



Volunteers of America®

# Volunteers of America Housing Principles

In January 2013, the Housing Operations Shared Leadership Network, comprised of representatives from the Volunteers of America national office and 23 affiliates, met in San Antonio, TX over two days to develop a set of principles, or pillars, of quality housing, in keeping with Volunteers of America's mission and to inform the operations of the organization's housing portfolio. The principles below summarize the vision of the Housing Operations Shared Leadership Network.

- I. Volunteers of America believes in a **resident-centered approach** to housing. Starting at the point of design and construction through the day to day operations of our housing properties, our approach is focused on the resident. Our housing provides residents a place called home; it stabilizes lives and strengthens futures. We are motivated by compassion, love, and respect for the residents we serve.
- II. We believe **service enriched housing** is paramount to the long term independence and success of the people we serve. A service enriched home keeps families together and helps them thrive; it welcomes back veterans and allows seniors to age in place with dignity. Service enriched housing delivers better outcomes to the resident we serve at a lower public cost than other settings. Every resident within every Volunteers of America properties deserves a safe, affordable place to call home and access to services that strengthen futures.
- III. We are **committed to quality** with standards that reflect best practices and outcomes based approaches. We strive to be the industry leader in service enriched housing quality, for it is quality that ultimately defines us as an organization. Quality should be premised on continuous improvement and resident-centered care. We are committed to the measurement of outcomes through the consistent collection of data, including resident satisfaction, which guides our standards and approaches.
- IV. Our long term success as the leading provider of affordable housing is dependent on our **working together closely and leveraging our collective size and resources**. As the housing industry goes through considerable change and as resources shrink, we understand it will be even more critical to work together. We must leverage our collective size as the leading not for profit provider of affordable housing, taking advantage of operational efficiencies, best practices and our market position to succeed. We are committed to supporting each other for success, sharing best practices, providing training, coordinating policies and systems and holding each other to a consistent level

of quality. We are committed to a shared leadership housing model that leverages our collective expertise and presence in the communities we serve.

- V. We are committed to **developing and supporting our staff** to meet their personal and professional needs and to deliver the highest quality of services to residents. We believe that talented and competent staff in all positions should be trained in resident care. We are committed to creating a working environment in which there is mutual support, trust, and respect and where all employees, regardless of title, are encouraged to develop their capabilities and are supported in their personal career goals. We value diversity and support programs that ensure proactive policies and programs to support staff diversity and training for staff working with diverse resident populations.
- VI. We are **committed to providing opportunities for our staff and residents to actively engage in Volunteers of America's ministry**. We illustrate the presence of God through all that we do, serving people and communities in need and creating opportunities for people to experience the joy of serving others. -
- VII. We are a **good neighbor**. Affordable, supportive, and transitional housing need not be a blight in the community nor suffer from the stigma often associated with low-income neighborhoods and people. When operated by competent, caring staff, Volunteers of America housing is a clean, safe place to live that is inviting and welcoming to residents and their guests and visitors. We seek to be a positive presence within each community where our housing is located, fostering partnerships with local stakeholders to improve the health and well-being of our residents and the greater community.

*THIS IS WHY WE DO WHAT WE DO™*