

# From Stability to Mobility: Leading Multi-Generational Housing Initiatives

*National Community Action Partnership*

*Management and Leadership Training Conference*

*January 29, 2026*

# Disclaimer

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This presentation is supported by Grant Number 90ET0502 from the Administration for Children and Families (ACF) Office of Community Services, Community Services Block Grant within the Administration for Children and Families, a division of the U.S. Department of Health and Human Services. Neither the Administration for Children and Families nor any of its components operate, control, are responsible for, or necessarily endorse this presentation (including, without limitation, its content, technical infrastructure, and policies, and any services or tools provided). The opinions, findings, conclusions, and recommendations expressed are those of the author(s) and do not necessarily reflect the views of the Administration for Children and Families and the ACF Office of Community Services, Community Services Block Grant.

# Agenda

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- Welcome & Introduction
- Speaker Presentations
- Q & A
- Tools & Resources

# Welcome & Introduction

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**Tayla Daniel**

Project Director, Practice Transformation  
National Community Action Partnership



**Kelli Smith**

Chief Impact Officer, People Inc.



**Tiffany Kelly-Gray**

Director of Strategic Initiatives  
Byrd Barr Place

# Project Overview

# Purpose

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*“The Collaborative on Economic Mobility is intended to highlight emerging and promising practices in economic mobility for low-income communities and to expand the capacity of the Community Action network to deliver services that promote economic mobility.”*

# What is Economic Mobility?

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*“The measure of how an individual or family’s economic well-being changes over time. The movement of an individual from a lower economic level to a higher economic level refers to upward mobility. The movement from a higher economic level to a lower economic level refers to downward mobility.”*

# Key Focus Areas

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Community  
Asset Building

Innovative  
Community  
Programs and  
Organizations

High-Quality  
Education

Two-Generation  
and Whole  
Family  
Approaches

Workforce  
Development

# Two-Generational and Whole Family Approach

- Supports for working parents, including early childhood education and development
- Focus on outcomes for working families and their children
- Training and technical assistance to help agencies understand and implement service integration
- Technology solutions that aid staff in integrating data
- Highlighting promising practices

**WHOLE FAMILY APPROACH** DESIGN BRIEF SERIES

**LAKES & PRAIRIES COMMUNITY ACTION PARTNERSHIP (CAPLP)**  
Moorhead, Minnesota

### Program Design

CAPLP began its Whole Family Approach (WFA) journey in 2016, sparked by a leadership transition that opened the door for agency-wide transformation. What started as a pilot initiative evolved into a comprehensive approach to serving families more holistically. CAPLP's early milestones included dismantling internal silos, establishing shared case management, and improving communication across systems and teams. These efforts marked a key shift from operating as multiple divisions to functioning as one integrated agency.

The approach was originally called the "Whole Family Program," and later rebranded as Flourishing Families, reflecting a more intentional focus on supporting entire families in achieving stability and success. In 2020, CAPLP joined the NCAP Regional Community of Practice (COP), which became another turning point in refining and expanding the approach. Being part of the Community of Practice helped deepen learning and implementation through peer exchange and collaboration.

Over time, CAPLP's WFA has evolved from a programmatic pilot to a foundational framework that now informs the agency's overall culture, training, partnerships, and service delivery. This evolution reflects a sustained investment in learning, systems change, and family-centered practices.

### Guiding Coalition

CAPLP's guiding coalition has played a central role in the development and ongoing implementation of WFA. Internally, the coalition began with the Executive Director, Whole Family Approach Coordinator, Housing Director, Operations Director, and Learning Director. This leadership-driven group was tasked with breaking down internal silos, building shared case management, and fostering a culture of collaboration and learning across the agency.

In 2023, the guiding coalition expanded to include direct service staff—those working most closely with families and often serving as the "cheerleaders and champions" of customer success. Their inclusion helped bridge the gap between leadership decisions and on-the-ground experience, ensuring that policies and practices are informed by the realities families face.

While the guiding coalition currently consists of CAPLP staff only, the agency recognizes the importance of expanding it to include voices outside the organization. External collaborations so far include key partners such as the Clay County School District—CAPLP's primary referral source.

### WFA Timeline

Year	Phase	Key Milestones
2016	Foundations of Change	- Leadership transition sparks a shift in organizational vision - Began dismantling silos and fostering interdepartmental collaboration
2016-2019	Laying the Foundation	- Developed the initial Whole Family Program - Introduced shared case management and cross-team communication - Created the Guiding Coalition: ED, WFA coordinator, housing director, operations director, and learning director
2020	Transformation and Peer Learning	- CAPLP joins the NCAP Regional Community of Practice (COP) - Begins refining the program into Flourishing Families - Investment in professional development around trauma-informed care, family-centered coaching, etc.
2021-2022	Deepening the Work	- Inclusion of direct service staff in training and planning - Expanded tools for tracking family outcomes (e.g., Wheel of Life, well-being matrix) - No Wrong Door intake and integrated case management solidified - "Eat, Play, Learn" staff engagement model launched
2023	Scaling and Strengthening	- Expanded guiding coalition to include direct service "champions" - Stronger ties with Head Start, blending funding streams - Measurable outcomes celebrated: family milestones, increased social capital - Enhanced partnerships with Clay County schools and local funders

# Cross-Cutting Opportunities

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- Opportunities in Housing
- Opportunities in Transportation
- Opportunities in Health



# Menti Poll

# MLTC 2026



## Multi-Generational Housing Initiatives

Kelli Smith, VP and Chief Impact Officer

About People Inc.

1

Affordable Housing

2

Housing Services

3

AHSSD Grant Project

4

What's Next

5

# Agenda

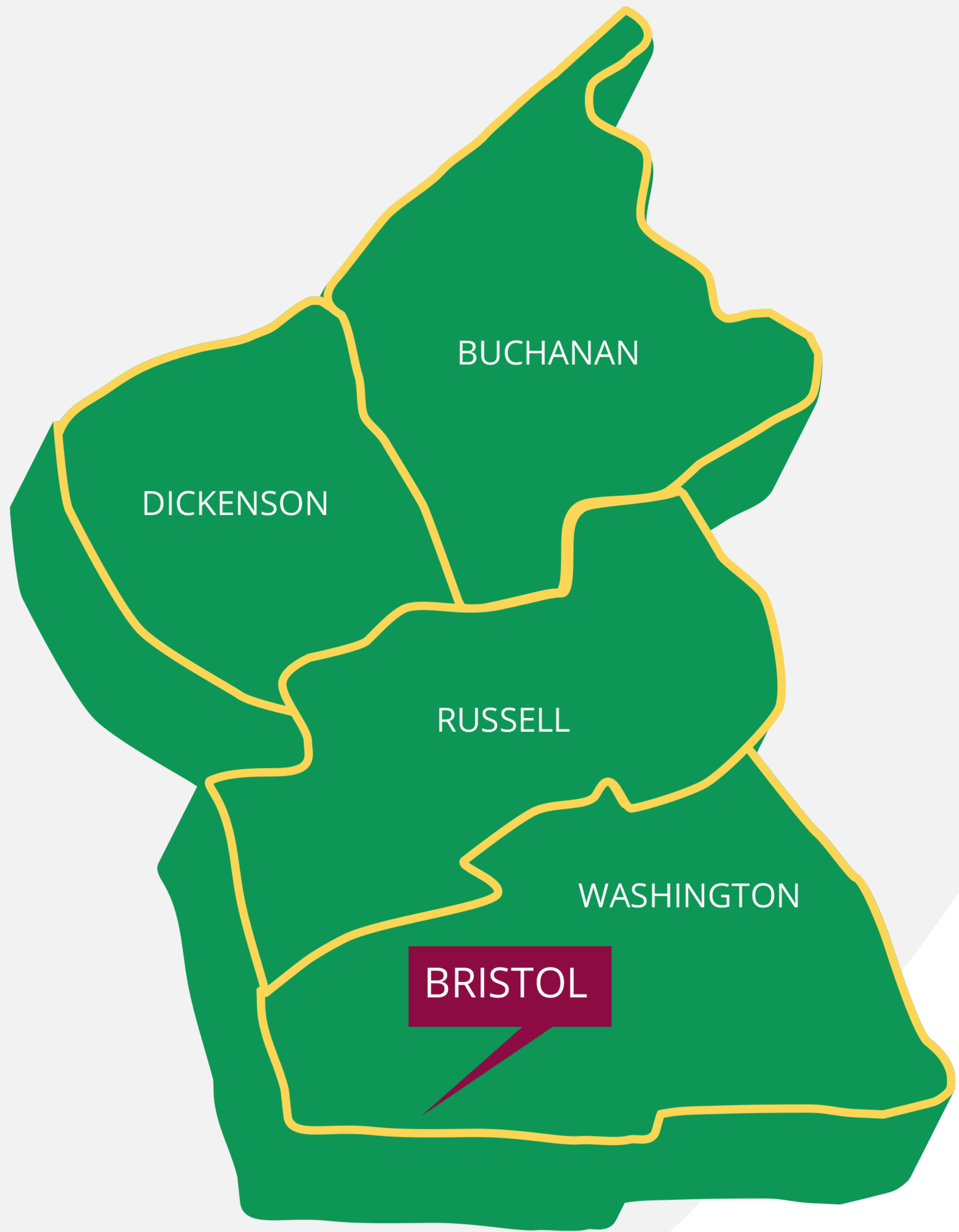


# About People Inc.

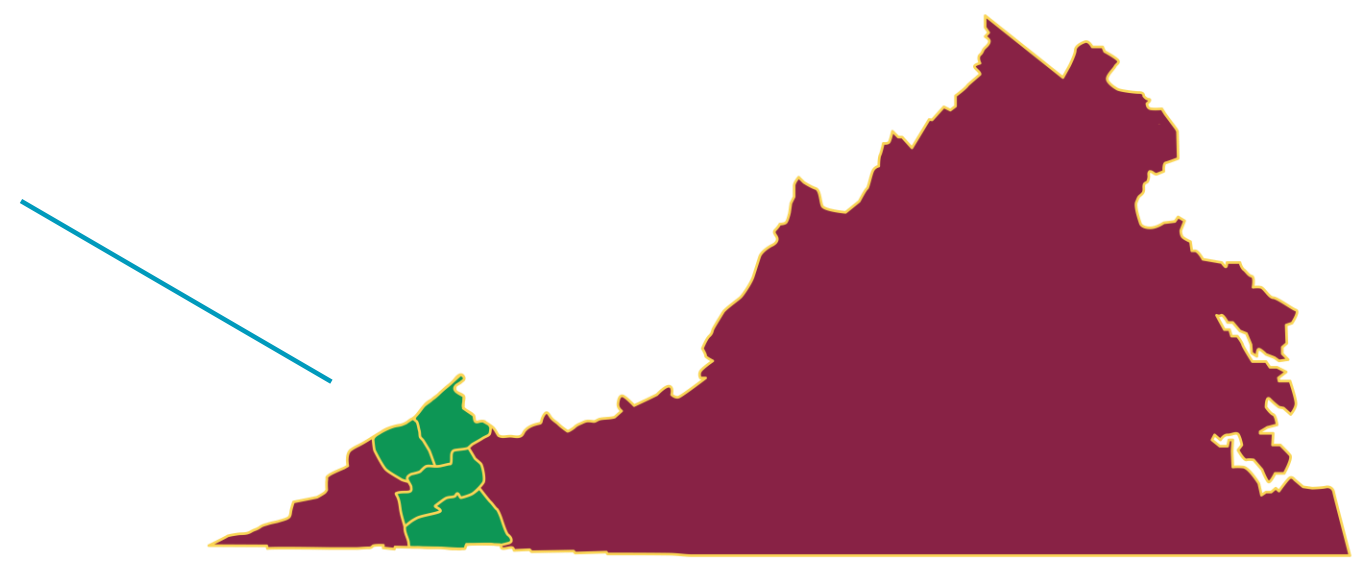
- Founded in 1964
- Serves 17 cities and counties in Virginia as the designated Community Action Agency
- 30+ programs and services
- 270+ employees
- \$34 million annual operating budget

# Our Mission

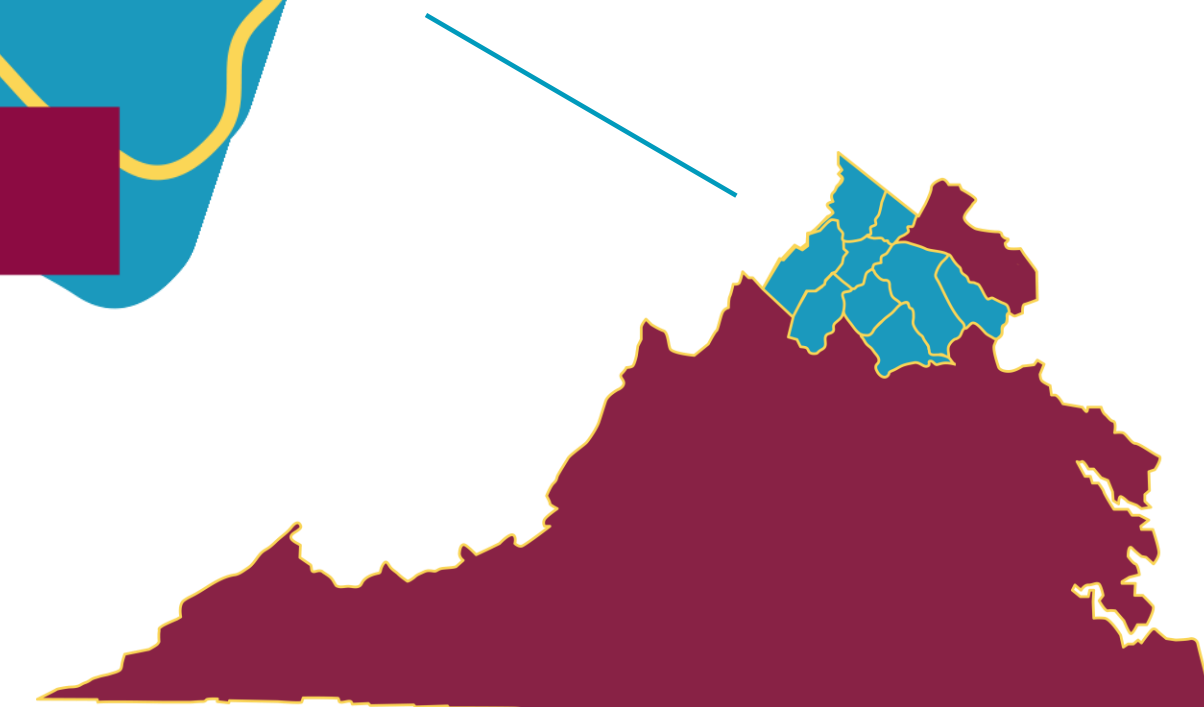
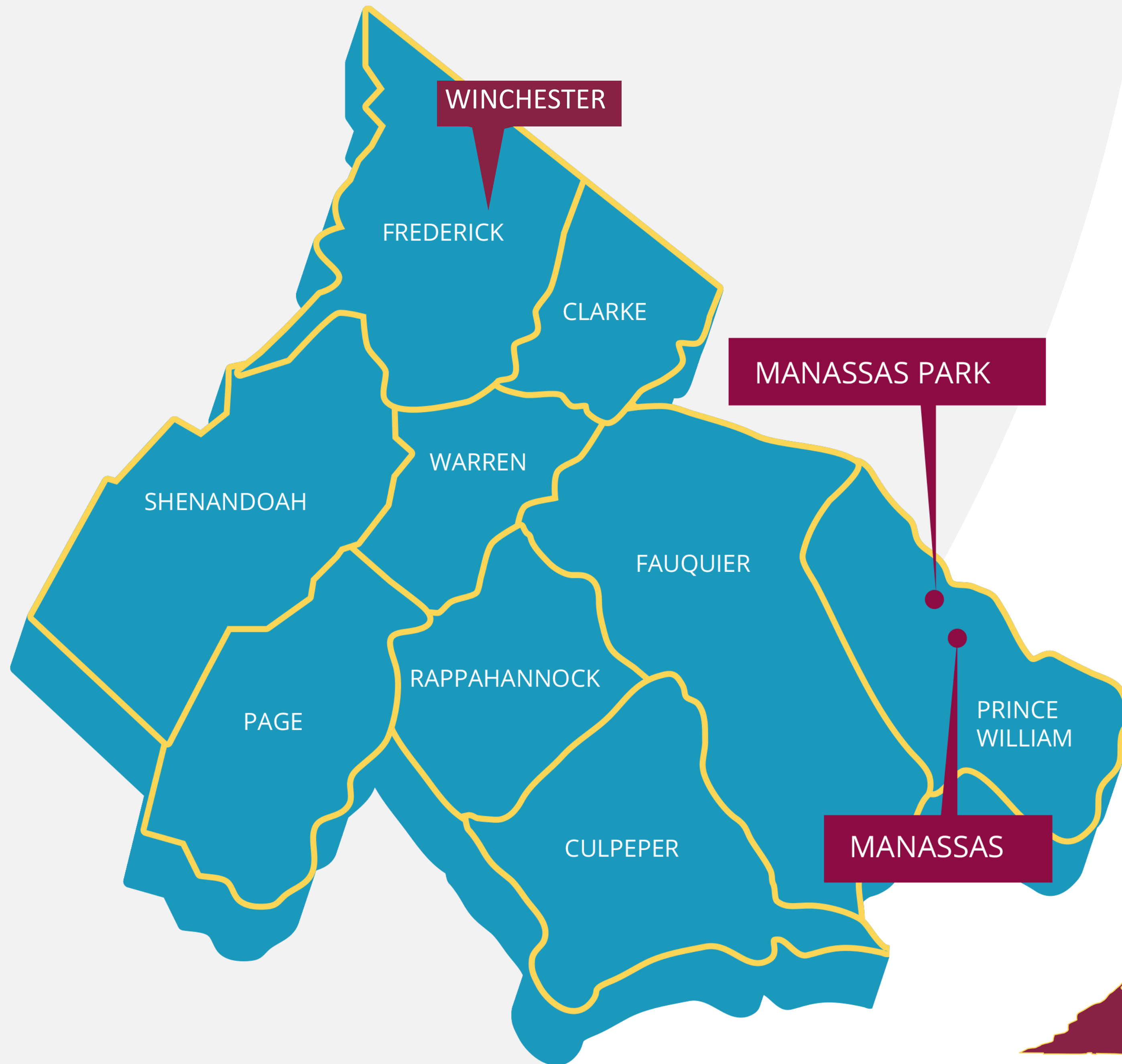
To provide opportunities for economically disadvantaged people to reach their goals in order to enhance their lives, their families, and their communities.



# Southwest Virginia



# Greater Prince William, Northern Piedmont, and Northern Shenandoah Valley



# Key Strategic Pathways

- **Workforce Development:** Creating a highly skilled workforce tailored to the specific needs of local employers, resulting in more livable wage jobs and empowering individuals to achieve independence and self sufficiency.
- **Community Economic Development:** Creating the conditions (i.e. support, training, capital, and a business friendly environment) for individuals and small businesses to succeed.
- **Housing:** Creating, maintaining, and ensuring access to affordable, high-quality housing.
- **Child and Family Development:** Providing high quality early childcare and education experiences.
- **Community Services:** Engage and develop partnerships, host community listening and engagement events, and advocate to support People Inc.'s core areas of work.



# Affordable Housing

# Affordable Housing Development

- Multi-family rental development
- Low-Income Housing Tax Credit
- New construction and rehabilitation

Coming Soon.....  
**Luray Meadows  
Apartments**  
52 2BR and 3BR units  
Project by: **People inc.**  
Building Futures. Realizing Dreams.  
23-9000 | peopleinc.net

**Luray Meadows  
Apartment Project**  
Pine Knoll Construction, Inc. Clear Brook, Virginia  
Racey Engineering, PLLC Luray, Virginia  
Funded by  
The Virginia Department of Housing  
and Community Development  
Through the  
Community Development Block Grant Program  
**VIRGINIA  
DHCD**  
VIRGINIA DEPARTMENT OF HOUSING  
AND COMMUNITY DEVELOPMENT



# Affordable Housing Management

- Over 1,100 units across 32 apartment communities
- Property managers and maintenance staff are employees of People Inc.
- Properties located across two states and 21 unique counties
- 16 property managers, 21 maintenance staff, and 8 administrative staff



# Housing Services



# Housing Programs

- Homeownership and Housing Counseling
- Housing Choice Voucher
- Weatherization
- Homeless Solutions
- Permanent Supportive Housing
- Domestic Violence



Affordable  
Housing and  
Supportive  
Services  
Demonstration  
Project

# AHSSD Grant Program

- Office of Community Services (OCS) grant program launched in FY23 (second round in FY24)
- Funds available to CAAs and tribes that own their own affordable housing units
- Purpose to strengthen, expand, and enhance wraparound services to affordable housing residents to increase stability, economic mobility, and well-being
- 17 awards made to eligible entities across the country

# People Inc.'s AHSSD Project

- Establish a “Resident Services” program for those living at our North Central regional apartment communities (5 apartment complexes within easy driving distance of each other)
- Purpose of identifying resident needs and helping to connect them to both People Inc. and other community supports *and*
- Building relationships with community partners so they can offer programming and supports directly at our apartment communities



# Successes

- Building sense of community
- Greater partnership with community institutions
- Individualized support for residents in need
- Establishment of resident councils
- Mission alignment



# Lessons Learned

- New role for People Inc.; takes time to build trust
- How to integrate successfully with property management team and unique roles



What's Next?

# What's next?

- USDA Rural Development Residents Services pilot at additional apartment communities
- Exploring funding strategies for continued program operation



# Thank You

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Abingdon, VA 24210

276-274-7919

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For all program questions and general inquiries

Community Development Financial Institution (CDFI) Fund

(202) 653-0421 | [www.cdfifund.gov](http://www.cdfifund.gov) | [cdfi.treas.gov](http://cdfi.treas.gov)

# **Byrd Barr Place Presentation**

# Welcome To Byrd Barr Place's Strategy for Prosperity

Presented by  
Tiffany Kelly-Gray  
Director of Strategic  
Initiatives  
Of Byrd Barr Place



**BYRD BARR  
PLACE**



BYRD BARR  
PLACE

**Home is where  
our wealth lives**

## The Community Reinvestment Project is organized into several streams of support.

### ► Downpayment Assistance Loan

Through the Downpayment Assistance Loan, potential homebuyers are provided \$50,000 if paired with another loan program, or \$100,000 as a standalone loan to support their ability to make a downpayment. These loans are 0-interest, 0-payment loans that are fully forgivable after 10 years.

### ► ADU/DADU Loans

ADU/DADUs (Accessory Dwelling Unit / Detached Accessory Dwelling Units) are smaller, self-contained residential units on the same property as a main house. They're sometimes called "in-law apartments." Critically, they offer additional multi-generational housing in an increasingly sparse market and allow homeowners to earn extra rental income on their properties.

Through the ADU/DADU loan program, homeowners are offered loans of up to \$500,000 to support the construction of these units. These loans were 0-payment, 0-interest, and fully forgivable after 25 years.



# generational wealth

- ▶ **ADU/DADU Loans**
- ▶ **Home Repair and Expansion Loans**
- ▶ **Property Tax Anti-Displacement Grants**

Building a robust community goes beyond the purchasing of a home. The Community Reinvestment Project also helps homeowners to beautify their property, to not only keep it, but increase its value and even expand it.

Through zero interest, fully forgivable loans, and property tax grants, homeowners are given the financial space and resources to achieve true generational wealth.



In order to support families' ability to repair and beautify their homes, increasing their value, current homeowners are offered 0-interest 0-payment loans of up to \$50,000 to support home repair and expansion projects. These loans are fully forgivable after 5 years.

▶ **Property Tax Anti-Displacement Grants**

Accrued property taxes are a huge driver of displacement, particularly among older residents.

Through property tax anti-displacement grants, homeowners can receive grants of up to \$5,000 to prevent the loss of property due to tax sale.

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▶ **Business Capital Support**

The cost of doing business in Seattle is high, and for many business owners of color, raising capital can be an uphill battle.

Through the Business Capital Support Loan Program, business owners are offered loans of up to \$25,000 to pay off high interest debt, or expand their businesses. These loans are offered at a 4% interest rate with zero late fees or penalties.



# Any Questions?

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# Tools and Resources

# Collaborative on Economic Mobility

**NEW NCAP WEBPAGE!!!**

**Explore the new Collaborative on Economic Mobility (CEM) Webpage!**

**You can find tools and resources related to CEM key focus areas and sign up for our Fresh Finds Newsletter here!**

## CEM Key Focus Areas:

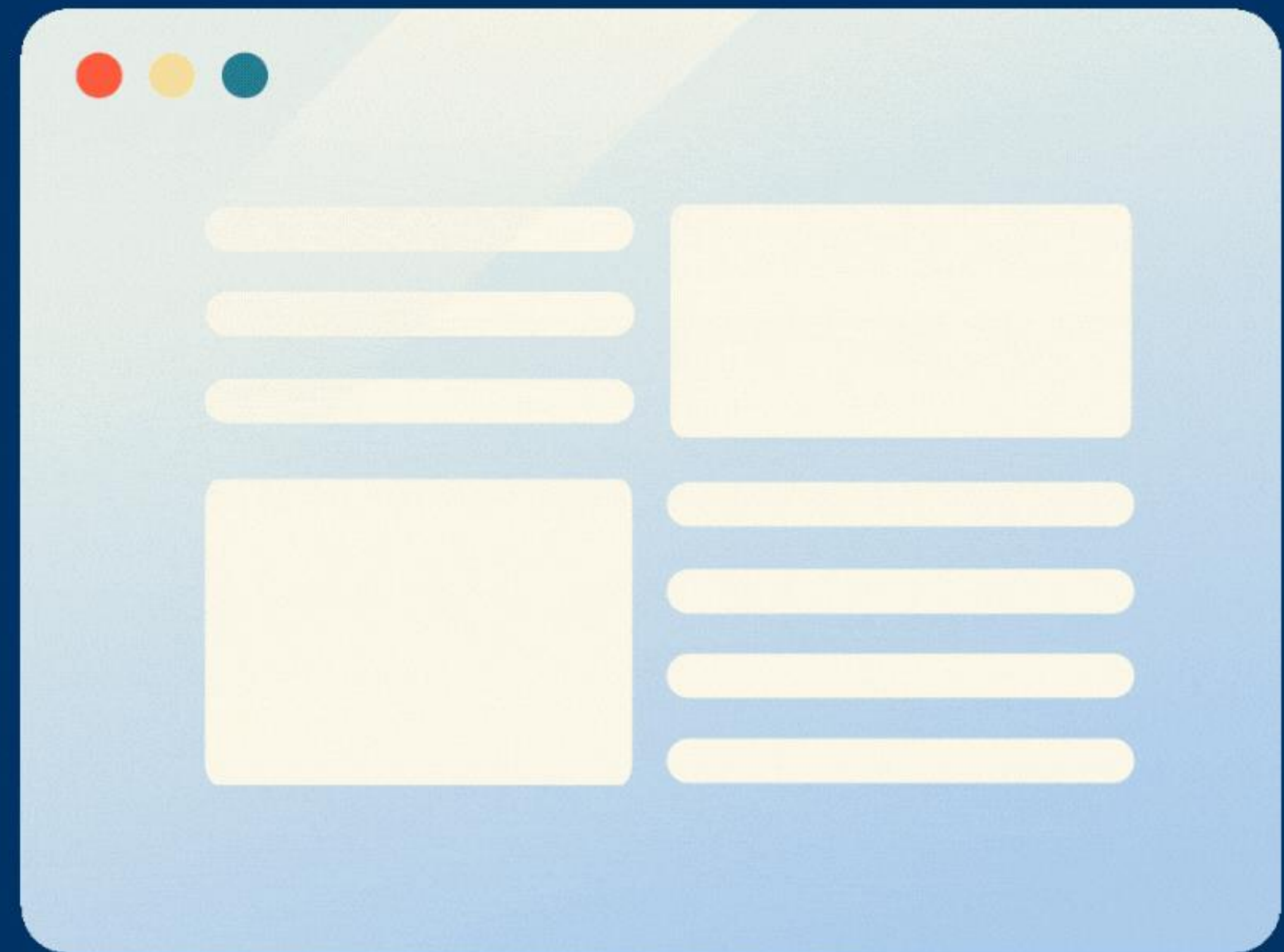
WHOLE FAMILY APPROACH

HIGH QUALITY EDUCATION

COMMUNITY ASSET BUILDING

WORKFORCE DEVELOPMENT

INNOVATIVE COMMUNITY PROGRAMS  
& ORGANIZATIONS



[tinyurl.com/lookatCEM](https://tinyurl.com/lookatCEM)



# PRE-APPRENTICESHIPS WEBINAR COMPANION GUIDE



This guide is designed to accompany the webinar Workforce Development focusing on Pre-Apprenticeships as pathways to economic mobility shaping a brighter future not only for individuals but

In today's rapidly evolving job market, workforce development is essential for building strong, resilient families and fostering long-term economic growth. It's about creating meaningful opportunities, not simply filling job vacancies, it's about creating meaningful opportunities that drive long-term economic growth. By investing in workforce development, we can empower individuals to:

- **Increase Earning Potential:** Skilled workers can improve financial stability.
- **Enhance Job Security:** In-demand skills provide job market stability.
- **Contribute to Community Prosperity:** A skilled workforce drives growth and strengthens local economies.
- **Break Cycles of Poverty:** Access to quality training leads to upward mobility.

# APPRENTICESHIP WEBINAR COMPANION GUIDE



This guide is designed to accompany the webinar Innovative Approaches to Workforce Development focusing on Registered Apprenticeships as pathways to economic mobility. This resource is designed to deepen your understanding of Registered Apprenticeships and provide you with additional resources to support your next steps, whether you're launching a program, expanding an existing program, or exploring how Registered Apprenticeships can strengthen your Workforce Development program goals.

### What is a Registered Apprenticeship?

A Registered Apprenticeship is an industry-vetted, structured, work-based learning model that combines on-the-job training (OJT) with related instruction (RI). These programs are registered with the U.S. Department of Labor (DOL) or a State Apprenticeship Agency, ensuring they meet specific quality standards.

Feature	Registered Apprenticeship	Apprenticeship	Pre-Apprenticeship
Registration	Registered with DOL or State Apprenticeship Agency and abides by 23 established standards	Any apprenticeship that is not formally registered with DOL	Not necessarily registered
Wage	Paid employment	May be paid a stipend, starting hourly wage, or unpaid	May be paid a stipend, starting hourly wage, or unpaid
Credential	Nationally recognized credential upon completion	May or may not lead to credential, but not always nationally recognized	May or may not lead to credential, but not always nationally recognized
Duration	Typically 1-5 years depending on chosen industry	Typically 1-5 years depending on chosen industry	Shorter term, often a few weeks to months
Purpose	Provides industry-vetted, paid job training that leads to full occupational proficiency while earning a portable, nationally recognized credential	Offers structured, paid or unpaid job training to prepare individuals for skilled careers, potentially leading to industry-recognized credentials	Foundational program designed to prepare individuals to enter and succeed in Registered Apprenticeships

# WORKFORCE DEVELOPMENT WEBINAR SERIES

Dive deeper into apprenticeship pathways with the Workforce Development webinar series!

Explore action steps, strategies, and resources to strengthen your understanding and implementation of Pre-Apprenticeships and Registered Apprenticeships through this two-part webinar series and accompanying companion guides from the Collaborative on Economic Mobility.

**EXPLORE MORE HERE!**



<https://tinyurl.com/WORKFORCE-DEVELOPMENT1>



# STRATEGIC PARTNERSHIPS WEBINAR SERIES



Discover how Community Action Agencies can reimagine and strengthen strategic partnerships to deepen trust and align goals for lasting community impact.

Unlock your potential and advance economic mobility by exploring this two-part webinar series with supplemental companion guides from the Collaborative on Economic Mobility.

## EXPLORE HERE!

[bit.ly/STRATEGIC-PARTNERSHIPS](https://bit.ly/STRATEGIC-PARTNERSHIPS)



Promising Practices for Building & Sustaining Strategic Partnerships **1**

### BUILDING & REIMAGINING ESTABLISHED PARTNERSHIPS

**Re-imagining What Partnerships Can Be**

Partnerships can extend far beyond the familiar when we broaden the circle of who we consider as potential partners and reframe partnerships as relationships that contribute to building a connected community of support. This network can be fostered with diverse partnerships such as community colleges, hospitals, public health departments, small and large businesses, trade unions, cultural organizations, and alumni associations to actively support and amplify each other's shared community goals. These partnerships can bring valuable resources like funding, support, job training opportunities, and spark program innovation. Re-imagining your existing and future partnerships encourages both partners to think beyond their own scope and work towards change that will benefit the entire community.

**Building on Established Partnerships**

Don't start from scratch! Your Community Action Agency (CAA) likely has a network of existing partnerships. The key is to strategically expand and deepen these connections to pursue innovative economic mobility initiatives.



BUILDING & REIMAGINING ESTABLISHED PARTNERSHIPS | COMMUNITYACTIONPARTNERSHIP.COM | 1

Promising Practices for Building & Sustaining Strategic Partnerships **2**

### STRENGTHENING & SUSTAINING STRATEGIC PARTNERSHIPS

**i Introduction**

Whether formed across sectors, within the community, or among other mission driven organizations, strategic partnerships are built on shared values, trust, and commitment to collective impact.

But building these partnerships is just the first step. Sustaining these partnerships requires you to go deeper in your relationship with your partners and build a shared sense of purpose that drives you to adapt and innovate. This ongoing effort is what transforms simple connections to collaborations that are capable of driving impact.

It is through nurturing and strengthening these relationships that partnerships can unlock their full potential and create lasting change.



STRENGTHENING & SUSTAINING STRATEGIC PARTNERSHIPS | COMMUNITYACTIONPARTNERSHIP.COM | 1

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# FINANCIAL EMPOWERMENT WEBINAR COMPANION GUIDE

This webinar companion guide highlights best practices for Community Action Agencies to further develop innovative financial empowerment programs and integrate them into other human service programs.

This companion guide outlines strategies that both public and private Community Action Agencies can take advantage of to help individuals and families achieve financial success!

**CHECK OUT THE GUIDE TODAY!**



<https://tinyurl.com/FINANCIAL-EMPOWER1>

## ADVANCING ECONOMIC MOBILITY THROUGH FINANCIAL EMPOWERMENT

### i Introduction

A stable financial foundation is fundamental for upward economic mobility. Financial stability allows individuals and families to fully benefit from programs that support employment, education, housing, health, and overall well-being. Financial stability is more than simply getting by day to day; it is about being able to sustain a household for months and years to come. Long term financial stability depends on both financial knowledge and access to affordable financial products and services. These services can help individuals and families to plan and prepare for financial emergencies and setbacks to ensure that financial goals and outcomes are not only achieved but also maintained.

Financial empowerment strategies are designed to help individuals and families build the knowledge, skills, and confidence to make informed financial decisions. These strategies include financial education and coaching,



supportive policies and practices, and improved access to safe and affordable financial products such as affordable banking, credit unions, and savings accounts. By reimagining the approach to financial empowerment, Community Action Agencies can implement integrated services to help individuals and families manage finances, reduce debt, improve credit scores, build



**Agency Context**

**Organizational Capacity**

Bucks County Opportunity Council (BCOC) is a local Community Action Agency located in Doylestown, Pennsylvania. They serve over 56,000 people annually through five program areas including: Housing, Weatherization, Food, Income Tax Preparation, and Economic Self-Sufficiency. The annual budget is approximately \$15 million which consists of 67% public funding and 33% from private and other funding sources. The work is led by a 21-person tripartite Board of Directors and a 17-person leadership team including a Chief Executive Officer (CEO), Chief Financial Officer (CFO), three Directors (Development, Compliance, and Client Services), six Housing Site Supervisors, and six Managers (Human Resources, Volunteer and Community Connections, Self-Sufficiency Program, Food Program).

BUCKS COUNTY OPPORTUNITY COUNCIL



**Agency Context**

**Organizational Capacity**

North East Community Action Corporation (NECAC) is a Community Action Agency, a Rural Local Initiatives Support Corporation (Rural LISC) grantee, and a NeighborWorks chartered agency located in Bowling Green, Missouri. The service area spans across 12 counties in Northeast Missouri, including three counties that are part of the metropolitan statistical area adjacent to St. Louis, as well as nine rural counties. The agency's annual budget is approximately \$26 million. This includes over 30 different funding sources, including a mix of both state and federal funding. NECAC is governed by a 30-person volunteer Board of Directors which includes three representatives from each of the 12 counties in the service area. The representatives from each county

include an Elected Official Representative, a Civic Interest Representative, and a Low-Income Representative. The agency has approximately 95 full-time staff and 100 part-time staff. The management team is comprised of 10 individuals including the President/CEO, Deputy Director of Housing Development Programs, Finance Operations Director, Personnel Officer and Assistant Deputy Director, Executive Secretary and Office Manager, Public Relations Officer, Information Technology (IT) Operations Director, Rent Assistance Programs Director, Community Services Block Grant (CSBG) Operations Director, and Weatherization Director.

**Service Delivery**

NECAC operates over 60 different programs across the areas of Community Service, Housing Development, and Community Health. Programs within the area of Community

NORTH EAST COMMUNITY ACTION CORPORATION | COMMUNITYACTIONPARTNERSHIP.COM | 1

# Spotlight On: Economic Mobility in Action

## Collaborative on Economic Mobility Case Study Series

This series of case studies highlights innovative economic mobility initiatives transforming communities across the country. Discover the journeys of local Community Action Agencies as they work toward lasting economic mobility.

[tinyurl.com/lookatCEM](https://tinyurl.com/lookatCEM)



**EXPLORE THE CASE STUDIES TODAY**

Each Case Study Explores:

PARTNERSHIPS

FUNDING

LESSONS LEARNED

SUCCESSES & CHALLENGES



# FRESH FINDS

**DISCOVER THIS  
RESOURCE!**

**LEARN**

**EXPAND**

**IMPLEMENT**

Are you interested in expanding the capacity of your organization to implement innovative programs and services?

Are you interested in improving outcomes for the individuals, families, and communities in your service area?

Are you interested in learning from the experiences of other community leaders across the country?

The “Fresh Finds” Newsletter is offered quarterly through the Collaborative on Economic Mobility (CEM). Sign up and be the first to know about new tools, resources, and training opportunities!



**TINYURL.COM/FRESHFINDS25**



# **TURNING IDEAS INTO IMPACT: IMPLEMENTING INNOVATIVE APPROACHES TO ADVANCE ECONOMIC MOBILITY**

**Part 1 - April 15<sup>th</sup>    Part 2- May 20<sup>th</sup>**

**2:00pm ET/1:00pm CT/12:00pm MT/11:00am PT**

**Advancing economic mobility requires Community Action leaders to implement innovative solutions to address complex challenges. This two-part webinar series explores practical strategies for transforming innovative ideas into measurable community impact. Participants will gain insight and advice from peers in the Community Action network, along with tools and resources to foster innovation, align resources, build capacity to adapt and scale approaches over time.**

**REGISTER TODAY!**



**[HTTPS://TINYURL.COM/CEMIDEAS](https://tinyurl.com/cemideas)**

# We want to hear from you!

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We would love to hear about your experience in today's conference training. Please take a moment to complete the survey.



<https://www.surveymonkey.com/r/Stability2Mobility>