



Results NAZ: Housing

F E B R U A R Y 2 0 1 6

Prepared by:

Sarah Gehrig
Merone Melekin
Ellen Shelton

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Key findings

EAI implementation overview

- Based on three staff members' ratings, 48 percent of the Housing Solution Plan is in full implementation, 43 percent is in initial implementation, and 10 percent is on hold.
- The role of the Housing Navigator is reported, by staff and parents, as highly effective.
- Shortage of quality housing stock in the Zone is a significant challenge.

Housing Navigation and goal setting

- 352 families had an active housing goal, and 33 percent (116 families) completed at least one goal or goal step.
- The housing goal most frequently active for families was "stabilize rental housing," and the housing goal most frequently completed (in whole or in part) was "create a home environment conducive to learning."
- Families who had five or more visits with both a Connector and Housing Navigator during FY2015 were more likely to complete housing goals than those who met less frequently with either, or with a Connector alone.
- 199 families were engaged in Housing Navigation during FY2015, and completed an average of 1.2 Housing-related goals or steps during the year, compared to an average of 0.1 for families not in Housing Navigation.
- Participation in Foundations and other Family Academy was relatively low among housing families, and did not lead to higher rates of housing goal or goal step completion.

Increasing the quantity of quality housing stock

- NAZ and the Housing Action team are building relationships with private landlords and new housing projects, but there is insufficient funding available to acquire property and bring it up to code, and the current political climate is not conducive to building new affordable housing in the Zone.
- NAZ has built a network of 48 private landlords in the Zone, of whom about half are in "good standing" as landlords that NAZ would recommend to families, and NAZ staff actively counsel families toward higher-quality landlords.

Maintaining stable housing

- 102 families were stabilized a total of 126 times during FY2015.
- Detailed housing movement data are available for 43 families; these families moved between one and four times each, with an average of 1.4 moves per family, and a total of 60 moves.
- On average, families with any stabilization history moved 0.8 times per year before being stabilized, and 0.6 times per year after being stabilized, compared to an average of 0.3 moves per year for families that had never been stabilized.
- For scholars in Housing Navigation families during FY2015, average attendance during the 2014-15 school year was 89 percent compared to 93 percent for scholars whose families did not participate in Housing Navigation.

Emergency housing

- Most NAZ families are renting, but the next largest proportion of NAZ adults are staying with friends or relatives—18 percent of all adults in NAZ, and 17 percent of those whose families were active in Housing Navigation.
- 13 NAZ adults were in need of emergency housing, and were currently staying at an emergency shelter, hotel/ motel, or a place not intended for habitation.
- Of those engaged in Housing Navigation during FY2015, 41 percent of the 66 who had data available could be considered long-term homeless (without a permanent residence four or more times in the past three years).

Communication, coordination, and alignment

- Of the 199 families who received Housing Navigation during 2015, 62 families (31%) also received Career/Finance Navigation, and 12 families (14% also received Behavioral Health Navigation).
- Those receiving more than one kind of family support were more likely to complete at least one goal or goal step on average (43% of those with only Housing Navigation, 66% of those also receiving Career/Finance Navigation, and 68% of those receiving both of those and also Behavioral Health Navigation).

EAI implementation

NAZ tracks implementation of its “Essential Active Ingredients” (EAIs) approximately every six months. To outline the stages of implementation, Implementation Manager Jillian Kahn, Director of Community Engagement (Urban Homeworks) Shannon Jones, and Family Support Strategist Danyika Leonard rated each item of the implementation plan using the following scale:

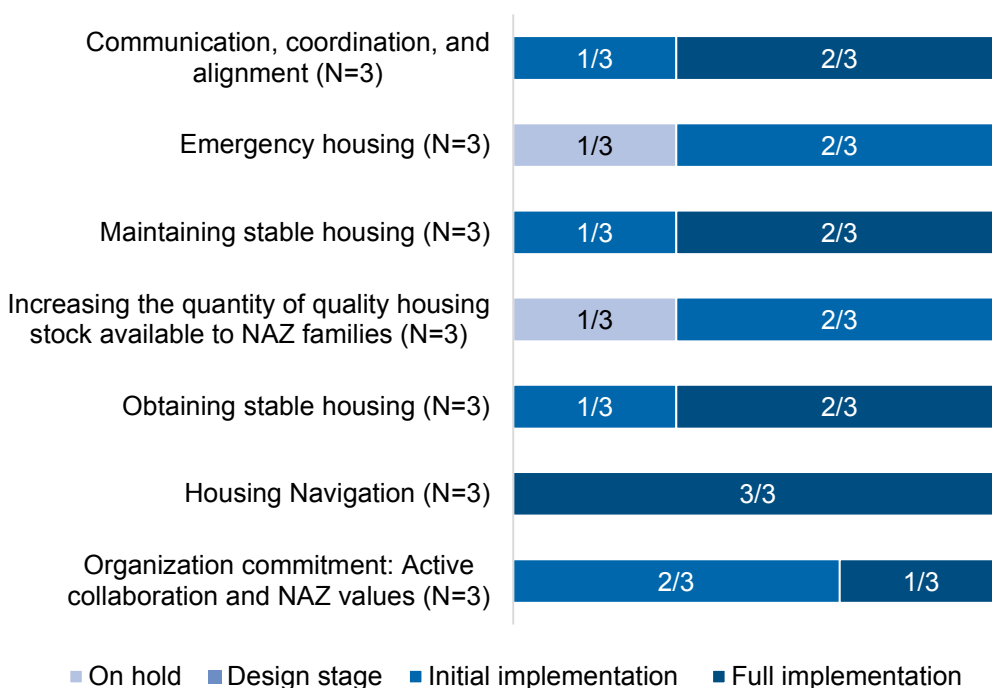
- ***On hold***: These activities are not actively being worked on.
- ***Design stage***: NAZ and its partners are in the process of designing and planning for implementation.
- ***Initial implementation***: NAZ and its partners are beginning to implement the EAI, but are not yet expecting to see significant outcomes.
- ***Full implementation***: NAZ and its partners are fully implementing all elements of the EAI with the expectation that outcomes are a reflection of how well scholars and families are responding to the intervention.

As of January 2016, 48 percent of the Housing Solution Plan is in full implementation, 43 percent is in initial implementation, and 10 percent is on hold. Breakdowns by Solution Plan area are shown in Figure 1.

- All three raters agreed that “Housing Navigation” is in full implementation.
- Two out of three raters agreed that “Communication, Coordination, and Alignment” and “Maintaining Stable Housing Stock” are in full implementation.
- Two out of three felt that “Emergency Housing” and “Increasing the Quantity of Quality Housing Stock Available for NAZ Families” are still in initial implementation

1. EAI implementation by Solution Plan area

Housing solution plan implementation ratings



Note: Ratings for each section are based on individuals' rating for that section, or, if an overall rating was not provided, the average rating of all items in the section. The overall Housing Solution Plan rating was derived from the sum of individual solution area ratings.

Findings

According to the average ratings of all three raters:

- 48% of the overall Housing Solution Plan is in full implementation.
- 91% of the Housing Solution Plan is in initial or full implementation.
- All Housing Solution Plan sections are on hold, in initial implementation, or full implementation (no items are currently in the design stage).
- Housing Navigation is in full implementation.
- One rater suggested that “Emergency Housing” (33%) and “Increasing the Quantity of Quality Housing Stock Available to NAZ Families” (33%) are currently on hold.

Findings about partnership and implementation

To further understand the stages of implementation and the dynamics of what helps or hinders its success, Family Supports Director Michelle Palo, Implementation Manager Jillian Kahn, Director of Community Engagement at Urban Homeworks Shannon Jones, and Family Support Strategist Danyika Leonard each participated in a short interview. The interview questions were designed based on the results from the implementation ratings. These findings address what is working well in the current implementation as well as the main current challenges to be addressed to move the work forward.

Key findings from interviews

Overall things going well:

- Within the past year, NAZ has increased alignment and collaborative actions between Housing and Career and Finance Navigation.
- The role of the Housing Navigator has consistently worked well. The Housing Navigators are equipped with resources and training in their toolkit to help families with wherever they are on the housing continuum.
- Navigators are an advocate when looking for housing property for families.
- Navigators have developed a network of landlords to refer families to.
- NAZ has encouraged the belief that homeownership is a possibility.

Overall challenges to moving the solution plan into full implementation:

- There is insufficient quality affordable housing stock for NAZ families in North Minneapolis.
- There is not a working relationship between NAZ Housing Navigators and the Hennepin County Shelter team or local shelters.
- NAZ does not have housing readiness opportunities for families receiving Housing Navigation.
- The Housing Action Team has not met consistently in a long time.

Next steps

- There is a need for empowerment training and Housing readiness opportunities for families receiving Housing Navigation.
- It is important to begin to develop ways to move from reactive solutions to proactive solutions.

The Appendix includes more detail about implementation successes and challenges for each section of the plan.

Housing Navigation

Housing Navigation is the process in which NAZ Housing Navigators support families in accomplishing their desired housing related goals. NAZ Housing Navigators identify housing support resources best suited for each family and determine the best opportunities and interventions to support the family.

Housing goal setting and completion

With respect to goal setting, during FY2015:

- 352 families had an active housing goal.
- 116 families completed at least one housing goal or goal step (33% of those with an active goal).

Of all 352 families with housing goals:

- 70 percent of families with a housing goal had one active goal; 24 percent had two goals, 5 percent had three goals, and about one percent had four or five goals set.
- Of those who completed a goal or goal step, most completed only one goal or step (41%), but some families completed as many as seven.

Figure 2 details goal setting and completion among families, as they relate to the primary housing-related goals.

2. Housing goal setting and completion among families, FY2015

	Number of families with active goals	Number with at least one completed step or goal	Percent with at least one completed step or goal	Number of goals and steps completed for goal
Stabilize rental housing	279	98	35%	187
Create a home environment conducive to learning	59	32	54%	50
Obtain homeownership opportunity	57	4	7%	5
Increase my ability to be ready to rent	39	4	10%	6
Stabilize mortgage foreclosure threat	3	1	33%	3
Other housing goals	33	3	9%	3
Total*	352	116	33%	254

* Sum of individual rows may exceed the total because of multiple goals or goal steps for some families.

Note: Counts exclude customized goals and goal steps (see data notes in Appendix).

Housing Navigation and housing-related visits

During FY2015:

- 237 families had a housing-related visit with any NAZ staff member.
- 199 families engaged in Housing Navigation.¹
- 102 families had at least one documented housing stabilization.
- 158 families received a Housing Navigation referral.

NAZ has begun recording Navigation referrals to better track the way families move through NAZ. Many families enter Navigation without a referral, so this data is imperfect, but still useful to track parent follow-through with Navigation.

Out of the 158 families with documented Housing Navigation referrals:

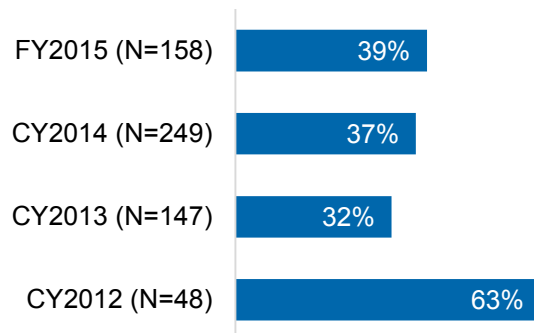
- 94 percent (148 families) had a documented housing-related visit with any NAZ staff member.
- 86 percent (136 families) had a documented visit with a Housing Navigator.
- 39 percent (62 families) had at least one documented stabilization.²

¹ In this report, “engaged in Housing Navigation” refers to families who had one or more visits with a Housing Navigator.

² Only 61 percent of the families stabilized during FY2015 had a housing referral.

The percent of referrals resulting in stabilization was about the same as was found during CY2014 (Figure 3).³

3. Percentage of families referred to housing who were stabilized, CY2012 to FY2015



Note that another interpretation of “housing referral” could relate to number of families stabilized out of the number engaged in Housing Navigation. Of all 199 families in Housing Navigation, 87 out of 199 (44%) were stabilized during FY2015, in addition to 15 families who were not engaged in Housing Navigation during the period.

During FY2015, 102 families were stabilized a total of 126 times, for an average of 1.2 stabilizations per family.

- Of the 102 families who were stabilized during FY2015, 82 percent (84 families) were stabilized once, 12 percent (12 families) were stabilized twice, and 11 percent (6 families) were stabilized three times.

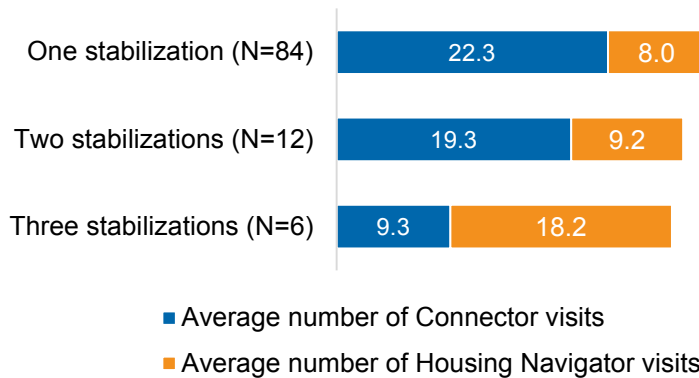
Figure 4 shows the average number of visits by number of stabilizations. Families that had at least one stabilization had an average of 22.3 visits with their Connector and 8.0 visits with their Housing Navigator.

- Regardless of the number of stabilizations, the average number of total Connector and Housing Navigator visits for stabilized families was close, between 27 and 30 visits for each group.
- Though the average total number of Connector and Housing Navigator visits decreases slightly as the number of stabilizations increases, Housing Navigators take on a greater portion of visits, particularly for families with three stabilizations.

³ There is an overlap of six months between CY2014 and FY2015. During 2015, NAZ changed its fiscal year to better align with schools’ academic years and the implementation of academic solutions. For this reason, this report reflects fiscal year 2015, while previous reports have reflected calendar years. See the Appendix for more information.

Note that these may be different kinds of stabilizations, but limited data on stabilization type prevent us from identifying which types of stabilizations may require more resources than others. More complete data are now being collected and will be available for future analyses.

4. Families' average number of Connector and Housing Navigator visits by number of stabilizations, FY2015



NAZ engagement and goal completion

NAZ hypothesizes that higher levels of engagement in NAZ will contribute to greater levels of goal and goal step completion.

Connector visits

Among families with any active Housing goal during FY2015:

- Families with 15 or more visits with their Connector were more likely to complete a housing goal or step than those who had fewer visits with their Connector.⁴
- On average, families with 15 or more Connector visits completed an average of 1.1 Housing-related goals or goal steps during the year, compared to an average of 0.6 for those with fewer visits.
- However, there is wide variation in the number of goals completed within both groups, so this difference should be interpreted with caution.

⁴ Statistically significant at the 1 percent level. Reflects 317 families with an active housing goal and at least one Connector visit during FY2015. There were 202 families with 1 to 14 Connector visits, and 115 with 15 or more visits.

Housing Navigation

Among families with any active Housing goal and any Housing Navigation visit during FY2015:

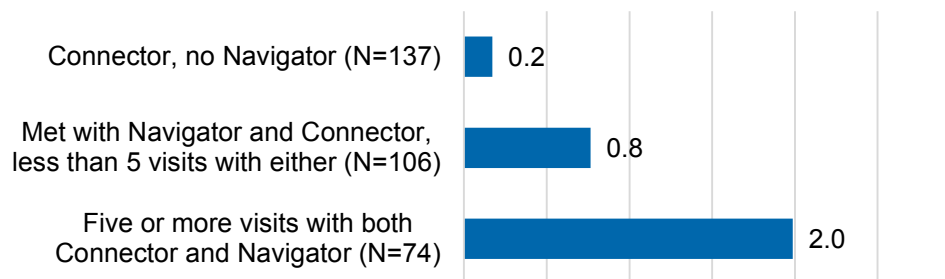
- Families in Housing Navigation completed an average of 1.2 Housing-related goals or goal steps, compared to 0.1 for families not in Housing Navigation.⁵
- However, participation in Navigation may imply a higher level of readiness or a more dire need to address a housing issue, so these results should be interpreted with caution.

Housing Navigation and Connector visits

NAZ hypothesizes that its layered approach—support from both the Connector and Housing Navigator—yields better results than an approach with either staff person alone.

Figure 5 shows that families who had five or more visits with both a Connector and Housing Navigator during FY2015 were more likely to complete housing goals than those who met less frequently with either.

5. Average number of housing goals or goal steps completed by number of visits with Housing Navigator and Connector, FY2015



Note: Differences are statistically significant at the one percent level. Six families had no documented Connector visits, but multiple visits (1 to 5) with a Housing Navigator—they completed an average of 0.5 housing goals or steps, but were omitted from Figure 5. There were also 29 families who had no Connector and no Housing Navigator visits; this group was also omitted from the graph. None of those 29 families completed any housing goals or steps during the year.

⁵ Statistically significant at the one percent level. Reflects a total of 352 families with housing goals, 166 of whom did not participate in Housing Navigation, and 186 of whom who did.

Family Academy participation

Rates of Family Academy participation were relatively low among families in the housing pipeline.⁶

- Of the 352 families with housing goals, 56 families (16%) have completed Foundations, and 96 families (27%) have completed any Family Academy program.
- Of the 199 families in Housing Navigation, 37 families (19%) have completed Foundations,⁷ and 68 families (34%) have completed any Family Academy program.

Participation in Foundations or a Family Academy program did not lead to higher rates of housing goal completion among families.⁸

Of families with housing goals:

- 33 percent of those who completed Foundations completed at least one housing step or goal, compared to 32 percent of those who did not complete Foundations.
- 36 percent of those who completed any Family Academy program completed at least one housing step or goal, compared to 32 percent who did not complete any Family Academy program.

Of families in Housing Navigation:

- 46 percent of those who completed Foundations completed at least one housing step, compared to 52 percent of those who did not complete Foundations.
- 50 percent of those who completed any Family Academy program completed at least one housing step or goal, compared to 51 percent of those who did not complete any Family Academy program.

Very few participants from the housing focus groups expressed knowledge or participation in Family Academy. However, some of those who had done so had high praise for it and said it was helpful for them in addressing their housing situations. Families shared an interest in having more educational programming for parents in the future.

⁶ In the future, NAZ would like to examine the relationship between Foundations and housing stability. However, due to low participation, we decided not to examine this for FY2015.

⁷ This participation rate is greater than the 9 percent participation rate University of Minnesota's CEED found in the March 2015 Housing report.

⁸ Differences between families who completed Foundations or Family Academy programs and those who did not were not statistically significant.

Increasing the quantity of quality housing stock

Three of the Housing Solution Plan sections are related to increasing the quantity of quality housing stock in the Zone. They are:

3.2.1 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.

3.2.2 NAZ and Housing Action Team collaborate to create opportunities for the construction of new quality, accessible housing stock in and adjacent to the Zone.

3.2.3 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.

Increase housing stock in the Zone

Prior assessment: At the March 2015 Results NAZ meeting, attendees discussed increasing the number of affordable units and stability supports to increase the stability rate. Key ideas included:

- Access to affordable housing – there is not enough in North Minneapolis.
- Low vacancy rate, low housing stock, poor condition.
- Open properties in North Minneapolis with three property owners that are not a good fit for families.

In response to these items, NAZ Action Teams engaged in meetings with the Minneapolis Public Housing Authority (MPHA) and the mayor's office.

Current status: In the EAI implementation survey of NAZ staff and partners, the “Increase the quantity of quality housing stock” category was rated to be in initial implementation. During the interview process, staff said:

- Members of the Housing Action Team are having conversations with the city and private landlords to purchase vacant housing stock and bring it up to code.

- NAZ and the Housing Action Team are making connections with new housing projects to support NAZ families (e.g., PPL is developing a new housing project).
- There is insufficient funding available to acquire property and bring it up to code. The time, effort and resources to acquire property are not available. NAZ wants to determine a sustainable way to develop and acquire property without depending on a small group of entities such as partners.
- The political climate is not conducive to building a large housing complex. There is a negative connotation associated with affordable housing. In order to increase housing stock, NAZ needs to lobby city council and other elected officials.
- Parents in the focus groups expressed frustration at the scarcity of affordable, quality housing on the Northside. Several of them reported they had been temporarily relocated to suburban housing, but want the opportunity to return to the Northside.

Partnerships with private landlords

In the EAI implementation survey, NAZ staff and partners rated 3.2.3 as an area in initial implementation. During the interview process, staff said:

- NAZ has built a network of 48 private landlords operating in and adjacent to the Zone. Nearly half are in positive standing.
- NAZ avoids, deters, or warns families about landlords in negative standing. NAZ commits to counseling families with landlords in negative standing.
- NAZ Navigators have developed a considerable number of relationships with landlords in order to enhance the positive partnership with NAZ and NAZ families. “When you know there are a number of landlords with units, you can consider that property a home for one of your families.”

During the focus groups, parents gave examples of how NAZ’s communications to families about landlords’ standing had helped them avoid potentially risky rental choices. However, they also reported that some landlords, upon becoming aware that a prospective tenant was a NAZ family, have raised their asking rent as a result, so the NAZ affiliation may not always work to the family’s advantage.

Maintaining stable housing

Figure 6 shows the housing situation for adults age 19 and older in NAZ. Most NAZ adults are renters (64%), and this proportion is higher among adults with families in Housing Navigation. About one in five NAZ adults (20%) could be considered homeless or near-homeless. This is explored further in the section on Emergency Housing.

6. Housing situation of NAZ adults

	All NAZ adults (N=636)	Adults in families with Housing Navigation (N=156)
Renter	64%	78%
Staying with friends or relatives*	18%	17%
Homeowner	14%	2%
Emergency shelter, hotel/motel, or place not intended for habitation*	2%	3%
Permanent supportive or long-term transitional housing	1%	1%

* Indicates categories considered homeless or near-homeless.

Movement by NAZ families

Detailed housing movement data are only available for 43 NAZ families, 70 percent of whom were engaged in FY2015 Housing Navigation.⁹ Since record keeping began:

- These families have moved between one and four times each, with an average of 1.4 moves per family, and a total of 60 moves.
- Only two of the records were identified as “current” housing for the tenants, which suggests most of the data entered into these fields is historical data.

Most of the time, families were housed with a private landlord, or a landlord not associated with NAZ. Though some data for private landlords is available, no patterns emerged. Four of the moves were into an Urban Homeworks arrangement, and one of the moves was into a Project for Pride in Living building. Eight moves were missing data in this field.

⁹ These “detailed movement” data differ from the data on “movement after stabilization” found earlier in the report. See the Appendix for more information. Of all 43 families for whom data were available, 30 families (70%) were engaged in Housing Navigation during FY2015.

Reasons for moving were available for 42 records. Most moves happened because families were evicted (33%), given notice to vacate (19%), the family was unsatisfied with the condition of the property (19%), or because families found a better opportunity (14%). Other reasons for moving included needing more space (two moves), the rent was not affordable (two moves), issues with the landlord (one move), and the family's foreclosure (one move).

In terms of housing prospects, most families said that their landlords would give a positive recommendation (53%), while 29 percent said their landlord would give them a negative recommendation, 12 percent said a neutral recommendation, and six percent—three families—said that this was “not applicable.”

Focus group participants expressed how the Housing Navigators have modeled for them and sometimes coached them on how to effectively communicate with landlords when looking for future housing.

Movement after stabilization

After stabilization, families who had been stabilized were less mobile than they were prior to stabilization. This analysis utilizes address and stabilization data from 2010 to September 1, 2015. These data differ from the “detailed movement” data used in the above analysis; refer to the Appendix for more information.

Address data were available for 749 NAZ-enrolled families. Of these, 565 families (75%) had never been stabilized, while 184 families (25%) had been stabilized. Families who had been stabilized were more likely to have participated in Housing Navigation during FY2015.

- Of all 749 families, 198 (26%) participated in Housing Navigation during FY2015.
- Of families who had been stabilized, 63 percent (115 families) participated in Housing Navigation during FY2015, compared to only 15 percent (83 families) who had never been stabilized.

Comparing families who had ever been stabilized with those who had not, families who had been stabilized at least once had a higher number of average moves per year.¹⁰

- For families who had never been stabilized, the average number of moves per year was 0.3.

¹⁰ Difference is statistically significant at the five percent level.

- For families who had experienced at least one stabilization at some point during their time with NAZ, the average number of moves per year was 0.7.

We compared moves per year before and after stabilization for the 184 families who had been stabilized. For these families, the average number of moves per year *after* their most recent stabilization was less than the average number of moves per year *prior* to their most recent stabilization.¹¹

- Prior to stabilization, families moved an average of 0.8 times per year.
- After stabilization, families moved an average of 0.6 times per year, which is a 25 percent reduction in average moves per year.

Though the average number of moves following stabilization (0.6) was higher than the average for NAZ families who had never been stabilized (0.3), the shift from 0.8 to 0.6 does represent a 25 percent reduction in moves.

We know that many NAZ families are stabilized multiple times, so for some families, their most recent stabilization will not be their last. This could contribute to a greater average number of moves among these families.

When comparing moves after stabilization to moves for families never stabilized, it is important to consider that amount of time following stabilization is shorter than the full period examined for families never stabilized. The average number of post-stabilization months for these families was 15.8 months, or about 1.3 years.

Attendance among scholars in the housing pipeline

Attendance among scholars in Housing Navigation families

Data show that scholars of families in Housing Navigation during FY2015 had lower 2014-15 attendance rates than those whose families were not in Housing Navigation, which understandably reflects their lower levels of household stability.

- For scholars in Housing Navigation families during FY2015, average attendance during the 2014-15 school year was 89 percent (N =253) compared to 93 percent (N =609) for scholars whose families did not participate in Housing Navigation.

¹¹ Difference is statistically significant at the five percent level.

- Scholars in Housing Navigation consistently struggle with attendance. Average attendance among scholars in Housing Navigation was similar to what was measured during academic year 2013-14.
- During 2013-14, the average attendance rate was 88 percent (N=249),¹² and during 2014-15, the average attendance rate was 89 percent (N=253).

Attendance among scholars in stabilized families

Stabilization may also have an impact on scholar attendance. Figure 7 shows the average attendance for scholars in unstable families, scholars who were successfully stabilized, and scholars who were in consistently stable families (definitions available in the Appendix). Scholars in families that were successfully stabilized had an average attendance of 92 percent, compared to scholars in unstable families, whose average attendance was 89 percent.¹³ The education community considers students with average attendance rates below 90 percent to be “chronically absent.”

These data suggest:

- The NAZ Housing team is serving scholars in high-need situations. Unstable families—those identified by NAZ as in need of housing support—have average attendance rates below 90 percent, which is the cut-off for “chronically absent.”
- Families that were “successfully stabilized” prior to June 2014—and had no additional stabilizations during the following school year and summer—attended school at a higher rate, which is statistically equivalent to those who had no identified stabilization need.

7. Scholar attendance by housing stabilization status, 2014-15

	Average attendance rate, 2014-15	N
Scholars in unstable families	89%	244
Scholars in successfully stabilized families	92%	100
Scholars in stable families	93%	518

Note: Examines stabilization surrounding 2014-15 school year, including a three-month “buffer period” before and after the school year, running through the end of August 2015. Definitions for each group are available in the Appendix. The difference between unstable families and stabilized or stable families is statistically significant at the ten percent level.

¹² Data analyzed by University of Minnesota CEED for March 2015 Housing Results NAZ report.

¹³ The difference between successfully stabilized families and unstable families was not statistically significant.

Focus group families expressed how instability in housing has had a negative impact on their children's emotional behavior and academic success. They described how their Connectors helped them develop and maintain a focus on the culture of academic achievement in the home, and they clearly articulated the importance they place on keeping this focus despite the housing challenges. Connectors have helped parents get connected to academic programming for their children.

Since we've been through NAZ we've been more self-sufficient. NAZ doesn't make me dependent on them. They give me the resources and help me navigate the system to get what I need and want to have a stable home and help my kids with their academics.

My first Connector was supportive in making me value education for my kids more and my kid in 10th grade is already accepted in a college.

If my kids have a stable home, they are ready to face what's coming at them. Where they have a home to come to and do homework and get a good meal and go to sleep in their bed and get a good night's rest. That makes a difference in how they face things in school – academics, attitude, behavior. It (stability) does play a part.

Attendance among scholars benefitting from housing funds

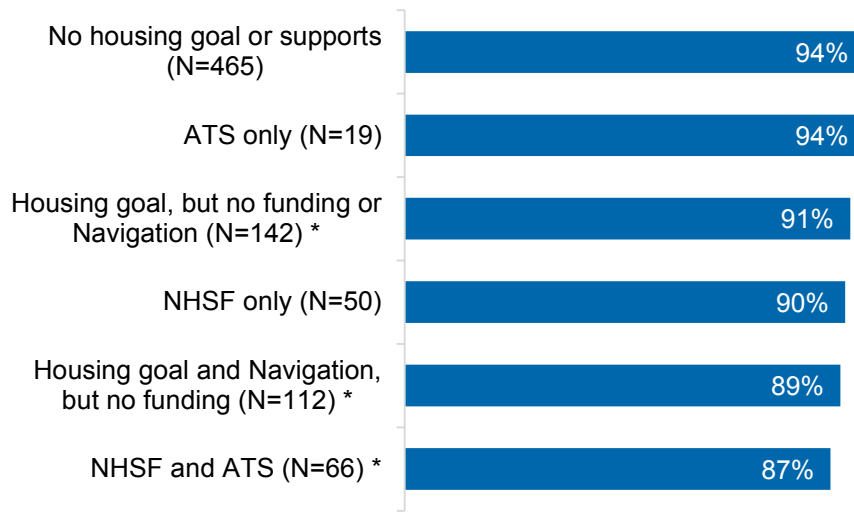
NAZ has two primary sources for housing funds: the NAZ Housing Stabilization Funds (NHSF) and Achievement Through Stabilization (ATS) funding.

Average attendance varies depending on scholars' family housing situation. Figure 8 shows the difference in average scholar attendance based on receipt of housing funds. These data confirm the belief that unstable housing has an adverse impact on scholars' attendance rates. Since most families began ATS funding during FY2015, we will have more effective means of measuring progress in this group next year.

Scholars who are assumed to be in relatively stable housing situations—those with no housing goals or supports—had an average attendance rate of 94 percent. Scholars in ATS-only households also had an attendance rate of 94 percent, but with a much smaller sample size (N=19), so these results should be interpreted with caution.

Scholars whose families received both NHSF and ATS funds during FY2015 had the lowest attendance rates in the group (87%), which makes sense if they have a higher level of need, which seems likely.

8. Scholar attendance by family participation in housing funds, FY2015



Asterisks note average attendance rates that are statistically different at the five percent level from the “no housing goal or supports” group.

Tenant training and foundations

As part of the “Obtaining Stable Housing” portion of the Housing Solution Plan, NAZ currently supports, or plans to support, programming for families in Housing in the following ways:

- NAZ Family Academy: Foundations
- Tenant training
- Contact for deed counseling and education
- Legal support to resolve barriers to successful rental application
- Homebuyer education

Currently, this programming has been limited to Foundations, which has a relatively low participation rate among families in the Housing pipeline (16% of families with a housing goal, and 19% of families in Housing Navigation, have completed Foundations). One of the components of tenant training is building relationships with landlords and neighbors.

- Interestingly, families getting help from Housing Navigators are more likely to think their relationships with their landlords do not need improvement (Figure 9). This may impact recruiting for training opportunities and content areas.

- Interest in improving these relationships is about the same among adults in Housing Navigation and adults not involved in Housing Navigation (Figure 9). To accommodate this, NAZ may want to offer new tenant training opportunities to all families, instead of just those in Housing Navigation.

9. Interactions with landlords and neighbors

	I would like to improve interactions with my landlord/owner.		I would like to develop a better relationship with my neighbors.	
	Adults NOT in Housing Navigation (N=124)	Adults in Housing Navigation (N=71)	Adults NOT in Housing Navigation (N=174)	Adults in Housing Navigation (N=81)
Yes	19%	20%	14%	11%
No	36%	21%	43%	48%
Does not need improvement	45%	59%	43%	41%

Emergency housing

Figure 6 (page 15) shows the housing situation for adults enrolled in NAZ and in Housing Navigation.

- After renting, the largest proportion of NAZ adults are staying with friends or relatives—18 percent of all adults in NAZ (117 of 636), and 17 percent of those whose families were active in Housing Navigation (26 of 156). Though not homeless by the federal definition, this group can be considered “near homeless.”
- Smaller percentages of adults were staying in emergency situations or more stable supportive or transitional housing arrangements. In total, 13 NAZ adults were in need of emergency housing, and were currently staying at an emergency shelter, hotel/motel, or a place not intended for habitation (an abandoned building, or outside).
- Of all NAZ adults for whom data are available, 34 percent (51 of 148)¹⁴ could be considered long-term homeless (without a permanent residence four or more times in the past three years).¹⁵ This percentage is higher among those who engaged in Housing Navigation during FY2015 (41%, or 27 out of 66).

According to the EAI survey of NAZ staff and partners, the “Emergency Housing” section of the Housing Solution Plan is currently in initial implementation. Staff and partners said:

- Connectors have basic knowledge of the Hennepin County Shelter system and alternative non-county shelters.
- Processes for transitioning and securing housing for families in shelters are happening with the same method as for other NAZ families seeking housing assistance.
- NAZ has not had the ability to create a system around Emergency Housing with Hennepin County and has not maximized the resources and programs available at the county level.

¹⁴ Note that the counts of “all NAZ adults” reflect only those with data available in this field. Some of these fields are newer or less frequently used, which is why counts are much lower than for all NAZ-enrolled adults.

¹⁵ The federal and state definitions of long-term homelessness include being homeless four or more times during the past three years or being without a permanent residence for a year or more during the current housing episode. Data are available for the latter portion of the definition, but may not be reliable due to missing data collection date data. Therefore, those data are omitted here.

Communication, coordination, and alignment

Housing pipeline

Understanding comparisons between NAZ adults engaged in Housing Navigation and those who are not can give us a better sense of the needs of the Housing Navigation group compared to other adults in NAZ. Comparing the two groups can also provide a sense of whether the “right” families are being referred.

Data for these fields are not entered consistently for all adults. Total numbers of respondents are included with percentages for clarity.¹⁶

Compared to adults in families who were not engaged in Housing Navigation during FY2015:

- Adults in families who participate in Housing Navigation were more likely to say they were not satisfied with their current housing circumstances and wanted to move: 72 of 127 adults (57%) of those in Housing Navigation vs. 135 of 276 adults (49%) of those not in Housing Navigation.
- Adults in Housing Navigation families were about equally likely to say they would like to improve their housing circumstances, but stay where they were: 20 of 127 adults (16%) of those in Housing Navigation, vs. 41 of 276 adults (15%) of those who were not.

Homeownership goals

Interest in planning for homeownership was similar among all adults in NAZ, regardless of participation in Housing Navigation.

In particular, interest in purchasing a home in the Zone was high: 94 percent of adults in NAZ (116 of 123) and Housing Navigation (48 of 51) said they would purchase a home in the Zone if they were presented with an affordable opportunity.

Likewise, adults’ interest in planning for homeownership was similar among adults enrolled in Housing Navigation and those who were not (Figure 10).

¹⁶ Any responses identified as “not applicable” are omitted from the total response count for each question.

10. Interest in planning for homeownership, by Housing Navigation status

	Adults NOT in Housing Navigation (N=204)	Adults in Housing Navigation (N=85)
I am interested in planning for home ownership.	61%	60%
I am not interested in home ownership at this time.	27%	27%
I have never thought about homeownership and don't know if I would qualify.	8%	5%
I have started planning for home ownership.	4%	8%

Intersection with Family Supports

NAZ's primary Family Support Solutions are Housing Navigation, Career/Finance Navigation,¹⁷ and Behavioral Health Navigation. Though not directly related to academic outcomes for youth, they are intended to stabilize families to support academic outcomes.

For all 837 NAZ-enrolled families,¹⁸ 24 percent (199 families) participated in Housing Navigation. This was the most frequently utilized Family Support area, followed by Career/Finance Navigation (10%, 86 families), and Behavioral Health Navigation (6%, 50 families).

Of the 199 families who received Housing Navigation during 2015:

- 31 percent (62 families) also received Career/Finance Navigation.
- 14 percent (27 families) also received Behavioral Health Navigation.

Of these 199 who received Housing Navigation:

- 61 percent (122 families) participated only in Housing Navigation.
- 25 percent (50 families) participated in Housing and Career/Finance Navigation, but no Behavioral Health Navigation.
- 8 percent (15 families) participated in Housing and Behavioral Health Navigation, but no Career/Finance Navigation.

¹⁷ These data are based on visits with Career and Finance Navigators. We cannot use these data to distinguish between work on career goals and finance goals.

¹⁸ See the "general information" section of the Appendix for additional information on how NAZ-enrolled families are defined in this report.

- 6 percent (12 families) participated in all three Family Support areas.

Families with both Housing and Career/Finance Navigation were more likely to complete Housing goals or goal steps than those with Housing Navigation alone (Figure 11).

11. Goal completion among families engaged in Family Support Navigation, FY2015

	Percent of families that completed at least one Housing goal or step	Average number of Housing goals or steps completed
Housing Navigation only (N=122)	43%	1.0*
Housing and Career/Finance Navigation only (N=50)	66%	1.6*
Housing and Behavioral Health Navigation only (N=15)	48%	0.8
Housing, Behavioral Health, and Career and Finance Navigation (N=12)	68%	1.8

Asterisks denote that the difference is statistically significant at the 10 percent level. No other differences in average number of goals or steps are statistically significant.

Financial resources for NAZ families

NAZ has two primary sources for housing funds: the NAZ Housing Stabilization Funds (NHSF) and Achievement Through Stabilization (ATS) funding.

During FY2015:

- 76 families received new NHSF funding.
- 36 families received new ATS funding.
- 45 families benefitted from active ATS funding.

Figure 12 shows the numbers of scholars, adults, and families impacted by each funding source. During FY2015, 87 families received ATS or NHSF funding. Of those, about half (48%) received NHSF funding only, 39 percent received both NHSF and ATS, and 13 percent received ATS funding only. In total, 267 scholars were impacted by these funds.

12. Impact by funding source, FY2015

	Scholars impacted	Adults impacted	Total families impacted	Total individuals impacted
ATS only	28	15	11	43
NHSF and ATS	118	48	34	166
NHSF only	121	57	42	178
Total impacted by funding	267	120	87	387
No funding, but active FY2015 housing goal	653	351	268	1004

Note: Reflects families who were impacted during FY2015, either by an active ATS funding stream or a NHSF resource request. Date of birth data are incomplete for many NAZ records. Because NAZ is a youth-centered organization, individuals missing dates of birth are assumed to be scholars. "Adults" are considered to be adults age 19 and older.

Families receiving funding were much more likely to complete a housing goal or goal step than those not receiving funding (Figure 13).

- Between 71 and 76 percent of families receiving either NHSF or ATS funding had completed a housing step or goal during FY2015, compared to only 36 percent of those with Navigation and a goal, but no funding.
- The average number of completed housing steps and goals was higher among funded families, ranging from 1.5 to 2.3, compared to 0.1 to 0.6 for the non-funding families.¹⁹
- Among families who did not receive funding, having a Housing Navigator made a difference to goal completion. Only 9 percent of families with a goal and no Housing Navigation completed a housing goal or goal step during FY2015, compared to 36 percent of those in Housing Navigation.

Considering the fact that several housing goals and steps are related to stabilizing housing, these data suggest NAZ is successfully engaging families who are receiving funding in data collection efforts and addressing problems.

¹⁹ These differences are statistically significant at the five percent level.

13. Goal step completion by funding source and engagement, FY2015

	Average number of housing steps/goals completed	Percent completing a housing step or goal	N
NHSF and ATS	2.3	76%	34
ATS only	1.5	73%	11
NHSF only	1.8	71%	42
Goal and Housing Navigation, but no funding	0.6	36%	107
Housing goal, but no funding or Housing Navigation	0.1	9%	163

Note: Eight families attended Housing Navigation during FY2015, but did not have an active goal; they are omitted from this set. Two families receiving NHSF and one family receiving ATS had no documented Housing Navigation visit during FY2015.

Appendix

General information

- Data were downloaded from NAZ Connect on September 1, 2015.
- Throughout the report, “FY2015” denotes activities that occurred during Fiscal Year 2015, between July 1, 2014 and June 30, 2015.
- There is an overlap of six months between CY2014 and FY2015. During 2015, NAZ changed its fiscal year to better align with schools’ academic years and the implementation of academic solutions. For this reason, this report reflects fiscal year 2015, while previous reports have reflected calendar years.
- All ages are calculated as of June 15, 2015, which is approximately the individual’s age at the end of the FY2015. This age was chosen as the “current” age to best align with goal setting that occurred during FY2015.

Families

- “Families” are defined as unique households in NAZ Connect; however, they may not reflect a typical family structure (e.g. a family may be made up of two scholars in ExL programs).
- Individuals missing Household IDs are counted as unique households.
- This report omits families whose deepest level of engagement with NAZ during FY2015 was an ExL program. For example, if a parent had been enrolled but was inactive during FY2015, and the scholar had participated in ExL during FY2015, the family was excluded from this dataset.
- All household-level data is aggregated across cases within a family for reporting using a variety of decision rules (e.g. earliest enrollment date, sum of goals completed, greatest level of engagement, etc.).

Attendance data

Scholar attendance data for FY2015 were collected from Minneapolis Public Schools, the Harvest Network, Ascension, Sojourner Truth, and KIPP. In this report, attendance data:

- Is reported only for scholars with a valid 2014-15 academic data consent.
- Excludes scholars who attended schools for only 50 days or less.
- If a scholar attended multiple schools during the school year, data reflect the school the child attended for the greatest number of days.

Group definitions for Figure 7: Scholar attendance by housing stabilization status, 2014-15, are:

- “Scholars in stable families” are those in families that have no history of stabilization before September 2015 and were not engaged in FY2015 Housing Navigation.
- “Successfully stabilized families” were stabilized before June 2014 and had no stabilizations between June 2014 and September 2015. They may have been engaged in FY2015 Housing Navigation; 24 percent of the scholars in this group belonged to families receiving Housing Navigation, which might be expected to receive ongoing support.
- “Unstable families” are those who were stabilized during the period between June 2014 and September 2015—likely impacting scholars’ attendance—or who received Housing Navigation during FY2015 but did not have any stabilization history. We assume that families stabilized during Summer 2015 were likely experiencing challenges during at least part of the school year, which would have impacted scholars’ attendance, and that scholars in families with Housing Navigation but no stabilization history were likely in need of help that impacted their attendance.

Stabilizations

For FY2015, a “stabilization” is defined as any “stabilization event” listed on the Housing Results subtab in NAZ Connect. This was the case for both this report and the FY2015 Dashboard. Prior to FY2015, NAZ used goal completion of stabilization-related goals to demonstrate this measure.

This definition of “stabilization” is the same that was used during the FY2015 Year-End Dashboard. That report cited 100 stabilizations compared to this report’s 102

stabilizations. Two additional families were included in this report due to a revision of the method for counting NAZ-enrolled families.

Movement data

“Detailed movement” data are found on the Housing History subtab in NAZ Connect. These are reported for all families, among which 70 percent were engaged in Housing Navigation.

“Movement after stabilization” data is an updated replication of a process used by University of Minnesota’s CEED during the last Housing Results NAZ in March 2015. These data use address updates in NAZ Connect as a proxy for household moves. These data are used because they are available for more cases than the “detailed movement” data. Some important data notes:

- These data represent moves, not the number of residences.
- The stabilization date was assumed to be the date of the family’s most recent stabilization, even if they have had multiple.
- “Move dates” are assumed to be the address “start date” identified in NAZ Connect. If a start date is missing, the date the address record was created was used as a proxy.

Data challenges

There is inherent bias in measures related to how often Connectors and Navigators meet with families. For example, parents who are more engaged are more likely to speak with their Connector or Navigator and report the completion of goals or outcomes.

It has come to our attention that NAZ staff often use “customized” goal steps as part of families’ goal plans, in Housing and in other areas as well. At the direction of NAZ, custom goal steps are not included in “goal and goal step completions” in this analysis. This may result in under-reporting the extent of progress made on housing goals, to an extent we are unable to estimate here. If customization continues to be an option, there should be further discussion about the implications for accurately tracking and describing progress.

Housing goal plan and goal steps

Goal	Steps
Complete Family Academy Foundations	Enroll in next available Family Academy Foundations to support my approach as a community resident
Build & maintain a positive & productive relationship with my landlord	Participate in and complete tenant empowerment opportunity
	Inform my landlord within 24-48 hours of needed repairs
	Inform my landlord within 10 days of changes in contact information (phone, email)
	Keep records of contact with my landlord (maintenance requests, receipts, texts, emails, letters)
	Seek support to negotiate with my landlord
Build & sustain positive relationships with my neighbors	Introduce myself to my immediate neighbors
	Identify and introduce myself to closest block leader in my community
	Attend an event on my block
	Attend my neighborhood association meetings
	Maintain quiet hours after 10pm
	Be proactive and positive in addressing any issues with my neighbors
	Build my conflict resolution & negotiation skills
Ensure I make my rent and utility payments	Access emergency funding
	Proactively and consistently communicate with my landlord regarding payments/payment plan
	Make payment toward outstanding rent balance
	Make this month's payment on time
	Set up automatic payment for rent
	Keep records of landlord contact (maintenance requests, receipts, texts, emails, letters)
	Meet with Career/Finance staff to set goals
Fully understand my lease and commit to my lease obligations	Maintain adequate upkeep of my property (unit and lawn) according to lease standards
	Inform my landlord within 24-48 hours of needed repairs
	Contact landlord regarding any changes in household (contact info, loss of income, composition, etc.)
	Abide by parking, smoking, pet, and guest policies, according to my lease
	Adhere to lease addendum requirements
	Notify NAZ housing team and/or landlord of any income changes within 10 days
	Respond to requests from my landlord and/or other members of my team in a timely manner

Goal	Steps
Seek ways to be a leader in my neighborhood (under Leadership)	Become a block leader in my neighborhood
	Host an event on my block
	Organize my neighbors to report a problem property
	Apply for open position on my neighborhood council or volunteer within my community
	Organize my neighbors to report criminal activity
Create household expectations to build a culture of achievement in my home	Attend ATS quarterly meeting
	Build my conflict resolution & negotiation skills
	Maintain quiet hours after 10pm
	Ask anyone living in or visiting our home to join me in building a culture of achievement
	Meet with Behavioral Health staff to set goals
	Create a safety plan

Focus group summaries

To further understand the Housing Navigation continuum and the resources families are receiving, 13 families participated in an hour and a half long focus group. The families were divided into two groups. Group One included NAZ families receiving Housing Navigation. Group Two included NAZ families receiving Navigation and NHSF or ATS supplemental funds. The following themes and findings address what is working well and some of the unmet challenges for families receiving housing supports.

Key findings from focus group one

Main themes

Housing and supports received

- Housing support identified as most helpful from NAZ, Connectors, or NAZ Programs (in descending order)
 - NAZ provided access to academic navigation. Children of parents in Housing Navigation participated in afterschool programs at Ascension and PCYC.
 - NAZ provided financial assistance during emergency situations.
 - NAZ provided access to Career and Finance Navigation. Participants attended Dress for Success.

- NAZ provided access to NAZ behavioral specialists.
- Assistance received from partner programs
 - Participants of NAZ received priority in housing on the Urban Homeworks waitlist.
 - Urban Homeworks guided housing recipients in POD Council Meetings (community/neighborhood meetings).
 - Urban Homeworks provided activities and financial assistance for activities for children and parents.
- Barriers to being financially stable
 - The cost of rent is too expensive.
 - Children’s behavioral health needs prevent parents from attending school.

Being a community member

- NAZ families put value in having a strong relationship with a Connector or someone who can direct them on how to be involved in the community.
- Families received assistance on how to be a good community member from partner programs; not from NAZ.

Academic Achievement

- Families had conversations about a culture of achievement with their Connectors
- Families consider a culture of achievement when thinking about housing. Families value stability and good schools for their children.

Key findings from focus group two

Main themes

Housing and supports received

- Housing support identified as most helpful from NAZ, Connectors, or NAZ Programs (in descending order)
 - NAZ Connectors have an open line of communication with families.

- NAZ provided quick responses during crisis situations.
- Urban Homeworks financial housing assistance subsidy
- NAZ participants received higher priority for low income housing.
- Assistance received from partner programs
 - Urban Homeworks provided financial housing assistance for a pregnant mother.
 - Emerge provided tax, credit and job readiness programming for families.
- Barriers to being financially stable
 - The income cut-offs in financial assistance programs (the value of lost benefits is more than the additional income).
 - The cost of rent is too expensive.

Being a community member

- NAZ Housing Partner, PPL, helped build a positive relationship and community with tenants.
- NAZ staff mentored families on how to communicate with landlords.

Academic Achievement

- Families had conversations about a culture of achievement and college preparation with their Connectors.
- Families had conversations with their Connectors about how stable housing affects their kids.
- Families consider a culture of achievement when thinking about housing. Families value stability and good schools for their children.
- “A stable environment creates a stable child. Scholars will be able to process more when you’re not stressed about where you’re going to sleep at night.”

Academic Achievement as it relates to applying for the ATS or NAZ Housing Stabilization Fund

- When applying for the grant, NAZ families and a Navigator go over a family's long term and short term goals, expectations from the program, and academic goals for their scholar(s).
 - The program provides supplemental support for rent.
 - Families receive assistance based on a scholar's need for academic support. The program ensures scholars have a stable environment in order to succeed academically. NAZ works closely with families to review scholars' test scores and goal completion.
 - One funding recipient saw positive results after receiving housing funds. The recipient stayed in stable housing for one year and saw her 7th grade scholar's grades improve.

Survey for both groups

Focus group participants also completed a short survey regarding their experience receiving housing assistance or funding from NAZ and its partners. Families receiving housing funds received a survey with additional questions about the housing fund application process. The following are key findings from the survey. Due to the small number of participants, no differences were evident between the two groups, except as noted in the last bullet below.

- Overall most of the participants moved 1-2 times in the last five years.
- Overall most of the participants said assistance/support from their Housing Navigator or Connector has been most helpful for helping stabilize housing.
- After accessing housing funds and resources, most of the participants rated that the housing met all their housing needs.
- Since accessing housing resources, all participants who had not received housing funds stayed in the same home. Since accessing housing funds, half of the participants who received housing funding moved to a different location.

Findings about partnership and implementation

To further understand the stages of implementation and the dynamics of what helps or hinders its success, Family Supports Director Michelle Palo, Implementation Manager

Jillian Kahn, Director of Community Engagement at Urban Homeworks Shannon Jones, and Family Support Strategist Danyika Leonard each participated in a short interview. The interview questions were designed based on the results from the implementation ratings. The responses were compiled and organized by overall key findings and individual item key findings. These findings address what is working well in the current implementation as well as the main current challenges to be addressed to move the work forward.

Key findings from interviews

Overall implementation

Overall things going well:

- Within the past year, NAZ has increased alignment and collaborative actions between Housing and Career and Finance Navigation.
- The role of the Housing Navigator has consistently worked well. The Housing Navigators are equipped with resources and training in their toolkit to help families with wherever they are on the housing continuum.
- Navigators are an advocate when looking for housing property for families.
- Navigators have developed a network of landlords to refer families to.
- NAZ has encouraged the belief that homeownership is a possibility.

Overall challenges to moving the solution plan into full implementation:

- There is insufficient quality affordable housing stock for NAZ families in North Minneapolis.
- There is not a working relationship between NAZ Housing Navigators and the Hennepin County Shelter team or local shelters.
- NAZ does not have housing readiness opportunities for families receiving Housing Navigation.
- The Housing Action Team has not met consistently in a long time.

Implementation of individual solution plan sections

1: Organization Commitment: Active Collaboration & NAZ Values

Things working well:

- Item 1.2 The Housing Action Team and co-manager at Urban Homeworks work well together. The Urban Homeworks co-manager makes every effort to be present at NAZ events. Urban Homeworks has a large productive space for co-located Housing Navigators. Urban Homeworks seeks out opportunities to bring trainings, new approaches, and ideas to the partner staff. NAZ has been open to their approaches.
- As of the last part of 2015, NAZ partner programs (PPL and Urban Homeworks) committed to leadership around embedding NAZ values and learning how to be more results-focused. NAZ desires to shift towards being more collaborative with partners.
- The relationship with Minneapolis Public Housing Authority (MPHA) has improved.

Biggest challenges to move into full implementation:

- The Housing Action Team is not actively meeting.
- The length of the planning process.

2: Housing Navigation

Things working well:

- Item 2.2 Navigators have a well-equipped toolkit to identify the level and type of support needed for families.
- Item 2.3 Navigators are very comfortable and confident in the navigation process and their knowledge of the housing market. Navigators know when to allow the families to lead in their own solutions.
- Item 2.4 NAZ has well-equipped Navigators who are capable and are well aware of all of the parts of their job. Navigators employ personal empowerment and motivational interviewing strategies.

Biggest challenge to move into full implementation:

- There is not one agreed-upon way to work with NAZ families across housing. It has not been established programmatically.

- Staff feel Housing Navigation is very reactive. Housing causes families to feel in crisis. NAZ and partners want to build a culture around proactivity.
- NAZ has not had an opportunity to implement readiness trainings for families (e.g., tenant empowerment curriculum, tenant success programs).
- Staff doesn't know who is trained in Motivational Interviewing. Staff does not know if training in Motivational Interviewing is an expectation.

3: Obtaining Stable Housing

Things working well:

- Item 3.2 In the last part of 2015, NAZ strengthened its pathway for families to have better financial opportunities through Career and Finance and Housing Navigation.
- Item 3.3 Housing Navigators are well equipped with a toolkit to assist families with accessing financial resources. NAZ is working on a project with PPL to make short-term housing available to families. NAZ is refining and augmenting the stabilization fund and ensuring it is available for families.
- Item 3.4 Housing Navigators and partners have a strong partnership. Partners have stretched their strategic planning to maximize further opportunities for NAZ families (e.g., PPL is creating a new building in the Zone to respond to the call for more below market rate housing).

Biggest challenge to move into full implementation:

- Item 3.1 NAZ does not have Housing readiness opportunities for families receiving Housing Navigation. NAZ has not had the capacity to move this item into implementation.
 - NAZ is currently having conversations around tenant trainings and customized Foundations for families receiving long-term housing subsidies.
- There is insufficient quality affordable housing stock for NAZ families.
- The 24 month subsidy for housing assistance is not long enough to move families along the housing continuum.

3.2: Increasing the quantity of quality housing stock available to NAZ families

Things working well:

- Item 3.2.1 Members of the Housing Action Team are having conversations with the city and private landlords to purchase vacant housing stock and bring it up to code.
- Item 3.2.2 NAZ and the Housing Action Team are making connections with new housing projects to support NAZ families.
- Item 3.2.3 NAZ built a network of 48 private landlords operating in and adjacent to the Zone. Nearly half are in positive standing. NAZ avoids, deters, or warns families about landlords in negative standing. NAZ commits to counseling families with landlords in negative standing.

Biggest challenge to move into full implementation:

- There is insufficient quality housing stock available in and adjacent to the Zone.
- The political climate is not conducive to building a large housing complex.
- There is insufficient funding available to acquire property and get it up to code.
 - NAZ wants to determine a sustainable way to develop and acquire property without it depending on a small group of entities such as partners.
 - NAZ wants to work with the City and MPHA to create affordable housing.

4: Maintaining Stable Housing

Things working well:

- Items 4.1 and 4.2 NAZ and partners have put effort into finding resources to help families create an environment conducive to learning (e.g., making referrals to resources and finding furniture).
- Item 4.4 Housing Navigators have improved the structure and procedure for connecting families with Career and Finance Navigation.
- Item 4.5 The alignment of NAZ and partners to collaborate to provide targeted supports for families is improving. NAZ is continuing to build connections between parts of the ecosystem.

Biggest challenge to move into full implementation:

- Item 4.3 NAZ has not had the capacity to produce readiness and post-purchase training opportunities for homeowners.
 - Families do not have a strong foundation in some of the skills needed to maintain housing.
- The financial support (24 month subsidy) is not long enough for families to build and prepare themselves for housing once the subsidy ends.
- There is insufficient below-market rate housing available for families on the Northside.

5: Emergency Housing

Things working well:

- Items 5.1 Connectors have basic knowledge of the Hennepin County Shelter system and alternative non-county shelters.
- Connectors facilitate transportation for families to shelters.
- Items 3-5 The process for transitioning and securing housing for families in shelters is happening, however, not with a different method than that of other families seeking housing assistance.

Biggest challenge to move into full implementation:

- Item 5.2 NAZ has not been able to actively seek relationships with shelters.
- NAZ does not have a process to track where families are located, if they are located in a shelter.
- NAZ has not had the ability to create a system for Emergency Housing with Hennepin County. NAZ has not maximized the resources and programs available at the County level.

6: Communication, coordination & alignment

Things working well:

- Item 6.1 Navigators and partners are keeping each other well-informed about resources and housing opportunities.

- Item 6.1 The co-location of NAZ staff at partner sites has contributed to the positive communication, coordination, and alignment.
- Item 6.2 NAZ Housing staff participate in ongoing communication with other NAZ staff. Housing Staff are refining and augmenting processes that already exist to improve communication, coordination, and alignment.

Biggest challenge to move into full implementation:

- Item 6.1 The use of NAZ Connect to document successes and challenges has not happened.
- Housing Navigators are not co-located at every partner site. The most involved partners have co-located Navigators.

Overall Solution Plan

What are the most important one or two things that need to happen in the next six months in order to move the action plan into full implementation?

- NAZ must develop empowerment training and Housing readiness opportunities for families receiving Housing Navigation.
- NAZ and partners must develop ways to move from reactive solutions to proactive solutions.

Who needs to take responsibility and what would it take to make that happen?

- NAZ would lead the programing for Housing readiness opportunities and would loop partners in.
- NAZ staff would connect with the Saint Paul Promise Neighborhood to learn about their strategies, successes, and challenges in housing.

Recommendations: Changes to the Solution Plan

- Add “Family increased their knowledge as a tenant” to the Solution Plan.
- Add post-ownership support strategies to the Solution Plan.