

## Research Proposal

Twin Pines Housing Trust Social Impact Project

### Literature Review

Housing insecurity remains a major social problem in the United States, with consequences that extend beyond the inability to afford rent. Research shows that housing insecurity negatively affects physical health, economic stability, and social wellbeing (Cox et al. 2019; Joint Center for Housing Studies 2020). Unstable housing can also weaken community ties and reduce access to social support networks, especially for low-income households (DeLuca and Rosen 2022). Social housing programs have a critical role to play in addressing these problems by providing stable and affordable housing to vulnerable populations (Gold 2020). However, affordable housing programs depend heavily on public trust and strong relationships between tenants and housing providers. Community-based housing organizations such as the Twin Pines Housing Trust (hereafter TPHT) often serve not only as landlords, but also important neighborhood institutions (Levine 2016). As such, tenant satisfaction is important for residents' wellbeing and for the long-term legitimacy and effectiveness of social housing programs.

#### ***Property Maintenance***

Social landlords like TPHT directly influence maintenance quality at their properties. Prior research suggests that landlord management structures can significantly shape housing conditions. Compared to owner-operated housing arrangements, professional managed properties have been associated with higher rates of housing code violations, with landlords possessing significant discretion over maintenance practices and property conditions (Dubin 1998; Rose and Harris 2022). These findings suggest that organizational procedures and management decisions may directly shape maintenance quality and TPHT properties.

Maintenance quality, in turn, significantly shapes tenant satisfaction and broader evaluations of housing conditions. Prior research on life satisfaction conceptualizes it as multidimensional, including satisfaction with housing and sanitation as indicators (Ferriss 2004). Similarly, studies of neighborhood satisfaction find that poor physical conditions reduce residents' evaluations of their communities (Ciorici and Dantzler 2019). Social exchange theory explains these relationships by positing that tenants may interpret responsive maintenance as evidence of institutional respect and competence.

#### ***Perceived Safety***

Like maintenance, TPHT management decisions directly shape safety outcomes. Tenant screening procedures, property oversight, and patterns of investment all play a role. Research on low-income housing suggests that crime and disorder are often concentrated within specific housing developments rather than evenly distributed across neighborhoods (Tillyer and Walter 2019). Institutional processes such as tenant placement and uneven investment may contribute to these concentrations (Gomory and Desmond 2023). These findings are relevant to TPHT because preliminary evidence suggests that safety concerns may be concentrated within particular TPHT properties (Shanahan 2026).

Perceived safety, in turn, strongly influences tenant satisfaction and subjective wellbeing. Prior research identifies safety as a central dimension of neighborhood and housing satisfaction (Ciorici and Dantzler 2019; Ferriss 2004). One way this occurs is through the psychological effects of fear and vulnerability, which reduces individuals' sense of security, in turn lowering subjective wellbeing (Adams and Serpe 2000). Unlike maintenance quality, a measure of the physical qualities of housing, perceived safety shapes tenants' emotional relationship to their environment. These findings suggest that landlord practices affecting neighborhood disorder and property oversight may have important consequences for tenant satisfaction.

#### ***Communications Quality***

Finally, TPHT management decisions directly impact the quality of landlord-tenant communications. Landlords exercise substantial control over communication systems because they determine how tenants report concerns, how quickly responses occur, and how frontline staff interact with residents. Qualitative research finds that respectful and collaborative communication practices improve tenants' perceptions of landlords and increase the likelihood of successfully resolving conflicts (Lamb and Kilby 2024). This

research identifies several important communication competencies, including shared problem-solving and non-directive support strategies, which help tenants feel respected and included in decision-making processes. Because communication quality depends heavily on organizational procedures and staff, formal policies and frontline training are likely important determinants of communication quality.

Strong landlord-tenant communications positively influence tenant satisfaction by improving institutional trust and facilitating mutually agreeable problem resolution. Effective communication may function as a form of institutional support by reducing uncertainty, saving tenants time, and signaling responsiveness and respect within the landlord-tenant relationship (Emerson 1976). Qualitative research further demonstrates that effective communication increases the likelihood that tenants and landlords can collaboratively resolve housing-related concerns (Lamb and Kilby 2024). Communication quality may additionally shape how tenants interpret other dimensions of housing management, including maintenance responsiveness and safety concerns.

### ***Contribution to Literature***

Although prior research provides strong evidence linking landlord management practices and tenant satisfaction, several important gaps remain. Much of the existing literature focuses on private landlords, generalized neighborhood conditions, or housing outcomes outside the specific context of social housing organizations. Existing research also tends to examine maintenance, safety, and communication separately rather than analyzing how these dimensions operate together within a single organizational setting. As a result, there is limited understanding of how specific institutional practices within community-based social housing organizations shape tenant satisfaction. This study addresses these gaps through a case study of TPHT. Specifically, the research asks how landlord management practices shape tenant satisfaction through maintenance quality, perceived safety, and landlord-tenant communications. By examining these pathways together, the study aims to contribute both to research on housing inequality and to TPHT's understanding of tenant experiences within its properties.

## **Methods**

### ***Data Collection***

Survey research is our primary method of data collection. Surveys are efficient for collecting information from many tenants and they allow direct measurement of subjective concepts like satisfaction, trust, communication quality, and perceptions of management responsiveness (Dixon, Singleton, and Straits 2016). Surveys are especially useful when studying relationships between variables across a large population. Standardized questions improve reliability and comparability, preventing bias and ensuring accurate information across the Twin Pines tenant population.

Other methods including experiments, interviews, and naturalistic observation are not ideal for our causes. Experiments would be difficult and ethically impractical because you cannot randomly assign tenants to different management conditions; in-depth interviews provide richer detail but lower generalizability and smaller sample sizes; and observation would not take into account internal perceptions like satisfaction or trust.

Quantitative data will primarily be collected in our surveys. Quantitative survey questions, such as ones using the Likert scale, are most useful to our partner because responses can be simply aggregated into labelled pie charts and histograms, making data easily intelligible. Data will give insight into the maintenance, perceived safety, and communications quality within Twin Pines.

### ***Survey Distribution***

Mixed-mode survey distribution will be used to gather responses. Computer self-administered questionnaires (CASI) transmitted through a QR code or link will be available to participants, and paper-and-pencil questionnaires will be another option, specifically for those with limited access to technology. Using both digital and paper surveys reduces coverage bias, increases accessibility, improves response rates, and reaches older tenants and those with limited internet access. Research on survey methodology consistently shows mixed-mode distribution improves inclusiveness compared to online-only surveys (Pedersen and Nielsen 2016). Twin Pines itself has observed significant increases in response rates in years when mixed-mode distribution is available. In 2024, they saw a 50% response rate

when a QR code was included on the paper-and-pencil survey that allowed respondents to submit an online version, compared to a 30% response rate when only paper-and-pencil surveys were available.

A longitudinal trend survey design should be employed, which will allow Twin Pines to gather data from tenants each year. Longitudinal surveys allow for change-over-time comparison across buildings, demographic groups, and levels of housing satisfaction among each. Cross-sectional surveys only gather data at a given point in time, which wouldn't allow Twin Pines to analyze how their performance compares to past years. Common drawbacks of longitudinal surveys are attrition and cost. Attrition, however, is mitigated because tenants can always serve as the sample population, even if the amount or identity of respondents vary. Cost is not an issue, as far as we know, for Twin Pines. A trend study analyzes shifts at the administrative level by sampling different individuals each year. This method would be more valuable to Twin Pines than a panel study because it allows directors to observe changes in maintenance, safety, communications, and overall satisfaction with the properties over the years. Twin Pines administers this survey every year, and while the tenants who respond may change, the implicit sample remains the same. We suggest that Twin Pines continue to repeat our proposed design each year.

### ***Conceptual Model***

The conceptual model for this study examines how perceptions of social landlord management influence overall tenant satisfaction among residents of Twin Pines Housing Trust properties. The independent variable is social landlord management quality, which is conceptually defined as tenants' perceptions of how effectively and responsively management operates. This variable will be operationalized using Likert-scale survey questions. The dependent variable is tenant satisfaction, conceptually defined as residents' overall evaluation of their housing experience and relationship with the housing provider. Tenant satisfaction will be measured through survey items assessing satisfaction with both housing and staff through Likert scale questions. Satisfaction/well-being is a construct that has been shown to be reliably measured using Likert scales (Andrews and Crandall 1976). The model also includes maintenance quality, perceived safety, and communication quality as mediating variables. These factors will be operationalized through a combination of Likert-scale survey questions and open-ended questions that allow participants to describe their specific experiences. Analyzed together, these variables help explain how management quality may affect overall tenant satisfaction.

### ***Survey Procedures***

Survey procedures involve the distribution, promotion, and collection of surveys. Participants will be given approximately three to four weeks to complete the survey after they receive it, increasing the likelihood of participation across varying schedules and access needs. Respondents will be entered into a lottery for a cash prize to incentivize participation. During the survey period, reminders and follow-up outreach (such as notices in buildings, workshops, or staff encouragement) will be used to improve response rates. Completed surveys are collected by members of Supportive Services or at survey drop-off locations (for paper-and-pencil surveys). Anonymity is ideal, but cannot be ensured due to different modes of collection. Compared to past years, this survey can reach more members of the Twin Pines community. Increased modes of distribution and collection, along with staff encouragement throughout all Twin Pines buildings will best allow for representative data collection. Making a purposeful attempt to reach all demographics within Twin Pines increases the proportionality of the data collected.

### ***Sampling and Recruitment***

Our research design involves gathering the maximum number of responses from members of the Twin Pines community. As such, we are not creating a sample to draw data from. Instead, an implicit sample will be drawn based on who responds and who does not. This will increase representativeness and will be more useful to the organization. People with strong opinions may be more likely to respond, which limits the generalizability of our results to the larger population within Twin Pines. However, all data collected is useful for the purposes of Twin Pines management, regardless of generalizability.

Recruitment strategies are included within the administration of the survey. Online surveys, drop-boxes, survey workshops, and assisted reading/writing responses will reduce barriers to participation, allowing for participation across buildings, age groups, disability status, and technology

access levels. Hartford buildings reportedly generate a high volume of complaints, making strong response rates from these sites especially important for understanding variation in tenant satisfaction (Shanahan 2026). As such, we propose that Twin Pines direct attention to these properties when advertising the survey. This purposive recruitment of participants allows Twin Pines to gather critical feedback that is useful for addressing common concerns. Additionally, we propose that Twin Pines analyze the percentages of buildings that responded to the survey in previous years (found in past years' survey data) and that they increase outreach to the properties with smaller numbers of respondents relative to their population size.

### ***Interpreting the Data***

The study will assess whether more positive evaluations of landlord management are associated with higher levels of tenant satisfaction. The survey will aggregate data on response distributions across properties. We also suggest comparing mediating variables between properties to assess which properties may require the most attention. The responses to Likert scale questions will be averaged in each domain: the independent variable, the dependent variables, and mediating variables. A manual that describes how to perform this analysis is included in Appendix C. Ultimately, the responses to survey questions relating to the independent variable and mediating variables can be analyzed against survey questions relating to the dependent variable to observe correlation. We expect higher average scores in property maintenance, safety, and communications to correlate with higher average satisfaction.

### **Ethical Considerations**

Since this study surveys residents of Twin Pines Housing, many of whom belong to vulnerable populations due to their age, race, disability, education, substance-use history, and status as a veteran, special consideration must be given in order to protect participant rights and well-being. This heightened consideration is guided by the 1971 Belmont Report, specifically utilizing the principles of respect for persons, beneficence, and justice.

#### ***Respect for Persons***

Residents may feel pressured to participate in a survey since Twin Pines is both conducting the survey as well as providing their housing and services. To protect participant autonomy, participation must be voluntary, and participants should be informed either verbally and/or in writing that their survey responses will not affect their housing services, rent, or services. Participants must also be able to skip questions or stop the survey at any time without penalty. Consent should be written in clear accessible language without jargon. If feasible, a neutral third party should distribute all physical surveys to further reduce perceived coercion.

#### ***Beneficence***

Potential risks regarding beneficence include emotional distress while discussing housing concerns and confidentiality breaches regarding confidentiality protecting sensitive information. To minimize these harms, researchers should collect only necessary data, store sensitive data securely, and report findings in aggregate form only. Any identifying information should be stored separately from other identifying information and destroyed once gift-card incentives are distributed. Additional protections should be implemented for paper surveys, such as placing completed surveys in sealed envelopes or folders and entering data in batches to reduce staff awareness of individual responses. Participants should also be provided with relevant supportive services if survey topics cause any emotional/mental stress.

#### ***Justice***

All residents should be able to participate in the survey and access the benefits of the research equally. To ensure inclusion, Twin Pines should offer the survey in both accessible formats as well as multiple languages depending on the demographics of resident populations. Since paper and online respondents may differ in age, disability status, income, or technology access, researchers must ensure that confidentiality protections and participation opportunities are equivalent across survey modalities. Finally, survey findings should be shared with the community in an accessible format so that all residents can benefit from implemented improvements informed by the survey research.

## **Feasibility and Significance**

### ***Feasibility***

Knowing that Twin Pines' main goal is to increase their survey response rate so as to better understand resident safety and satisfaction, our plan focuses on this goal. Since Twin Pines already administers a survey each year, we know that it is feasible at a base level. Furthermore, during our initial interview we learned that Twin Pines has administered the survey online before—in fact, in the year that they garnered the highest response rate. We opted for a mixed-mode survey to capture perspectives of groups that may be biased towards responding to one mode.

The administration of the online survey should be low or even no cost, and thus very feasible for Twin Pines to implement. However, their main concern with using an online platform was regarding their older residents, who may not be as tech-savvy. Thus, we wanted to still include the in-person response-gathering to catch those older residents who may not want to use the QR codes. Furthermore, Twin Pines shared that they found many residents needed multiple follow-ups to end up actually filling out the survey. Having the in-person method is especially advantageous in this regard, because whenever staff are at the building, they can nudge participants who have not yet completed the survey. We are especially excited that Twin Pines shared that they feel their staff has gotten to a solid, comfortable point with residents over the past year (after training new hires), which is why we are confident in the results of the in-person method.

As for other considerations, we believe that heightened efforts at certain locations, specifically Hartford, would be beneficial because Twin Pines shared that they felt most issues that arose were concentrated at a few locations. Focusing a bit more effort on these locations, while acknowledging that these results might be skewed towards lower perceptions of safety, would help get to the root of some of the issues that these residents are facing. Furthermore, Twin Pines has consistently included a raffle for a cash prize along with the survey, which we think would be a good incentive. QUESTION: Did we decide on what amount/split to make it?

Overall, Twin Pines wants to get an accurate picture of how satisfied/safe residents feel. It is important to note that they feel that a large majority of residents are happy with the services and housing that they are provided with. Twin Pines feels that the dissatisfied residents tend to be fewer, concentrated at certain properties, and tend to engage less with the building staff. Our plan hopes to cover a wider net in general to get more accurate representations of mass opinion. However, we also want to take time to target the more dissatisfied populations. In the future, should Twin Pines want to implement changes based on the survey results, we want them to have accurate and complete information about what residents feel could be improved. This is why we have modified the survey to leave more room for residents to expand on issues.

### ***Significance***

This project, if successful in helping Twin Pines improve their survey response rates, and furthermore gather more accurate data from residents, will be significant for a number of reasons. Chief among them is that it will help Twin Pines gain a clearer understanding of their residents' feelings about safety and satisfaction, which can inform their institutional decisions from here on out.

#### ***Academic Significance***

This project is academically significant because it will address a gap in the literature regarding empirical evidence from direct studies of social landlords. Our survey will test theoretical findings of how social landlords impact feelings of safety and satisfaction in rural, affordable housing. Furthermore, the project will serve as a general contribution to the literature about rural, affordable housing. Most research in this domain tends to focus on urban developments, and this project will be important to furthering rural applications of theories of social capital, housing insecurity, and the relationship between management quality and housing satisfaction.

#### ***Practical Significance***

The practical significance of this project is perhaps much more readily apparent. Of course, the project hopes to address Twin Pines' major goal of accurately assessing a wider net of tenant perspectives.

This project's primary objective is to help them achieve that goal. However, we hope that this project will have further practical implications in terms of queuing Twin Pines into which safety, management, and social issues are most prevalent amongst their residents. We hope that the inclusion of open-ended questions, which Twin Pines will have access to, will especially assist them in understanding the most prevalent and salient issues. Furthermore, we hope that they will be able to filter by development/neighborhood in order to create more personalized approaches to institutional improvement in each development.

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## **Appendix A: Study Materials**

### *Informed Consent*

**Introduction:** You are being asked to take part in a research study. Taking part in research is voluntary.

**What does this study involve?**

We would like to learn more about your experiences with the Twin Pines Housing Trust. We will ask some questions about your experiences living at a Twin Pines Housing Trust property. Participation in the study will take approximately 15 minutes.

**Who is eligible to participate?**

You must be a current resident of a Twin Pines Housing Trust property to take part in this study.

**Will you be paid to take part in this study?**

Respondents who meet the eligibility criteria listed above and who complete the study will receive a raffle entry to win one of five \$100 gift cards upon completion of the study.

**What are the options if you do not want to take part in this study?**

Your participation in this study is completely voluntary. You may withdraw your consent and discontinue your participation at any time with no consequences to you.

**Will you benefit from taking part in this study?**

There is little chance you will personally benefit from being in this research study. We hope to gather information that may help people in the future.

**What are the risks involved with taking part in this study?**

There are no known risks of participation in this study.

**How will your privacy be protected?**

The information collected for this study will be kept secure and confidential. Your name will not be linked to your responses in any way. Only the research team will have access to your data.

**Whom should you contact about this study?**

If you have questions about this study, you can contact the research director for this study, David Crandall ([david.crandall@tphtrust.org](mailto:david.crandall@tphtrust.org)).

## **CONSENT**

I have read the above information and agree to take part in this study.

Name (Print) \_\_\_\_\_

Signature \_\_\_\_\_

*Survey*

**Demographic Information**

At which Twin Pines property do you currently live?

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How long have you lived in Twin Pines housing?

Less than 6 months

6 months to 1 year

1–3 years

3–5 years

More than 5 years

**Maintenance**

Please indicate how much you agree with the following statements about maintenance in your Twin Pines housing community.

Twin Pines maintains the property in good condition.

| 1                 | 2            | 3       | 4         | 5              |
|-------------------|--------------|---------|-----------|----------------|
| Very Dissatisfied | Dissatisfied | Neutral | Satisfied | Very Satisfied |

Maintenance concerns are addressed in a timely manner.

| 1     | 2      | 3         | 4     | 5      |
|-------|--------|-----------|-------|--------|
| Never | Rarely | Sometimes | Often | Always |

Twin Pines staff are available when maintenance issues arise.

| 1                 | 2        | 3       | 4     | 5              |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Please share any additional comments about maintenance at your Twin Pines property.

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**Safety** (Hart, Chataway, and Mellberg 2022)

Please indicate how much you agree with the following statements about safety in your Twin Pines housing community.

I feel safe in my housing community during the daytime.

| 1                 | 2        | 3       | 4     | 5              |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

I feel safe walking alone in my housing community at night.

| 1                 | 2        | 3       | 4     | 5              |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Twin Pines management helps maintain a safe living environment.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

I feel confident that safety concerns in my housing community are addressed appropriately.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

I am not concerned about crime and disorder in my housing community.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Please share any additional comments about safety at your Twin Pines property.

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### Communications

Please indicate how much you agree with the following statements about Twin Pines communications.

Twin Pines management communicates important information clearly.

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|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Twin Pines management responds to tenant concerns in a timely manner.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

I feel comfortable contacting Twin Pines management when problems arise.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Twin Pines management keeps tenants informed about issues that affect the community.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

I feel that Twin Pines management listens to tenant concerns respectfully.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Please share any additional comments about Twin Pines communications.

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### Management Quality

Please indicate how much you agree with the following statements about Twin Pines management.

Twin Pines management treats tenants with respect.

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|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Twin Pines management takes tenant concerns seriously.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Twin Pines management makes decisions that are fair to tenants

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Twin Pines management follows through on commitments to tenants.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Overall, Twin Pines management does a good job serving residents.

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

Please share any additional comments about Twin Pines management quality.

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### Overall Satisfaction

How satisfied are you with your experience living in Twin Pines housing?

|                               |                          |                     |                       |                            |
|-------------------------------|--------------------------|---------------------|-----------------------|----------------------------|
| <b>1</b><br>Very Dissatisfied | <b>2</b><br>Dissatisfied | <b>3</b><br>Neutral | <b>4</b><br>Satisfied | <b>5</b><br>Very Satisfied |
|-------------------------------|--------------------------|---------------------|-----------------------|----------------------------|

How likely are you to recommend Twin Pines to others in need of housing?

|                           |                      |                     |                    |                         |
|---------------------------|----------------------|---------------------|--------------------|-------------------------|
| <b>1</b><br>Very Unlikely | <b>2</b><br>Unlikely | <b>3</b><br>Neutral | <b>4</b><br>Likely | <b>5</b><br>Very Likely |
|---------------------------|----------------------|---------------------|--------------------|-------------------------|

Please share any additional comments about your experience living at a Twin Pines property.

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## Appendix C: Survey Data Interpretation Manual

### Understanding the Scores

Each survey question uses a 1–5 scale:

1 = Very Negative Response

2 = Negative Response

3 = Neutral Response

4 = Positive Response

5 = Very Positive Response

Higher scores indicate more positive resident experiences.

### Step 1: Calculate Average Scores

Calculate the average score for each category:

- Maintenance
- Safety
- Communications
- Management Quality
- Overall Satisfaction

#### Example:

#### Management Quality

Please indicate how much you agree with the following statements about Twin Pines management.

Twin Pines management treats tenants with respect.

|                        |               |              |            |                     |
|------------------------|---------------|--------------|------------|---------------------|
| 1<br>Strongly Disagree | 2<br>Disagree | 3<br>Neutral | 4<br>Agree | 5<br>Strongly Agree |
|------------------------|---------------|--------------|------------|---------------------|

Twin Pines management takes tenant concerns seriously.

|                        |               |              |            |                     |
|------------------------|---------------|--------------|------------|---------------------|
| 1<br>Strongly Disagree | 2<br>Disagree | 3<br>Neutral | 4<br>Agree | 5<br>Strongly Agree |
|------------------------|---------------|--------------|------------|---------------------|

Twin Pines management makes decisions that are fair to tenants

|                        |               |              |            |                     |
|------------------------|---------------|--------------|------------|---------------------|
| 1<br>Strongly Disagree | 2<br>Disagree | 3<br>Neutral | 4<br>Agree | 5<br>Strongly Agree |
|------------------------|---------------|--------------|------------|---------------------|

Twin Pines management follows through on commitments to tenants.

|                        |               |              |            |                     |
|------------------------|---------------|--------------|------------|---------------------|
| 1<br>Strongly Disagree | 2<br>Disagree | 3<br>Neutral | 4<br>Agree | 5<br>Strongly Agree |
|------------------------|---------------|--------------|------------|---------------------|

Overall, Twin Pines management does a good job serving residents.

|                        |               |              |            |                     |
|------------------------|---------------|--------------|------------|---------------------|
| 1<br>Strongly Disagree | 2<br>Disagree | 3<br>Neutral | 4<br>Agree | 5<br>Strongly Agree |
|------------------------|---------------|--------------|------------|---------------------|

Maintenance Scores:

4, 5, 3, 4, 4

Average = 4.0

#### Interpretation:

Residents are generally satisfied with maintenance services.

#### How to Interpret Average Scores

4.5–5.0 = Excellent

3.5–4.4 = Good

2.5–3.4 = May Require Attention

Below 2.5 = Significant Concern

#### Step 2: Compare Categories

Compare category averages to identify which categories are performing best and which may be underperforming.

**Example:**

Maintenance = 4.2

Safety = 3.1

Communications = 4.0

**Interpretation:**

Residents are generally satisfied with maintenance and communication, but safety should be investigated further.

**Step 3: Compare Properties**

Calculate averages for each property separately. This allows Twin Pines to see which properties face the most difficulties with maintenance, safety, or communications.

**Example:**

Summer Park Safety = 4.3

Crafts Hill Safety = 2.8

**Interpretation:**

Crafts Hill may require additional attention, outreach, or safety interventions (just an example!)

**Step 4: Review Written/Open-Ended Comments**

Read open-ended comments for recurring themes such as:

- Maintenance delays
- Safety concerns
- Communication problems
- Positive feedback

Repeated concerns across multiple comments should be prioritized.

**Important Note:** Survey results only reflect the views of residents who chose to respond. They provide valuable feedback but may not perfectly represent every resident's experience. Results should be interpreted alongside staff observations and other forms of feedback.