Business Plan

Northside Achievement Zone (NAZ)

FY 2015-FY 2022
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Introduction by Geoffrey Canada

Our nation can strengthen both our society and economy by creating communities where all our children—even poor children and children of color—can achieve the American dream; where success is the norm. The Harlem Children’s Zone (HCZ) has proven that success can happen on a large scale. Today 880 of our Harlem Children’s Zone kids—who no one thought could get into college—are in college and are on track to graduate. Many will return home to Harlem to live and work, where they will grow our economic base and be role models for their younger sisters, brothers, and neighbors.

At HCZ we have proven what works at every developmental stage of a child’s life, but the need is bigger than Harlem. It is time to take action all across this country—to build comprehensive, long-term supports for our most vulnerable children. This is why my organization helped to start and is a partner in the Promise Neighborhood Institute: to support organizations nationwide that are committed to getting real results for children and families.

The Northside Achievement Zone (NAZ) is doing just that. They are working with thousands of children in North Minneapolis—home to the second worst achievement gap in the country—so they can realize their full potential. NAZ is harnessing the power of multiple organizations working together, focused on the single, overarching goal of making sure kids are ready for college and career.

Today when I talk around the country about successful implementations of the Harlem Children’s Zone model, I always talk about NAZ. In the space of a few short years, they have made remarkable progress in closing the achievement gap. NAZ children are increasingly ready for kindergarten, perform better in reading and math, and have a clear vision of a future that includes college. NAZ has demonstrated that their approach pays dividends back to society—$6 for every $1 invested.

NAZ holds itself accountable for closing the achievement gap in North Minneapolis, not only for the sake of the individual children, but for the future prosperity of their community and state.

I hope you will join this vitally important work by aligning your funding and human capital in support of this movement to change the odds for thousands of disadvantaged children and break the cycle of generational poverty.

Sincerely,

Geoffrey Canada
President of Harlem Children’s Zone, Inc.
Executive Summary

An innovative strategy is turning things around in the toughest of neighborhoods. The NAZ geographic “Zone” of North Minneapolis is ground zero for the second worst achievement gap in the country, and is a designated racially concentrated area of poverty. This contiguous 13- by 18-block area accounts for a startlingly disproportionate amount of Minneapolis’ crime. Additionally, there are 5,500 children living in the Zone, single-parent families represent 51 percent of Northside households, and 25 percent of Zone students are homeless or highly mobile. Only one-third of children entering kindergarten are ready to learn. Fewer than a third of African American youth graduate from high school on time.

NAZ has a game-changing approach that is closing the achievement gap. NAZ is more than a program, we do whatever it takes to effectively support low-income children of color so that they will graduate from high school prepared for college. An investment in NAZ is an investment in the future of our region.

Here are the three mission-critical elements of our approach:

• **Families are the unit of change.** We target the hardest-to-reach parents who have not traditionally been involved with promoting academic success in the community and partner with them one-on-one. Today there are more than 740 families and 1,730 children enrolled in NAZ, and in 2015 we will reach full enrollment capacity of 1,000 families with 2,500 children annually—one-third of all families in the Zone. The success of these individuals is beginning to change the culture of the community.

• **We can surround each family with all the supports available.** Every community like the Northside has multiple agencies and organizations working to help, but each has limited reach on its own. NAZ has formalized collaborative partnerships with 44 agencies and schools that serve our community. Through these partnerships, we can help families with support in education, health, housing, jobs and more—whatever it takes to put their children on a track to academic success. It is the breadth, depth, and coordination of this collaboration that separates NAZ from earlier, well-intentioned efforts.

• **We are high-touch and high tech.** New digital technologies give us an advantage. NAZ tracks the progress of every family and every student at every touchpoint in the system. We continually review our data and make our outcomes public. This makes everyone accountable for results, and enables us to spot problems quickly and fix what’s not working.
Our approach is working. NAZ-enrolled families are making remarkable strides. NAZ children are showing early progress toward our long-term goals of 80 percent starting kindergarten prepared to learn, 70 percent proficient in reading and math, and 80 percent graduating from high school on time. Their families are stabilizing their housing, employment, and health. These early successes are already driving a culture change on the Northside.

Return on investment. A study just completed by Wilder Research demonstrates that each dollar invested in NAZ provides more than a $6 societal return.

The challenge. NAZ was awarded a federal Promise Neighborhood grant in late 2011. This grant provides $26M over five years as seed money to help us bring our work to full scale and build our integrated system of support. We have deployed an intensified fundraising strategy in anticipation of the end of our grant term in 2016.

Across all partners, we have already secured well over half of the funding needed to sustain an effective ecosystem of support for 1,000 families annually. With the end of our U.S. Department of Education Promise Neighborhood grant, we need to raise an additional:

- $5.6M annually to support the NAZ backbone organization to replace our federal grant
- $5.2M annually in aligned funds for partner programs (e.g. early childhood, after school and summer programs, housing)

We believe long-term sustainability will be built on the evidence of our effectiveness, both in personal terms for families and students and in economic terms for the community and society as a whole. Our experience tells us that the NAZ model is eminently scalable and transferrable to other communities.

NAZ is breaking new ground—ending multigenerational poverty through education and culture change. We are excited about the future of the Northside, and we are looking for investors. Details of our business plan are outlined in the following pages.
I. Unprecedented Change Underway in North Minneapolis

North Minneapolis is poised for remarkable transformation.

The challenges facing North Minneapolis are many—poverty, violence, and low academic achievement among them—and there has been no shortage of efforts over the years to address them. But today, something is different. Talk to parents in the neighborhood, and chances are you'll hear a story about their renewed sense of hope for their child’s future, for their own future, and for the future of the community.

But it’s more than just hope. What’s different today is NAZ’s unprecedented collaboration of 44 organizations and schools, and a growing roster of more than 740 families who are working together to transform a geographic “Zone” of North Minneapolis, using education to lift families out of multigenerational poverty.

And it’s more than just stories. While we have a long way to go, we have the data to prove unprecedented change is underway across the entire community.

II. Return on Investment Study: Significant Net Savings to Society

Wilder Research, the research arm of the Amherst H. Wilder Foundation and a national leader in nonprofit return on investment (ROI) evaluation, recently conducted an analysis of NAZ’s work. Using rigorous longitudinal evaluations of comparable programs, the study estimated the outcomes of the average NAZ participant with NAZ intervention versus without intervention, based on historical patterns. See the Wilder study at the-naz.org/results.

NAZ Yields More than 6X ROI

This analysis shows an expected social gain of about $200K in benefits for the average NAZ participant, with an average total cost of $33K for the support of that same participant over a five-year period.

“Closing the academic achievement gap is not just about what’s fair; it’s essential to preparing our future workforce and ensuring the economic health of our region. NAZ’s strong return on investment demonstrates that it has the potential to make a game-changing difference in reshaping outcomes on the north side of Minneapolis.” - Ken Powell, CEO of General Mills

“This is the kind of extraordinary return on investment, like that which was found in the nationally acclaimed HighScope Perry Preschool studies. This is well above the ROI of private investments.” - Art Rolnick, Economist
enrollment period—an ROI of $6.12 for every dollar invested. The social gains from NAZ total more than $16.7M in net benefits for every 100 participants. The biggest drivers for the ROI are increased lifetime earnings from educational attainment, improved health and reduced mortality, increased tax revenues, and savings in the justice system, the K-12 education system, and the public assistance and child welfare systems.

**Break-Even Point**

Another way to look at the ROI is to find the “break-even” point—the point at which the benefits to society are equal to the cost of NAZ. If a given participant graduates from high school, society will have received *full payback* on the cost of his or her time enrolled in NAZ. As NAZ children attend and graduate from college, live healthier lives, increase their lifetime earnings, and contribute as leaders in their community, *the benefit to society only increases.*

Because our collaboration drives more effective use of resources, investment in NAZ will actually be a *net cost savings* to society and the taxpayers of Minneapolis and Minnesota.

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### III. The Need for NAZ

The NAZ geographic Zone is home to an estimated 5,500 children, and is also the apex of poverty, violence, and low educational achievement in the region, and is a Racially Concentrated Area of Poverty.¹

**Odds are Stacked Against Jaquan**

The status quo for children like Jaquan who grow up in North Minneapolis is a life of glaring disparities. Along with more than half of the children in the community, he is a child of color growing up in a single-parent household² struggling with poverty.³ His mother may be having trouble finding a job—the unemployment gap among African Americans in Minnesota is the worst in the nation.⁴ Like a quarter of the children in our Zone, Jaquan may be facing homelessness or high mobility.⁵

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¹ In a Racially Concentrated Area of Poverty, more than half of residents are people of color and more than 40 percent live below the federal poverty line, according to the U.S. Dept. of Housing and Urban Development.
Academic Disparities
At school, he is up against the second worst achievement gap in the nation.\textsuperscript{vi} When he started kindergarten, only 25 percent of his classmates met literacy benchmarks, compared to 71 percent of the children in the Minneapolis Public School District as a whole.\textsuperscript{vii} Only 24 percent of his schoolmates are performing at grade level in math and only 28 percent in reading.\textsuperscript{viii} He may have more difficulty performing in school and be put on a track to low achievement because of underlying behavioral health issues and/or his school’s inability to provide the support he needs.

As an African American student, he has only a 36 percent chance of graduating from high school (51 percent for all students of all races living in the Zone)\textsuperscript{ix} and only a 21 percent chance of obtaining a bachelor’s degree.\textsuperscript{x} He has a 16 percent chance of developing a substance abuse problem.\textsuperscript{xi} This is not the future his family or his community wants for him.

Safety and Health Disparities
Jaquan’s mother hesitates to let him run down the block because of the high rates of neighborhood violence.\textsuperscript{xii} For young African Americans in Minneapolis, homicide is the leading cause of death.\textsuperscript{xiii}

He has one of the lowest life expectancies in the region, and like other people of color in the area, he is more likely to have had a low birth weight, and to suffer from childhood obesity and asthma,\textsuperscript{xiv} and diabetes as an adult.\textsuperscript{xv} Early, significant exposure to adversity and stress—such as that caused by exposure to crime and violence or by unstable home environments—can have lasting physiological impacts, leaving him with a higher lifetime risk of developing chronic diseases and mental and behavioral health problems.\textsuperscript{xvi}

Succeeding with NAZ
Now consider Jaquan’s life with the support of NAZ. He will jump ahead 1.5 grade levels each year, graduate from high school on time, and be prepared for success in college. As an adult, he will have higher earnings, and be less likely to have serious health issues, commit crimes, use drugs, suffer from depression, or use public assistance. We support his success with these goals:

**Long-term academic goals for all NAZ-enrolled children:**
1. Increase kindergarten readiness from 28 to 80 percent
2. Increase third grade reading proficiency from 16 to 70 percent
3. Increase eighth grade math proficiency from 28 to 70 percent
4. Increase high school graduation from 51 to 80 percent
Shifting Demographics Create Urgency
It’s estimated that by 2040, 40 percent of the Twin Cities population will be people of color.\textsuperscript{xvii} While the overall number of children in Minnesota remained steady over the last decade, we’ve seen dramatic increases in the number of children of color—including a 50 percent increase in African American children and a 61 percent increase in children of two or more races—with a decline in the number of white children.\textsuperscript{xviii} We need our children of color to succeed today so that we can meet the workforce needs of tomorrow.

Supporting Businesses with an Educated Workforce
Minnesota’s economy is highly dependent on a skilled workforce. The coming wave of retirees will create an unprecedented labor shortage of 100,000 workers by 2020.\textsuperscript{xx} In addition, an estimated 70 percent of Minnesota jobs will require some level of postsecondary education by 2018.\textsuperscript{xx} Many of our institutions of higher learning and leading employers already struggle to attract diverse students and employees to meet changing needs of the marketplace. As a consequence, businesses often undertake the costly work of recruiting—especially people of color—from elsewhere.

IV. The NAZ Model: Closing the Achievement Gap

The long-term goal that guides all our work is to achieve college readiness for every child, and ultimately end multigenerational poverty. Earning a postsecondary degree is the key to successful career in our modern economy. We engage both parents and children on a collage path. Their combined successes are beginning to transform the community.

Here’s how NAZ works:

1. \textit{We engage parents in the academic success of their children.} NAZ engages parents with trained family coaches from North Minneapolis who believe college is possible and support parents to raise successful children.
2. \textit{Our results-focused collaborative is building a system of success} that is comprehensive, coordinated, and data-driven. This includes:
   • Engaging children through an \textit{Education Pipeline} that provides high-quality learning experiences from birth through graduation (in school and out of school).
   • \textit{Whole-Family Support} to stabilize housing, support career growth, and address physical and behavioral health needs, so children go to school ready to learn.
3. \textit{We bring success to scale.} NAZ focuses on individual families, but works at a large scale in North Minneapolis to impact schools, partners, and the neighborhood.
How the NAZ Ecosystem Works for Family and Community-Wide Change

CLOSING THE ACHIEVEMENT GAP
Thousands of parents and children reach new levels of achievement leading to social and economic transformation

RESULTS FOCUSED COLLABORATIVE
Organizations and schools working together to support the same families

TWO-GENERATION APPROACH
NAZ parents get engaged and supported to put their children on a path to college

NAZ FAMILY COACH
Neighbor leaders who partner with parents to set and reach their goals

ACADEMIC ACHIEVEMENT GOALS
- Kindergarten readiness
- Third grade reading proficiency
- Eighth grade math proficiency
- Graduate college ready
A Two-Generation Approach: Engaging Parents and Children

Families are at the center of all of NAZ’s work. We believe that families must be full and equal partners in the work because they are the drivers of change in their own lives and in our community. Our two-generation approach means that we work with both children and their parents at the same time—because successful families support successful children.

Closing the Belief Gap
NAZ targets the hardest-to-reach families who have experienced multigenerational poverty and an egregious achievement gap. The result of these disparities is a “belief gap.” Through NAZ, parents and children are beginning to believe that college is possible.

Surrounding Families with a Team
NAZ families are surrounded by a team that supports them to reach their goals. Through this team approach, barriers that typically prevent success can be bridged. Team members include parents, NAZ staff, and staff from our partner organizations. Most NAZ staff are located onsite at partner schools, early learning centers, and other partner locations.

• Parents work with a NAZ family coach who is a person of color from North Minneapolis who helps parents build the skills needed to support their children’s academic success. Family coaches can reach parents because they have had similar life experiences.
• Students work one-on-one with an academic coach to create an academic goal plan.
• NAZ specialists support parents who have goals around early childhood education, housing stability, improving their career prospects, and/or living a healthier lifestyle
• The team includes staff from our partner organizations, such as teachers and social workers.

Students Set Goals
The academic success of our children is supported from birth through high school graduation with an unbroken ecosystem of best-practice supports. NAZ actively seeks out students who are most behind in school and partners them with a NAZ academic coach who is located in their school. Students create academic goal plans and get connected to extra supports, such as behavioral health counseling, mentors, and after-school and summer programs. Each of these supports builds toward our goal of every student making 1.5 years of academic growth per year.

Parents Set Goals
A parent that enrolls in NAZ will partner one-on-one with a family coach who helps them to define their goals, set realistic plans to accomplish them, and access resources and opportunities
from across our ecosystem. These goals support family stability and provide a pathway for parents to guide their children’s academic success. Examples include securing affordable housing, stabilizing mental health, graduating from parent education classes, training for a better career, and more.

**NAZ Parents are Becoming Community Leaders**
NAZ is more than a program, we offer a path to community transformation. Because of this, we see our parents as leaders. Today, parents are shifting from seeing themselves as perennial recipients of services, to leaders of a culture shift toward a college-going community on the Northside. We have already begun to see that our parents are empowered with a newfound belief that their children will succeed. They are making commitments to themselves and their neighborhoods in ways they haven’t in the past. They are starting block clubs, joining PTAs, advocating for change, and influencing other parents to join in.

**Two Families’ Journeys Through the NAZ Ecosystem**

**Allegra’s Family:**
**Young Children on a Path to Success**
When Allegra came to NAZ, she knew that she wanted a better life for her family. Thanks to scholarships secured through NAZ, she was able to enroll her three youngest children in La Crèche, a four-star-rated early learning center. Allegra also learned skills to support early learning for all her kids, including six-year-old Richard. Richard’s scores on the Beginning Kindergarten Assessment showed that he arrived at kindergarten ready to learn, and he is now on the A honor roll at Harvest Prep’s Mastery School.

Allegra is now focusing on her own education and pursuing her long-held dream of working in health care. Allegra was matched with a job counselor at EMERGE, completed Certified Nursing Assistant coursework, earned her license, and is in the process of searching for a job.

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2 Rated on a four-point scale by Parent Aware.
James’ Family: Stability Leads to Success

James’ family was struggling financially and moving every few months. Without a stable home, James’ academic performance suffered, and he showed up at kindergarten not ready to learn.

Then his mom Angela heard about NAZ. They were matched with a NAZ family coach who helped Angela build a goal plan with steps to make sure her kids would succeed in school. Angela started by signing a NAZ “College-Bound Commitment,” pledging that she would make supporting her children’s path to college a top priority.

In the past year, the family found an apartment with Urban Homeworaks through a Project for Pride in Living grant. Angela also graduated from NAZ Family Academy parent education classes, where she learned how to best support her children’s success in school. Today, Angela acts as a parent facilitator, co-leading a Family Academy class.

Angela’s efforts have shown a clear payoff in James’ academic progress. Thanks to a stable home and academic support, James is now on track in kindergarten and showing clear progress every day.
Results-Focused Partnerships: Building a System of Success

In order to accomplish our aggressive goals, NAZ and our partners are reengineering the way the nonprofit sector works to be fully accountable for outcomes.

Collaborative Model
NAZ was inspired by the Harlem Children’s Zone. However, while Harlem operates as a single organization, NAZ is a collaborative of 44 partners that operate as one effective ecosystem of organizations.

All NAZ partners have committed to hold each other accountable for achieving specific and measurable results for children and families, and to make improvements when things aren’t working until we get it right.

NAZ Connect: High-Tech Solution
In order to collaborate as a team with families and children across so many partners, a technology solution called NAZ Connect is used. NAZ Connect is a custom, online achievement planning\(^3\) and data collection system that is shared by all NAZ partner organizations. Families create a goal plan that is housed in NAZ Connect. Family goals and progress can be accessed by NAZ partner organizations to facilitate coordinated services across programs and in schools.

NAZ Connect is the engine that supports NAZ partner organizations to focus on achievement, using data to drive accountability for results. This tool is helping to revolutionize the way the nonprofit sector achieves results by capturing critical data and breaking down silos across sectors, organizations, and programs.

Continuous Improvement
NAZ and our partners are developing best-practices solutions to close the achievement gap. We follow a continuous improvement process to ensure these solutions keep getting better and better, and we use data to guide our work:

- NAZ and our partners follow the same best-practice strategies, called NAZ Solution Plans. These are evidence-based, peer-reviewed blueprints for each area of our work.
- “Results NAZ” is a regular convening of our partners and evaluators to review progress. These bi-monthly meetings are open to the public.
- We analyze data, review the results, and use this information to drive improvement.

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\(^3\) Achievement planning is the process families and their family coaches use to set family goals, identify and access resources needed to reach those goals, and track progress.
The data collected through NAZ Connect is the driver of our planning and evaluation system which facilitates continuous monitoring across partners and enables us to make adjustments in real time.

**NAZ Partners Drive our Ecosystem Approach**

Each of our partner organizations and schools provides one or more areas of support for our families.

Partners formally commit through a Memorandum of Understanding to maintain high expectations for youth, to use the NAZ Connect data system, and to give priority to enrolling NAZ families. Most importantly, they are part of NAZ’s evaluation and review process, holding themselves and other partners accountable to reach shared goals.

**Strong Backbone Organization**

The NAZ backbone organization provides the infrastructure for the collaborative efforts of:

- Forty family coaches, academic coaches, and specialists. Most work at one of our 15 partner locations: schools, early childhood centers, housing, health, and career and finance organizations.
- A data system and evaluation process, which is shared across partners.
- Staff supporting the backbone and building capacity in finance, development, and communication.

**Leadership Structure of the NAZ Collaborative**
Bringing Impact to Scale

NAZ has been rapidly scaling up our family enrollment. NAZ will be at full capacity by the end of 2015 with 1,000 families and 2,500 children enrolled. To close the achievement gap, we are focused on recruiting low income children of color who are most behind academically and not on a college trajectory. In addition, 98 percent of our families are people of color and 70 percent earn less than $19,000.

Family and Child Enrollment

[Bar chart showing enrollment numbers from 2012 to 2015 & Beyond]

Family Enrollment by Race

[Pie chart showing race distribution]

Family Income

[Pie chart showing income distribution]

Excludes demographic data for 13% of individuals who were undetermined.
Multiplying Community Impact
The impact of NAZ will be felt far beyond our 1,000 families enrolled annually. As families reach a level of self-reliance where they no longer need support, they become “NAZ alumni.” Many will take on roles as community leaders. As the number of alumni grows, the impact of NAZ will continue to compound in the community. By 2022, NAZ projects a total of 1,700 North Minneapolis families will either be actively engaged in NAZ or living in the community as members of the NAZ alumni network.

Mapping Impact Across North Minneapolis

Economic Growth in the Zone
We expect to see a modest increase in average income within our geographic Zone by 2022 because NAZ parents will be more likely to have a strong career path. Starting around 2035, we expect to see much larger income growth as NAZ children begin to graduate from college and return to the community to work. Due to the large scale of enrolled families, these shifts in income will work as a catalyst for the economic rebirth of North Minneapolis.
V. Results: NAZ is On Track to Achieve Goals

Clear Long-Term Academic Goals
While North Minneapolis currently languishes at the bottom quartile of most academic metrics, our vision is that Northside children will match or beat the performance of the rest of the region. Our academic goals are: increase kindergarten readiness to 80 percent; increase third grade reading proficiency to 70 percent; increase eighth grade math proficiency to 70 percent; increase high school graduation to 80 percent.

Reaching Academic Goals
NAZ is closing the achievement gap by engaging children who are furthest behind in school. Our rigorous data analysis shows that we have the formula right. Year after year, NAZ children are better prepared to start kindergarten. This growth continues through K-12, as they work to achieve 1.5 years growth each year. We are seeing consistent results, such as improved MCA scores at the elementary ages (MCAs are statewide standardized tests). In fact, MCA scores improve with length of enrollment in NAZ. We expect to see similar results with middle and high school students as we fully implement solutions with older children.
Whole-Family Results
When families are supported in the areas of housing, behavioral health and careers, children are able to focus on academic success.

In 2014, 92 families stabilized their housing, 125 parents and children received behavioral health support, and 126 parents set career goals.

Survey Results: A Shift in the Culture of our Community
NAZ is replacing the current “cradle-to-prison” pipeline that plagues North Minneapolis with an ecosystem that supports all of our children along a path to college.

To measure and track community change as it happens, we work with Wilder Research to conduct a survey of our Zone every two years. The latest survey revealed strong indications that a shift is underway:

- A growing number of residents know about NAZ and believe that our work will improve things for children and families within the neighborhood.4
- The rate among all families in the Zone who have children enrolled in childcare centers or preschools and in after-school activities has increased significantly.5

Overwhelmingly Positive Feedback from Families
Most importantly, it is the voices of our parents and children that tell us we are on track to achieving previously unimaginable change. Parents like Angela and Allegra tell us every day about their newfound belief and understanding of how to effectively drive a college path forward with their children. Students show a new commitment to learning, excitement at having a team of people who believe in them, and confidence in their future.

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4 Zone residents familiar with NAZ jumped from 20% in 2010 to 38% in 2013. Almost all respondents who were familiar with NAZ (94%) had a positive impression and felt NAZ would improve things for Zone families.
5 Use of early learning centers and preschools increased from 10 to 17 percent. In 2013, 42% of NAZ-enrolled families used early learning opportunities, compared to 14 percent of families not enrolled in NAZ. Children in the Zone were significantly more likely to be involved in after-school activities in 2013 compared to 2010. Furthermore, in 2013, NAZ-enrolled parents were more likely to say their child was in an after-school activity focused on schoolwork compared to non-NAZ enrolled families (89% vs. 71%).
VI. Replicable Community Change Strategy

NAZ is acting as an incubator to develop and test best-practice solutions that can be easily replicated by low-income communities across the country. Our solutions are designed to be replicated with ease—and thus have the potential to multiply NAZ’s positive impact exponentially.

NAZ is being held up as a statewide and national model for place-based community transformation. We are currently advocating for the expansion of similar initiatives throughout Minnesota. We have provided guidance to 47 aspiring organizations not only in MN and throughout the U.S. (i.e. Washington D.C, Florida, Nebraska, Oregon) but also in the United Kingdom. In addition, NAZ was recently invited by the White House to present our results-focused structure.
VII. What Funders Need to Know About the NAZ Fiscal Picture

Over the past decades, millions of dollars have been invested in North Minneapolis, yet the community remains one of the most distressed in the region. NAZ is proving that the way to get a better return on investment is to radically improve the way service organizations engage families, work together, and achieve lasting results.

**Sustainable Model**
From the moment NAZ was awarded a U.S. Department of Education Promise Neighborhood grant in late 2011, we began working together to explore options for maximizing the seed funding that this grant provided. This work was led by our Sustainability Task Force, which is comprised of leaders from business, government, nonprofit, and philanthropic sectors (see Sustainability Task Force member list in the appendix).

**Unique Funding Structure**
Traditionally, nonprofits are stand-alone organizations that provide a single type of support—and have a relatively straightforward funding structure. NAZ works differently because it is an entire ecosystem of support for families implemented by both the NAZ backbone and collaborative partners together. To clarify the funding picture, we separate NAZ into two relatively distinct business components: the NAZ backbone, and the NAZ partners.

**Cost of the Full NAZ Ecosystem of Supports**
This chart shows how the NAZ backbone and NAZ partners work together to provide 1,000 families and 2,500 children with an aligned and collaborative team. The NAZ backbone will need $7.6M annually and the NAZ partners will need $11.6M annually to support these families (note that $11.6M does not represent all partner budgets, just funds dedicated to the collaborative effort to support NAZ families. See a partner list in the appendix).
**Funding Needs for the NAZ Backbone Organization**

The NAZ backbone serves these core functions:

1. Provides critical supports to *parents* to raise their children successfully, including Family Academy parenting classes and one-on-one support of NAZ family coaches.
2. Provides whole-family support to help stabilize *families* so children can succeed.
3. Provides direct support to *students* through an education pipeline that is an integrated effort across NAZ education partners and schools.
4. Coordinates our collaborative of 44 *partners*, provides a data and evaluation system, and marketing and fund development support.

**Breakdown of the NAZ Backbone Costs**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent Engagement &amp; Education (Direct parent support via family coach, Family Academy classes)</td>
<td>$3.2M</td>
</tr>
<tr>
<td>Whole-Family Support implemented by NAZ (Housing, health, career &amp; finance direct parent support embedded into partner settings)</td>
<td>$0.6M</td>
</tr>
<tr>
<td>Education Pipeline supports implemented by NAZ (Early childhood, school-based, expanded learning coordination, and direct student support embedded into partner settings)</td>
<td>$1.6M</td>
</tr>
<tr>
<td>Partner coordination (Data, evaluation, marketing, fundraising)</td>
<td>$2.2M</td>
</tr>
</tbody>
</table>

**Total Annual Cost** $7.6M

Note: overhead costs are below 20% and will not exceed this amount.
The ongoing annual cost of the NAZ backbone is $7.6M. The following chart shows the revenue change for the NAZ backbone, demonstrating consistent growth year over year, balanced across funding sources. NAZ will operate at this funding level through 2022 with the anticipation that our individual donor base will grow along with the emergence of other government and philanthropic funding opportunities.

**Predicted Funding Mix for the NAZ Backbone as the Promise Neighborhood Grant Ends**

![Graph showing predicted funding mix for NAZ Backbone](chart.png)

*This chart represents both unrestricted revenue received and restricted revenue released in each year.*
Funding NAZ Partners: Shared Strategies

Our work with NAZ families is implemented together with our partners. In fact, most NAZ services are integrated right into partner settings, such as with NAZ staff located onsite at partners and schools. This makes defining an integrated funding picture between the NAZ backbone and NAZ partners necessary.

NAZ partners are building a full sustainability vision to drive shared development goals. For the first time in North Minneapolis, a comprehensive plan is ready for large-scale, cross-sector investment. Each of our partner organizations has their own identity, history, and funding streams—and has a strong grasp on the kind of funding support needed to implement our shared solutions.

There are Two Ways Funders Can Support NAZ Partners

1. Aligned Funding: a funder invests in NAZ solutions by providing resources directly to a partner organization to specifically support NAZ children and their families.

2. NAZ as Funding Pipeline: a funder invests in NAZ solutions by providing resources to NAZ, which then contracts with a partner organization to implement the work (i.e. after-school and summer Expanded Learning programs).
**Partner Cost Detail**
As the federal Promise Neighborhood grant expires, NAZ partners have additional funding needs to fully support 1,000 families and 2,500 children. In order to reach our aggressive goals, it is imperative that our partner organizations retain and grow their funding so they can provide robust services to NAZ families (see appendix for list of NAZ partners).

**Goal for Additional Funding—Growth & Gap:**
NAZ partner costs below include estimates based on growth required to meet our full need, and in some cases, funding to replace expiring grants.

**NAZ Partner Costs and Fundraising Goals**
Note: The $7.6M of NAZ backbone costs described in the chart on page 22 are not included in this chart. This only reflects the cost for partners to work with NAZ families in these areas through the coordinated ecosystem.

<table>
<thead>
<tr>
<th>Area</th>
<th>Total Cost</th>
<th>Current Funding Level at Partners</th>
<th>Goal for Additional Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education Pipeline</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Childhood</td>
<td>$3.8M</td>
<td>$2.0M</td>
<td>$1.8M</td>
</tr>
<tr>
<td>School-Based Support</td>
<td>$0.7M</td>
<td>$0.7M</td>
<td>-</td>
</tr>
<tr>
<td>After-School &amp; Summer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expanded Learning and Mentoring</td>
<td>$3.3M</td>
<td>$2.3M</td>
<td>$1.0M</td>
</tr>
<tr>
<td>College Support</td>
<td>$0.4M</td>
<td>$0.4M</td>
<td>-</td>
</tr>
<tr>
<td><strong>Whole-Family Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Behavioral Health</td>
<td>$0.3M</td>
<td>$0.0M</td>
<td>$0.3M</td>
</tr>
<tr>
<td>Housing Stability</td>
<td>$2.3M</td>
<td>$0.7M</td>
<td>$1.6M</td>
</tr>
<tr>
<td>Career &amp; Finance</td>
<td>$0.8M</td>
<td>$0.3M</td>
<td>$0.5M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$11.6M</td>
<td>$6.4M</td>
<td>$5.2M</td>
</tr>
</tbody>
</table>
How it Works Together

Below see detail of the full NAZ ecosystem costs, which includes the NAZ backbone’s direct service costs, as well as NAZ partner costs. See more information on the NAZ backbone costs and funding mix on pages 22 and 23.

**Parent Engagement & Education**
Goal: Engage over 1,000 parents in the academic success of their children.

Early Result: 77 percent of active participants in Family Academy parenting classes were proficient by the end of the session, compared with 24 percent of the control group.

![Parent Engagement & Education](image)

NAZ: $3.2M

**Early Childhood**
Goal: Support children ages 0-5 to be kindergarten ready, including spots for 300 three- and four-year-olds to attend high-quality early learning programs.

![Early Childhood](image)

NAZ: $0.3M

Partners: $3.8M

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner Cost</td>
<td>$3.8M</td>
</tr>
<tr>
<td>Current Partner Funding Level</td>
<td>$2.0M</td>
</tr>
<tr>
<td><strong>Funding Need</strong></td>
<td>$1.8M</td>
</tr>
<tr>
<td>Replacing Federal Scholarship*</td>
<td>$1.0M</td>
</tr>
<tr>
<td>Growth to meet need</td>
<td>$0.8M</td>
</tr>
</tbody>
</table>

*Funding for Early Childhood education has primarily been funded through Federal Race to the Top scholarship dollars. This funding expires in 2015.

Projected funding mix: The NAZ backbone and our partners are participating in public policy campaigns to generate necessary funding.

Early results: NAZ-enrolled children are more likely to be kindergarten ready than their peers (49 percent vs. 35 percent, measured by reading and math proficiency).
School-Based Supports
Goal: Accelerate learning through one-on-one academic support in schools through AmeriCorps and other “academic coach” roles.

<table>
<thead>
<tr>
<th>Partner Cost</th>
<th>$0.7M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Partner Funding</td>
<td>$0.7M</td>
</tr>
<tr>
<td>Additional Funding Need</td>
<td>-</td>
</tr>
</tbody>
</table>

Projected funding mix: NAZ is working with AmeriCorps to expand our partnership to meet this need.

Early results: 258 NAZ-enrolled children with the highest needs received one-on-one coaching from an academic coach in 2014.

After-School and Summer Expanded Learning (K-8 & High School)
Goal: Enroll 450 NAZ students in K-8 academic after-school and summer programs; support the academic success of 250 high school students; provide mentorship services.

<table>
<thead>
<tr>
<th>Partner Cost</th>
<th>$3.3M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Partner Funding Level</td>
<td>$2.3M</td>
</tr>
<tr>
<td>Additional Funding Need*</td>
<td>$1M</td>
</tr>
</tbody>
</table>

*Funding is needed because the federal Promise Neighborhood grant is ending.

Projected funding mix: Private philanthropy is the most likely funding source to maintain academic rigor at this level for more than 450 spots annually.

Early results: In a 2014 analysis of NAZ Minneapolis Public School students, those in at least one session of Expanded Learning are more likely to be at grade level in reading (17 percent vs. 11 percent) and math (26 percent vs. 19 percent).
College Supports
Goal: Support 100 NAZ college students annually as they transition into college with belief, knowledge, and experience to prepare them for success.

<table>
<thead>
<tr>
<th>Partner Cost</th>
<th>$0.4M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Partner Funding Level</td>
<td>$0.4M</td>
</tr>
<tr>
<td>Additional Funding Need</td>
<td>-</td>
</tr>
</tbody>
</table>

Health/Behavioral Health Supports
Goal: Support children and parents to more effectively access health and behavioral health services.

<table>
<thead>
<tr>
<th>Partner Cost</th>
<th>$0.3M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Partner Funding Level*</td>
<td>$0.0M</td>
</tr>
<tr>
<td>Additional Funding Need</td>
<td>$0.3M</td>
</tr>
</tbody>
</table>

*Funding projections do not include existing health system resources that are already providing services to NAZ families.

Projected funding mix: Primarily private philanthropy would be used to leverage insurance and public system resources to ensure access for NAZ families.

Early results: In 2014, 125 NAZ-enrolled children and parents were connected to behavioral health services.
Housing Stabilization
Goal: Stabilize 250 highly mobile families per year.

<table>
<thead>
<tr>
<th>Partner Cost</th>
<th>$2.3M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Partner Funding Level</td>
<td>$0.7M</td>
</tr>
<tr>
<td>Additional Funding Need</td>
<td>$1.6M</td>
</tr>
</tbody>
</table>

Projected funding mix: Public sources are the greatest capital investment as well as stabilization dollars. Innovative private investment opportunities have been developed by NAZ partners to capitalize the projects and create opportunities for private philanthropy to develop housing and stabilize households.

Early results: In 2014, nearly one-third of NAZ families who faced homelessness or high mobility were stably housed.

Career & Finance Supports
Goal: Provide NAZ families with career and finance coaching, in addition to existing resources (i.e. Minnesota Family Investment Program).

<table>
<thead>
<tr>
<th>Total cost</th>
<th>$0.8M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Partner Funding Level</td>
<td>$0.3M</td>
</tr>
<tr>
<td>Additional Funding Need</td>
<td>$0.5M</td>
</tr>
</tbody>
</table>

Projected funding mix: A combination of private philanthropy and existing public programs are available to fund career and finance efforts to catalyze pathways out of poverty.

Early results: In 2014, nearly 30 percent of adults receiving career support completed career pathway goals (120 adults received support).
**Take Action**

Funders financially support NAZ because we are not a *program, but an investment*. NAZ is a transformational effort that combines the strength of many programs, organizations, and individuals. Our work to close the achievement gap will not only benefit the children and families of North Minneapolis—it will increase the economic vitality of our entire region.

**What NAZ Needs from Funders to Support 1,000 Families with 2,500 Children**

1. Invest significantly in the NAZ backbone to close the gap created as our Promise Neighborhood federal grant comes to an end.
   - The NAZ backbone organization must raise an additional $5.6M annually to replace the federal Promise Neighborhood grant (total annual budget is $7.6M).

2. Align funding so that NAZ partners can support a growing number of enrolled children and families.
   - An additional $5.2M in aligned funds must flow to partner organizations to replace expiring funding and to expand the services to NAZ families (total annual combined budget is $11.6M).

In total, the NAZ collaboration seeks an additional $10.8M annually to close the achievement gap and generate population-level impact.
Appendix 1: NAZ Ecosystem Partners

Early Childhood

- Bright Water Montessori School
- Greater Minneapolis Crisis Nursery
- LaCreche Early Childhood Centers, Inc.
- Minneapolis Public Schools Early Childhood Education
- Minnesota Visiting Nurse Agency
- New Horizon Academy
- Northside Child Development Center
- Phyllis Wheatley Community Center
- The Family Partnership
- Think Small
- Way to Grow
- YWCA of Minneapolis

K-12 Schools

- Ascension Catholic School
- Elizabeth Hall International Elementary School (MPS)
- Harvest Preparatory School and Seed Academy
- KIPP North Star Academy
- Nellie Stone Johnson Elementary School (MPS)
- North Senior Academy (MPS)
- Patrick Henry High School (MPS)
- PYC Arts & Technology High School
- Sojourner Truth Academy Elementary School
Expanded Learning (ExL) and Mentoring

- AchieveMpls
- Big Brothers Big Sisters of the Greater Twin Cities
- Bolder Options
- Boys & Girls Club Patrick Henry Beacons
- Breakthrough Twin Cities
- College Possible
- Cookie Cart
- Juxtaposition Arts
- Kwanzaa 21st Century Academy
- Plymouth Christian Youth Center (PCYC)
- Project Success
- YMCA Nellie Stone Johnson Beacons

College

- Minneapolis Community and Technical College
- University of Minnesota

Health

- The Family Partnership
- Northpoint Health & Wellness Center
- Washburn Center for Children

Career & Finance

- Emerge Community Development
- Twin Cities RISE!

Housing

- Minneapolis Public Housing Authority
- Project for Pride in Living (PPL)
- Urban Homeworks
Appendix 2: NAZ Board of Directors

- **Deb Burke**, Senior Vice President, Government & Community Relations, U.S. Bank
- **Barbara Butts Williams***, Dean of Business, School of Business and Technology, Capella University, *Vice Chair*
- **Michael Ciresi**, Founding Partner, Ciresi Conlin L.L.P.
- **Kim Ellison**, Board Member, Minneapolis Public Schools
- **Frank Forsberg**, Senior Vice President, Systems Change and Innovation, Greater Twin Cities United Way, *Board Chair*
- **Karen Grabow**, Retired Senior Vice President, Business Development Services, Land O’Lakes
- **Betsy Hodges**, Mayor, City of Minneapolis
- **David Hough**, County Administrator, Hennepin County
- **Richard Johnson***, Retired County Administrator, Hennepin County
- **Peter Kellenberger**, Senior Vice President, JPMorgan Chase Commercial Banking, *Treasurer*
- **Karen Kelley-Ariwoola**, Chief External Relations Officer, Seed, Inc. and Harvest Network of Schools
- **Anne Long**, Executive Director, Plymouth Christian Youth Center
- **Eric Mahmoud**, President and CEO, Seed Academy and Harvest Preparatory School
- **Ann Masten**, Regents Professor, Institute of Child Development, University of Minnesota
- **John Mauriel**, Emeritus Professor, Carlson School of Management, University of Minnesota
- **Cora McCorvey**, Executive Director, Minneapolis Public Housing Authority
- **Patty Murphy**, Community Representative
- **Kim Nelson**, Senior Vice President, External Relations; President, General Mills Foundation, General Mills
- **Fr. Michael O’Connell**, Pastor, Church of the Ascension
- **Art Rolnick**, Co-Director, Human Capital Research Collaborative, University of Minnesota
- **R.T. Rybak**, Executive Director, Generation Next
- **Chad Schwitters**, Executive Director, Urban Homeworks
- **Brian Taylor**, Founding Partner & CEO, Pine River Capital Management

*Terms ending in 2015.
Appendix 3: NAZ Sustainability Task Force

- Kate Barr, Executive Director, Nonprofits Assistance Fund
- Bobby Jo Champion, Senator, Minnesota State Legislature
- Steve Cramer, President & Chief Executive Officer, Minneapolis Downtown Council
- Bryan Davis, Director, Government Affairs and Contracts, SupplyCore (NAZ Connect vendor)
- David Devine, Senior Finance Director, Northside Achievement Zone
- Robert Doty, Chief Operations Officer/Chief Financial Officer, Minneapolis Public Schools
- Frank Forsberg, Senior Vice President, Systems Change and Innovation, Greater Twin Cities United Way
- Nancy Gaschott, Independent Sustainability Planning Consultant
- Sarah Hernandez, Program Officer, Regions & Communities, McKnight Foundation
- Rex Holzemer, Assistant County Administrator for Human Services, Hennepin County
- Richard Johnson, Retired County Administrator, Hennepin County
- Karen Kelley-Ariwoola, Chief Officer of External Relations, Seed Inc. & Harvest Network of Schools
- Courtney Kiernat, Executive Director of Community Partnerships & Institutional Development, Minneapolis Public Schools
- Anne Long, Executive Director, Plymouth Christian Youth Center
- Michelle Martin, Chief Operating Officer, Northside Achievement Zone
- Michael McAfee, Director, Promise Neighborhood Institute
- Kim Nelson, Senior Vice President, External Relations; President of Foundation, General Mills
- Laurie Ohmann, Vice President of Community Partnerships, Catholic Charities
- Ryan Petersen, Development Director, Northside Achievement Zone
- Art Rolnick, Senior Fellow & Co-Director of the Human Capital Research Collaborative, Humphrey School of Public Affairs
- Sondra Samuels, Chief Executive Officer & President, Northside Achievement Zone
- Jay Stroebel, Deputy City Coordinator, City of Minneapolis
## Appendix 4: NAZ Ecosystem Supports

<table>
<thead>
<tr>
<th>Ecosystem Area</th>
<th>NAZ Backbone &amp; Anchor Partners</th>
<th>Impact in 2017 and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parent Engagement through Family Coach Role</strong></td>
<td>Implemented by NAZ backbone and integrated into partner school setting with co-located teams.</td>
<td>• 800 families annually actively working with a family coach</td>
</tr>
<tr>
<td><strong>Goal:</strong> To support parents in increasing their belief, intention, skills, and commitment to support their child’s academic development and successful path to college.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Family Academy Parenting Classes</strong></td>
<td>NAZ backbone implements curriculum that is integrated into partner early childhood and school settings.</td>
<td>• 200 parents attending classes each year, impacting an estimated 500 children</td>
</tr>
<tr>
<td><strong>Goal:</strong> To support parents in increasing the skills, behaviors, and knowledge to support their child’s school success.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Early Childhood**                          | NAZ backbone implements screening, coordination, and connection to early childhood services, and supports participation in needed services.        | • 450 children receive support services  
• 375 children receive early childhood screenings  
• 300 children enrolled in high-quality early learning centers |
| **Goal:** To support NAZ children, age 0-5 to be ready for K. | 12 Early Childhood partners provide screening, services, and high quality early learning, and participate in coordinated approach. |                                                                                           |
| **K-12 Schools**                             | NAZ and partner staff provide academic coaching and coordination in school setting.              | • Nearly 2,000 NAZ students participate in K-12 partner schools and coordinated effort  
• Of those, over 1,000 students receive academic coaching within school setting |
<p>| <strong>Goal:</strong> To ensure that all children have access to a high-quality school experience. | Partner schools embed coordinated support into school context and use best practices to improve academics. |                                                                                           |
| <strong>After-School and Summer Expanded Learning (K-8 and High School)</strong> | NAZ backbone connects students to programs and supports attendance. | • 450 K-8 students identified as needing academic support participate in Expanded Learning programs |</p>
<table>
<thead>
<tr>
<th>Grade-level attainment in math and reading, and embed college readiness skills and knowledge.</th>
<th>Partners implement Expanded Learning programs and participate in coordinated team approach.</th>
<th>• 250 NAZ high school students participate in high school programs</th>
</tr>
</thead>
</table>
| **Mentoring**  
*Goal:* To ensure that NAZ-enrolled children have a caring non-familial adult who supports the child in ways that promote healthy attitudes toward school, regular attendance, and a valuing of academic achievement. | NAZ identifies students for mentoring and supports follow-through.  
Mentoring partners match students and participate in coordinated team approach. | • 100 students matched with a mentor |
| **College Success**  
*Goal:* To ensure NAZ high school graduates enroll in and succeed in college. | NAZ facilitates cross-partner collaboration and drives program quality assurance and improvement process.  
College partners provide added support to NAZ college students to ensure success. | • 100 NAZ college students receive support |
| **Housing**  
*Goal:* To ensure that parents have stable, affordable, and safe housing so that their children can succeed academically. | NAZ connects families to housing stability supports and coordinates collaboration.  
Partners implement housing services with NAZ families and participate in coordinated approach. | • 250 families receive housing stability support |
| **Career & Finance**  
*Goal:* To ensure that parents have the economic ability to provide a healthy and financially stable home so that their children can succeed academically. | NAZ connects parents to career and financial support, and supports follow through with their individual goal plans.  
Partners implement career and finance services with NAZ parents and participate in coordinated approach. | • 250 parents receive career and finance support |
| Health/Behavioral Health | NAZ identifies health needs, embeds health preventions, and connects parents and children to services. Partners implement services with NAZ families, and they also support other NAZ partner organizations to implement preventative measures in their work with families. | • All 1,000 enrolled families benefit from health strategies embedded throughout NAZ’s ecosystem • 200 individuals receive direct behavioral health support |
End Notes


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vii “Report of academic achievement and educational engagement for Minneapolis Public School Students in the Northside
  Achievement Zone,” unpublished report prepared by Dr. David Heistad, Director, Minneapolis Public Schools, Research
  Evaluation, and Assessment, 2011.

viii Ibid.

ix “Report of academic achievement and educational engagement for Minneapolis Public School Students in the Northside
  Achievement Zone,” unpublished report prepared by Dr. David Heistad, Director, Minneapolis Public Schools, Research
  Evaluation, and Assessment, 2011.

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xix “Minnesota’s youth exodus spells trouble ahead for labor force,” Star Tribune, April 18, 2015

xx “Higher Education Partnerships for Prosperity: A Vision For a New Skills and Innovation Economy Through Collaborations
  Among Higher Education Institutions, Employers, and Regional Communities,” Itasca Project, 2012,
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