

CIS MINES SPECIAL TEAM— RECOMMENDATIONS

The CIS Mines Specialty Team—Khadeen Grant (CIS), Seble Seyoum (CIS), Nicole Howard (Enterprise Residential), and Alexa Rosenberg (ECP, National Initiatives)—was tasked with identifying promising practices Enterprise has implemented in resident services that might be supported and scaled across our expanded portfolio. In order to do that, we have “mined” our CIS GEMs (Genuinely Exciting Moments) and programs/practices from the broader field of resident services. To inform our selection, our team employed a series of best practices, theories and the key outcome indicators identified by the CIS Logic Model. What emerges below are a set of promising practices, both programmatic and operational, that we hope may prove useful to ECD as we grow into our new structure.

Programmatic Recommendations

We have organized our programmatic recommendations into the CIS impact areas, below. We feel that our CIS work is most impactful, however, when it takes a resident-centered, whole family approach. It is therefore as important to think about the synergy across impact areas as it is to the specific GEMs or practices within them.

I. Child and Youth Development

Key outcome indicators identified by the CIS Logic Model: 1) Participants have increased academic growth and success; 2) Increased parent engagement in children’s education, and 3) Increased access to a safe and supportive environment.

ECD’s wide portfolio of multi-family communities are home to a large children/youth population coming from households of predominantly lower income. These families face significant barriers that prevent their children from accessing the quality education needed to improve developmental outcomes and promote lifelong success. Poorly funded schools due to low area median income (AMI), lack of affordable quality childcare and Out of School programs, underemployment, and limited English proficiency due to immigration are some of these barriers. Systemic issues further lead to racial disparities in both school discipline and academic achievement making it even tougher on students and parents. According to the US Department of Education’s Promise Neighborhoods initiative, building a continuum of cradle-to-career solutions of both educational programs and family and community supports, with great schools at the center improves the educational and developmental outcomes of children and youth in distressed communities. ECD’s CIS department offers a holistic, place-based approach to this model, by equipping our affordable housing communities with staff, partners, community space and capacity to provide these educational programs and community supports where the residents live. (See additional details on Out-of-School Time and Early Childhood Programs in Appendix 1)

Description	Value/Impact	Cost and Partners	Notes
AFTERSCHOOL PROGRAMS			

<p>GEM: Afterschool Program- serves 62 students at Island Walk and 50 students at Stoney Brook; 1st–12th grade.</p> <p>*The program also includes a summer component.</p>	<p>Improve the educational and developmental outcomes of children, youth, and families.</p>	<p>Grant-funded by Fairfax County; The program was implemented by ECD staff and contractors.</p>	<p>The IW and SB ASP provide homework help, tutoring, and intensive Reading and Literacy Support to students.</p> <p>The program aims to provide support to students who normally would be unable to receive the same support and resources at home, while completing homework and school assignments.</p> <p>The IW ASP also provides needed support to help participants improve their literacy skills and math through h online individualized learning, tutoring, college prep, service learning and parent engagement.</p> <p>The program operates Monday through Thursday from 4:00 PM to 8:00 PM. (In person and Virtually)</p>
<p>GEM: Park Montgomery Afterschool Program (ACE Academy)- serves 30 students, 1st-5th grade.</p>		<p>Grant-funded by MSDE (21st CCLC).</p> <p>The program was implemented by partners, Carpe Diem Arts, Sharp Insight LLC, Montgomery Knolls Elementary, Pine Crest Elementary, Ethiopian Community Center, Inc., and Montgomery College and CIS staff.</p>	<p>ACE Academy is a culture-rich reading, language and creative arts afterschool program for students residing at Park Montgomery.</p> <p>This unique program addresses the needs of a growing population of African immigrant children and their families, to elevate their English language proficiency through reading, comprehension, and language arts, through individualized learning.</p> <p>Participants also discover new ways of connecting with their former and adopted cultures through a variety of learning experiences including participation in classes in visual arts, music, dance, STEM, and Social Emotional Learning to help students establish positive behaviors and connections between their peers, home and school. Service learning, character education, a daily snack, field trips and family celebrations of student success. Parents of participants also receive free access to skill-building supports including</p>

		English/Workforce Development classes and workshops, such as “How to Help Your Child Succeed” in School. The program operates from Monday to Thursday, from 4-6:30pm in the Community Room at Park Montgomery. (In person and Virtually)
GEM: Essex House- serves 22-25 students, 1st-5th grade. The program was initiated by a resident volunteer.	Partially Grant-funded by City of Takoma Park and ECD. The program was implemented by contractors, Carpe Diem Arts & So What Else and ECD staff.	The Essex House after-School Program is designed to provide academic and social emotional support through homework assistance and tutoring. Other components include interactive on-line reading, language arts, and math program, and cultural arts enrichment in addition to STEAM activities. The program operates 2.5 hours per day for four days weekly during the school year. (In person and Virtually)
GEM: Afterschool Program serves 17 students at Wardman Court and 10 Students at 1330; K-6th grade.	The program is funded by the CIS budget. The program was implemented by contractors, Raising A Village Foundation (RAVF).	RAVF Driven 2 Succeed provides students at Wardman Court and 1330 with homework help in the areas of standardized testing, mathematics, science, literacy and language arts. The goal of the program is to create clear pathways to productive citizenship by giving students the necessary tools to thrive in school, community, and life. (In person and Virtually)
GEM: Cedar Heights - 20 students, 6th-12th grade.	The program was implemented by partners, Total Family Care Coalition (TFCC) and So What Else. * Cost also includes Public Allies.	The program provides homework assistance to students with literacy and math. Public Allies provides support to various sites in the areas of capacity building and afterschool programs.

<p>GEM: Oxford Manor and Howard Hill - 1st-6th grade.</p>		<p>The program is grant funded and implemented by partner H.O.P.E.</p>	
<p>GEM: Mayfair Mansions: Healthy Living, Inc. (HLI) Afterschool Youth Program serves 10-15 students, ages 6-13 yrs.</p>		<p>The program was implemented by partner, Healthy Living Inc. at no direct cost to ECD.</p>	<p>The program provides healthy cooking, wellness and basic nutrition education; academic, art enrichment, and service-learning projects including:</p> <ul style="list-style-type: none"> * social, cultural food and nutrition studies that include reading and writing comprehensive components; * guided, collaborative healthy cooking sessions in which snacks and light meals are prepared by students along with family members while HLI program staff guide culinary session remotely via videoconference; * indoor remote physical recreation / educational games; * potential for outdoor recreation and gardening. <p>(In person and Virtually)</p>
<p>GEM: After-school programs at Cedar Heights, Wardman and 1330.</p> <p>*Has led to other enrichment activities such as a multicultural fashion show.</p>	<p>Improve the educational and developmental outcomes of children, youth, and families.</p>	<p>The program was grant funded and implemented by AARP Experience Corps.</p> <p>Program was also supported by volunteers.</p>	<p>The programs helped student to raise reading and math scores in 4 months.</p>

<p>GEM: Island Walk received a Student Academic Improvement for a Summer Literacy Program where the SEVA food truck provided healthy snacks.</p>		<p>The program was grant funded. Antioch Baptist Church, Lake Anne Elementary School (LAES) and ECD were the implementing partners.</p> <p>Program was also supported by volunteers.</p>	<p>The goal of the program was to reduce summer learning loss.</p>
<p>GEM: CPDC Reads at Stony Brook.</p>		<p>ECD raises funds annually through various sources including staff donations, to support this program.</p> <p>Program was also supported by volunteers.</p>	<p>The program promotes early literacy.</p>
EARLY CHILDHOOD PROGRAMS			
<p>GEM: United Planning Agency (UPO) Early Learning Center at Edgewood Commons, serves 25 students; ages 0-3 yrs. old.</p>	<p>Improve the educational and developmental outcomes of children, youth, and families.</p>	<p>The is no direct cost to ECD but the space is provided for free to UPO.</p>	<p>The Early Learning Center provides school readiness for children from low-income families, by enhancing their cognitive, social, physical and emotional development.</p> <p>It is open to Edgewood residents and the surrounding community. Success is measured by reaching milestones established by parents, as well as Developmental Milestones set by American Pediatric Association. The year-round program is opened 6am-6pm daily, except on federal holidays.</p>

<p>GEM: HIPPY at Island Walk serves children ages 2-4 and parents.</p>	<p>Improve the educational and developmental outcomes of children, youth, and families.</p>	<p>There is no direct cost to ECD.</p> <p>The program is grant funded and implemented by HIPPY and Fairfax County Public Schools.</p>	<p>HIPPY partners with parents to help prepare their children for success in school. HIPPY delivers 30 weeks of lessons to parents at home who in turn teach their two to five-year-old child for 20 minutes each day.</p> <p>The HIPPY activities include reading, math, science, motor, and language skill in which cognitive, creative, social, and emotional development is addressed. The program is combined with group meetings where other HIPPY families can engage, support each other, and share experiences.</p>
OUT OF SCHOOL CAMPS			
<p>GEM: Wardman Court Summer Camp; serves 35 students, ages 5-14.</p>	<p>Improve the educational and developmental outcomes of children, youth, and families.</p>	<p>There is no direct cost to ECD.</p> <p>The program was implemented by Education Plus.</p>	<p>The program provides physical fitness, nutrition, coding, academics and expression exercise education to Wardman Court residents and surrounding community. Other components included intergenerational seminars on preventing chronic diseases and childhood obesity.</p>
<p>GEM: Camp Discovery Summer and Spring Break Camp at Park Montgomery, serves 30 students; grades 1-5th.</p>		<p>The program is funded and implemented by the partner, "So What Else". The partner receives multiple funding sources.</p> <p>The program was also supported by volunteers, grades 6 and up.</p>	<p>Camp Discovery incorporates service learning, environmental awareness and stewardship, healthy eating, environmental education, sports, yoga, STEM and arts-based programming including eco/green art.</p> <p>Children also explore and discover through hands on learning, outdoor play and creativity building.</p>
<p>GEM: "Lunch and Learn" Summer program was initiated by residents at Essex House but is now held at local feeder school. r youth.</p>		<p>The program is grant funded by City of Takoma Park. It is implemented by</p>	<p>The program is referral based and serves up to 50 students. Lunch and Learn is a summer enrichment program for school-aged children who qualify for free and reduced meals programs in Montgomery County public schools.</p>

		resident Volunteers, who are paid by the grant.	It aims to reduce summer learning loss and provide fun arts enrichment activities, chess club, and arts and crafts, sports, swimming, and service learning. Children also receive instruction in civic engagement, math and reading. (In person and virtually)
GEM: Camp Piney Branch at Park Montgomery- serves 100 students; grades 2-12th.		The program is grant funded by Montgomery County and implemented by a partner, CHEER, Inc.	Camp Piney Branch is a referral program, focused on STEM, arts enrichment, and physical activity. Camp Piney Branch provides breakfast and lunch to participants and is supported by high school volunteers.
GEM: Volunteer organized summer camp program at Stony Brook.		The program was implemented by volunteers at no direct cost to ECD.	The program provides literacy and math program during the summer.
GEM: Homeless Children Experience Summer Enrichment at Wardman Court			
GEM: Healthy Living, Inc. Summer Youth Program at Mayfair Mansions- serves 30 students ages 6-13.		The program is funded and implemented by partner, Healthy Living, Inc.	The program provides healthy cooking, wellness and basic nutrition education, academic and artistic enrichment and service-learning projects including from June to July: * social, cultural, food and nutrition studies that include reading and writing comprehension components * guided, collaborative healthy cooking sessions in which snacks and light meals are prepared by students along with family members while HLI program staff guides the session remotely via videoconference * indoor remote physical recreation and educational games (potential for outdoor recreation and gardening)
GEM: Youth Volunteer led summer education at Stony Brook.		There is no direct cost to ECD. The program was implemented by CIS staff and volunteers.	The programs provide out of school time enrichment to residents.
GEM: Resident/Volunteer and Partner led Spring Break STEAM at Essex House.			

GEM: Volunteer and resident led structured Spring Break activities for children at Edgewood Commons.			
VOLUNTEERS LED PROGRAMS			
GEM: Back to school drive sponsored by residents at Mayfair and The Overlook.	Improve the educational and developmental outcomes of children, youth, and families.	There were no direct costs to ECD.	These programs were either led or supported by resident volunteers.
GEM: Annual National Night Out- Back to School event at 1330			
GEM: “Ward 8 Reads” is a program held at Meadowbrook Run and Randle Hill properties. The program engages parents and caregivers in interactive discussions around the importance of literacy through culturally relevant content.			

II. Health and Wellness

Key outcome indicators identified by the CIS Logic Model: 1) Improve health and wellbeing; 2) Increase sense of community; 3) Increase proximity to healthy food; 4) Increase consumption of fresh fruits and vegetables; 5) Increase awareness of benefits and opportunities for physical activity; 6) Increase knowledge of nutrition and healthy food preparation, and 7) Increase knowledge of how to manage preventable (chronic) diseases.

Jenkins (1991) defines “Community Wellness (as) a process.... that encompasses community-based program planning; facilitates interventions based on an assessment of community-specific health needs; promotes community empowerment and develops a community-wide support system.” Although Numerous studies indicate that residents in low- and moderate-income communities face many traumatic stressors that influence physical and emotional health, Jenkins’ definition suggests that people will make better choices about health when coexisting conditions can be managed, and when they are empowered to make those choices. As such, our goal is to provide clear guidance about how CIS can improve access to resources in order to empower residents to make the best choices about their health.

Reference: Jenkins, Susan (1991) [*“Community Wellness: A Group Empowerment Model for Rural America”*](#).

Description	Value/Impact	Cost and Partners	Notes
AFFORDABLE AND HEALTHY FOOD			
GEM: Program provided nutrition education to kids over the summer at Mayfair Mansions.	Eliminating food insecurity contributes to overall wellbeing by meeting the most basic human physiological need.	<p>The program was implemented by Health Living Inc.</p> <p>Initial program was covered by United Way; 3rd day was covered by property because funding was cut.</p>	<p>Serves as first step in economic mobility by promoting stability.</p> <p>Food programs fill gaps where food deserts exist and provides more nutritious and affordable foods than convenience stores.</p> <p>*CIS is currently looking at ways to expand Food Programs to the entire ECD portfolio.</p>
GEM: 6-week workshop at Mayfair Mansions on "Living Well with Chronic Disease"		<p>The program is funded and implemented by East of the River Family Strengthening Collaborative, Inc. (ERFC) and DC Health.</p> <p>The program was initiated by a resident volunteer.</p> <p>The only cost to ECD was meals for participants.</p>	

<p>GEM: Food Pantry at Wardman Court, Arbor View, Edgewood Commons, among others.</p> <p>GEM: Grocery Plus, Produce Plus and Senior Brown Bag which provide boxed grocery delivery to seniors at 7 properties. Cost is delivery.</p> <p>GEM: Produce Plus and Brown Bag serve seniors which provide access to income eligible participants at no additional cost to ECD.</p>		<p>The programs are implemented by CIS staff and volunteers. They currently serve 7 Properties.</p> <p>Capital Area Food Bank supplies groceries at subsidized rate.</p> <p>CIS also covers cost the for delivering the groceries. The total cost for the programs is roughly \$23,000.</p>	
AFFORDABLE AND RELEVANT MENTAL HEALTH PROGRAMS			
<p>GEM: Mental Health program at Cedar Heights helps residents to improve community relations, housing circumstances, health advocacy, family initiatives, and other components that empower the residents.</p>	<p>Mental Health promotes personal well-being, family relationships, and successful contributions to society." (U.S. Department of Health and Human Services, 2001)</p> <p>The three components that promote positive participation and sense of community are 1) the perception of the</p>	<p>The program was implemented by Mental Intelligence Advocates "MI Mothers Keeper" They address schizophrenia, PTSD, Anxiety/Depression, Suicide.</p> <p>No direct cost to ECD.</p>	<p>Incorporating mental health programs into existing programs that serve distinct groups like afterschool programs can increase participation, thereby overcoming low participation caused by stigma.</p>

<p>GEM: Youth led mental health seminars at Island Walk to reduce mental health stigma among youth at Island Walk.</p>	<p>environment 2) one's social relations, and 3) one's perceived control and empowerment within the community.</p> <p>By implementing mental health programs, we can expect residents have more positive interactions within community and lead more meaningful lives.</p>	<p>8-month program grant funded through the Community Services Board of Fairfax County.</p> <p>Grant from the county covered the total cost of the program at \$930.</p>	<p>Trauma and PTSD are identified as leading mental health issues in low-income and minority communities.</p> <p>These programs will provide access to affordable and reliable care to residents for whom these programs are often out of reach.</p>
<p>GEM: A One on One referral system will help CIS to meet other needs which cannot be captured under specific programs or scaled because the need is low, infrequent or cost prohibitive.</p>		<p>There would be no direct cost to ECD. Partnership agreements would allow us to track results and impact (created by existing team in CIS). *Currently being developed by CIS.</p>	<p>Mental health referrals should be made by staff in all impact areas.</p> <p>ECD should ensure staff are trained to identify symptoms and have access to partner agencies that provide treatment.</p>

III. Economic Security and Mobility

Key outcome indicators identified by the CIS Logic Model: 1) Residents increase employment skills, work-readiness, and 2) Residents are connected and engaged in relevant programs.

Promising practices to advance economic security and mobility for residents include providing individualized services and supports that are tailored to a person’s individual goals, linking residents with (paid, if possible) training and job opportunities in fields that offer good and promising career paths, eliminating barriers to employment through whole-family supports, and supporting residents’ accumulation of savings and assets.

Reference: The Urban Institute, [“Economic Mobility Services for Affordable Housing Residents: Exploring Resident Services as a Vehicle for Economic Success”](#).

Description	Value/Impact	Cost and Partners	Notes
INDIVIDUALIZED SERVICES AND SUPPORTS			
GEM: One to one job search assistance at Island Walk, 1330, and Edgewood Commons.	Aligns services with the individual goals of participants to improve outcomes.	There is no direct cost to ECD beyond staff salary.	This seems to be done on an ad-hoc basis; ECD could incorporate more universal, formalized coaching models across the portfolio.
WORKFORCE TRAINING			

<p>GEM: English and Workforce Development classes at Park Montgomery.</p> <p>GEM: ESOL classes at Essex Housing.</p>	<p>Expands opportunity for employment, particularly when training programs are linked to both employer needs and resident skills and interests.</p>	<p>The program was implemented by Ethiopian Community Center. The program was supported with increased funding from the Montgomery County Adult English Literacy Council (MCAEL) and the Montgomery County Government.</p>	<p>These types of programs are most successful when participants are paid/compensated for participating in training, internships, etc.</p>
<p>GEM: CPR/First Aid and Serv Safe Food Handler training at Meadowbrook Run.</p>		<p>The program was implemented by Edgewood Brookland Family Support Collaborative (E/BFSC). The training was supported through the TD Bank Housing for Everyone grant.</p>	
<p>GEM: Food Handler's Training and Exam Course at 1330.</p>		<p>The program was implemented by a private instructor at the cost of \$30 per participant (residents were charged \$5 to encourage buy-in).</p>	
<p>GEM: Computer literacy training at 1330: 3 cohorts, each cohort meets for two hours weekly for nine weeks, and they review/learn</p>		<p>The programs were implemented, and grant funded by Literacy Volunteers</p>	

skills involving Microsoft Word, Excel, internet skills, and how to take college classes for free.		and Advocates (LVA), and Byte Back.	
GEM: Job readiness and computer classes at Park Montgomery.		The program was implemented by CIS staff and volunteers.	
GEM: Job Club at Cedar Heights.			
GEM: Workforce Development partnership at Mayfair Mansions.		The program was implemented by Concerned Black Men.	
GEM: Job Club and Resident Referral to American Job Center at Meadowbrook Run.		The program was implemented by CIS staff.	
WHOLE-FAMILY SUPPORTS			
Childcare/early learning and afterschool programming to support education and youth development and support families/mothers' entrance into workforce (See Child and Youth Development).	Eliminate barriers to employment for parents.		On-site childcare models can expand both employment opportunities and childcare options.
FINANCIAL EMPOWERMENT/ASSET-BUILDING			

<p>GEM: Community led Women's group, also is a mutual support group at Park Montgomery. 21 members meet monthly to save money, provide mutual support, and work towards individual and group goals (e.g. Education and cooperative business).</p> <p>The program was initiated by a resident volunteer in 2015.</p>	<p>Supports residents to increase income, build assets and wealth, combat social isolation.</p>	<p>The program was implemented by resident volunteers with support from CIS staff and IMPACT Silver Spring, a partner.</p>	<p>ECD should identify programs that include tools like matched savings accounts; consider ways to mitigate risks from benefits cliffs (including rental assistance) as residents earn or save more.</p> <p>We should also identify programs that provide mentorship and technical support for Cooperative Small Business.</p>
<p>GEM: Family Asset Building (FAB) Circle: community led opt in savings group at Park Montgomery. Participants completed 2-year grant period with \$6,000 each in savings.</p>		<p>The program was implemented by IMPACT Silver Spring with funding by grants.</p>	

IV. Aging in Community

Key outcome indicators identified by the CIS Logic Model: 1) Residents are following through with care coordination; 2) Residents are active in managing their health; 3) Residents are seeking emergency food supplies less frequently, and 4) Residents (report) being happy and less isolated.

Seniors who age in place enjoy a sense of independence and comfort that only home can provide. They also enjoy better health outcomes on average, despite high care costs. By aging in place, seniors can maintain a greater degree of personal independence. They are able to live

their lives as they see fit and they enjoy a sense of dignity. These are critical and underrated factors for ensuring seniors enjoy a good quality of life.

A person's home is the most important place in their life, offering a sense of familiarity, comfort, and security. Aging in place allows seniors to keep their current social network and expand upon it. Communities with vibrant and active resident service programs, volunteer opportunities, and other senior-specific activities allow seniors to keep and even expand their social circles with other active adults. The improved social network connections allow the inevitable decrease in cognitive function to be slowed. For seniors who only need occasional help, aging in place may be the best way to maintain independence and freedom. Even when help it becomes necessary for seniors, aging in place can allow them to choose their providers.

Description	Value/Impact	Cost and Partners	Notes
LIFESTYLE PROGRAMS			
<p>GEM: R Home Transportation, LLC. Provides free, safe and reliable transportation services for the independent seniors living in Enterprise Residential Communities as well as seniors associated with its partner organizations.</p>	<p>Provides transportation to residents who no longer have their own vehicles, are unable to negotiate conventional public transportation services on their own or require door-to-door service due to limited mobility.</p> <p>Our buses ensure that residents can get out of their apartments to make purchases, see health care providers, keep socially active, and</p>	<p>There is no cost to the resident. There is a cost to the community that is included in the annual budget.</p>	<p>Properties request use of the van per its availability.</p>

	<p>take occasional day trips.</p>		
<p>GEM: Wellness Support Groups- Resident survey conducted by AIC led to the start of several programs/support groups... Substance Abuse Support Group (Fresh Start Comprehensive Center), Depression Support Group (Fresh Start Comprehensive Center), Budgeting and Money Management (UMD Extension), Movie Nights (resident volunteer run) and Coffee Club (facilitated by the Outreach Coordinator).</p>	<p>Programs meet needs identified by residents.</p> <p>The programs keep seniors engaged. There are many and intersecting psychosocial health benefits to staying active and engaged.</p>	<p>The cost varies per partner.</p>	<p>A potential partner, RESTORED Therapy and Wellness, LLC has offered to provide free seminars to educate and empower residents so that they can cooperate with their bodies for recovery and healing.</p>

	Helps cope with trauma and isolation		
RESOURCES TO MANAGE HEALTH			
<p>GEM: Monthly Health Seminars, Health Screenings, Exercise Classes and Emergency Planning</p> <p>Giant Pharmacy Community Outreach-offers several off-site services to promote health, wellness and nutrition such as immunizations, health screenings and educational seminars taught by our nutritionists and/or pharmacists.</p> <p>Emergency planning-Provide materials in move-in baskets- special pillboxes for medication, info/emergency cards for refrigerator, "I'm ok" hangtag programs.</p>	Provides ongoing, long-term health care, and reduced medical costs, all of which are all associated with on-site clinics.	<p>Giant does not charge a fee to come on site to administer immunizations.</p> <p>Giant charges a nominal fee for other health screenings.</p>	<p>The services available to residents will depend on the state in which they live, as some states prohibit certain screenings for public health reasons. All states permit health seminars.</p> <p>Giant is willing to service all properties in DC, MD, VA & PA.</p>
GEM: Exercise Classes	Benefits of Dance and Exercise includes Prevention of Heart Disease (Stroke,	Gloria's Dance and Exercise: Flat rate \$50.00 for groups per hour.	Combats social isolation and helps seniors stay active.

	Hypertension Cholesterol), Cancer, Diabetes, Obesity, Stress, Osteoporosis, Back Problems etc.	Also provides Nutrition Class: Flat rate \$55.00 for groups per hour.	
GEM: Food Programs (see Health and wellness) Meals on Wheels America(senior) provide home-delivered meals throughout the country. Provides Up to two meals per day, a hot lunch and a cold supper, are delivered by a caring volunteer between 10:30 a.m. and 1:00 p.m., Monday through Friday.	Healthy and nutritious meals to seniors. The program is especially beneficial to seniors with limited mobility or resources.	There is no cost to ECD or the resident to implement this program.	Th program provides two-thirds of the required daily allowance (RDA) of nutrients per day. All meals are low in sodium, fat, and concentrated sugar. Services are available on an ongoing or temporary basis, regardless of age or economic status. The program also caters to special diets including no pork, no fish and texture-modified options.

V. Resident Engagement and Retention

Resident engagement allows community members to access appropriate social settings and activities and feel that they can contribute meaningfully to those activities or develop capabilities that enable them to fully participate. Rogers and Robinson (2004) concluded that, at its best, community engagement can empower citizens, make a significant difference to the way services are designed and run.

Retaining residents not only prevents you from having to provide offers that hurt the bottomline, but also instills a sense of value in the experience a community provides. One way to retain residents is to customize their experiences. Overtime property owners, ECD, can begin to allocate money designed for turnover costs and rent specials, to resident engagement activities that will increase resident retention.

Resident engagement involves:

1. Starting from the community's own needs and priorities rather than those dictated from outside. Each community may differ in engagement activities.
2. Building the capacity of families and the community to meet their own needs more effectively.
3. Having a flexible service system that can be tailored to meet local needs.

The Resident & Retention Programs do not have to include all activities from the chart but should have a required minimum of activities.

Description	Value/Impact	Cost and Partners	Notes
QUALITY OF LIFE			
GEM: Resident Appreciation Event or National Night Out	Resident appreciation parties offer residents the chance to engage with in the community. They get to know their neighbors, management staff and forming deeper relationships.	The cost varies per partner.	Fun activities and events lead to resident retention, on time rent payments, increased buy-in to the property's maintenance and a stronger sense of community.
GEM: Spring Cleaning Bulk Trash Week			
HOLIDAY AND CULTURAL CELEBRATIONS			
<p>GEM: Property specific appreciation activities done with minimal cost to the property's budget.</p> <ul style="list-style-type: none"> * Birthday Celebration * Ice Cream socials * Arts & Crafts * Potlucks * Bingo and other games <p>These activities can be supported by staff or resident volunteers.</p>	<p>Resident engagement provides the opportunities for residents to feel a sense of community.</p> <p>Shared activities build a sense of community and strengthen relationships</p>	<p>The cost varies per partner.</p> <p>Partners in Washington, DC include University of Columbia Extension services, Capital Area Food Bank and City Blossoms.</p>	<p>Successful property management involves creating a 'sense of community' among residents, which fosters strong ties between residents and the property itself.</p> <p>These encourage residents to remain at the property over time translating to renewed leases and referrals.</p> <p>Properties lacking adequate community space could host live Q&A on Zoom/Coffee Hour.</p>

<p>GEM: Wellness Support Groups- Resident survey conducted by AIC led to the start of several programs/support groups... Substance Abuse Support Group (Fresh Start Comprehensive Center), Depression Support Group (Fresh Start Comprehensive Center), Budgeting and Money Management (UMD Extension), Movie Nights (resident volunteer run) and Coffee Club (facilitated by the Outreach Coordinator).</p>	<p>among residents and staff.</p>		<p>These events should include asset management, property management, residents, resident representatives to include resident voices, especially when resident questions are submitted beforehand.</p>
<p>GEM: Community Gardens at Edgewood Commons, Arbor View etc.</p>	<p>Gardens attract a broad demographic range of renters including millennials, families, and seniors.</p>		
<p>GEM: Quarterly meetings/Townhalls/Network Night to include asset management, property management, residents, resident representatives to allow inclusion for resident voices where resident questions are submitted beforehand (maybe within 48hours).</p>	<p>Problem solving may be more achievable when stakeholders work together and share information.</p>	<p>The cost will be supplies and food, if included.</p>	<p>Helps residents speak with a unified voice. Meetings should include all stakeholders, Property Management, Residents and Asset Management, to ensure all voices are heard.</p>

VI. Operational Considerations

In addition to programmatic recommendations across our CIS impact areas, our team is recommending consideration of several operational shifts that we believe will strengthen impact across all our impact areas. This includes advancing racial equity, supporting resident voice/agency, facilitating multi-year service delivery, and closer collaboration with property management.

Description	Value/Impact	Notes
ADVANCE RACIAL EQUITY		
Begin the journey to answer the question: Through programs and operations, how will ECD be actively anti-racist in its approach?		
SUPPORTING RESIDENT VOICE/AGENCY		
Support Resident Councils/Tenant Associations and ensuring that they are involved in decision-making about property and services.	Build power and belonging with and among residents.	How is ECD incorporating a racial equity lens into our work?
Add ECD residents to ECD Board.		
MULTI-YEAR SERVICE DELIVERY		
Extend the time frame for services and supports.	Support residents to achieve aspirations related to education, employment, asset-building, etc. Requires commitment to consistent support and coaching over time.	Does CIS have multi-year service delivery models in its portfolio?
COLLABORATION WITH PROPERTY MANAGEMENT		

<p>Integrate property management and resident services (GEM: CPDC would have monthly "synergy meetings" amongst property management, asset management, and CIS staff at the property level (which included residents) and at the organizational level).</p>	<p>By integrating property management and resident services, housing providers can mitigate some of the risks of lease violation for residents and promote resident-centered decision-making.</p> <p>Open lines of communication may allow service providers to identify services or coaching that, if provided early enough, can prevent an eviction.</p> <p>Promising practices include placing both departments under the same supervisor; training property managers in customer service, trauma-informed services, and what residents can expect from resident services programs, and providing regular and consistent opportunities for communication between property managers and service providers.</p>	<p>Does ECD have models of integrated property management and resident services to draw from?</p>
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Advance racial equity in both outcomes and process: through programs and operations.	Advancing racial equity requires starting the conversations around race at the leadership and non-leadership levels. It requires us to also examine our policies and operation procedures throughout CIS and all departments.	how will ECD be actively anti-racist in its approach?
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APPENDIX 1: Out-of-School Time Programs

Afterschool and summer programs (sometimes called OST or Out-of-School Time) serve children and youth of all ages and encompass a broad range of focus areas including academic support, mentoring, youth development, arts, and sports and recreation. The activities, in which children and youth engage while outside of school hours are critical to their development and the demand for OST programs is high. High quality OST programs generate positive outcomes for youth including improved academic performance, classroom behavior, and health and nutrition. Communities and businesses also benefit when youth have safe and productive ways to spend their time and families can become more economically secure.

Effective afterschool programs bring a wide range of benefits to youth, families and communities. Afterschool programs can boost academic performance, reduce risky behaviors, promote physical health, and provide a safe, structured environment for the children of working parents.

- Attending afterschool programs can improve students' academic performance. A national evaluation found that over 40 percent of students attending 21st Century Community Learning Center afterschool programs improved their reading and math grades, and that those who attended more regularly were more likely to make gains (Naftzger et. al., 2007).
- Effective afterschool programs can improve classroom behavior (Wisconsin Department of Public Instruction, 2010), school attendance, academic aspirations, and can reduce the likelihood that a student will drop out (Huang, Leon, La Torre, Mostafavi, 2008).
- Participation in afterschool programs has been associated with reduced drug use (Investing in Our Young People, University of Chicago, 2006) and criminal behavior (UCLA National Center for Research on Evaluation, Standards and Student Testing, 2007).

- Afterschool programs can play an important role in encouraging physical activity and good dietary habits. Participation in afterschool programs has been associated with positive health outcomes, including reduced obesity (Mahoney, J., Lord, H., & Carryl, 2005).
- Working families and businesses also derive benefits from afterschool programs that ensure that youth have a safe place to go while parents are at work. Parents concerned about their children's afterschool care miss an average of eight days of work per year, decreasing income stability for families and worker productivity costs businesses up to \$300 billion annually (Brandeis University, Community, Families and Work Program, 2004 and Catalyst & Brandeis University, 2006).

Sources: www.youth.gov, USDE, Brookings Institution

Early Childhood Programs:

There is strong research demonstrating the impact of high-quality preschool programs on child outcomes – both short- and long-term. Multiple studies have shown that children who attend high-quality preschool programs score higher on mathematics and reading assessments in the elementary grades; gain critical non-cognitive, or "soft skills," needed for success in school; are less likely to need special education services; are less likely to be retained, and are more likely to graduate from high school than children who do not attend such programs. The Committee on Integrating the Science of Early Childhood Development has shown that impacts are particularly powerful for children from low-income families or those at risk for school failure who, on average, start kindergarten 12 to 14 months behind their peers in pre-reading and language skills. According to the National Research Council, high-quality preschool programs also improve children's non-cognitive skills, such as persistence and self-control, which have long-term implications for future success in school and in life. Other key studies include research from Oklahoma, Michigan, New Jersey, and Massachusetts:

- Ypsilanti, MI: [The High/Scope Perry Preschool Study through Age 40](#) [PDF, 149KB]
- Abbott Districts, NJ: [Abbott Preschool Program Longitudinal Effects Study](#) [PDF, 232 KB]
- Boston, MA: [Impacts of a Prekindergarten Program on Children's Mathematics, Language, Literacy, Executive Function, and Emotional Skills](#)