

## Housing Solution Plan

**NAZ Housing Goal:** Parents will have stable, affordable, healthy housing so their children will succeed academically.

### [1] Organization Commitment: Active Collaboration & NAZ Values

*Organization-wide activities that build the collaborative process and embed the core NAZ values across the effort, including NAZ families, staff, and partners.*

Essential Active Ingredient		Necessary Conditions	Frequency (Dosage)
(1)	<p>NAZ Partner embeds NAZ values organization-wide as key drivers to build a culture of achievement Zone-wide, including by:</p> <ul style="list-style-type: none"> <li>• Posting NAZ Values in prominent public locations for staff,</li> <li>• Including Values in staff meetings and other organizational use, and</li> <li>• Contributing to the implementation of a developing operating plan designed to intentionally embed values across the collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>• Values are available for posting, distributing, and publishing.</li> <li>• Operating plan concepts are developed for input and contributions.</li> <li>• NAZ staff available for dialogue about embedding values.</li> </ul>	Ongoing
(2)	<p>NAZ Partner participates in ongoing educational opportunities, with the intention of core 'NAZ Way' concepts reaching staff who work with NAZ families, related to the following key NAZ values:</p> <ul style="list-style-type: none"> <li>• Breaking the belief gap,</li> <li>• Families as Leaders &amp; Organizations as Partners to Families,</li> <li>• Using Data to Drive Progress (results-based accountability), and</li> <li>• Embedding cultural responsiveness within our work with families and scholars.</li> </ul>	<ul style="list-style-type: none"> <li>• NAZ develops and offers educational opportunities in a manner that works for partners (such as through existing Action Team meetings).</li> </ul>	Ongoing

Essential Active Ingredient		Necessary Conditions	Frequency (Dosage)
(3)	<p>NAZ Partner ensures that lead staff attend the following collaborative gatherings:</p> <ul style="list-style-type: none"> <li>• NAZ-wide collaborative meetings</li> <li>• Action Team meetings</li> </ul>	<ul style="list-style-type: none"> <li>• NAZ holds and publicizes meetings in a timely manner.</li> </ul>	<p><i>NAZ-wide meetings:</i> 2 times/year</p> <p><i>Action Team meetings:</i> Minimum of 4 times/year</p>
(4)	<p>As specified in NAZ Collaborative Partner Memorandum of Understanding, hires staff members who are interested in and committed to positive interactions with families, and demonstrate a commitment to a cultural of achievement.</p>	<ul style="list-style-type: none"> <li>• Position Posting language and hiring practices explicitly assess commitment to positive interactions and a culture of achievement.</li> </ul>	<p>On hire</p>
(5)	<p>Program services are provided in line with NAZ values to promote a context that is positive, respectful, engaging, and fosters a culture of achievement.</p>	<ul style="list-style-type: none"> <li>• Hiring practices specify and select for staff who: <ul style="list-style-type: none"> <li>○ Demonstrate flexibility to work with families who are in unpredictable circumstances</li> <li>○ Have sufficient training to support Housing objectives</li> </ul> </li> <li>• Professional development for staff continuously emphasizes respectful, engaging, and positive services.</li> <li>• Services are provided in a manner that fosters strong, trusting relationships with parents and NAZ staff.</li> </ul>	<p>Each program day</p>
(6)	<p>Program services are fully aligned with and reflect continuous participation in NAZ data collection, progress monitoring, coordination, review, and program improvement processes.</p>	<ul style="list-style-type: none"> <li>• Maintain regular data entry in NAZ Connect.</li> <li>• Coordination with NAZ Program Managers and Directors as needed to ensure use of data to guide service delivery and program improvement.</li> </ul>	<p>Each program day</p>

## [2] Housing Navigation

Essential Active Ingredient	Necessary Conditions	Frequency (Dosage)
<p>(1) NAZ Staff member <b>refers parent to the Housing Navigator</b> after a goal related to Housing has been identified and the support of the Navigator is desired.</p>	<ul style="list-style-type: none"> <li>• Parent expresses need for support in one or more of the following areas:               <ul style="list-style-type: none"> <li>○ Obtain housing (rental or homeownership)</li> <li>○ Become current and/or maintain rent or mortgage payments</li> <li>○ Furnish home</li> <li>○ Improve neighbor relations</li> <li>○ Advocate with landlord for building maintenance if renting; Connection to resources for home maintenance if homeowner</li> <li>○ Resolve disputes with landlords</li> <li>○ Foreclosure prevention</li> </ul> </li> <li>• The parent has demonstrated active commitment to their children’s success through active involvement in NAZ for a minimum of 3 months.</li> <li>• Housing goal is entered into NAZ Connect.</li> </ul>	<p>When a referral is made the process to respond to referral is initiated within 2-4 business days.</p>

(2)	<p>NAZ Housing Navigator uses intake data collection tools and processes <b>to gather background information</b> to:</p> <ul style="list-style-type: none"> <li>• <b>Determine which resource(s) would be the best for each family.</b></li> <li>• <b>Determine level of support the parent needs</b> from the Housing Navigator, other NAZ staff and/or partner agencies.</li> <li>• <b>Determine how to best support the parent and family.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Housing Navigator: <ul style="list-style-type: none"> <li>○ Performs a thorough review of NAZ Connect data for enrollment details, goals and case notes</li> <li>○ Performs an intake meeting to gather information such as income level, credit history, criminal history, rental history, household size, and time line</li> <li>○ Completes/updates the Housing, Finance, and Legal tabs in NAZ Connect during or immediately after meeting with parent</li> <li>○ Uses the Family Level of Need tool to quantify level of need and appropriate intensity of support</li> <li>○ Follows the Family Level of Need established decision-making framework</li> </ul> </li> <li>• NAZ Connect is populated w/ necessary measures/tools.</li> </ul>	Upon referral
(3)	<p>In line with identified level and type of support needed, the NAZ Housing Navigator partners with a family to determine an appropriate opportunity or intervention.</p>	<ul style="list-style-type: none"> <li>• Provide information about available resources the family is eligible for, and plan with family to access those resources.</li> <li>• Provide coaching and support for optimal housing decision-making.</li> <li>• Consult with other NAZ Whole Family Support Navigator(s) when needed.</li> <li>• Send referral(s) to opportunities for increasing readiness, obtaining housing, or maintaining housing.</li> </ul>	As needed
(4)	<p>NAZ Housing Navigators and Partners embed personal empowerment and motivational interviewing strategies in their work with NAZ families.</p>	<ul style="list-style-type: none"> <li>• NAZ Housing Navigators and Partners have been trained in Empowerment Principles.</li> <li>• NAZ Housing Navigators and Partners have been trained in Motivational Interviewing.</li> </ul>	Ongoing
(5)	<p>Throughout the navigation process, NAZ Staff and Partners discuss with families the role of stable housing in the academic success of their scholars.</p>	<ul style="list-style-type: none"> <li>• NAZ Staff and Partners have been trained in how to discuss the impact of housing stability on academic success.</li> </ul>	Ongoing

### [3] Obtaining Stable Housing

	Essential Active Ingredient	Necessary Conditions	Frequency (Dosage)
(1)	NAZ Housing Partners provide readiness opportunities as needed to lay the foundation for families' future stability.	<ul style="list-style-type: none"> <li>• Partners have sufficient capacity to provide readiness opportunities.</li> <li>• Partners give high priority to supporting NAZ families when possible.</li> <li>• Partner organizations maintain up-to-date information about readiness opportunities in NAZ Connect.</li> <li>• Good communication links between Housing Navigator/Liaison and Housing Partners.</li> <li>• Readiness opportunities include:               <ul style="list-style-type: none"> <li>○ NAZ Family Academy: Foundations</li> <li>○ Tenant training</li> <li>○ Contract for deed counseling &amp; education</li> <li>○ Legal support to resolve barriers to successful rental application</li> <li>○ Home-buyer education</li> </ul> </li> </ul>	When family is referred to the C/F Navigator or Housing Partner follow-up contact is made within 2-4 business days.
(2)	The NAZ Housing Navigator makes referrals to the Career and Finance Navigator to provide resources to NAZ families to move along the housing continuum.	<ul style="list-style-type: none"> <li>• The Career and Finance Navigator and Partners assist NAZ families with credit building, credit repair, income generation, budgeting and building savings, down payment assistance and other supports for rental- and mortgage-readiness.</li> </ul>	As needed; ongoing
(3)	NAZ Housing Navigator and Partners assist parents with accessing financial resources to make stable housing affordable.	<ul style="list-style-type: none"> <li>• Sufficient financial resources are available for NAZ families</li> <li>• NAZ considers the long-term affordability and stability of housing opportunities when disbursing financial resources.</li> <li>• NAZ leverages Housing Financial Resources to connect families in a partnership with the Career and Finance Navigator and/or Partners</li> </ul>	As needed

(4)	NAZ Navigator partners with families to determine housing opportunities that fit their level of readiness, and identified housing goal, and advocates on behalf of families as needed to facilitate access to quality, stable housing.	<ul style="list-style-type: none"> <li>• Partner organizations maintain up-to-date information regarding partner profiles and contacts.</li> <li>• Housing partners are working towards ensuring that sufficient housing stock exists in and adjacent to the Zone in the all of the following categories: <ul style="list-style-type: none"> <li>○ Subsidized housing</li> <li>○ Below-Market Rate housing</li> <li>○ Fair –Market Rate housing</li> <li>○ Homeownership</li> </ul> </li> <li>• Partners give high priority to supporting NAZ families when possible.</li> </ul>	Ongoing; as needed
(5)	To encourage the belief that homeownership is a possibility, NAZ Staff, in conjunction with Partner Agencies offer various opportunities with all NAZ families to increase exposure to homeownership opportunities.	<ul style="list-style-type: none"> <li>• Partner organizations maintain up-to-date information about homeownership opportunities in NAZ Connect.</li> <li>• Families with established homeownership goals are partnered together with homeownership partners.</li> <li>• NAZ hosts sessions to get families ready for homeownership.</li> </ul>	Ongoing  2 x year

### [3.2] Increasing the Quantity of Quality Housing Stock Available to NAZ Families

	Essential Active Ingredient	Necessary Conditions	Frequency (Dosage)
(1)	NAZ and Housing Action team collaborate to transform existing uninhabitable vacant housing stock in and adjacent to the Zone into livable and affordable units accessible to NAZ families.	<ul style="list-style-type: none"> <li>• NAZ and Housing Action Team support capacity of housing partners to rehabilitate uninhabitable housing stock through advocacy for resource allocation and political and community support.</li> <li>• Once operational, partners give high priority to supporting NAZ families when possible.</li> </ul>	Ongoing
(2)	NAZ and Housing Action Team collaborate to create opportunities for the construction of new quality, accessible housing stock in and adjacent to the Zone.	<ul style="list-style-type: none"> <li>• NAZ and Housing Action Team support capacity of housing partners to generate new construction through advocacy for resource allocation and political and community support.</li> <li>• Once operational, partners give high priority to supporting NAZ families when possible.</li> </ul>	Ongoing

(3)	NAZ and Housing Action Team build a network of private landlords operating in and adjacent to the Zone to facilitate and expand NAZ families' access to quality housing.	<ul style="list-style-type: none"> <li>• NAZ and Housing Action Team develop strategy for engaging with quality private landlords to encourage them to rent to NAZ families, especially families with prior housing challenges.</li> <li>• NAZ and Housing Action Team develop strategy for engaging landlords operating in and adjacent to the Zone and the City of Minneapolis to improve accountability for substandard housing practices.</li> </ul>	Ongoing
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#### [4] Maintaining Stable Housing

	Essential Active Ingredient	Necessary Conditions	Frequency (Dosage)
(1)	Acting upon their commitment to NAZ, housing partners collaborate with NAZ families to create a home environment conducive to learning.	<ul style="list-style-type: none"> <li>• Opportunities focused on creating a home environment conducive to learning include: <ul style="list-style-type: none"> <li>○ Removal of lead paint</li> <li>○ Extermination of pests</li> <li>○ Assistance for natural disaster damage repair.</li> <li>○ Necessary repairs</li> <li>○ Facilitation of healthy communities and neighbor relations</li> <li>○ Close communication with NAZ staff regarding relevant family strengths and needs</li> </ul> </li> <li>• This EAI applies only to Housing Partners for which home maintenance and improvement is part of their work scope and mission.</li> </ul>	When family specifies a need the process to respond to need is initiated within 2-4 business days.

(2)	When additional assistance is required, NAZ Housing Navigator partners with families to access resources to create a home environment conducive to learning.	<ul style="list-style-type: none"> <li>• Housing Navigator facilitates the creation of a home environment conducive to learning through: <ul style="list-style-type: none"> <li>○ Advocacy and referral to resources for removal of lead paint, extermination of pests, and necessary repairs.</li> <li>○ Referrals to assistance for natural disaster damage repair</li> <li>○ Referrals for a Healthy Homes assessment</li> <li>○ Support to request regulatory services inspection</li> <li>○ Referrals to resources to become current on utilities</li> <li>○ Referrals to furnish home</li> <li>○ Support to foster healthy communities and neighbor relations</li> </ul> </li> <li>• When landlords are unable to make necessary improvements for families, NAZ Staff support the family in moving to a new residence.</li> </ul>	When family specifies a need the process to respond to need is initiated within 2-4 business days.
(3)	The NAZ Housing Navigator and appropriate partners make referrals to relevant post-purchase training opportunities for homeowners.	<ul style="list-style-type: none"> <li>• Up-to-date information about training opportunities is maintained in NAZ Connect.</li> </ul>	As needed; ongoing
(4)	The NAZ Housing Navigator makes referrals to the Career and Finance Navigator to provide resources to NAZ families to ensure continued housing stability.	<ul style="list-style-type: none"> <li>• The Career and Finance Navigator and Partners assist NAZ families with income generation, budgeting and building savings, and other supports.</li> </ul>	As needed; ongoing
(5)	NAZ and appropriate housing partners collaborate to provide targeted supports and resources to families with a history of mobility and/or homelessness to facilitate stability.	<ul style="list-style-type: none"> <li>• Process exists to proactively identify historically mobile/long-term homeless families</li> <li>• NAZ and partner staff collaborates with families to develop and implement an achievement plan that supports on-going stable housing, including partnership with other areas of the NAZ ecosystem (i.e. Behavioral Health, Career and Finance, etc.)</li> </ul>	Ongoing



(6)	Housing Partners and the NAZ Navigator collaborate to provide the following supports to families when faced with challenges that may lead to a housing crisis.	<ul style="list-style-type: none"> <li>• Supports include: <ul style="list-style-type: none"> <li>○ Financial resources leveraged to connect families in a partnership with the Career &amp; Finance Navigator and/or Partners and disbursed with consideration to the long-term affordability and stability of the housing.</li> <li>○ Foreclosure prevention counseling and supports</li> <li>○ Close communication and timely cooperation between NAZ staff, housing partners, and NAZ families to identify and resolve issues of payment, neighbor relations, behavioral health and/or legal violations of the lease agreement.</li> </ul> </li> <li>• Sufficient supports and resources available to NAZ families, including financial resources.</li> </ul>	Ongoing; When a need is expressed a process to respond is initiated within 2-4 business days.
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**[5] Emergency Housing**

	<b>Essential Active Ingredient</b>	<b>Necessary Conditions</b>	<b>Frequency (Dosage)</b>
(1)	When families need immediate housing, Connectors support families as they navigate options for shelter.	<ul style="list-style-type: none"> <li>• Connectors have knowledge of the Hennepin County Shelter system and processes.</li> <li>• Connectors have knowledge of non-county shelter options.</li> <li>• Connectors are equipped to discuss alternate options if shelter vacancies are not available.</li> <li>• Connectors prepare family to meet with the Hennepin County Shelter Team or participate in other shelter intake process (i.e. preparation of necessary documents).</li> <li>• As needed, Connectors facilitate transportation</li> </ul>	As needed

(2)	NAZ staff have an active relationship with shelter staff to promote a culture of achievement for families while in shelter.	<ul style="list-style-type: none"> <li>• A process exists for identifying when a family is in shelter</li> <li>• NAZ staff actively seek relationships with shelters that serve NAZ families</li> <li>• Shelters maintain open lines of communication and collaboration with NAZ and Partner staff</li> <li>• Promotion of a culture of achievement could include: <ul style="list-style-type: none"> <li>○ Ensuring access to early childhood support</li> <li>○ Coordinating with scholar’s existing school</li> <li>○ Coordinating with extended learning opportunities</li> <li>○ Ensuring access to behavioral health support for parents and scholars</li> </ul> </li> </ul>	Quarterly
(3)	NAZ Staff support the family in securing housing on the Northside and making a strong transition back into permanent housing.	<ul style="list-style-type: none"> <li>• A process exists for identifying when a family is in shelter</li> <li>• NAZ staff actively seek relationships with shelters that serve NAZ families</li> <li>• Shelters maintain open lines of communication and collaboration with NAZ and Partner staff</li> <li>• NAZ Connectors and Housing Navigator are aware of the resources available to a family once in a given shelter, including participation in rapid exit.</li> </ul>	As needed
(4)	NAZ and housing partners collaborate to provide resources to make stable permanent housing on the Northside accessible to families preparing to transition out of shelter.	<ul style="list-style-type: none"> <li>• NAZ and the Housing Action Team provide targeted resources to families in shelter to support their <b>readiness</b> for permanent stable housing. Key areas to consider include prior evictions, criminal background, credit history, and financial readiness.</li> <li>• NAZ and the Housing Action Team provide targeted resources to families in shelter to support their <b>access</b> to affordable, healthy and stable housing.</li> <li>• Sufficient financial resources are available for NAZ families as they transition into permanent housing, which are disbursed to facilitate families’ connection and partnership with the Career and Finance Navigator and/or Partners.</li> </ul>	As needed
(5)	Once a family is housed, NAZ staff and appropriate housing partners collaborate with families to develop and implement an achievement plan that supports on-going stable housing, including alignment with NAZ career and finance strategies and other supportive resources as needed.	<ul style="list-style-type: none"> <li>• NAZ staff maintains close contact with the family as they transition out of shelter, in order to be as responsive as possible to their housing needs and issues.</li> <li>• If families move out of shelter to a neighborhood outside of the Northside, but specify a plan to obtain housing on the Northside, NAZ will support the plan.</li> </ul>	Ongoing

## [6] Communication, Coordination, & Alignment

Essential Active Ingredient		Necessary Conditions	Frequency (Dosage)
(1)	NAZ staff and Partner staff <b>participate in ongoing communication</b> to ensure best possible service to families.	<ul style="list-style-type: none"> <li>• Use of NAZ Connect to document successes and challenges</li> <li>• Partner agencies designate staff member to serve as NAZ contact person and keep NAZ Connect Partner Profile up to date.</li> <li>• NAZ Housing Navigator makes periodic (at least yearly) in-person visits to Partner agencies to foster positive relationships and build alignment between NAZ and Partners.</li> </ul>	Direct communication between Partner and NAZ occurs at least quarterly, with a higher frequency as needed.
(2)	NAZ Housing Staff participate in on-going communication with NAZ staff in other areas, including with Connectors and other system navigators.	<ul style="list-style-type: none"> <li>• Use of NAZ Connect to facilitate communication.</li> <li>• NAZ housing staff partner with other NAZ staff to explore potential behavioral health concerns as needed.</li> </ul>	As needed
(3)	NAZ, the Housing Action Team and the Career and Finance Action Team develop pathways to engage families accessing the Housing Solution in the Career and Finance Solution so that these families can use an increase in economic stability as a tool for increased housing stability and movement along the housing continuum.	<p>NAZ, the Housing Action Team and the Career and Finance Action Team consider the following four entry points for a connection to career and finance support:</p> <ul style="list-style-type: none"> <li>• Families that access NAZ financial resources</li> <li>• Families with constrained housing options/choices due to their finances</li> <li>• Families with a history of high mobility or homelessness</li> <li>• Families with a long-term goal of homeownership</li> </ul>	Housing Navigator makes connection to C/F as one of the four entry points documented