

Enhancing Service Amenities for Low-to-Moderate Income Households and Newcomer Residents

A Guide to Innovative Housing Solutions
and Social Impact for Housing Providers

A CASE STUDY BY



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Overview

This guide explores the innovative work of Launch Capital Partners, a mission-driven real estate investment firm focused on providing attainable housing to refugees and immigrants, and Refugee Housing Solutions, a national capacity building project dedicated to increasing and attaining dignified affordable housing for refugees and other newcomers to the United States, as they partner together to advance housing solutions. It introduces ways in which housing providers can enhance resident experience and their bottom line through impact-oriented amenities for all residents, but particularly for low-to-moderate-income households (LMI) as well as newcomer residents.

The guide also references successful social impact business ventures and how offering enhanced amenities for residents can increase a property's Net Operating Income (NOI) while better supporting residents. It outlines how housing providers can implement wrap-around supports at their properties and provides specific examples of accretive wrap-around supports. By leveraging partnerships such as these, residents and property managers alike can help strengthen housing stability while driving broader economic benefits — fostering long-term impact as well as business growth.

Introduction

Minimizing and reducing resident turnover and maintaining long-term residents is a high priority for property managers to mitigate additional costs and secure steady business. Housing providers, including owners, landlords, and property management companies, also look for ways to attract new residents with offerings such as amenities and reasonable rent prices. However, these two attractions may present challenges to hold simultaneously as adding amenities may mean additional cost which, in turn, could impact the monthly rent amount. Additional amenities may have a varying level of importance for an array of residents based on preference. Thus, a critical component in deciding what amenities to offer would be to consider how a housing provider might keep the monthly rental cost affordable while simultaneously increasing renter satisfaction.

Launch Capital Partner's Business Model

Launch Capital Partners (LCP) is a mission-driven real estate investment firm focused on providing attainable housing to refugees and immigrants. Grounded in the thesis that superior returns and measurable impact are not mutually exclusive, LCP has built a portfolio with more than \$120 million in assets under management (AUM), over 1,500 units, and serves 3,500 residents from more than 40 countries.

Through their business model, LCP mobilizes catalytic capital to produce double bottom-line returns rooted in high-touch property management, which reduces vacancy turnover and increases payment rates. This model also works collaboratively with local resettlement agencies, city governments, state agencies, service providers, school districts, health systems, employers, English as a Second Language (ESL) providers, and workforce development agencies to craft partnerships that will increase self-sufficiency and well-being for refugee and immigrant families.

These place-based, people-focused, and purpose-driven investments create flourishing neighborhoods that are good for the community, good for business, and good for economic growth.

Social Impact Investing and Housing Amenities

Impact investing is generally understood as investments made with the intention to generate positive, measurable social or environmental impact alongside a financial return.¹ According to a research study published in 2024 by GIIN, an estimated more than 3,907 organizations manage \$1.571 trillion USD in impact investing assets under management (AUM) worldwide, representing a 21% compound annual growth of total impact in the investing market since 2019.² Impact investing has become of interest to many businesses and corporations to make a social and/or philanthropic impact on causes. According to Harvard Business School, "impact investing has become a central, rapidly expanding part of the investment landscape in the United States and

IMPACT OPPORTUNITY



Increase Retention

- When residents can address their everyday needs, either on the property or within walking distance, they are less likely to look elsewhere.



Mitigate Defaulted Rents and Lower Eviction Rate

- Increasing skills such as English language learning, adult education, and job readiness support can ensure residents stay meaningfully employed and able to afford rent year-over-year.
- If residents can get medical needs addressed in a timely fashion, they are less likely to have to take time off work or lose their employment.

¹ [What you need to know about impact investing](#). GIIN. 24 January 2025.

² [Sizing the Impact Investing Market 2024](#). GIIN. 23 October 2024.

across the world as investors are intentional in their efforts to generate both social and/or environment goods alongside a range of returns, from principal to above-market.”³ LCP has proven success in impact investing, and one particular focus of this is the way in which they address housing amenities while maintaining an affordable monthly rental amount.

Incorporating Supportive Resident Services

There are various strategies for attracting and maintaining residents. The following “social impact amenities” provide holistic support to residents. Often, these amenities are low-to-no cost for housing providers in order to hopefully pay dividends on both impact and long-term tenancy. The amenities focus on partnership building with organizations and service providers looking to connect with community members and residents.

ON-SITE RESIDENT SUPPORT RESOURCES

Staff on site with language and background expertise

While this is an investment of a full- or part-time employee on your team, having an experienced staff with expertise of resident background and linguistic abilities of your residents’ needs can make a difference.

- A “Resident Success Coordinator” can support tenant education about property rules, eviction prevention programs, referrals for other social impact amenities, and other duties.
- If possible, the ability for this staff to live on-site can be especially helpful.

On-site space for service providers

Setting aside space for community providers to utilize and bring services directly to your residents can be a worthwhile investment.

- Setting aside a community room or unit for community providers to utilize will benefit residents long-term.

HOW-TO GUIDANCE FOR FIRST TIME RESIDENTS

These suggestions are not exhaustive but should offer a guide on important reminders for new residents.

How and When to Make a Maintenance Request

- Explain importance of reporting things early to avoid negligence.
- Consider various options for making maintenance requests. Not all residents have digital literacy or language capabilities. Use resources like this [“Please Repair”](#) guide that allows residents to circle the issue in their home (available in multiple languages).

Trash Policies

- What are they allowed to put in trash and recycling bins

Mailboxes

- Where their mailbox is
- Which one is theirs (and the consequences of taking someone else’s mail)

Plumbing

- What is allowable to go down the kitchen drains and garbage disposal such as, but not limited to, grease, food, garbage, etc.

³ [Impact Investments](#). Harvard Business School.

SUPPORT SERVICE PROGRAMS

For residents to thrive as renters, they must have the skills to maintain employment. Partnering with local providers that help residents improve their employability and self-sufficiency skills will lower turnover rates, as tenants are able to maintain and improve their monthly income through better employment opportunities.

Workforce Development Program

Consider partnering with a local employment program to provide job readiness classes on site for residents.

English Classes

Consider partnership with English as a Second Language (ESL) providers to provide English classes on site for residents.

Education Classes

Consider partnership with adult education classes (GED, financial literacy, or other continuing education) to provide classes and testing on site for residents.

HEALTH CARE SUPPORT

Healthy residents improve the health of the community and ensure families are not faced with insurmountable health care costs.

- Connect with local health providers to send community health navigators or community health workers for on-site visits and regular clinics.
- Connect with local behavioral health clinics for on-site programs (support groups, etc.).

Food and nutrition stability services: Addressing nutritional needs can support not only the health of residents but also support them with lowering foods costs.

- Partner with local food banks to make food drop-offs, or even open a pantry on site or nearby.
- Summer Meals for Kids: [find the local provider in your area](#) and partner with them to deliver summer meals for children of residents at your properties.

RESIDENT BETTERMENT SERVICES

Participating in programs that can assist residents in increasing their credit scores is a great way to provide practical amenities and ensure they (residents) qualify for lease renewals year-over-year.

Credit Reporting Programs: There are various programs to choose from, and every housing provider should do their own due diligence and research.

- For the purposes of this best practice guide, [Esusu](#) and [The Flagstone Initiative](#) are highlighted as examples of credit reporting tools.

Case Study: Launch Capital Partners and Best Practices

For impact amenities to make a significant change for your residents and business model, there are some best practices landlords and property managers should consider implementing at their properties. Launch Capital Partners (LCP) utilizes the following best practices to improve and enhance services for their residents living in their multi-family properties.

Each of the following graphics covers a particular best practice process or topic, coupled with specific clarifications and recommendations. These recommendations for building and improving resident support services improve resident experience, retention, and ultimately NOI.

LOCATION: Being in close proximity to the following resources is essential, especially for residents who do not have access to cars, or have children.

Schools

Public
transportation

Other community
services

Employment
centers

UNIT INSPECTIONS: Making regular unit inspections can help mitigate issues before they become too big.

Whether they're a first-time renter or a newcomer renting for the first time in the U.S., depending on a resident's background, expectations about unit maintenance can vary. Unit inspections early on in the lease can help residents understand expectations.

Unit inspections should be applied equally across all residents and lease contracts.

EVICTON PREVENTION PROCESSES: This is an important aspect for all residents, and housing providers can educate themselves on local rental assistance and employment assistance programs.

If the resident has a case manager with a community service provider, such as a resettlement agency supporting newcomers, it is important to maintain important contacts at the agency to support with eviction prevention. These may include the Lead Case Manager, housing staff, and/or finance staff, as applicable.

Refer residents to Housing Counseling providers for financial literacy classes and support in finding rental assistance programs.

Payment program policy to catch up on arrears

INFORMATION SHARING BEST PRACTICES & EDUCATION:

Sharing personal information, such as Social Security numbers or dates of birth, is a sensitive topic for many people. Additionally, for newcomers, as they learn more about U.S. systems, they are often extra cautious to ensure their documents are protected.

If you need residents to provide specific information for lease contracts, credit reporting, or background checks, consider the following:

Reaching out to a case manager supporting the resident (if applicable)

Providing multi-lingual educational flyers for residents, informing them of the use and importance of sharing the information with only trusted individuals and the steps the housing provider is taking to protect their information.

[Use resources like this.](#)

RELATIONSHIP WITH LAW ENFORCEMENT:

Depending on a resident's background or the country they lived in formerly to the U.S., there could be myriad interpretations of law enforcement and emergency personnel, and thus these experiences may lead residents not to call the police or involve emergency personnel when needed.

Support residents with flyers or information on when and how to call 911 and law enforcement. Give examples of how to interact.

Connect with local law enforcement; invite them to introduce themselves to your residents for an informational session on how they can support them as community members.

COMMUNITY PARTNER ENGAGEMENT:

Residents may be enrolled in programs where they have case management support. In these cases, the agency may be able to support activities like lease signings, language interpretation, and other activities.

However, not all residents may have these services. Housing providers may want to identify language interpretation services to assist with lease signings as appropriate in advance. Examples of such service providers include:

[Tarjimly](#)

[Communications Essentials LLC](#)

[Propio](#)

Supplemental Resources

- [Launch Capital Partners](#)
- [Refugee Housing Solutions](#)
- [Esusu](#) (Credit Reporting)
- [HUD Housing Counseling](#)
 - [Find a Housing Counselor](#)
- [ORR-Eligible Populations](#)

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FEEDBACK

Refugee Housing Solutions wants to hear from you about the quality, relevancy, and helpfulness of our resources and tools.

Help us improve our offerings by completing this [short form](#).

You may also scan the QR code to access the form on another device.



www.refugeehousing.org

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