



Trauma Informed Design Manual 2021

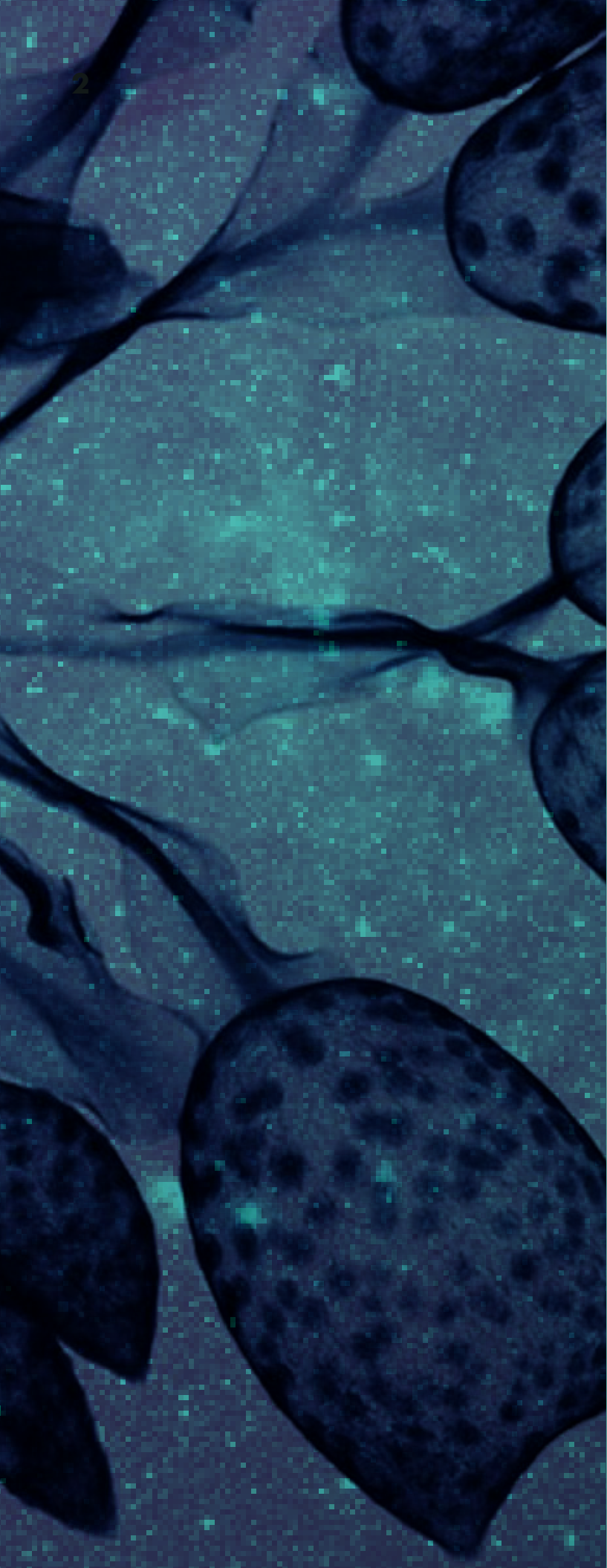
Trauma Informed Design Manual

**Promoting Physical Health,
Mental Health, and Well-Being Through
Trauma-Informed Design**

Shopworks
Architecture

University of Denver
Center for Housing and
Homelessness Research

Group14 Engineering





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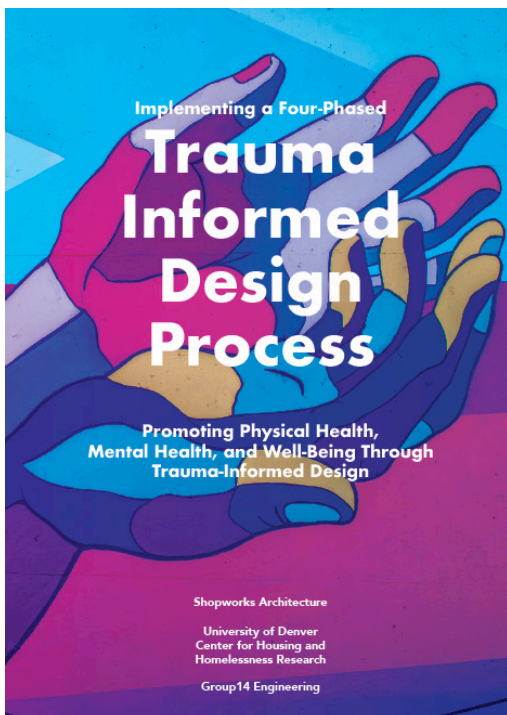
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Implementing a Four-Phased Trauma-Informed Design Process: The Manual

Research and practice experience demonstrate that a trauma-informed approach to building design (commonly referred to as “trauma-informed design” or “TID”) can improve the design decision-making process – and ultimately resident outcomes – without increasing the cost or complexity of a building.

Practical considerations, such as budgetary constraints, zoning requirements, and building best practices, typically drive the housing design process. However, the integration of a trauma-informed approach can provide a holistic framework for prioritizing design values and decision making, especially at the outset of a project, thereby elevating the overall experience for residents and others interacting with the space.

This manual was created to accompany our pamphlet “Implementing a Four-Phased Trauma-Informed Design Process,” which provides an overview of each of the phases that we will walk through in greater detail within this manual. If you have not yet explored that document, please do so at www.shopworksarc.com/tid before continuing further.



The facing page includes a summary of the four phases.

Four Phases of a Trauma-Informed Design Process

Phase 1: Setting the Vision

The first step for any project is to ensure that the Housing Development Team (1) understands the priorities and goals of the development, who they anticipate will occupy the building, and the environmental/cultural context of the community of the building, and (2) is committed to a trauma-informed design process. This will likely require some training for the team and is the only phase that requires homework.

Timeline for Phase 1: 3-4 weeks

Phase 2: Pre-Occupancy Research

The next phase of a TID process involves carrying out research that prioritizes the voices of those with lived experience, so we can ensure that those voices and experiences guide the design. We recommend that Phase 2 of the process includes facilitating in-person (when possible) and separate focus groups with potential residents/clients, current residents, and front-line staff. The information gleaned in these conversations is then compiled and shared with the Housing Development Team.

Timeline for Phase 2: 4-8 weeks

Phase 2: Design/Collaborate/Refine

The architecture/design team will lead this phase of the process, taking into account the needs and lived experiences of those who will exist in the building and specific design elements that can respond to those needs and create an environment for thriving. Ideally, someone with lived experience will be on the Housing Development Team to provide real time feedback on the design. In addition, we recommend at least two meetings with those who participated in the focus group research above; whereby, the architecture/design team shares specific design decisions and invites feedback for design iteration.

Timeline for Phase 3: Varies – concurrent with architectural design timeline

Phase 4: Post-Occupancy Research

The final stage of a TID process is to perform post-occupancy research (1) to learn what design features are proving to be helpful or harmful to residents and staff and (2) to learn lessons that might inform the design of future buildings. Post-occupancy focus groups should seek to capture input from current residents of the building, program staff who work in the building, and property management. Once the results of these focus groups are compiled, we invite you to share your findings with our team at www.shopworksarc.com/tid, so we can all expand our understanding of TID.

Timeline for Phase 4: 4-8 weeks (to take place after the building has been opened for 12-18 months)

Trauma-Informed Care

TID is based on the evidence-based practices of trauma-informed care (or “TIC”) that have been a part of the lexicon of service delivery for over a decade. The foundations of TIC practice are listed below. For a more in-depth overview of these concepts, please visit:

https://ncsacw.samhsa.gov/userfiles/files/SAMHSA_Trauma.pdf

Trauma-Informed Practice

According to the Substance Abuse and Mental Health Services Administration (SAMHSA), “A program, organization, or system that is trauma-informed:

1. **Realizes** the widespread impact of trauma and understands potential paths for recovery;
2. **Recognizes** the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
3. **Responds** by fully integrating knowledge about trauma into policies, procedures, and practices; and
4. **Seeks** to actively resist re-traumatization.”

SAMHSA’s Six Key Principles Of A Trauma-Informed Approach

A trauma-informed approach reflects adherence to six key principles rather than a prescribed set of practices or procedures. These principles are generalizable across multiple types of settings, although terminology and application may be setting- or sector-specific:

1. Safety
2. Trustworthiness and transparency
3. Peer support
4. Collaboration and mutuality
5. Empowerment, voice, and choice
6. Cultural, historical, and gender issues

From SAMHSA’s perspective, it is critical to promote the linkage to recovery and resilience for those individuals and families impacted by trauma. Consistent with SAMHSA’s definition of recovery, services and supports that are trauma-informed build on the best evidence available as well as consumer and family engagement, empowerment, and collaboration.

Training Points

- Read through this manual in its entirety first before you begin.
- The entire team must be committed to the ideals of TID for it to be successful on this project. Ensure you spend enough time on Phase 1 to enlist consensus as a team.
- Within each project, it is important for there to be one or two TID Champion(s) who are holding the Housing Development Team accountable to the values and goals identified throughout the TID process as grounded in the best practices of trauma-informed care. If there is a service provider on the development, this is a natural role for them to play because the concepts of TIC are more likely to be a part of their everyday work, training, and organizational/ disciplinary culture.
- To carry out a TID process, your team will want to consider partnering with or hiring an expert to guide the research-focused tasks." We invite you to be in conversation with our research team (www.shopworksarc.com/tid) to brainstorm creative solutions to find that individual.
- Additional resources are named throughout this manual to assist in broadening the housing development team's understanding of this work.
- Within this manual we have put together our ideal process. We understand that budgets are tight, and time is limited on affordable housing developments. Integrate what you can into your process and be mindful of the capacity of all team members, especially of the non-profit/service provider staff who are usually already over capacity.
- Make this manual your own - we've included space to write notes in the margins. Fully engage with this manual and customize it to meet the needs of your housing development.

Abbreviations you'll see in this manual:

- TID: trauma-informed design
- TIC: trauma-informed care
- PSH: permanent supportive housing
- AMI: area median income

Phase 1

Vision Setting

The first step for a project that is committed to trauma-informed design is two-fold: (1) ensure the Housing Development Team has a shared vision for the project that takes into account the cultural, historical and ecological context, and (2) ensure each person responsible for making decisions on the project has an awareness and an understanding of trauma-informed care and trauma-informed design.

We understand that timelines are tight, and budgets are even tighter on the front end of projects. However, this is a critical step for the success of TID and the design in general - to ensure the building meets the needs of those who will occupy it.

Phase 1 Timeline: two 1-hour meetings over a 3-4 week period

How will you know when you have completed Phase 1:

- All team members have been identified and understand the goals of this project and the role they will play on the Housing Development Team.
- Team members can articulate what a trauma-informed lens looks like, define trauma informed care, and understand the importance of TID and the ideas and values from the TID conceptual framework.

Steps of Phase 1:

- Identify the Housing Development Team (ownership team, service provider, developer, architect, construction company, individuals with lived experience).
- Team receives training on TID and is committed to using a trauma-informed lens.
- Broad vision, hope and goals for the overall project are identified (not necessarily focused on TID yet).

Phase 1 of this process entails two team meetings and is the only stage that requires homework, depending on the baseline understanding of trauma held by team members.

Notes:**I. Meeting 1: Project Vision
(Identify The Need/Problem)**

The purpose of this meeting is to establish a few foundational values: Why this project? Why now? Who are the key resident groups? We also hope in this gathering to identify initial thoughts on resident and staff needs. Understanding that the project team will consistently face limited capacity, it is critical, before any project design takes place, to make sure that each individual identifies their role on this project and understands their unique position to implement TID.

Time needed: one 1-hour meeting

Who should participate: entire Housing Development Team

Optional materials that could be helpful:

- Enterprise Design Matters Toolkit “Project Mission Writer” from <https://designmatters.enterprisecommunity.org/>

Activities:

- Roles Exercise
- Project Focus Exercise

Agenda for First Team Meeting

- Roles Exercise (20 minutes):
 - To start this meeting, each person should go around and share answers to the following questions:
 - Why are you a part of the work for this specific building? *This question helps individuals share their passions pertaining to this development and build consensus among the team.*
 - What role will you play in this housing development? *Clarifying roles is critical for the success of the project going forward, and identifying those roles here will help inform the role each person plays in TID.*
- Project Focus Exercise (40 minutes):
 - To ensure everyone has the same understanding as it relates to the goals of this project, together the team should identify:
 - What is the vision for this project?
 - What are the populations that you anticipate being housed in this development?
 - What services need to be offered to support those individuals?
 - Who are the most vulnerable within the community?
 - What are the greatest challenges that the residents face?
 - What are the assets, cultural norms, or community resources this community uses to overcome challenges?

Phase 1

II. Pre-Homework Prior To Meeting 2

We understand the limited capacity of everyone involved on the Housing Development Team. As such, homework will be rare. However, because there is a learning curve to this work that is critical to overcome, the following documents are necessary for the Housing Development Team to review before the next meeting can take place.

Required Reading/Viewing:

- [SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach \(https://tinyurl.com/ckpaxmd8\)](https://tinyurl.com/ckpaxmd8)
- [Shopworks Architecture et al., Designing for Healing, Dignity, and Joy \(shopworksarc.com/tid\)](https://shopworksarc.com/tid)
- [Shopworks Architecture et al., Implementing a Four-Phased Trauma-Informed Design Process \(shopworksarc.com/tid\)](https://shopworksarc.com/tid)

Optional Reading/Viewing:

- [Shopworks Architecture et al., Architectural Principles in the Service of Trauma-Informed Design \(shopworksarc.com/tid\)](https://shopworksarc.com/tid)
- [Group14 Engineering, Creating Restorative Communities: Biophilic Design and Low-Income Housing \(https://tinyurl.com/ne7jjjym\)](https://tinyurl.com/ne7jjjym)
- [Design Resources for Homelessness Website \(designresourcesforhomelessness.org\)](https://designresourcesforhomelessness.org)
- [Enterprise Community Partner's webinar on TID \(shopworksarc.com/tid\)](https://shopworksarc.com/tid)
- [Johann Hari, "Everything you think you knew about addiction is wrong" \(https://www.youtube.com/watch?v=PY9DclMGxMs\)](https://www.youtube.com/watch?v=PY9DclMGxMs)
- [Request TID training with Shopworks/University of Denver's Center for Housing and Homelessness Research \(shopworksarc.com/tid\)](https://shopworksarc.com/tid)

III. Meeting 2: Trauma-Informed Design Overview

The goal of this session is to understand the main tenets of trauma, trauma-informed care, and trauma-informed design. Additionally, the objective is to use this information to create a plan for how TID can be implemented on this development.

Time needed: one 1.5-hour meeting

Who should participate: entire Housing Development Team

This doesn't have to be a meeting - consider lunch n learn, happy hour, etc.

Notes:**Materials needed:**

- Technology to watch [Dr. Nadine Burke Harris, "How Childhood Trauma Affects Health Over a Lifetime"](https://tinyurl.com/wmz427p3) (<https://tinyurl.com/wmz427p3>)
- Printouts of [Designing for Healing, Dignity, and Joy](https://shopworksarc.com/tid) (shopworksarc.com/tid)

Activities:

- Introductory Activity (15 minutes)
 - What level of knowledge did you have about TIC or TID before coming into this meeting?
 - If there is a services provider, invite them to share a bit about TIC within their organization: What does it look like in practice? What traumas are they responding to? How do they support staff who experience vicarious trauma?
- Watch Dr. Nadine Burke Harris' TED Talk and then give the team time to review "Designing for Healing, Dignity, and Joy" (25 minutes)
- Answer the following questions (20 minutes)
 - Was there anything here that surprised you?
 - What did you learn about trauma within this video?
 - What did you learn from reading "Designing for Healing, Dignity, and Joy"? What questions do you have from the homework readings?
 - How do you think Dr. Nadine Burke Harris' overview and the ideas in "Designing for Healing Dignity, and Joy" should impact our housing development?

Vicarious trauma is defined by Jefferson County Mental Health as, "an ongoing process of change over time that results from witnessing or hearing about other people's suffering and need. When you identify with the pain of people who have endured terrible things, you bring their grief, fear, anger, and despair into your own awareness and experience...Vicarious trauma, like experiencing trauma directly, can deeply impact the way you see the world and your deepest sense of meaning and hope."

- Create a plan for implementing Phase 2 of TID (30 minutes)
 - In Meeting 1 you identified potential residents – based on those potential residents, what voices are important to hear from at this stage to ensure you speak with those who will live/work in the building? *For example, working with a non-profit serving youth experiencing homelessness, our team interviewed youth who utilized the drop-in day center, youth who utilized the overnight shelter, youth who lived in the organization's various housing sites, and staff of the various programs.*
 - What unique traumas do the above populations experience? How should that impact the design of the building?
 - Are there any specific design features that we initially want to explore in response to these traumas?

Other Activities:

- [Social Identity wheel exercise](https://sites.lsa.umich.edu/inclusive-teaching/social-identity-wheel/) - Link: <https://sites.lsa.umich.edu/inclusive-teaching/social-identity-wheel/>

Phase 2

Pre-Occupancy Research: Prioritizing The Voices Of Those With Lived Experience

Phase 2 is the key to ensuring that the design of the building will meet the needs of the staff and residents/clients who will exist within it. As shown in research, and best practices in TIC, the only way to do that is to prioritize the voices of those with lived experiences in a way that is respectful and empowering.

This phase is a significant time commitment and requires someone who is not in leadership at the non-profit/service provider who already works with that specific population to lead focus groups with residents/clients, property management, and staff. By conducting these focus groups and compiling the data, the Housing Development Team then has a breadth of knowledge and expertise to draw upon to make decisions about what design features must be prioritized in the building. This phase should inform everything from what common spaces need to be included, what outside landscaping features will be most helpful (garden boxes, gazebos, basketball courts, for example), and what other details can help individuals heal and thrive within the walls of the building.

Phase 2 Timeline: multiple meetings over a 4-8 week period

How will you know when you have completed Phase 2:

- The Housing Development Team has collected TID feedback from potential residents, staff, and other relevant stakeholder groups about their spatial needs and desires.
- Based on feedback from key stakeholders, the Housing Development Team has identified clear TID values and building elements to meet the specific needs of potential residents and staff of the upcoming development.

Steps of Phase 2:

- Create a pre-occupancy research plan.
- Conduct focus groups and tours.
- Analyze and compile results in a Pre-Occupancy Report.
- Share results of the research with the Housing Development Team and others who were interviewed.

Notes:

Can you partner with a local university research group or non-profit?

I. Identify Research Team & Create Research Plan

The next step in the TID process will be to prioritize the voices of those with lived experience as well as front-line staff. Our recommendation is that this work begin with a series of focus groups with key stakeholders. The findings will be compiled into a report and shared with the Housing Development Team to get everyone on the same page and inform design priorities in the building.

An important part of carrying out the TID process is finding someone to conduct the focus groups who understands trauma-informed care and works with the target resident group but is NOT part of the organization building or managing the housing. They need to deeply understand and value trauma-informed care. This individual should have training in research and evaluation, specifically around engaging individuals who have experienced trauma. At Shopworks, we partner with the University of Denver's Center for Housing and Homelessness Research to conduct and analyze interviews and report on each of our developments.

Time needed: 4-6 weeks

Who should participate: entire Housing Development Team

Activities:

- From the Housing Development Team, identify a Research Team (made up of a Focus Group Coordinator, Focus Group Facilitator(s), Note-taker(s), and Architect Representative).
 - At this meeting, it will be critical to first identify several roles:
 - The Focus Group Coordinator will manage scheduling and communications between the interviewers and interviewees. This role can be filled by someone from the non-profit/service provider but does not necessarily need to be a person on the Housing Development Team. In our experience, this has often been a Program Director or COO at a non-profit with access to scheduling focus groups for both staff and clients/members.
 - A qualified Focus Group Facilitator(s) will take the lead in finalizing the interview protocols, with input from the rest of the team, and administering questions during each focus group session. This should not be someone who is a part of the non-profit that provides services to the focal population. Due to power issues, it is important that the service provider who will be offering services in the development not attend the focus groups, as individuals may feel they cannot be fully honest in those gatherings. Is there a partner service agency you feel you could rely on to fill this role or perhaps a local social work graduate student who could come in and lead these groups?
 - Note-taker(s) also need to be identified. The Note-taker(s) will be present at each of the focus group sessions to capture detailed notes on participant responses.
 - It is helpful for a representative from the Architecture Team to attend these focus groups as well, so they can hear responses firsthand and better understand the lived experiences of those who will occupy the building. The Architect Representative could also serve as one of the Note-takers.

Phase 2

- Determine What Focus Groups to Host:
 - It will be helpful for the Research Team to identify a broad group of stakeholders whose input can inform the TID understandings of the team. Groups of individuals that are helpful to interview include:
 - Residents/clients
 - Current residents of any building run by the service provider organization
 - Current clients of the service provider who are envisioned to move into the new building
 - Clients from a partner organization that are a similar population to those who will move into the new building
 - Staff:
 - Front-line staff (case managers, front desk staff, etc.) at the service provider organization
 - Program/organizational leaders at the service provider's organization
 - Property management staff
 - A group of partner agencies that might come into the building to meet with residents, offer classes or groups for the residents, or otherwise interact with the building or the residents within it
 - Others who might inform what services are offered at the upcoming development
- Schedule Focus Groups:
 - Once the populations to interview have been decided, the Research Team should set up a phone call to determine the logistics for the focus groups and building tour. The goal is to hear from at least one, and up to four, groups comprised of 6-8 individuals who live in comparable buildings and/or utilize the programs of the service provider to inform the design of the new building. Here is an example focus group plan for a supportive housing development that also operates a shelter:
 - Shelter: tour of the building with a shelter guest, 1-2 focus groups with clients, one focus group with staff
 - Supportive Housing: tour of the building with a building resident, 1-2 focus groups with residents, one focus group with staff
 - The Focus Group Coordinator should review the list of individuals to be interviewed and make any edits to it based on their intimate knowledge of the nonprofit.
 - Prior to any focus groups taking place, the Research Team should request a tour from a client/resident of any buildings currently utilized by the service provider. If there is already a building run by this service provider, it is helpful to request that the day of focus groups begin with a tour from a resident. Hearing individuals talk about buildings they use while walking through it can uncover critical insights about their experience of spaces.

Notes:

- At least one focus group should be conducted with each group that will utilize the proposed building. The goal is to keep focus group sizes to 6-8 participants so as to foster engaging conversation while ensuring that everyone at the table has an opportunity to be heard. The team should identify the best time to interview clients/members/residents and staff based on what is convenient for their schedules. The goal is to not burden the members of the staff or service agency, while still ensuring good participation.
- Once the Focus Groups times have been set up, the Facilitator should send:
 - An email with the envisioned list of focus group questions and the plan for the focus groups, so the entire team is on the same page. In this email, we suggest including a copy of "Designing for Healing, Dignity, and Joy" so that staff understand the TID underpinnings of this conversation.
 - Calendar invitations to the Focus Group Coordinator, so those can be sent along to the participants.
 - A sign-up form for the residents/clients, so the service provider can track who will attend the focus groups.
- Important considerations:
 - We constantly seek to not overburden the non-profit that is likely already at capacity. In scheduling these groups, we try to see if there are other re-occurring meetings that we can join to carry out these focus groups. For example, is there a weekly staff meeting on the calendar that we could join for 45-60 minutes? For residents, is there a regular Resident/Client Advisory Committee meeting you can utilize or another weekly time that residents/clients gather?
 - For the staff focus group, we encourage anyone who supervises those individuals to not take part in these focus groups, due to power issues that can arise. The goal is that staff feel free to share their honest feedback, which can be limited when those who supervise them are present.
 - It is likely that you will not be able to set up a focus group time that works for all members of staff or residents. For that reason, we often utilize 1-on-1 phone calls after the focus groups take place. For example, in supportive housing developments, we often perform a separate 1-on-1 phone call with overnight staff who might not be able to attend a focus group scheduled during the day.
 - We ideally schedule focus groups back-to-back over one day. We do this to minimize our demands on service providers for space and coordination as well as to cut down on travel for the Research Team.
 - Ideally the person who is leading the focus group has experience doing this work. It's important that it is facilitated well to ensure that all people present have their voices heard, confidentiality is upheld, and that one person does not overpower the group. Feel free to follow guidance from this website to assist: <https://tinyurl.com/zn7849k6>.

Phase 2

II. Run Focus Groups

It is best to start with a resident/client tour of the building and then move into focus groups, so the Research Team experiences all the spaces that might be mentioned by residents and staff. If the non-profit service provider operates several buildings, getting a tour of each is helpful.

Due to COVID, we shifted from offering in-person focus groups with 6-8 people in one room (the preferred method) to coordinating virtual focus groups and one-on-one interviews. We prioritize the focus group format with participants in the same space/ on the same virtual meeting because individuals will bounce ideas off one another in dynamic ways. However, we respect the need to attend to health and safety at all costs and believe that Phase 2 of the TID process can be carried out virtually, if needed.

Time needed: 60 minutes per focus group, 30-45 minutes per building tour

Who should participate: Research Team & focus group participants

Materials needed:

- Gift cards for client participants
- Easel, paper, and markers
- Waivers/consent forms

Activities:

Conduct Resident Tour of the Building

A resident of the building will conduct a tour with members of the Research Team, describing the various spaces as well as their experiences in those spaces.

- Waiver: Have the resident sign a waiver before the tour to ensure they know how the information collected during the tour will be utilized. Feel free to reach out to our team at www.shopworksarc.com/tid for a sample waiver.
- Introduction: Start the tour with everyone introducing themselves, explaining why they are there and how information shared during the tour will be used. Invite the resident to walk the Research Team through the space, describe what they see certain areas being used for, and share how they personally encounter each space.
- Questions to ask during the tour: The goal of these questions is to understand how the resident sees the building spaces being utilized, describe how the spaces feel (safety) and where they see people hanging out together (connection), and highlight specific aspects of the building that should be recreated or avoided in the new building.
 - Do you use this room? Why or why not?
 - What do you do in this space?
 - How does it feel to be in here?
 - Who else do you see using this space? What are they doing?
 - What could be done to improve this space?
 - If you don't use it, why not?
 - Are there any spaces that feel off limits to you?

Notes:**Conduct Resident/Client Lived Experience Focus Groups**

The questions for each focus group will necessarily shift, depending on goals for the development. We suggest that staff not be present during these interviews to ensure that residents can share openly.

We keep focus groups to around 10 questions, as that's how many can be addressed in a 60-minute period. Sample questions (along with rationale) are as follows:

1. Opening: What is your name, how long have you been in [city/state/region], what is one of your favorite meals and why? *Themes come up here that can be represented in design - and these questions help everyone get acquainted.*
2. Let's talk about [service provider organization]. What 3 words would you use to describe this place? *This helps identify the overall values of an organization that can translate into priority design values and concepts.*
3. Where do you find yourself hanging out here? *It's helpful to understand why people are using different spaces, and to know which areas are used for various activities connected/not connected to healing.*
 - a. What do you spend your time doing there?
 - b. Probe different spaces inside/outside building – how often do you spend time there? What types of things do you like to do there?
4. Are you close to other people in the building? *Identifying spaces that aid human connection is key to creating a TID building.*
 - a. How did you meet?
 - b. Where do you hang out with them? *Probe different spaces inside/outside building.*
 - c. What activities do you do together?
5. Where do you see groups of people hanging out outside/inside the building?
 - a. What activities are people doing?
 - b. What activities/common spaces would be helpful (including those that the space doesn't currently accommodate)?
 - c. Where do people hang out during the day versus at night?
6. What are some of the building's "hot-spots" (i.e. sites of conflict, tension, drama)? *We have discovered that points of transition (e.g. the lobby) can be places where people get into conflicts, and there are often simple design shifts we can make to alleviate that tension.*
7. While living here, can you think of a time when you felt unsafe? Tell us about that situation. *Safety is the foundation for TID – if people don't feel safe, they will not be able to heal and thrive.*
8. Let's talk about your apartment. Does your home meet your needs? *We find people spend a majority of their time in their individual apartments – and often have very helpful feedback about items to replicate and things to avoid.*
 - a. What do you like most about it?
 - b. What would you change about it?
 - c. Probe different aspects (ex. overall layout, partial walls, storage space) – Do you like that – why/why not? What would you change about it?
9. Is there anything else you'd like to share?
10. What gives you hope, what inspires you right now? *With this closing question we are seeking to get to the higher level of values so we can ensure that this building doesn't just house people but helps them heal and thrive.*

Phase 2

Conduct Staff Focus Groups

Similar to the lived experience interviews, it is important that supervisors not be present during these interviews to ensure that staff share freely. Each group of staff should have their own gathering – as such, we often conduct separate interviews with 1) front-line staff including case management team, 2) supervisors/organizational leadership, and 3) property management. Additionally, optional interviews may be conducted with partner organizations, if that feels relevant to the project. For example, if the organization has never operated supportive housing, interviewing staff at an existing supportive housing development could provide useful insight.

Again, we try to keep this to around 10 questions, as that's often how many can be addressed in a 60-minute period. Depending on the staff, different questions will be appropriate. Sample questions include the following.

1. Please share: your name, your role, and a brief overview of what that role entails.
It is important to understand who is in the room to build community.
2. Tell us three words that describe [service provider organization] and/or [specific building]. *Starting with a baseline of how they see their work is helpful. Identifying common values will help facilitate what TID aspects should be prioritized.*
3. Tell us about a typical day at work. *This is to start to understand how the team utilizes spaces and what spaces they need.*
 - a. What does it look like when you're meeting with clients/residents?
 - b. What services are you connecting people to?
 - c. What services are you hearing that people need? *Especially pre-COVID.*
4. Where do you spend your time in the building? *Ask follow-up questions about why staff like certain spaces and why they think people connect in those spaces.*
 - a. Talk to us about your favorite spaces.
 - b. Where do you feel safest in this building?
 - c. Where do you see people making connections (client-client and client-staff)?
5. What are some of the building's "hot spots" (i.e. sites of conflict, tension, drama)?
6. While working here, can you think of a time when you felt unsafe? Tell us about that situation. *Safety can feel very different to staff and residents/clients.*
 - a. What spaces in this building do you avoid/feel uneasy going to? What is it about those spaces?
7. What would you like to offer to residents/clients that you can't due to space limitations? *This can help to identify additional meeting room spaces that could be helpful (e.g. a room with a sink so they can do art). Sometimes you can add a simple feature to make a space meet a broad grouping of flexible uses.*
8. Where do you go as staff to take care of yourself (in this building or elsewhere)? *Vicarious trauma is real and can lead to burnout, turnover, and feelings of not being valued by their organization. Knowing where staff heal is critical to designing those spaces in the new development.*
 - a. What is helpful about those spaces?
9. What gives you hope right now? What inspires you? *This again touches on values – and speaks to what helps people heal.*
10. What else do you want to share?

Notes:**Conduct Property Management Interview**

Property Management is a critical partner in the success of affordable housing. As the individuals who oversee leasing as well as operations of the physical building, they know different aspects of the client and staff behavior that can shift how a building is designed.

Sample questions for this stakeholder group are included below:

1. Please share your name, your title, and tell me about a typical day at work. *This provides an opportunity to learn about the role of Property Management – they often wear many hats.*
2. Do you, generally, feel safe or unsafe in this building? Why? *PM's understanding of spaces can be different than case management staff and provide helpful insight.*
3. What is your favorite thing about this building? What is your least favorite thing about this building? *Property Managers have specific insight on how the building is being used by the people within it as well as its optimal utilization.*
4. Are there spaces that you feel were built well – in terms of being durable and meeting the needs of residents, of this building?
5. Are there spaces, both inside and outside, that are generally problematic in terms of wear and tear and things breaking? Why is that, and how could it be improved in the next building? *Not only is it challenging when things break, but in affordable housing it can also trigger residents or clients. Durable materials are critical as it input on what should not be replicated.*
6. What do you feel must be included in the design of the future building?
7. What spaces are missing here that would be helpful? *Property Management has a unique viewpoint on what spaces people need, not only to live and work in the building but to maintain the building behind the scenes.*
8. What else do you want to share?

After these interviews, have a member of the Research Team take a photo of spaces called out during the focus groups. It's helpful for the design team to see those examples.

Phase 2

III. Analyze Data & Report Key Findings

Members of the Research Team will need to make a plan for analyzing and writing up findings from the pre-occupancy research. The report should feature high-level themes and key findings gathering from focus groups, one-on-one interview, and tours with the various identified stakeholder groups.

As noted above, the TID process requires the Housing Development Team to identify a dedicated research partner with training and experience carrying out data collection (including observational data, focus groups, and one-on-one interviews), data analysis, and reporting. It is important to find someone who understands trauma-informed care and works with the resident group but is not part of the organization building or managing the housing. Shopworks has developed a long-term partnership with the University of Denver's Center for Housing and Homelessness Research who supports data collection, analysis, and reporting. Reach out to our team if you would like to see a sample report: www.shopworksarc.com/tid.

The research partner should take the lead on outlining a detailed process for analyzing the data and preparing a report. The plan should include a timeline and expected deliverables.

Time needed: 3-4 weeks

Who should participate: Research Team

Materials needed:

- Likely none; however, consult with the research partner

Activities:

- The research partner will compile all notes taken during the focus groups, one-on-one interviews, and tours.
- The data will be reviewed and analyzed using a basic content analysis research method, in which patterns, trends, or themes are identified across a body of qualitative data.
- The themes or key findings will be clearly outlined in a Pre-Occupancy Report along with detailed descriptions and quotes, whenever possible, derived from responses shared by participants. It will be important to differentiate between input from residents/lived experience participants and staff or to note what feedback was shared across groups. Additionally, in some cases, findings will vary within resident/lived experience or staff subgroups. This will also be important to note.

Consider reaching out to aligned departments (such as schools of social work) or research centers at your local college/university. Longer-term research partnerships can be attractive to research faculty and students.

Notes:**IV. Share Pre-Occupancy Report & Review As A Team**

Conversations about TID are most helpful when actively involving all members of the Housing Development Team. It is imperative that findings from Phase 2 are shared with and carefully reviewed by the entire team, so they can broaden their understanding of the development, hone the values identified as foundational to the trauma-informed design, and ensure they are making thoughtful decisions regarding the design of the building based on the voices with those who will occupy the space.

Time needed: various 1.5-hour meetings

Who should participate: entire Housing Development Team

Materials needed:

- Pre-Occupancy Research Report
- PowerPoint presentation summarizing key findings from the report

Activities:

- Whoever was identified to write the Pre-Occupancy Report should share the report with the Housing Development team at least 3 days ahead of the meeting, so individuals have time to review the report in preparation for discussion.
- The Research Team will present an overview of key research findings for 45 minutes, inviting opportunities for reactions and feedback.
- Team Exercise After Presentation: TID Champion shares the values and goals identified in Phase 1 of this process and facilitates a discussion that includes the following questions:
 - Who will be housed in this building?
 - What are the specific needs of the individuals who will live within this building?
 - What values should be at the core of decision-making on this building?
 - What specific common areas need to be included to meet the needs of the residents and staff?
 - What other TID features are important for this building?
- TID Champion should follow up with the Housing Development Team and share notes (including values/TID features decided upon) from this meeting.

It is critical to write down the values and goals that draw upon Phase 1 and are written down in this meeting. These values will inform your work going forward.

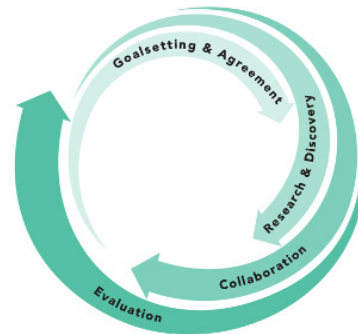


Phase 3

Design/Collaborate/Refine

Phase 3 of the TID process is where all the work of Phases 1 and 2 is brought to life in the design delivered by the Architecture Team. However, instead of drafting a single design of the project and calling it “good,” it is important to facilitate an iterative feedback process with those who will occupy the building. This will allow the Architecture Team to check their assumptions and refine the design as needed. It will be important to consistently prioritize the voices of those with lived experience throughout Phase 3.

Phase 3 will look unique on each project, but the overall flow will be to have the team create a design based on the feedback collected in Phase 1 and Phase 2, then invite feedback on the design from clients/staff, then refine the design, then invite feedback, etc... While no design will ever achieve perfection, the goal is to create space for discussion, feedback, and refinement towards a more end-user-informed design.



It is possible that different groups of people will have different visions and values for the project (e.g. potential residents might want something different than Property Management). However you come to your decisions, is critical that those with lived experience have leadership in the design decisions.

It is important for the feedback sessions to take place early enough in the project for end-user input to have an impact on the design of the building without impacting the overall timeline of the project. At Shopworks we host these design feedback sessions once we have a Schematic Design concept and are halfway through Design Development (hereafter “DD” - the next architecture phase after Schematic Design). At 50% DD’s the architects are far enough into the design process that plans are concrete enough to clearly present and collect feedback on, but not too far along that it is hard to make shifts to the design based on feedback.

When presenting the design ideas for feedback the architects must present ideas for feedback in a way that those who are not architects can understand the space designed. When possible, the architects should offer renderings of the space during the feedback session so that participants can get a sense for how a room “feels” – not just how it looks in 3-D.

Notes:

Throughout the entire design process, it will be critical to implement the values identified throughout Phases 1 and 2 as well as specific design ideas that come out of the Pre-Occupancy Report. Phase 3 is an iterative process – it is important to prioritize the voices of those who will live and work in these buildings throughout the design process to ensure that what was learned in Phase 2 shows up in the development.

A helpful guide for the Architecture Team committed to TID will be “Architectural Principles in the Service of Trauma Informed Design” found at www.shopworksarc.com/tid. This resource presents a brief primer on the body-space-trauma relationship, organizing principles for trauma-informed architecture, some examples of built work, and narratives that inform what common spaces residents and staff may need. The pamphlet provides a spatial framework from which to approach trauma-informed architecture.

Phase 3 Timeline: varies, concurrent with architectural design timeline

How will you know when you have completed Phase 3:

- Members of the Housing Development Team can clearly identify TID elements throughout the design of the building.
- Individuals with lived experience have informed the design of the building.
- Front line staff have informed the design of the building.

Steps of Phase 3:

- The Architecture Team designs one space (for example, a common area).
- The Housing Development Team reviews the design, asks questions, and offers input.
- The Architecture Team implements changes that come out of conversations with the Housing Development Team.
- The Architecture Team along with the TID Champion present the design idea to the Resident Advisory Committee or a group of individuals with lived experience as well as a group of front-line staff. These groups offer feedback on what is working and what needs to shift.
- The Architecture Team shifts the design of the space based on conversations with individuals with lived experience as well as front-line staff.
- The Architecture Team completes the design of a second space and repeats steps 2-5 for each space designed. (We recommend carrying out this process with 2-3 spaces.).

Phase 3

I. Design Elements That Address TID Values

Architects are problem-solvers and are trained in finding creative design solutions to the unique needs of individuals utilizing physical space. The process for how the Architecture Team ought to implement the ideas discovered in Phases 1 and 2 of this process is too involved to outline in this manual and deeply depends on how each architectural team works together. However, a good conversation partner for the Architecture Team's process could be William M. Peña's text, "Problem Seeking: An Architectural Programming Primer."

The hope is that the Architectural Team (including interior designers and landscape architects) can come together around the values identified in Phases 1 and 2 of this process and integrate those ideas into the design of the building.

Some questions for this team to consider are as follows:

1. What common spaces have residents identified as being the most helpful? Are there spaces for all-resident meetings and events? Are there enough spaces for one-on-one meetings? Are there spaces for activities that residents identified as healing (such as an art room, music room, children's play therapy space)?
2. Do these spaces attend to privacy and soundproofing as well as security (e.g. windows with blinds)?
3. Are there ways that the indoor/outdoor amenity spaces can be more integrated?
4. How does the outside landscaping respond to the needs of the residents? Are there spaces for kids to play freely without being a safety hazard to themselves or a bother to others? Are there spaces for people to meet safely outside (for example with their guests they might not want to invite into the building)?
5. What office space is necessary to meet the needs of staff? Are we providing places for staff to collaborate as well as have meetings that require privacy? Are there spaces for staff to meet with prospective residents?
6. How do we create spaces that feel safe? What did clients/residents share about what spaces felt unsafe? How do we avoid those concepts?
7. Have we created suitable storage throughout the building?
8. How are we bringing in elements of natural light throughout the building? How are we creating depth and hierarchy in the lighting design to avoid institutional lighting configurations?

The Architecture Team should identify 2-3 specific design presentations to share with prospective resident/client groups and front-line staff for feedback. Ideas of spaces to share for direct feedback:

- Common areas
- Outdoor spaces (front of the building and/or courtyard)
- Outside look/feel of the building
- Individual apartments
- Staff offices/meeting spaces

Biophilia, the study of how nature helps us heal, has guidance on how to bring elements of nature into the design of the building. For more information visit:

<https://tinyurl.com/ne7jjym>

Staff breakout rooms are a critical TID design feature.

Notes:**II. Seek Feedback From Client/Resident Advisory Committee**

It is critical to not simply receive initial feedback from the individuals for whom you're designing but to seek ongoing feedback throughout the project to ensure that you are properly implementing their vision. On each housing development, the group providing this end user feedback will look different. For example, when we were designing a new homeless shelter, we presented our ideas to a Guest Advisory Committee that was made up of guests from the shelter. Some nonprofits have client boards who could provide feedback (as proxy or prospective residents). Otherwise, you could set up additional focus groups, as outline in Phase 2, and request feedback on the design.

Time needed: two to three 1-hour meetings

Who should participate: Architect/Design team and clients/residents

Materials needed:

- Pre-Occupancy Report
- Handouts or PowerPoint presentation of the design - with renderings or photos used to inspire the design when possible
- Gift cards for participants as compensation for session participation

Activities:

- The Architecture Team should work with the TID Champion and a representative of the non-profit (likely the Focus Group Coordinator from Phase 2) to set up design meetings between the architects and the non-profit clients/residents.
 - It will be important to explain that the goals of this meeting are to reflect back the feedback received in Phase 2, share design ideas, and receive concrete suggestions for how to change the design to best meet the needs of the potential residents and staff.
- Review the Pre-Occupancy Report. (5-20 minutes)
 - At this first meeting, the Research Team will provide a brief overview of the project and a more detailed overview of the Pre-Occupancy Report, identifying major themes, values, and design requests and inviting feedback.
 - If this report has already been shared, it is still important to start this first meeting with an overview of key findings to ensure that everyone is on the same page.
- Share the first design concept – for example, the common space. (15 minutes)
 - Hand out the design and renderings to everyone and/or project it onto a screen.
 - An architect walks through the design on paper and explains why certain design decisions were made.
 - Invite feedback:
 - What do you like about this design?
 - What would you change about this design?
 - Do you think this design will meet the needs of the envisioned residents?
 - What other feedback do you have?

Phase 3

- Share a second design concept – for example, the courtyard. (15 minutes)
 - Follow the same steps outlined with the first design concept.
- Close with high-level questions. (10 minutes)
 - Now that the group has been primed on the design process, close with a few high-level questions to capture any concluding thoughts.
 - After seeing these two design ideas, what other feedback do you have?
 - Is there anything else you would suggest we keep in mind as we think about the design of this building?

III. Seek Feedback From Front-Line Staff

Similar to the client/resident group, it is important to seek ongoing feedback from front-line staff to ensure that their vision and values are integrated into the building design. These conversations will look almost identical to the client/resident feedback. For the staff conversations, specifically, it is especially helpful to collect feedback on aspects like sight-lines, security, and what spaces need to be adjacent to one another. Additionally, staff insight on what spaces need visual or acoustical separation, where storage space is needed, and how to protect the safety of staff and residents who are leaving or coming to the property at various hours of the day or night is helpful.

Time needed: one 1-hour meeting

Who should participate: Architect/Design team and front-line staff

Materials needed:

- Pre-Occupancy Research Report
- Handouts or PowerPoint of the design for each participant – include renderings and inspiration photos whenever possible.

Activities:

- Review the Pre-Occupancy Report. (15 minutes)
 - At this first meeting, the Research Team will provide a brief overview of the project and a more detailed overview of the Pre-Occupancy Report, identifying major themes, values, and design requests and inviting feedback.
 - If report has already been shared, it is still important to start this first meeting with an overview of key findings to ensure that everyone is on the same page.
- Share the first design concept – for example, the common space. (15 minutes)
 - Hand out the design/renderings/inspiration photos to everyone and/or project it onto a screen.
 - An architect walks through the design on paper and explains why certain design decisions were made.
 - Invite feedback:
 - What do you like about this design?
 - What would you change about this design?

Visualization is critical here - never come with only 2-dimensional plans as those who are not designers cannot understand how the space will look or feel. Ideally, bring renderings to these conversations. If that is not possible, utilize pictures you are drawing upon to inspire the space, so that people have a feel for what the space will look like.

Notes:

- Do you think this design will meet the needs of the envisioned residents and staff?
- What other feedback do you have?
- Share a second design concept – for example, the courtyard. (15 minutes)
 - Follow the same steps outlined with the first design concept.
- Close with high-level questions. (10 minutes)
 - Now that the group has been primed on the design process, close with a few high-level questions to capture any concluding thoughts.
 - After seeing these two design ideas, what other feedback do you have?
 - Is there anything else you would suggest we keep in mind as we think about the design of this building?


IV. Integrate Feedback From Clients/Residents And Staff Into Design

This portion of Phase 3 will look different on each project and with each Architecture Team. The goal is that feedback from the above sessions be integrated into the design and brought back to the Housing Development Team for review, consideration, and input.

V. Wash, Rinse, Repeat

Steps II through IV should be repeated until the Architecture Team and the Housing Development Team believe the building design meets the needs of those who will live and work in the building.

Steps IV and V will be unique on each project - and as with all design processes, could be iterative forever. However, seek to repeat these processes until the Housing Development Team is confident that the voices of those with lived experience and front-line staff have had a meaningful impact on the design.



Phase 4

Post-Occupancy Research

The next step in a TID process will be to evaluate strengths and missed opportunities of the building as it relates to TID. Where did we live into the values identified for the project, and what did we miss? The goal will be to have conversations with as many people who utilize the space as possible in order to collect a wide range of input and create a Post-Occupancy Report.

The final step in Phase 4, after you have shared the results of your Post-Occupancy Research with the Housing Development Team, is to actively pursue opportunities to share your lessons-learned more broadly. For example, our team is committed to writing case studies for each project we develop, which we share at www.shopworksarc.com/tid so that others can benefit from the lessons we learned on our TID buildings. We hope you will be in touch with our research team at Shopworks Architecture, the University of Denver's Center for Housing and Homelessness Research, and Group14 Engineering so that we can find opportunities to learn from each other.

A critical note about timing: It is important that this phase not take place until residents and staff have settled into their new spaces. We recommend conducting post-occupancy interviews 12-18 months after a building opens.

Phase 4 Timeline: 4-8 weeks

How will you know when you have completed Phase 4:

- The team has a substantial understanding of what TID design features provide the greatest asset to the building and where TID design features are not helping people heal.
- The team has a Post-Occupancy Report that can be shared with others designing housing to further industry-wide learning.

Steps of Phase 4:

- Create a post-occupancy study plan similar to that in Phase 2.
- Conduct focus groups, one-on-one interviews, and tours with residents and staff.
- Share Post-Occupancy Report.

Notes:**I. Identify Focus Group Leader & Create Research Plan**

It will be helpful if the same Focus Group Leader that was utilized in Phase 2 comes back to lead these post-occupancy focus groups. It is important that an outside observer (who is not directly involved on the project) conducts these to ensure that what is shared remains confidential and that findings are reported in as unbiased a manner as possible.

Time needed: 4-6 weeks

Who should participate: entire Housing Development Team

Activities:

- Bring back together the Research Team identified in Phase 2 (made up of Focus Group Coordinator, Focus Group Facilitator(s), and Architect Representative).
- At this meeting, it will be critical to first identify several roles:
 - The Focus Group Coordinator will manage scheduling and communications between the interviewers and interviewees. This role can be filled by someone from the non-profit/service provider offering services in the new development but does not necessarily need to be a person on the Housing Development Team. In our experience this has often been a Program Director or COO at a non-profit with access to scheduling focus groups for both staff and clients/members.
 - A qualified Focus Group Facilitator(s) will take the lead in finalizing the interview protocols, with input from the rest of the team, and administering questions during each focus group session. This should not be someone who is a part of the non-profit that provides services to the focal population. Due to power issues, it is important that the service provider who will be offering services in the development not attend the focus groups, as individuals may feel they cannot be fully honest in those gatherings. Is there a partner service agency you feel you could rely on to fill this role or perhaps a local social work graduate student who could come in and lead these groups?
 - Note-taker(s) also need to be identified. The Note-taker(s) will be present at each of the focus group sessions to capture detailed notes on participant responses.
 - Architect Representative - It is helpful for a representative from the Architecture Team to attend these focus groups, so they can understand what the residents/staff have to share about the building they designed. This person could be one of the Note-takers.
- Determine what Focus Groups to Host.
 - For this iteration of focus groups, the goal will be to interview those who occupy/utilize the building that was designed.
 - Residents - current residents of the building.
 - Staff – service providers who work out of the building, as well as the property management team should be the focus of these interviews.
- Schedule Focus Groups:
 - Once the populations to interview have been decided, the Research Team should set up a phone call to determine the logistics for the focus groups and building tour.

Phase 4

- Prior to any focus groups taking place, the Research Team should request a tour of the building from a resident so they can gather insight from the resident while in specific spaces, as well as familiarize themselves with the building prior to the focus groups.
- Once the focus group times have been set up, the Facilitator should send:
 - An email with the envisioned list of focus group questions and the plan for the focus groups, so the entire team is on the same page.
 - Calendar invitations to the Focus Group Coordinator, so those can be sent along to the participants;
 - A sign-up form for residents/clients, so the service provider can track who will attend the focus groups.
- Important considerations:
 - We constantly seek to not overburden the non-profit that is likely already at capacity. In scheduling these groups, we try to see if there are other re-occurring meetings that we can join to carry out these focus groups. For example, is there a weekly staff meeting on the calendar that we could join for 45-60 minutes? For residents, is there a regular Resident Advisory Committee meeting you can utilize or another weekly time that residents gather?
 - For the staff focus group, we encourage anyone who supervises those individuals to not take part in these focus groups, due to power issues that can arise. The goal is that staff feel free to share their honest feedback, which can be limited when those who supervise them are present.
 - It is likely that you will not be able to set up a focus group time that works for all members of staff or residents. For that reason, we often utilize 1-on-1 phone calls after the main focus groups. For example, in supportive housing developments, we often perform a separate 1-on-1 phone call with overnight staff who might not be able to attend a focus group scheduled during the day.
 - We seek to schedule focus groups back-to-back over one day. We do this to minimize our demands on service providers for space and coordination as well as to cut down on travel for the Research Team.
 - Ideally the person who is leading the focus group has experience doing this work. It's important that it is facilitated well to ensure that all people present have their voices heard, confidentiality is upheld, and that one person does not overpower the group. Feel free to follow guidance from this website to assist: <https://tinyurl.com/zn7849k6>.

II. RUN FOCUS GROUPS

It is best to start with a resident/client tour of the building and then move into focus groups, so the Research Team experiences all the spaces that might be mentioned by residents and staff. If the non-profit service provider operates a number of buildings, getting a tour of each is helpful. The entire Research Team should be present for the focus groups and the tour.

Notes:

Time needed: 60 minutes per focus group, 30-45 minutes per building tour

Who should participate: Research Team & focus group participants

Materials needed:

- Gift cards for client participants
- Easel, Paper, and Pens
- Waivers

Activities:

Conduct Resident Tour of the Building

A resident of the building will conduct a tour with the members of the Research Team, describing the various spaces as well as their experiences in those spaces.

- Waiver: Have the resident sign a waiver before the tour to ensure they know how the information collected during the tour will be utilized. Feel free to reach out to our team at www.shopworksarc.com/tid for a sample waiver.
- Introduction: Start the tour with everyone introducing themselves, explaining why they are there and how information shared during the tour will be used. Invite the resident to walk the Research Team through the space, describe what they see certain spaces being used for, and share how they personally encounter each space.
- Questions to ask during the tour: The goal of these questions is to understand how the resident sees the building spaces being utilized, describe how the spaces feel (safety) and where they see people hanging out together (connection), and highlight specific aspects of the building are helpful/not helpful for healing.
 - Do you use this room? Why or why not?
 - What do you do in this space?
 - How does it feel to be in here?
 - Who else do you see using this space? What are they doing?
 - What could be done to improve this space?
 - If you don't use it, why not?
 - Are there any spaces that feel off limits to you?

Phase 4

Conduct Resident Focus Groups

This is an opportunity to hear directly from the residents how spaces have been helpful to or impeded individual healing, and to see if the values identified in Phases 1 and 2 were well implemented.

Sample questions (along with rationale) are as follows:

1. Opening: What is your name, how long have you been in [city/state/region], what is one of your favorite meals and why? *This question allows people to share a bit about themselves and develop camaraderie among the group.*
2. Let's talk about [this building]. What 3 words would you use to describe this place? *This allows the Research Team to hear people's general thoughts about the building.*
3. Where do you find yourself hanging out here? *It is helpful to understand which spaces are most utilized and for what purposes.*
 - a. What do you spend your time doing there?
 - b. Probe different spaces inside/outside building – how often do you spend time there? What types of things do you like to do there?
4. Are you close to other people in the building? *Connecting authentically with other people is a significant way that individuals heal – identifying spaces that aid that connection is key to learning if you were successful in reaching that goal in this building.*
 - a. How did you meet?
 - b. Where do you hang out with them? *Probe different spaces inside/outside building.*
 - c. What activities do you do together?
5. Where do you see groups of people hanging out outside/inside the building?
 - a. What activities are people doing?
 - b. What activities/common spaces would be helpful (including those that the space doesn't currently accommodate)?
 - c. Where do people hang out during the day versus at night?
6. What are some of the building's "hot-spots" (i.e. sites of conflict, tension, drama)? *Learning what spaces in each building create tension helps all of us designing buildings to do the next one better.*
7. While living here, can you think of a time when you felt unsafe? Tell us about that situation. *Safety is the foundation for TID – if people don't feel safe, they will not be able to heal and thrive. Knowing what spaces feel unsafe is critical to making improvements in the next building.*
8. Let's talk about your apartment. Does your home meet your needs? *We find people spend a majority of their time in their individual apartments – and often have very helpful feedback about items to replicate and things to avoid.*
 - a. What do you like most about it?
 - b. What would you change about it?
 - c. Probe different aspects (ex. overall layout, partial walls, storage space) – Do you like that – why/why not? What would you change about it?
9. Is there anything else you'd like to share?

Notes:**Conduct Staff Focus Groups**

Similar to the resident/lived experience interviews, it is important that supervisors not be present during these interviews to ensure that residents can share as openly as possible. Each group of staff should have their own gathering – so we often conduct separate interviews with 1) front-line staff including case management team, 2) supervisors and organizational leadership, and 3) property management.

Again, we try to keep this to around 10 questions, as that's often how many can be addressed in a 60-minute period. Depending on the staff, different questions will be appropriate. Sample questions include the following.

1. Please share: your name, your role, and a brief overview of what that role entails.
It is important to understand who is in the room to build community.
2. Tell us three words that describe [this building]. *Starting with an open-ended question can help staff share things they might not mention otherwise.*
3. Tell us about a typical day at work. *This is helpful to start to understand how the team utilizes spaces you designed.*
 - a. What does it look like when you're meeting with clients/residents?
 - b. What services are you connecting people to?
 - c. Where are you having the most meaningful conversations with residents?
4. Where do you spend your time in the building? *Ask follow up questions about why staff like certain spaces, how they are utilized, and why they think people connect in those spaces.*
 - a. Talk to us about your favorite spaces.
 - b. Where do you feel safest in this building?
 - c. Where do you see people making connections (client-client and client-staff)?
5. What are some of the building's "hot spots" (i.e. sites of conflict, tension, drama)?
6. While working here, can you think of a time when you felt unsafe? Tell us about that situation. *Safety can feel very different to staff and residents/clients. Understanding why and where people feel unsafe is critical to avoiding mistakes on future buildings.*
 - a. What spaces in this building do you avoid/feel uneasy going to? What is it about those spaces?
7. Where do you go as staff to take care of yourself (in this building or elsewhere)? *Vicarious trauma is real, and often front-line staff don't have spaces to go to care for themselves. Solving for this problem is always an important piece of the design, so it's important to test whether you did that successfully.*
 - a. What is helpful about those spaces?
8. What else do you want to share?

Throughout focus groups - continuously ask the residents, why? E.g. "Why does that space feel safe? Why do you like meeting with staff in that room?" to learn deeply from the expertise of the residents.

Phase 4

Conduct Property Management Interview

Property Management is a critical partner in the success of affordable housing. As the individuals who oversee leasing as well as operations of the physical building, they know different aspects of the client and staff behavior that can shift how a building is designed.

Sample questions for this stakeholder group are included below:

1. Please share your name, your title, and tell me about a typical day at work. *This provides an opportunity to learn about the role of Property Management – they often wear many hats.*
2. Do you, generally, feel safe or unsafe in this building? Why? *PM's understanding of spaces can be different than case management staff and provide helpful insight.*
3. What is your favorite thing about this building? What is your least favorite thing about this building? *Property Managers have specific insight on how the building is being used by the people within it as well as its optimal utilization.*
4. Are there spaces that you feel were built well – in terms of being durable and meeting the needs of residents, of this building?
5. Are there spaces, both inside and outside, that are generally problematic in terms of wear and tear and things breaking? Why is that, and how could it be improved in the next building? *Not only is it challenging when things break, but in affordable housing it can also trigger residents or clients.*
6. What do you feel must be included in the design of any future building?
7. What spaces are missing here that would be helpful? *Property Management has a unique viewpoint on what spaces people need, not only to live and work in the building but to maintain the building behind the scenes.*
8. What else do you want to share?

After these interviews have taken place, have a member of the Research Team take photos of the spaces that residents and staff specifically call out. It will be helpful for the Housing Development Team to have visuals to go along with the feedback.

III. Analyze Data & Report Key Findings

Members of the Research Team will need to make a plan for analyzing and writing up findings for the Post-Occupancy Report. The report should feature high-level themes and key findings gathering from focus groups, one-on-one interview, and tours with the various identified stakeholder groups.

As noted above, the TID process requires the Housing Development Team to identify a dedicated research partner with training and experience carrying out data collection (including observational data, focus groups, and one-on-one interviews), data analysis, and reporting. It is important to find someone who understands trauma-informed care and works with the target resident group but is not part of the organization building or managing the housing. Shopworks has developed a long-term partnership with the University of Denver's Center for Housing and Homelessness Research who supports data collection, analysis, and reporting. Reach out to our team if you would like to see a sample report: www.shopworksarc.com/tid.

Notes:

Time needed: 3-4 weeks

Who should participate: Research Team

Materials needed:

- Likely none; however, consult with the research partner

Activities:

- The research partner will compile all notes taken during the focus groups, one-on-one interviews, and tours.
- The data will be reviewed and analyzed using a basic content analysis research method, in which patterns, trends, or themes are identified across a body of qualitative data.
- The themes or key findings will be clearly outlined in a Post-Occupancy Report along with detailed descriptions and quotes, whenever possible, derived from responses shared by participants. It will be important to differentiate between input from residents and staff or to note that feedback was shared across groups

IV. Share Report With Housing Team, Staff, Residents, Board, & Reflect On Where We Met Our TID Goals And Where We Fell Short

It is imperative that findings from Phase 4 are shared with and carefully reviewed by the entire team, so they can deepen their understanding of where the project was helpful and where it was unsuccessful in living out TID.

Time needed: one 1.5-hour meetings

Materials needed:

- Post-Occupancy Research Report
- PowerPoint presentation or handout summarizing key findings from the report.

Activities:

- Whoever was identified to write the post-occupancy report should share the Research Report with the Housing Development team at least 3 days ahead of the meeting, so individuals have time to review the report in preparation for discussion.
- The Research Team will present an overview of key research findings for 45 minutes, inviting opportunities for reactions and feedback.
- Team exercise after presentation: TID Champion invites feedback on the following questions:
 - What did you learn in this presentation?
 - What do you think we did well and should replicate elsewhere?
 - What should we avoid in our next development?
- If possible, the team should also identify ways to share their lessons learned on this project with the overall affordable housing industry. For example, would you be willing to write up a case study to share your TID process and learnings with others? Did you come up with a unique design idea - what would it look like to share that with others?

Conclusion

Trauma-informed design is a relatively new concept that has the potential to revolutionize the design process. By prioritizing the voices of those who live and work in our buildings, we can ensure that the spaces we design don't just help people survive – but help them thrive in all aspects of their lives. Buildings are not static products; they can be dynamic partners that support all people who dwell within them to achieve their goals, heal within safe and secure environments, connect with nature and our fellow humans, and experience beauty and joy.

We know that each design team has limited capacity to implement additional steps within any design process. However, by identifying the right problem to address early on and aligning the team around a shared set of values, it can save time and resources in the long run. With clear project priorities, rooted in TID principles and confirmed by the end users, the team will experience greater clarity in the consensus building and decision-making process.

As our team has learned from overseeing more than a dozen TID processes on specific buildings, the work of TID is never complete. We are constantly learning about what design features contribute to healing in the long run and what design features are not helpful to those occupying the building. We hope you'll join us in our commitment to not only elevating individual projects to the ideals of TID but to collectively learning and growing with every project so that each is better than the last.

Additionally, it is our deep hope that you will join the community of practitioners across the country who are committed to TID and learning from and with one another. Because this work is on the cutting edge, we need to learn from and share with others carrying out this process so that we can collectively improve with each development.

We hope you will join us in this work!

Connect to Shopworks Architecture and our TID Team to share your lessons learned, so we can help put them out into the universe! Contact us at shopworksarc.com/tid