Housing System Coordinator Archetype

This archetype guide is intended to provide role clarity for Housing System Coordinators working in their communities. Use this guide as a north star for your system improvement work.

The responsibilities and theory of execution are a compilation of multiple community and BfZ coach perspectives and is therefore a *generalized* representation of Housing System Coordinator work - your community's specific needs and the responsibilities/theory to address those needs will most likely be different! Instead, this guide can serve as a **north star** for Housing System Coordinators as they work to improve systems in their communities.

If you have comments or feedback on this guide, please add a card to this EasyRetro board.
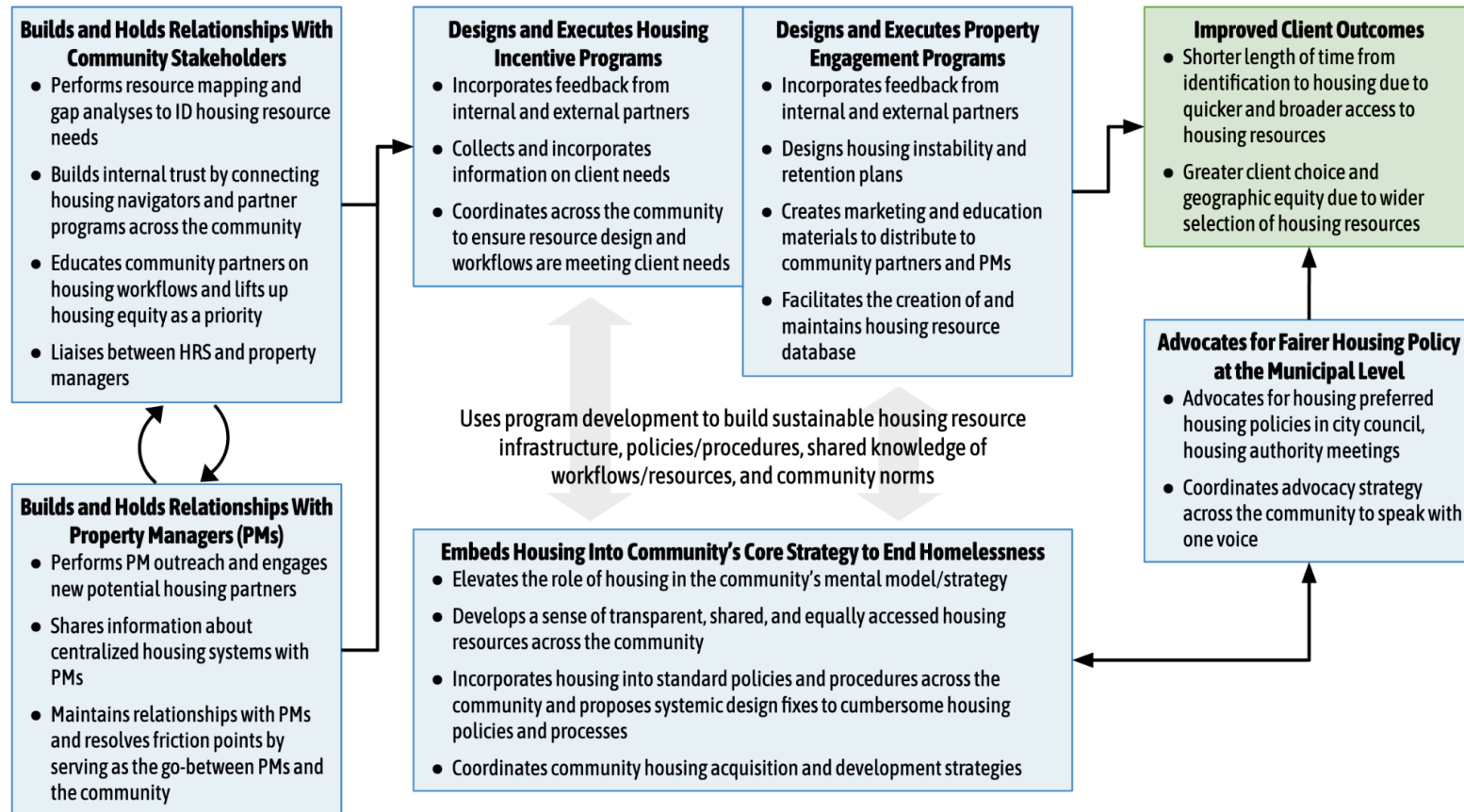
Job Description

Summary

Housing System Coordinators work to integrate a centralized housing system into a key pillar in a community's work to end homelessness. This includes building and maintaining relationships with property managers, developing internal data infrastructure to inform the community of available resources, and advising on community policies and procedures to standardize utilization of those resources. The Housing System Coordinator holds several critical relationships as they serve as the liaison between housing managers and the community, and coordinates advocacy strategies between the community and municipal policy-makers.

Responsibilities

- **Builds and maintains strong partnerships with property managers** through outreach and active recruitment on behalf of the community and its partners

- **Serves as the community's primary point of contact for property managers**: Liaises between stakeholders and mediates relationships between property managers and community partners

- **Establishes and facilitates property engagement working groups** to maintain a collective will across service providers and support data-informed, PDSA-style tests of change

- **Creates and expands the utilization of a centralized housing resource database** and ensures the entire community has equal access to a real-time list of available housing resources

- **Identifies housing policy inefficiencies and inconsistencies between community agencies** through facilitating client journey maps, resource maps, and gap analyses with the goal to create systemic equitable access to housing

- **Advises the development and maintenance of property engagement policies, procedures, and incentive programs** to integrate housing into the community's broader strategy and mental model for ending homelessness

- **Communicates and coordinates with case managers** to ensure shared understanding of available resources and policies/procedures

- **Connects with real estate, renters' rights, and fair housing organizations** to resolve individual client challenges and coordinate systemic action

- **Advocates for changes in housing policy across community institutions** and coordinates advocacy strategy to influence policy at the local housing authority, city council, or other municipal policy-making body

Generalized Theory of Execution

Builds and Holds Relationships With Community Stakeholders
- Performs resource mapping and gap analyses to ID housing resource needs
- Builds internal trust by connecting housing navigators and partner programs across the community
- Educates community partners on housing workflows and lifts up housing equity as a priority
- Liaises between HRS and property managers

Builds and Holds Relationships With Property Managers (PMs)
- Performs PM outreach and engages new potential housing partners
- Shares information about centralized housing systems with PMs
- Maintains relationships with PMs and resolves friction points by serving as the go-between PMs and the community

Designs and Executes Housing Incentive Programs
- Incorporates feedback from internal and external partners
- Collects and incorporates information on client needs
- Coordinates across the community to ensure resource design and workflows are meeting client needs

Designs and Executes Property Engagement Programs
- Incorporates feedback from internal and external partners
- Designs housing instability and retention plans
- Creates marketing and education materials to distribute to community partners and PMs
- Facilitates the creation of and maintains housing resource database

Uses program development to build sustainable housing resource infrastructure, policies/procedures, shared knowledge of workflows/resources, and community norms

Embeds Housing Into Community's Core Strategy to End Homelessness
- Elevates the role of housing in the community's mental model/strategy
- Develops a sense of transparent, shared, and equally accessed housing resources across the community
- Incorporates housing into standard policies and procedures across the community and proposes systemic design fixes to cumbersome housing policies and processes
- Coordinates community housing acquisition and development strategies

Improved Client Outcomes
- Shorter length of time from identification to housing due to quicker and broader access to housing resources
- Greater client choice and geographic equity due to wider selection of housing resources

Advocates for Fairer Housing Policy at the Municipal Level
- Advocates for housing preferred housing policies in city council, housing authority meetings
- Coordinates advocacy strategy across the community to speak with one voice

Theory of Execution Summary: Housing System Coordinators build the necessary infrastructure, policies/procedures, and community norms to help their community incorporate housing into its mental model for how to end homelessness. They develop the necessary relationships within their HRS community, within the property manager (PM) community, and between the two communities by identifying shared goals, co-designing programs, and generally smoothing out friction points across parties. Through developing housing incentive and engagement programs, the Coordinator embeds centralized housing systems into a foundational component of a community's strategy to end homelessness. They also coordinate advocacy efforts to advance preferred housing policies at the municipal level. Greater access to a wider range of housing resources leads to shorter LOT to housing, greater client choice, and increased outflow to housing.

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Competency Model

Competency Map

This model maps out which competencies contribute to successfully executing each Housing System Coordinator responsibility. Use this to identify where to focus your professional development energy to move specific barriers in your work.

Practical Application generally refers to applying a skill within your own team or organization - for example managing an internal outreach coordination strategy. **Strategic Application** generally refers to being able to apply a skill across disparate stakeholder groups - for example, aligning outreach and enrollment processes across community providers. These represent two levels of proficiency because applying a skill in a group with mixed stakeholders who each bring their own language, ways of thinking, or strategic aims to the table requires a deeper mastery of the underlying concepts of that competency.

Job Responsibility	Competency	Proficiency Level	
		Practical Application	Strategic Application
Builds and maintains strong partnerships with property managers	Facilitation and Relationship Building	■	
	Project Management	■	
	Role-Specific Knowledge	■	■
Serves as the community's primary point of contact for property managers	Facilitation and Relationship Building	■	
	Project Management	■	
	Role-Specific Knowledge	■	
Establishes and facilitates property engagement working groups	Facilitation and Relationship Building	■	
	Human-Centered Design	■	
	Improvement Science Foundations	■	■
	Project Management	■	
Creates and expands the utilization of a centralized housing resource databa..	Data Analysis and Data for Improvement	■	
	Project Management	■	

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Job Responsibility	Competency	Proficiency Level	
		Practical Application	Strategic Application
Identifies housing policy inefficiencies and inconsistencies between communities	Facilitation and Relationship Building	🟦	🟥
	Human-Centered Design	🟦	🟥
	Improvement Science Foundations	🟦	
	Role-Specific Knowledge	🟦	
Advises the development and maintenance of property engagement policies, procedures, and incentive programs	Human-Centered Design	🟦	
	Improvement Science Foundations	🟦	
	Project Management	🟦	
	Role-Specific Knowledge	🟦	
Communicates and coordinates with case managers	Human-Centered Design	🟦	
	Project Management	🟦	
Connects with real estate, renters' rights, and fair housing organizations	Facilitation and Relationship Building	🟦	🟥
	Role-Specific Knowledge	🟦	
Advocates for changes in housing policy across community institutions	Facilitation and Relationship Building	🟦	🟥
	Improvement Science Foundations	🟦	🟥
	Role-Specific Knowledge	🟦	

Training Roadmap

This training roadmap identifies which Housing System Coordinator responsibilities will be supported if you were to improve a given competency. Use this to help identify how you would grow the fastest as a System Coordinator through training.

Competency Set	Competency	Job Responsibility	Proficiency Level	
			Practical Application	Strategic Application
Improvement Science	Improvement Science Foundations	Advises the development and maintenance of property enga..	■	
		Advocates for changes in housing policy across community in..	■	■
		Establishes and facilitates property engagement working gro..	■	■
		Identifies housing policy inefficiencies and inconsistencies be..	■	
	Project Management	Advises the development and maintenance of property enga..	■	
		Builds and maintains strong partnerships with property mana..	■	
		Communicates and coordinates with case managers	■	
		Creates and expands the utilization of a centralized housing r..	■	
		Establishes and facilitates property engagement working gro..	■	
		Serves as the community's primary point of contact for proper..	■	
	Facilitation and Relationship Building	Advocates for changes in housing policy across community in..	■	■
		Builds and maintains strong partnerships with property mana..	■	
		Connects with real estate, renters' rights, and fair housing org..	■	■
		Establishes and facilitates property engagement working gro..	■	
		Identifies housing policy inefficiencies and inconsistencies be..	■	■
		Serves as the community's primary point of contact for proper..	■	
	Human-Centered Design	Advises the development and maintenance of property enga..	■	
		Communicates and coordinates with case managers	■	
		Establishes and facilitates property engagement working gro..	■	
		Identifies housing policy inefficiencies and inconsistencies be..	■	■
	Data Analysis and Data for Im..	Creates and expands the utilization of a centralized housing r..	■	
Technical Knowledge	Role-Specific Knowledge	Advises the development and maintenance of property enga..	■	
		Advocates for changes in housing policy across community in..	■	
		Builds and maintains strong partnerships with property mana..	■	■
		Connects with real estate, renters' rights, and fair housing org..	■	
		Identifies housing policy inefficiencies and inconsistencies be..	■	
		Serves as the community's primary point of contact for proper..	■	

Consolidated View

This is the same data, just pivoted to provide a snapshot view of the different competencies that would help a Housing System Coordinator be successful in their responsibilities.

Job Responsibility	Improvement Science					Technical Knowledge
	Data Analysis and Data for Improvement	Facilitation and Relationship Building	Human-Centered Design	Improvement Science Foundations	Project Management	Role-Specific Knowledge
Advises the development and maintenance of property engagement policies, procedures, and incentive programs			■ Practical	■ Practical	■ Practical	■ Practical
Advocates for changes in housing policy across community institutions		■ Strategic		■ Strategic		■ Practical
Builds and maintains strong partnerships with property managers		■ Practical			■ Practical	■ Strategic
Communicates and coordinates with case managers			■ Practical		■ Practical	
Connects with real estate, renters' rights, and fair housing organizations		■ Strategic				■ Practical
Creates and expands the utilization of a centralized housing resource database	■ Practical				■ Practical	
Establishes and facilitates property engagement working groups		■ Practical	■ Practical	■ Strategic	■ Practical	
Identifies housing policy inefficiencies and inconsistencies between communities		■ Strategic	■ Strategic	■ Practical		■ Practical
Serves as the community's primary point of contact for property managers		■ Practical			■ Practical	■ Practical

Proficiency Level
- ■ Practical Application
- ■ Strategic Application