated with supportive housing, and gaps in federal and state safety net programs.

In this environment, providers must understand not only their exposure to loss, but **how insurers evaluate risk and how day-to-day operational practices influence underwriting outcomes**. Effective safety planning, transparent documentation, and strong resident-management relationships can reduce behaviors that lead to claims and improve a property's risk profile. While resident services are not yet formally recognized by insurers as a risk mitigator, emerging conversations suggest that consistent practices and better data may strengthen this connection over time.

[See this recent report](#) from Enterprise for more policy and practitioner strategies to help address insurance challenges.

Funding & Staffing: From Strategy to Sustainability

Sustainable safety is built through deliberate alignment of staffing models, operating budgets, capital planning, and external funding — so safety functions as core infrastructure rather than a discretionary add-on. Across the field, providers already fund safety in fragmented ways through overtime, emergency repairs, short-term security contracts, and legal or insurance costs tied to instability. The opportunity is not simply to find new money, but to reorganize existing resources toward prevention, coordination, and predictability.

Effective safety funding strategies typically combine three elements:

- **Baseline internal investment** to support property operations, resident services, preventive maintenance, and staff capacity.
- **Targeted external funding** to address root causes beyond the property line, such as youth engagement, behavioral health, infrastructure improvements, or violence prevention.
- **Blended or shared funding models** that align outcomes across housing providers, municipalities, health systems, and community partners — reducing the burden on property-level budgets alone.

Staffing strategies are equally critical. Safety stabilizes when resident services, property management, and external partners are **coordinated rather than siloed**, and when staff roles are clearly defined, trained, and supported. Over-reliance on enforcement or security without adequate staffing for engagement and prevention increases long-term costs and turnover, while modest investments in coordination and resident services often reduce crisis response and enforcement expenses over time.

To support providers in operationalizing these strategies, this toolkit includes a **Funding Playbook** in the Appendix. The playbook offers practical guidance on:

- Mapping current safety-related costs and staffing
- Identifying internal budget alignment opportunities
- Pursuing external and joint funding sources
- Structuring staffing models that support prevention and accountability
- Tracking metrics that demonstrate impact to boards, funders, lenders, and insurers

Together, these approaches help providers move from reactive spending to durable, evidence-informed safety investments that strengthen resident stability, protect staff capacity, and sustain portfolio performance.

TOOLBOX

Check out the workbook section of the Appendix for interactive tools and ready-to-use worksheets

- Conduct annual reviews with the Safety & Stability Template.**
- Plan blended funding strategies with the Funding Playbook.**

Financial sustainability ensures that safety strategies are not episodic fixes but durable investments. By aligning internal budgets, external funding, and joint partnerships, providers can stabilize costs, reduce volatility, and strengthen both resident trust and portfolio resilience.

To truly embed trauma-informed, preventive safety into housing practice, providers need a clear path from **concept to execution**. The final section, **Implementation Roadmap**, translates principles and financial strategies into actionable steps — outlining how organizations can phase in quick wins, build long-term systems, and institutionalize practices that endure across staff transitions, funding cycles, and community change.

CASE STUDY

Improving Safety and Reducing Insurance Costs through Group Captive Insurance

Challenge:

Since 2020, many affordable housing providers have seen insurance premiums increase by 100% or more. Pandemic-related disruptions limited access to units, delayed routine maintenance, and reinforced insurers' perception that affordable multifamily housing carries higher risk than market-rate properties.

Approach:

Facing conditions similar to those after September 11, 2001, when coverage was restricted even for strong owners, members of the Housing Partnership Network created their own insurance company, known as a group "captive" called HPIEx. Instead of paying escalating premiums to commercial insurers, members pay into a shared insurance pool that covers certain property and liability risks.

Outcome:

HPIEx has allowed members to stabilize insurance costs, reduce exposure to market swings, and benefit financially from strong claims performance. Most members have experienced a cost reduction of roughly 10–25%, along with dividends returning any excess annual premiums. Members also share safety practices to lower risk, including building security improvements, maintenance protocols, and climate resilience strategies.

Lesson:

Group captive insurance can help affordable housing owners control costs while creating strong incentives to invest in safety and risk reduction together.



SIDE BAR

Funding Pathways for Safety & Sustainability

Effective safety strategies are rarely funded through a single source. Strong portfolios blend internal resources, external funding, and joint investments to support prevention, stability, and long-term sustainability.

Internal Funding

- Operating budgets: routine maintenance, resident services staffing, preventive contracts, staff training.
- Capital planning: safety upgrades, CPTED renovations, trauma-informed design features.
- Replacement reserves: planned replacement of high-risk components.
- Portfolio strategies: standardize safety investments, cross-property contracts, clear thresholds for escalation. Prioritize predictability and prevention to reduce emergency spending.

External Funding

- Municipal/public sector: lighting, infrastructure, neighborhood stabilization.
- Public health/human services: violence prevention, behavioral health, opioid settlement funds.
- Philanthropy/institutions: foundations, hospitals, place-based revitalization grants.
- Targeted safety/prevention: youth programs, CVI, reentry, workforce stabilization. Align external funds with internal strategy — not as gap fillers.

Joint & Blended Approaches

- Co-funded positions and shared program costs with partners.
- Collective outcomes tied to cross-sector reporting and evaluation.
- Neighborhood-scale or coalition-led investments. Reinforce safety as a shared responsibility, not a private burden.

How It Fits Together

- Internal funding establishes baseline safety and predictability.
- External funding expands reach and addresses root causes.
- Joint funding aligns systems and outcomes for long-term impact.

Bottom Line

Together, these pathways help build financial resilience, resident stability, and sustainable community safety across portfolios.

Implementation Roadmap

From Vision to Practice: Phasing Safety and Sustainability

Estimated Read Time: 7– 8 minutes

This roadmap provides phased consideration for embedding holistic (person & property-centered) safety strategies into housing practice. Each stage builds momentum — from immediate actions to long-term institutionalization — ensuring that safety is not episodic but systemic, measurable, and financially sustainable.

Implementation approaches could be tailored to each property’s conditions, resident needs, organizational capacity, and financial context; the sample plan below is illustrative and may be adapted using conservative or more aggressive strategies based on risk, resources, and community priorities.

Phase 1: 0 – 90 Days — Quick Wins and Foundations

Business Case

- Demonstrate early impact by reducing volatility (e.g., fewer emergency repairs, clearer communications).
- Show funders and boards that preventive steps lower costs while building trust.

Trauma-Informed Principles

- Safety & Trust: Rewrite notices in plain, respectful language.
- Choice & Empowerment: Offer residents options in scheduling inspections.
- Community & Collaboration: Begin forming resident advisory input.
- Beauty & Joy: Add welcoming touches to common spaces.

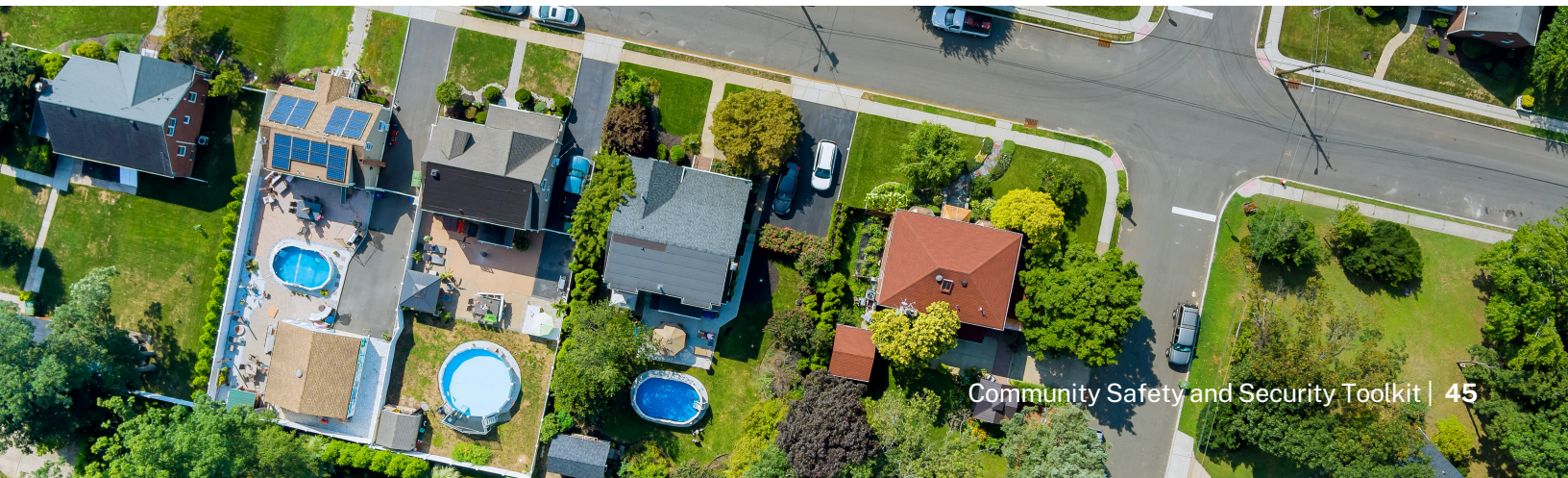
Budget Alignment

- Integrate small safety improvements into existing OpEx (lighting, signage, staff training).
- Use preventive contracts for high-risk systems (doors, cameras).

Oversight & Accountability

- Assign clear staff leads for trauma-informed implementation.
- Begin tracking incident and turnover costs in dashboards.

Success Signal: fewer surprises, clearer communication, early trust signals.



Phase 2: 6–12 Months — Building Systems and Capacity

Business Case

- Reduce hidden costs (vacancy loss, staff turnover) by stabilizing operations.
- Demonstrate ROI through improved lease compliance and resident engagement.

Trauma-Informed Principles

- Safety & Trust: Establish “no surprises” inspection protocols.
- Choice & Empowerment: Launch resident co-design of programming and shared-space norms.
- Community & Collaboration: Formalize resident councils and cross-departmental teams.
- Beauty & Joy: Integrate trauma-informed design into planned capital upgrades.

Budget Alignment

- Align OpEx/CapEx cycles with safety investments (CPTED renovations, preventive maintenance).
- Standardize safety investments across properties to reduce unit costs.

Oversight & Accountability

- Create a standing partner table with MOUs for outreach teams, co-responders, or CVI programs.
- Embed trauma-informed practices into staff training and supervision.
- Launch dashboards tracking safety, stability, trust, and workforce indicators over time.

Success Signal: stabilized operations, resident participation, fewer repeat incidents.

Phase 3: 12–36 Months — Institutionalization and Sustainability

Oversight & Accountability

- Assign clear staff leads for trauma-informed implementation.
- Begin tracking incident and turnover costs in dashboards.

Business Case

- Position portfolio as stable and attractive to funders, lenders, and insurers.
- Demonstrate reduced long-term volatility through prevention, coordination, and trust.

Trauma-Informed Principles

- Safety & Trust: Institutionalize transparent enforcement and restorative approaches.
- Choice & Empowerment: Ensure resident leadership structures have formal decision-making roles.
- Community & Collaboration: Maintain cross-sector partnerships with regular cadence.
- Beauty & Joy: Embed trauma-informed design standards into redevelopment and capital planning.

Oversight & Accountability

- Adopt a comprehensive trauma-informed framework spanning governance, operations, HR, and partnerships.
- Refresh safety plan annually with board and resident input.
- Report outcomes (incident reduction, staff retention, resident trust) to funders and insurers.

Success Signal: Success Signal: sustained stability, institutionalized practices, and reduced long-term volatility.

Implementation Roles & Responsibilities

Turning strategy into practice requires clear alignment across roles that shape operations, assets, resident engagement, and external coordination, including:

- **Property Management** – Leads day-to-day implementation, resident communication, incident response, and consistent application of policies.
- **Asset Management / Ownership** – Aligns safety strategies with operating budgets, capital planning, risk management, and long-term portfolio performance.
- **Resident Services / Engagement Staff** – Coordinates resident outreach, early intervention, support referrals, and feedback loops.
- **Facilities / Maintenance** – Implements preventive maintenance, lighting, access control, and environmental safety improvements.
- **Compliance** – Ensures alignment with HUD, LIHTC, VAWA, and fair housing requirements and documents practices appropriately.
- **Residents & Resident Councils** – Provide lived-experience insight, identify priorities, and participate in co-design and feedback.
- **External Partners (as appropriate)** – Support defined functions such as behavioral health response, youth programming, municipal infrastructure, or emergency response, without replacing housing operations.

Building Stronger, Safer and More Sustainable Communities



Closing Note

Building safe, stable, and thriving communities requires more than isolated interventions — it requires a coordinated, trauma-informed, and preventive approach that aligns people, property, and partnerships. Throughout this toolkit, we have emphasized that safety is not a standalone function or a crisis-driven response; it is an operational strategy, a relational practice, and a financial imperative that shapes resident stability, staff well-being, and long-term portfolio performance.

The Holistic Safety Framework established the foundation: durable safety emerges when physical building conditions, resident experience, and cross-sector partnerships are addressed together. The historic drivers of community vulnerability illustrated why today's challenges cannot be separated from decades of decisions and disinvestment — and why safety strategies must be grounded in dignity, equity, and context. The tactical sections translated these principles into practice, offering guidance on trauma-informed operations, physical improvements, resident engagement, and partnership development. The financial implications section underscored that proactive safety planning is not only the right thing to do for residents — it is essential for operational predictability, insurance stability, and long-term asset performance.

The Implementation Roadmap brings all of these components together into a phased, actionable plan. It outlines what teams can accomplish in the first 0–90 days to stabilize conditions and communication; what can be built over 6–12 months to strengthen systems, partnerships, and resident leadership; and what long-term investments over 12–36 months embed safety into capital planning, staffing, and organizational culture. This roadmap is designed to help providers move from intention to execution — ensuring that safety becomes a sustained, organization-wide practice rather than a series of one-off responses.

This closing section marks the transition from strategy to action. The appendices and reference materials that follow provide the tools needed to operationalize the framework: assessment checklists, planning templates, decision matrices, partnership tools, and measurement dashboards. These resources support day-to-day decision-making while building the documentation, consistency, and transparency that funders, lenders, insurers, and residents expect.

Safety is a shared responsibility — and a shared opportunity. When providers embed trauma-informed practice, resident leadership, preventive design, and cross-sector collaboration into their operations, they strengthen trust, reduce volatility, and create the conditions for communities to thrive. This toolkit is a starting point for that work, offering a roadmap for building safety that is humane, stable, and sustainable across diverse housing contexts.



References & Sources

The following sources informed the research, framework, and practical guidance presented throughout this toolkit. It is grounded not only in published research but also in the lived experiences of residents, frontline staff, and practitioners working daily in affordable housing and under-resourced communities.

Field-Based Practice & Lived Experiences

- Enterprise Community Partners – Solutions Division – Supporting community development organizations nationwide through funding, programs, and technical assistance, while advancing housing policy at every level of government. Visit <https://www.enterprisecommunity.org>
- Enterprise Community Development (ECD) – The largest nonprofit housing provider in the Mid-Atlantic, managing over 16,000 homes across Maryland, D.C., Virginia, and Pennsylvania. Visit <https://www.enterprisecommunity.org>
- 3Keys – An Atlanta, Georgia-based nonprofit providing permanent supportive housing and behavioral health services for adults experiencing homelessness and mental illness. Visit <https://www.the3keys.org/>
- Abode Communities – A Los Angeles-based nonprofit developer and operator of 2,400+ affordable units, integrating resident services and community engagement across Southern California. Visit <https://abodecommunities.org/>
- Our Just Futures is a community-based nonprofit in the Portland, Oregon region that develops and preserves affordable housing, provides homelessness prevention and housing stabilization services, and advances economic opportunity to help individuals and families build stability and thrive. Visit <https://ourjustfuture.org/>
- Rocky Mountain Communities is a developer, owner, and manager of resident-focused affordable housing solutions across Colorado. <https://rockymountaincommunities.org/>

Appendix: Toolkit Assets & Implementation Tools

The tools that follow translate the Implementation Roadmap into practical, repeatable actions. Together, they form the **Appendix Workbook**— a companion set of structured worksheets and reference materials designed for ongoing use by property teams, partners, and leadership.

Each appendix item is operationalized as an individual worksheet within the Appendix Workbook. **Please note, however, that the links below will take you to the Appendix homepage - from there you can click on individual corresponding links.**

While the Roadmap outlines what to do and when, the Appendix Workbook supports how the work is carried out, documented, and sustained over time. These tools are intended to be used iteratively, not sequentially, and may be revisited as conditions, priorities, and partnerships evolve.

The appendices are organized by function— assessment, implementation, partnership, measurement, and reference— to reflect how effective safety and security practices move from diagnosis to action to learning.

Appendix A: Assessment & Planning Tools

Tools to help providers understand safety conditions, resident experience, and emerging patterns before determining next steps.

- **[Property Safety Assessment Checklist](#)**
- **[Resident Perception of Safety Survey](#)**
- **[Incident Pattern & Escalation Worksheet](#)**

Appendix B: Implementation & Decision Tools

Tools that support consistent, proportional responses and guide decision-making as conditions change.

- **[Safety Plan Template](#)**
- **[Private Security Decision Tree](#)**
- **[Thresholds for Escalation Matrix](#)**

Appendix C: Partnership Tools

Tools to identify, formalize, and manage relationships that extend safety and stability beyond the property line.

- **[Neighborhood Asset Mapping Worksheet](#)**
- **[Partnership MOU Template](#)**

Appendix D: Financial & Measurement Tools

Tools that link safety strategies to sustainability, accountability, and long-term performance.

- [Annual Safety & Stability Template](#)
- [Funding Playbook](#)

Appendix E: Reference Library

Curated research and practitioner resources that ground the toolkit in evidence and best practice.

- [Resource List by Topic](#)

End-Notes

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15. Preservation of Affordable Housing (POAH). Trauma-Informed Housing Toolkit. <https://traumainformedhousing.poah.org/how-to-use-this-toolkit/>
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