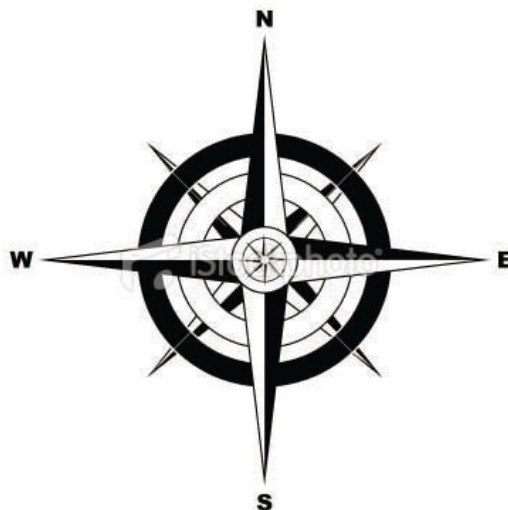


Housing and Employment Navigator Program Evaluation



June 2017

Marc Bolan
Sinan Demirel
Patricia Keenan

Marc Bolan Consulting
www.marcbolanconsulting.com
206 948-0923

Study Conducted Under WIF Grant Contract #IF-23252-12-60-A-53

***Marc Bolan Consulting** was contracted by Workforce Central Tacoma to carry out this evaluation. This product was funded under a grant with the U.S. Department of Labor’s Employment and Training Administration but does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to the information in this report, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.*

Marc Bolan Consulting is an independent research and evaluation firm based in Seattle – Marc Bolan Ph.D., principal. We work with a wide range of non-profit and community based organizations in planning, developing and implementing evaluation research studies in support of their programmatic efforts. For inquiries about this report please contact **Marc Bolan at (206) 948-0923 or marc@marcbolanconsulting.com**

We would like to acknowledge the wonderful and dedicated work of consultants Sinan Demirel, Patricia Keenan and Lynn Schnaiberg in the planning and management of the study, in the collection of data, in the communication with partners and stakeholders and in the analysis and reporting of the findings of the evaluation. We further acknowledge the crucial role of GeoEducation and Research (Bill Leon and Philip Lightstone) in developing a project database to maintain participant and activity data throughout the project implementation phase.

We are indebted to the strong partnerships formed with the stakeholders involved in the planning and implementation of the Housing and Employment Navigator intervention. These include the management and operations staff from the three workforce development councils: Workforce Central Tacoma – in Pierce County, Southcentral Workforce Council – in Yakima County and Northwest Workforce Council – in Whatcom, Skagit and Island Counties. We also benefitted from the support and assistance from the staff at Building Changes in Seattle, and the consistent feedback on program implementation and evaluation provided by the WIF staff with the Department of Labor and the consultants with Abt Associates.

Table of Contents

Introduction	1
Navigator Model	1
Literature Review	3
Examples of other Navigator Programs	3
Recent developments in federal policy on homelessness and employment	4
Local Housing and Employment Navigator Interventions	6
The Intersection with the Rapid Re-Housing Approach	8
Other Housing-Employment Interventions	9
Methodology	11
Referral and Recruitment	12
Primary Research Questions	13
Data Collection/Sampling	15
Validity Issues	19
Data Analysis.....	20
Key Findings	23
Sample Characteristics	29
Summary of Navigator Activity Data	37
Secondary Housing Data Analysis: Comparison of Study Groups – Long-Term Housing Permanency Outcomes	42
Secondary Employment Data Analysis: Comparison of Study Groups – Long-Term Employment Outcomes	50
Secondary Public Assistance Data Analysis: Comparison of Study Groups – Long-Term Public Assistance Outcomes	62
Food Stamps Use and Amounts	62
TANF Use and Cash Amounts.....	66
Medical Eligibility	70
Participant Survey Analysis: Comparison of Study Groups – Short-Term Outcome Measures	73
Participant Interview Summary	83
Role of the Navigator: Helping and Supporting Participants.....	84
Role of the Navigator: Working with Partners and Advocating for Participants	85
Navigator Qualities: Support for Participants	87
Navigator Benefit to Families.....	88

Stakeholder Interview Summary.....	91
Implementation of the Navigator Model	91
System Change.....	93
Future of the Navigator Model	96
APPENDIX A: BASELINE ELIGIBILITY SCREENING TOOL	99
APPENDIX B: REFERRAL AND ENROLLMENT SCRIPTS	103
APPENDIX C: CONSENT FORM.....	106
APPENDIX D: PARTICIPANT SURVEY	110
APPENDIX E: PARTICIPANT INTERVIEW	113
APPENDIX F: STAKEHOLDER INTERVIEWS – FINAL ROUND	116
APPENDIX G: RESEARCH STUDY MEASURES.....	121
APPENDIX H: SUMMARY OF PROJECT NON-PARTICIPANTS	123
APPENDIX I: COMPARISONS OF DEMOGRAPHICS TO OTHER STUDY SAMPLES	124
APPENDIX J: PARTICIPANTS BY REGION AND START YEAR	125
APPENDIX K: NAVIGATOR ACTIVITY DATA – INDIVIDUAL ACTIVITY SESSIONS	128
APPENDIX L: NAVIGATOR ACTIVITY DATA – INDIVIDUAL PARTICIPATION	130
APPENDIX M: NAVIGATOR DATA – PARTICIPANT ACTIVITY DATA – FIRST 10 MONTHS.....	132
APPENDIX N: HOUSING PERMANENCY REGRESSION ANALYSES	133
APPENDIX O: EMPLOYMENT RATE REGRESSION ANALYSES.....	134
APPENDIX P: EMPLOYMENT RETENTION REGRESSION ANALYSES	135
APPENDIX Q: EMPLOYMENT WAGE REGRESSION ANALYSES.....	136
APPENDIX R: FOOD ASSISTANCE REGRESSION ANALYSES.....	137
APPENDIX S: TANF UTILIZATION/ASSISTANCE REGRESSION ANALYSES	138
APPENDIX T: MEDICAL ELIGIBILITY REGRESSION ANALYSES	139
APPENDIX U: SURVEY MEASURES FOR STUDY GROUPS BY REGION	140
APPENDIX V: SURVEY REGRESSION ANALYSES – SELF-EFFICACY AND SOCIAL SUPPORT	143
APPENDIX X: SURVEY REGRESSION ANALYSES – CHALLENGES.....	144
APPENDIX Y: SURVEY REGRESSION ANALYSES – PROGRAM PARTICIPATION.....	145

Table of Tables

TABLE 1: Housing and Employment Navigator Study Project Timeline	11
TABLE 2: Sample Sizes – Key Outcome Domains.....	21
TABLE 3: Completed Referrals by Provider Agency	30
TABLE 4: Participant Summary of Characteristics: Overall and By Region	32
TABLE 5: Demographic Comparison Sources	33
TABLE 6: Summary of Participant Characteristics by Start Year	35
TABLE 7: Navigator Activity Areas by Region	40
TABLE 8: Navigator Service Levels by Region	40
TABLE 9: Navigator Activity Areas by Time Served in Program	41
TABLE 10: Housing Permanency Measures by Study Group – OVERALL SAMPLE	43
TABLE 11: Housing Permanency Measures by Study Group – BY REGION	44
TABLE 12: Housing Permanency Measures by Study Group – BY START YEAR.....	44
TABLE 13: Housing Permanency and Months to Permanency – Overall and by Region.....	47
TABLE 14: Housing Permanency by Study Groups –Baseline Housing Status (HMIS Code).....	48
TABLE 15: Housing Permanency – Navigator Group Participants – Activity Data Measures.....	49
TABLE 16: Longitudinal Employment Rates: Navigator and Control Groups	51
TABLE 17: Employment Retention – OVERALL SAMPLE	54
TABLE 18: Employment Retention – BY REGION.....	55
TABLE 19: Maximum Hourly Wage – OVERALL SAMPLE	55
TABLE 20: Maximum Hourly Wage – BY REGION	56
TABLE 21: Number of Quarters Employed – Navigator and Control Groups: OVERALL SAMPLE	57
TABLE 22: Number of Quarters Employed – Navigator and Control Groups: PIERCE.....	57
TABLE 23: Number of Quarters Employed – Navigator and Control Groups: NORTHWEST	58
TABLE 24: Number of Quarters Employed – Navigator and Control Groups: YAKIMA.....	58
TABLE 25: Average Hourly Wage Across Quarters in Time Period –Navigator and Control Groups: OVERALL SAMPLE	58
TABLE 26: Average Hourly Wage Across Quarters in Time Period – Navigator and Control Groups: PIERCE.....	59
TABLE 27: Average Hourly Wage Across Quarters in Time Period –Navigator and Control Groups: NORTHWEST	59
TABLE 28: Average Hourly Wage Across Quarters in Time Period –Navigator and Control Groups: YAKIMA.....	59
TABLE 29: Employment Analysis – Navigator and Control Groups: 2013 Start Year	60
TABLE 30: Employment Analysis – Navigator and Control Groups: 2014 Start Year	60
TABLE 31: Employment Analysis – Navigator and Control Groups: 2015 Start Year	60
TABLE 32: Employment Measures – Navigator Group Participants – By Activity Groups	61
TABLE 33: Food Assistance Benefits – Navigator vs. Control Groups: OVERALL SAMPLE.....	63
TABLE 34: Average Food Assistance Benefits – Navigator vs. Control Groups: OVERALL SAMPLE.....	64
TABLE 35: Food Assistance Use and Benefits – Navigator vs. Control Groups: PIERCE	64
TABLE 36: Food Assistance Use and Benefits – Navigator vs. Control Groups: NORTHWEST.....	64
TABLE 37: Food Assistance Use and Benefits – Navigator vs. Control: YAKIMA	65
TABLE 38: Food Assistance Use and Benefits – Navigator vs. Control Groups: 2013 START	65
TABLE 39: Food Assistance Use and Benefits – Navigator vs. Control Groups: 2014 START	65
TABLE 40: Food Assistance Use and Benefits – Navigator vs. Control Groups: 2015 START	65
TABLE 41: TANF Utilization – Navigator vs. Control Groups: OVERALL SAMPLE	66
TABLE 42: Average TANF Assistance Benefits – Navigator vs. Control Groups: OVERALL SAMPLE	67

TABLE 43: TANF Utilization and Benefits – Navigator vs. Control Groups: PIERCE	68
TABLE 44: TANF Utilization and Benefits – Navigator vs. Control Groups: NORTHWEST	68
TABLE 45: TANF Utilization and Benefits – Navigator vs. Control Groups: YAKIMA	68
TABLE 46: TANF Utilization and Benefits – Navigator vs. Control Groups: 2013 START	69
TABLE 47: TANF Utilization and Benefits – Navigator vs. Control Groups: 2014 START	69
TABLE 48: TANF Utilization and Benefits – Navigator vs. Control Groups: 2015 START	69
TABLE 49: TANF Utilization – Navigator Group Participants - by Activity Groups	70
TABLE 50: Medical Insurance Eligibility – Navigator vs. Control Groups: OVERALL SAMPLE	71
TABLE 51: Medical Insurance Eligibility – Navigator vs. Control: PIERCE.....	71
TABLE 52: Medical Eligibility – Navigator vs. Control: NORTHWEST	71
TABLE 53: Medical Eligibility – Navigator vs. Control: YAKIMA	72
TABLE 54: Medical Insurance Eligibility – Navigator vs. Control: BY START YEAR.....	72
TABLE 55: Survey Attrition Analysis - Baseline vs. 9 Month Follow-Up	74
TABLE 56: Assessment of Summary Measures: Control vs. Navigator Groups.....	76
TABLE 57: Assessment of Key Measures: Control vs. Navigator Groups	77
TABLE 58: Assessment of Key Measures: Control vs. Navigator Groups: PIERCE	79
TABLE 59: Assessment of Key Measures: Control vs. Navigator Groups: NORTHWEST.....	79
TABLE 60: Assessment of Key Measures: Control vs. Navigator Groups: YAKIMA	79
TABLE 61: Assessment of Key Measures: Control vs. Navigator Groups: START YEAR 2013	80
TABLE 62: Assessment of Key Measures: Control vs. Navigator Groups: START YEAR 2014	80
TABLE 63: Assessment of Key Measures: Control vs. Navigator Groups: START YEAR 2015	81
TABLE 64: Assessment of Key Measures: Navigator Participants by Activity Sessions in First 10M	81
TABLE 65: Assessment of Key Measures: Navigator Participants by Activity Areas in First 10M	82

Table of Figures

FIGURE 1: Longitudinal Housing Permanency by Study Groups	45
FIGURE 2: Longitudinal Housing Permanency by Study Groups: PIERCE	46
FIGURE 3: Longitudinal Housing Permanency by Study Groups: NORTHWEST	46
FIGURE 4: Longitudinal Housing Permanency by Study Groups: YAKIMA	46
FIGURE 5: Longitudinal Employment Rate by Study Groups	52
FIGURE 6: Longitudinal Employment Rate by Study Groups – PIERCE	53
FIGURE 7: Longitudinal Employment Rate by Study Groups – NORTHWEST.....	53
FIGURE 8: Longitudinal Employment Rate by Study Groups – YAKIMA	54

Introduction

In May 2012 the Employment and Training Administration of the U.S. Department of Labor awarded a consortium of workforce development councils in Washington State a Workforce Innovation Fund (WIF) grant to implement the Housing and Employment Navigator model for homeless families interested in career development and employment services. The purpose of WIF grants was to encourage workforce service “innovation at the systems level” and to create changes “necessary to support service delivery strategies that result in better outcomes and lower costs.” To this end, WIF prioritized projects that sought to “support greater coordination in the delivery of services, particularly among agencies and programs with overlapping missions and clients.” Furthermore, the WIF grants were intended to “support changes in structures and policies that enable a closer alignment and integration of workforce development, education, human services, social insurance, and economic development programs.”¹

The WIF grant required rigorous evaluation of the intervention. In 2012 this consortium led by the fiscal management of Workforce Central Tacoma contracted with **Marc Bolan Consulting**, an independent research and evaluation firm based in Seattle, to design and carry out the evaluation. The evaluation described in this report entailed random assignment of participants to treatment and control groups, accessing short- and long-term data sources on participants and collecting data directly from participants and other stakeholders.

The Housing and Employment Navigator intervention draws from earlier models used by agencies in King and Pierce County in Washington State. Building Changes, a non-profit organization in Seattle that works on systemic strategies to address adult and youth homelessness, was directly involved with the development and use of these original interventions, and worked closely as a partner in this project. The model was implemented by three different workforce development councils in distinct regions of the state: Workforce Central Tacoma – in Pierce County, Southcentral Workforce Council – in Yakima County and Northwest Workforce Council – in Whatcom, Skagit and Island Counties².

Navigator Model

The core intervention relied on the important role of the Navigator, an individual who works at a local workforce agency (*i.e.*, *Workforce Development Council or an agency contracting with the WDC*) and provides direct support to identified families in helping their efforts to attain jobs, gain needed training, move into permanent housing and make progress towards self-sufficiency. The Navigator assists families experiencing homelessness through direct support and resources, in helping them understand how to “navigate” different support systems, and in bringing together a team of support providers for the family (e.g., housing case managers, DSHS workers, and sometimes education or treatment staff) to ensure coordinated service efforts.

The Housing and Employment Navigator intervention differs from the mainstream service model for workforce development services in its single point of contact approach to addressing interrelated issues

¹ https://www.doleta.gov/workforce_innovation/ “The **Workforce Innovation Fund** (“the WIF”) is one of several new Federal grant programs in which grantor agencies support projects that seek to design evidence-based program strategies.”

² In this study we will refer to three regions: Pierce, Northwest (*i.e.*, Whatcom, Skagit and Island), and Yakima

that are formidable on their own but can become increasingly complicated to address when combined with a housing emergency. In addition to providing one-on-one assistance specific to workforce development, the Navigator serves as a conduit to other service providers working with these families and helps coordinate what could otherwise become disconnected responses to crisis situations without recognizing the interconnected nature of the issues being addressed by several different providers. This team approach includes regular meetings between key service providers working with the family, especially their housing case managers and welfare department contacts, but potentially including others as well depending on the issues the family may be facing (e.g., mental health workers and substance abuse counselors).

In this intervention the Navigators also had the capacity to draw on a financial “attainment fund,”³ (i.e., *flexible dollars that could be quickly accessed to address emergent and/or time-sensitive issues*) and provide participants with money for a variety of basic needs and support services, as well as for purposes where other funds weren’t available. Common uses of these flexible funds included: rent and utilities, gas money and car repairs, food and hygiene supplies, tuition and books, insurance and licenses, background checks, childcare, subsidized employment, work and interview clothing, etc.

In this intervention, Navigators working in the various counties had a common job description and met in person or, more often, through regularly scheduled teleconferences to share learnings and ensure that the model was being implemented consistently across the regions. A Navigator who discovered a new resource or way to solve a common problem often shared such information with the others (e.g., after one shared information on how they renegotiated child support payments for a participant, other Navigators were able to follow the same lead).

At the same time, Navigators in each region were able to put their own unique stamp on how they worked with the model. For example, a key element of the Navigator model was bringing together representatives of workforce, housing, and DSHS together in the same room for regularly scheduled meetings to staff their common clients. Over time, the nature and frequency of these meetings evolved and began to take on a particular flavor in each region. These nuances are described in further detail in the analysis sections of the report.

This study is one of the first evaluations of the implementation and impact of a specific intervention intended to help lead to living-wage employment for families experiencing homelessness. This report summarizes the methods used to gather data from study participants, highlights some key findings looking at short- and long-term quantitative and qualitative data from participants and stakeholders, and discusses the implications of these findings for programs designed to enhance workforce development services for homeless and at-risk populations.

³ We also use the term “flexible funds” to refer to this financial support for participants.

Literature Review

The research literature on family homelessness (and homelessness in general) almost universally recognizes employment challenges as an important factor in addressing housing stability. The lack of living wage jobs and the inability to achieve long-term employment weigh heavily on families who are typically dealing with a host of other challenges as well in overcoming their housing emergencies. Given its importance, it is surprising that there has not been more evidence-based research on the link between employment and homelessness.⁴

In this section we focus on literature about the implementation of programs that address barriers to employment for families and individuals experiencing homelessness, with particular attention to those programs that, like the Housing and Employment Navigators, address systemic challenges in coordinating the assistance provided to these families by multiple agencies and systems of support.

Examples of other Navigator Programs

The Navigator model – coupling intensive case management with a particular emphasis on addressing systemic barriers to service – is one that has been utilized in different arenas for over a quarter century, originally with low-income medical patients to address barriers to receiving cancer screenings and treatment.⁵

More recently, the Navigator model has also been utilized for specific subpopulations of those receiving social services (e.g., veterans), most notably individuals with disabilities. To take full advantage of the opportunities presented with the development of One-Stop Career Centers created through the passage of the Workforce Investment Act (WIA) in 1998, the U.S. Department of Labor's Employment and Training Administration (DOL/ETA) funded a Disability Program Navigator (DPN) initiative that provided services in fifty-one states and territories. Similar to the Housing and Employment Navigator model for homeless families, this earlier program sought to create collaborative partnerships among agencies serving disabled people, addressing specific barriers to employment, and facilitating systems change to address such barriers at a broader level.

⁴ Noted employment researcher John Rio in personal correspondence (3/23/17): "There has been no national study or examination of employment among people experiencing homelessness since the 1999 report - Homelessness: Programs and the people they serve: Findings of the national survey of homeless assistance providers and clients by Burt et al," referring to the landmark Urban Institute report on the federal 1996 National Survey of Homeless Assistance Providers and Clients. See: Burt, M.R., Aron, L.Y., & Lee, E. (1999). *Homelessness: Programs and the People they Serve*. Washington, DC: The Urban Institute. <http://www.urban.org/sites/default/files/publication/66286/310291-Homelessness-Programs-and-the-People-They-Serve-Findings-of-the-National-Survey-of-Homeless-Assistance-Providers-and-Clients.PDF>

⁵ <http://www.patientnavigation.com/what-is-patient-navigation>

See also: Freeman HP. A model patient navigation program. *Oncol Issues*. September/October 2004:44-46.
Freeman HP. *Voices of a Broken System: Real People, Real Problems. President's Cancer Panel: Report of the Chairman 2000-2001*. Reuben SH, ed. Bethesda, Md: National Institutes of Health, National Cancer Institute; 2001.
Oluwole SF, Ali AO, Adu A, et al. Impact of a cancer screening program on breast cancer stage at diagnosis in a medically underserved urban community. *J Am Coll Surg*. 2003;196:180-188.
Wells, K.J., Battaglia, T.A., Dudley, D.J... & Raich, P.C. (2008). Patient navigation: State of the art or is it science? *Cancer*, 113(8):1999–2010.

Mathematica Policy Research (MPR) conducted an evaluation of the DPN program and their findings highlighted significant successes for the consumers of DPN services. Among those receiving Social Security Disability benefits, the overall employment rate ranged from 27 to 42 percent. While this was lower than the overall rate for WIA programs, it was significantly higher than the national average of 10 percent employment for disability beneficiaries.⁶ Additionally, the “Partnership for Opening Doors” report referenced below describes the use of Disability Navigators in the context of employment support, through the Disability Employment Initiative.⁷

Furthermore, in meeting HUD requirements to develop a Coordinated Access system for those seeking emergency housing, the Coalition for the Homeless of Houston/Harris County included in their plan the hiring two Housing Navigators in 2014. The Housing Navigators assist clients with appointments and paperwork as well as securing access to housing and resources appropriate to their needs. Once housing is secured, they assist with transitioning the clients to case managers who continue to work with them to ensure long-term success in housing. “Housing Navigators build an incredible amount of trust with their clients, so the Navigators work to transfer that trust to the client’s case manager who, once the client is housed, works with the client to ensure that they are successful in housing for the long term.”⁸

Recent developments in federal policy on homelessness and employment

Recently there have been developments and enhancements in federal policies that have helped set the stage for the implementation of the proposed Housing and Employment Navigator model.

Open Doors: The evolving federal response to homelessness

Most of the programs described below emerged during the period in which the federal government was formulating what it described as “the nation’s first comprehensive federal strategy to prevent and end homelessness,”⁹ known as **Open Doors**, originally presented in 2010, updated and amended in 2015.

⁶ Furthermore, during the year after exit from the program, cash benefits were reduced to zero for 11% to 24% of the participants (compared with a 6% finding in another study covering a four-year time period). When former disability recipients were included in the outcomes, the above numbers doubled in each state.

NDI Consulting. Final Report July 2003-June 2010. “Programs that Improve the Lives of People with Disabilities: Disability Program Navigator Initiative,” pp. 30-31.

http://www.realeconomicimpact.org/UploadedDocs/Documents/DPN_FinalReport_February2011.pdf

MPR as well produced this review of various nationwide approaches to addressing employment programs for TANF recipients with disabilities: Kauff, Jacqueline (February 2008). *Assisting TANF recipients Living with Disabilities to Obtain and Maintain Employment*. Mathematica Policy Research, Inc. http://www.acf.hhs.gov/sites/default/files/opre/tanf_final_report.pdf

⁷ https://www.usich.gov/resources/uploads/asset_library/Partnerships_for_Opening_Doors.pdf

“DEI projects build on the Disability Program Navigator initiative by hiring staff with expertise in disability and workforce to serve as Disability Resource Coordinators (DRCs). Many DEI grantees have been working to meet the needs of persons who experience homelessness and have a disability.” These two implementations are referenced:

“**Golden Sierra Workforce Investment Board (WIB)** – a Disability Employment Initiative site – partners with the Auburn Welcome Center, operated by Placer County Health and Human Services, to provide employment and training services to people who experience mental illness, substance abuse, and homelessness. The **DEI Disability Resource Center** serving the Snohomish Workforce Development area is co-located with staff coordinating the Snohomish County Investing in Families initiative (IIF) to end family homelessness, supported by the Bill and Melinda Gates Foundation...Both the DEI and IFF initiatives at Snohomish are managed by the same director...Information on the Snohomish County Investing in Families initiative can be found at: <http://www.workforcesnohomish.org/advance/iif>”

⁸ <http://www.homelesshouston.org/coalition-update-coordinated-access-project/>
<http://www.homelesshouston.org/continuum-of-care/funding-public/>

⁹ <https://www.usich.gov/opening-doors>

The Open Doors plan emphasized the need to: “Develop and disseminate best practices on helping people with histories of homelessness and barriers to employment enter the workforce” and “Improve system-wide coordination and integration of employment programs with homeless assistance programs...,” an approach very much consistent with that pursued in the Housing and Employment Navigator project.

Furthermore, it named among its initiatives an effort to link homeless housing services as administered and guided by the Department of Housing and Urban Development (HUD) and the U.S. Interagency Council on Homelessness (USICH) with Department of Labor (DOL) and “mainstream workforce systems and job centers” in order “to provide employment assistance to individuals and families experiencing homelessness.”¹⁰

The Workforce Innovation and Opportunity Act (WIOA)

Later iterations of the Open Doors strategy examined the change from **WIA** to **WIOA** in 2014 and how that shifted the landscape of workforce services: “WIOA amends the Workforce Investment Act (WIA) of 1998 and strengthens the workforce development system by clarifying that the central purpose is to support people with barriers to employment, which often includes individuals experiencing homelessness. WIOA will help ensure that people experiencing or at risk of homelessness have improved access to employment opportunities by altering performance expectations to remove perceived disincentives for serving those with the greatest needs for support; and increasing local coordination and flexibility to meet the unique needs of individuals experiencing homelessness and regional job skill demand.”¹¹

In responding to the Opening Doors strategy, The National Alliance to End Homelessness recommended that state plans to end homelessness take advantage of this shift and use WIOA to create greater emphasis on employment as a part of their plans¹²

Partnerships for Opening Doors

Also in 2014, as a part of the Open Doors strategy, the Butler Family Fund, in conjunction with HUD, DOL and USICH, convened a national summit drawing on examples from 11 communities.¹³ In the official report on this summit, a number of best practices were highlighted, notably, including the use of Navigators.

The report goes on to enumerate a number of themes that emerged in the course of the summit, much of which mirrors the Housing and Employment Navigator program including 1) Co-location of workforce staff at homeless assistance programs and vice versa, 2) Intensive supports with individualized services and a trauma-informed care approach, 3) Provision of flexible funds for training, transportation or rent and 4) Integration of employment services with housing and human services.

¹⁰ Opening Doors federal strategic plan to prevent and end homelessness, p. 68.

https://www.usich.gov/resources/uploads/asset_library/USICH_OpeningDoors_Amendment2015_FINAL.pdf.

¹¹ Ibid, p.65.

¹² <http://www.endhomelessness.org/library/entry/wioa-state-planning-recommendations>

¹³ https://www.usich.gov/resources/uploads/asset_library/Partnerships_for_Opening_Doors.pdf

The summit report highlights two examples of Housing Navigator interventions. The first, in Chicago, found that “Navigators provide individuals and families experiencing homelessness improved access to workforce system benefits and training. The direct client service model utilizes specialized case managers to provide individualized guidance to individuals experiencing homelessness that bridges the cultural divide among service systems, helps clients articulate their needs, and provides a means to self-sufficiency. In addition, Navigators play an advocacy role for their clients within homeless, workforce, and other systems.”¹⁴

Notably, the second case study in the report highlighted the Navigator interventions carried out in Washington State.

Local Housing and Employment Navigator Interventions

Seattle/King County Employment Navigator Pilot

The initial implementation of Navigator services in Seattle/King County was described in a 2011 paper prepared by the technical consultant to the project, Building Changes – “Silos to Systems: Connecting Vulnerable Families to Work and Incomes to Prevent and End Homelessness.”¹⁵

In this early iteration of the model, Employment Navigators were assigned to several organizations receiving funding from Building Changes’ Washington Family Fund, to work with clients receiving housing assistance. “These navigators offer individualized and flexible support to help parents use the services available from WorkSource locations (the One-Stop Career Center for WIA-funded employment services), WorkFirst services for Temporary Assistance for Needy Families (TANF) recipients, and other options for education and training, jobs, and workforce development services. Navigators are often mobile, meeting with clients in their housing to facilitate access and success for people with disabilities or other complex barriers. They also may be based in community colleges or One-Stop Career Centers.”¹⁶

Among other services, Navigators “...offer individualized assessment and planning, coaching and service coordination, facilitating connections to counseling, mentorship, and other services as needed to address personal challenges and facilitate retention, while also helping clients to understand and meet the rules and expectations of training programs or employers.”¹⁷

Important program elements include:

- “Wraparound services that address barriers to success and stability” (e.g., rental assistance and homeless prevention, transportation and childcare access, basic needs, etc.).
- “Opportunities to try again (without starting over) if a job doesn’t work or if a participant isn’t initially successful.”

¹⁴ Ibid, p. 16.

¹⁵ Building Changes (Nick Codd, et al). (2011) “Silos to Systems: Connecting Vulnerable Families to Work and Incomes to Prevent and End Homelessness.” Paper prepared by Building Changes for the *Silos to Systems: Solutions for Vulnerable Families* meeting, October 6, 2011. Modified version: <http://www.csh.org/wp-content/uploads/2012/02/SilostoSystemsChildWelfare.pdf>

¹⁶ Ibid, p. 12.

¹⁷ Ibid.

- “Incentives and work supports to help ‘make work pay’ ” (e.g., work incentives, subsidized employment or earnings supplements, changes in public housing rules to allow reducing or setting aside rent payments for other uses).¹⁸

One particularly fruitful partnership developed in this pilot program was a relationship formed with the Automotive Career Pathways program at Shoreline Community College, where it was found that “students who enrolled in navigator services were much more likely to finish the General Service Technician program, and afterwards, were more likely to be employed, working in an auto-related field, and working full-time.”¹⁹

Connex

Building Changes also provided technical support for an Employment Navigator project in Pierce County (2011-13) known as Connex, stationed at WorkForce Central in Tacoma, the precursor to the WIF Housing and Employment Navigator project. This implementation of the Navigator model was winding down services just as the WIF project was beginning and helped to inform this project. As such, it bore more similarity in intent and approach to the present project than any of the other programs reviewed here.

While the project was not formally evaluated, in a Grant Close-out Report it was noted that 73 individuals (with 139 children) were served, with 49 percent employed and earning an average of \$11/hr. Furthermore, 62 percent had engaged in or completed a training program in areas such as: Certified Nursing Assistant, Phlebotomy, Emergency Medical Technician, or Licensed Practical Nursing.²⁰

The Rapid Re-housing For Families Pilot

Beginning in November 2013, participants in King County’s Rapid Re-Housing for Families (RRHF) Pilot were eligible for Employment Navigator services. In July 2015, Building Changes (in concert with project partners the City of Seattle, King County, the Seattle Housing Authority, United Way of King County, and the Committee to End Homelessness – KC, as well as several housing and service providers²¹) issued a brief interim evaluation report.²²

At that point, of a total of 271 enrolled families, 148 had moved to housing with assistance from RRHF. Of those housed, over 60 percent moved into permanent housing within three months of enrolling in

¹⁸ Ibid, pp. 12-13.

¹⁹ The Navigator Model: Connecting to Employment (December 2011) <http://www.pacmntn.org/wp-content/uploads/NavigatorReport11-11.pdf>

²⁰ Building Changes. Grant Close-Out Report. WorkForce Central, Project Connex. Report submitted 1/27/14. Grantee Staff: Navigator Linette. Grant period: 1/1/11-12/31/13. Grant Type: Housing and Employment Navigator. Grant Number: 2010-030.

²¹ Solid Ground, YWCA of Seattle, Catholic Community Services, DAWN, Wellspring Family Services, Neighborhood House, and King County career Connections.

²² http://www.kingcounty.gov/~media/socialServices/housing/documents/FHIDocs/FINAL_PDF_RRHF_Interim_Report_7_20_15.ashx?la=en

the program. Fifty-two families were still looking for housing and fifty-seven were housed and receiving financial support.²³

The Intersection with the Rapid Re-Housing Approach

The RRHF pilot provides an example of the Navigator model employed with a population receiving Rapid Re-Housing assistance. The current study was also implemented in a period where there were an increasing number of individuals receiving Rapid Re-Housing (RRH). The literature suggests that employment programs implemented in concert with RRH often emphasize less intensive intervention and a quicker move toward immediate employment, as opposed to the career-oriented approach of the Navigators addressing the most difficult barriers to self-sufficiency. For example, Navigators often steered clients first toward training and education rather than pushing them to quickly seek jobs.

In a March 2017 publication by the Heartland Alliance (*Integrating Rapid Re-Housing & Employment: Program & Policy Recommendations for Enhancing Rapid Re-Housing*), the pitfalls of the short-term RRH subsidies for establishing stability and financial self-sufficiency are noted and a number of policy recommendations are put forth.

“The rapid re-housing model...faces a significant tension: although families served by rapid re-housing are expected to pay market rate rent following the end of a brief rental subsidy period, heads of households likely face multiple barriers to employment and have experienced long-term or chronic unemployment, which can make maintaining unsubsidized housing after the subsidy period ends difficult and sometimes impossible.”²⁴

The authors identify barriers to employment that are among the things that the Navigator program specifically addresses: lack of childcare and transportation, fixing bad credit, limited education and training, legal issues, etc. They cite research showing that “rapid re-housing helped families exit shelters and move into their own permanent housing but did not positively impact longer-term housing security and had little or no effect on employment and earned income for participating families”²⁵ and conclude that “rapid re-housing programs as currently designed, implemented, resourced, and incentivized may be connecting too few participants to employment services.”

²³ Ibid. The King County pilot is also described in a July 2016 Progress Report on all employment programs under the umbrella of Building Changes: Building Changes. Coordinating Employment and Housing Services: A Strategy to Impact Family Homelessness (July 2016)
<http://www.buildingchanges.org/library-type/best-practice-reports/item/956-coordinating-employment-and-housing-services-a-strategy-to-impact-family-homelessness>

²⁴ Schnur, C., Warland, C., Young, M., & Maguire, T. (2017). Integrating rapid re-housing & employment: Program & policy recommendations for enhancing rapid re-housing. Chicago, IL: Heartland Alliance’s National Initiatives on Poverty & Economic Opportunity, p. 13. http://melvilletrust.org/wp-content/uploads/2017/03/Integrating-Rapid-Re-Housing-and-Employment_Heartland-Alliance.pdf

²⁵ Ibid. See Finkel, M., Henry, M., Matthews, N., Spellman, B., & Culhane, D. (2016). Rapid Re-housing for Homeless Families Demonstration programs evaluation report: Part II: Demonstration findings – outcomes evaluation. Retrieved from U.S. Department of Housing and Urban Development, Office of Policy Development and Research website: <https://www.huduser.gov/portal/sites/default/files/pdf/RRHD-PartII-Outcomes.pdf>; Gubits, D., Shinn, M., Wood, M., Bell, S., Dastur, S., Solari, C. D.,...Kattel, U. (2016). Family Options Study: 3-year 39 References impacts of housing and services interventions for homeless families. Retrieved from U.S. Department of Housing and Urban Development, Office of Policy Development and Research website: <https://www.huduser.gov/portal/sites/default/files/pdf/Family-Options-Study-Full-Report.pdf>

Their policy recommendations to address these challenges include several elements that parallel those of the Navigator program, such as intensive job development, housing and employment specialists working in tandem, and joint conferencing and communication.

The recommendations of the Heartland Alliance highlight much of the value that the WIF Housing and Employment Navigator project sought to bring to the workforce experiences of families experiencing homelessness.

Other Housing-Employment Interventions

We conclude this review with two interventions that may help to inform future implementations of the Housing and Employment Navigator program:

Massachusetts Secure Jobs Initiative

In one particularly interesting multi-year implementation study, Brandeis University's Institute on Assets and Social Policy (IASP) in the Heller School for Social Policy and Management produced a series of reports in conjunction with their evaluation of the Massachusetts Secure Jobs Pilot (2013-2016).²⁶ With this intervention, clients receiving assistance through HomeBASE, a rental assistance program for families facing homelessness, were invited to participate in employment services administered through Secure Jobs sites, located at either a workforce development agency or at the office of a homeless service provider.²⁷

At each of these sites, Employment Specialists assisted participants with addressing barriers to employment in ways similar to the Navigator program, integrating housing and employment services, albeit without the same level of intensity as the Navigators. At the end of the first year (Phase One) of the pilot, evaluators made several recommendations including: better coordination of employment and housing services from the outset of program participation, building community partnerships to leverage resources, more regular communication between Secure Jobs staff and their program partners, and the development of regional employer partnerships.

In one of their sub-reports, the evaluators reference the importance of "systems thinking" echoing the approach and philosophy of the Navigator model. In advocating for the coordinated collaboration of representatives from various systems providing services to struggling families (what they call "complementary coordination") they discuss an approach tailored to address the same basic issue as the Navigators: "According to this model, organizations that provide disparate but complementary services to the same population, such as housing support, employment and education, communicate with each other to provide an integrated service package instead of offering their services in a vacuum, with no knowledge of their clients' other needs."²⁸

²⁶ All reports by Tatjana Meschede, et al. see <http://ppffound.org/resources/resources/SJ-Phase-1-Outcomes.pdf>
<https://iasp.brandeis.edu/pdfs/2014/SJP1b.pdf> <https://iasp.brandeis.edu/pdfs/2013/Fireman.pdf>

²⁷ Boston (Jewish Vocational Services [JVS] and Metro Boston Housing Partnership), Brockton (Father Bill's and MainSpring [FBMS]), Lowell (Community Teamwork, Inc. [CTI]), Western Massachusetts (Corporation for Public Management [CPM]), and the South Coastal Region (SER-Jobs for Progress [SER]).

²⁸ Giselle Routhier, Sara Chaganti, and Tatjana Meschede. "SYSTEMS CHANGE in Service Delivery for Homeless Families: BUILDING and LEVERAGING NETWORKS TO IMPROVE SERVICE PROVISION" IASP Research and Policy Brief, Secure Jobs, Series 5. <https://iasp.brandeis.edu/pdfs/2015/SJP2SYS.pdf>. The authors here reference Alter, C., & Hage, J. (1993). Organizations working together. Newbury Park, CA: Sage Publications.

As with the Navigator model, they stress the importance of effective communication between the various systems involved in providing services to the families in the program. This communication role was achieved through what they describe as “linking-pin” organizations through the efforts of their employment specialists, similar to the role of Navigator working through the Workforce Development Councils in our project, albeit with a less intensive case management role.

Some of the Phase Two findings of the Secure Jobs Pilot speak to challenges they faced in the course of services, challenges which Navigators identified as key aspects of what they were able to address through intensive work with participants over an extended period of time. These included allowing for greater attention to career planning, trying out different jobs, and engaging in vocational training and education – an approach that some other programs described in this review could not pursue with their emphasis on more immediate employment and short-term goals and milestones. Tellingly, Phase Two findings of the Secure Jobs evaluation note that “Participants increased their earnings when they moved onto second jobs” and “Completing a vocational training program delays employment, but the tradeoff is worth it: Training graduates are more likely to get jobs.”²⁹

In their recently released final report, the investigators note that the proportion of pilot participants residing in their own apartments increased from 8 percent at program entry to 27 percent at the time of program exit.³⁰

Ending Family Homelessness (EFH)

Concurrent with the WIF Housing and Employment Navigator project, the State of Washington (2013-2015) undertook a pilot program to provide Rapid Re-Housing to families receiving TANF, in which services to these families were coordinated between systems of housing, employment and public assistance. The families were moved into housing immediately, with a goal of their being able to financially support that housing within six months. Among the five counties served in this pilot, one (Whatcom) was concurrently part of the Navigator project as well. A key finding in the EFH pilot, mirroring results in the Navigator project, was that participants were “significantly *more* likely to remain on TANF, progress along the WorkFirst program continuum from barrier removal to employment, be employed, and have higher average annual earnings.”³¹

²⁹ Sara Chaganti, Erika Krajcovicova, and Tatjana Meschede. SECURE JOBS for Homeless Families: PHASE ONE & TWO PARTICIPATION & EMPLOYMENT OUTCOMES. IASP Research and Policy Brief, Secure Jobs, Series 6, p. 4.
<https://iasp.brandeis.edu/pdfs/2016/SJP2%20Fireman%206.pdf>

³⁰ Tatjana Meschede, Sara Chaganti, and Erika Krajcovicova. Secure Jobs, Secure Homes Secure Families: Final Report for Massachusetts’ Secure Jobs Initiative. IASP Research and Policy Brief, Secure Jobs, Series 8, p. iii.
https://iasp.brandeis.edu/pdfs/2017/FINAL%20Secure_Jobs_Report_Outcomes.pdf

³¹ Melissa Ford Shah, et al. “Impact of Housing Assistance on Outcomes for Homeless Families,” p.1.
<https://www.dshs.wa.gov/sites/default/files/SESA/rda/documents/research-11-219.pdf>

See also, Melissa Ford Shah, et al. “The Ending Family Homelessness Pilot: Rapid Re-Housing for TANF Families.”
<https://www.dshs.wa.gov/sites/default/files/SESA/rda/documents/research-11-203.pdf>

Methodology

This study evaluated the efficacy of the Housing and Employment Navigator intervention on homeless families in three different regions in the State of Washington. The study employed a random assignment methodology to contrast long-term employment, housing and public assistance outcomes for families receiving Navigator services through local Workforce Development Council agencies with comparable families who didn't receive such services. We recruited and enrolled 659 participants in the study and gathered primary survey data and secondary data sources on program participants from program start through a follow-up period of up to 42 months. Additionally, the study used qualitative approaches to gather data about the implementation of the intervention in different localities and potential impacts of the intervention on the system of supports available for participants seeking employment training and advancement.

It is important to define the target population. The intent of the intervention was to link a homeless "family" with a program navigator. A "family" was defined as at least one adult (i.e., a head of household at least 18 years of age) and one dependent member under 18 years of age (the unit is also eligible as a family if there is a pregnant household member). A "homeless family" included a family currently residing in a housing or shelter program, receiving support services through that agency or organization. In practice, for the purposes of the analysis of short- and long-term data, we follow an identified head of household from the family over time. The data we accessed from secondary sources on employment, housing, and public assistance is generally linked to a single individual (i.e., the identified head of household). A high percentage of the families in the target population had a single parent (e.g., mother with children), but there were dual-parent families, and at the time of eligibility the family designated a head of household to be the primary recipient of services.

In **TABLE 1** we present a timeline of the key planning, project implementation and evaluation components of the overall study. The project began referral, recruitment and enrollment of participants in March 2013. Following an extension of the original deadline, referrals to the project were accepted through October 2015. The end of grant services for Navigator group participants was October 31, 2016, thus ensuring that the final participants referred had about 1 year of possible services.

TABLE 1: Housing and Employment Navigator Study Project Timeline

Key Activities	Timing
DOL WIF Grant Awarded to Consortium	May 2012
Project Planning – Implementation and Evaluation	August 2012-February 2013
Final DOL Approval of Implementation and Evaluation Plan	March 2013
Participant Enrollment and Program Implementation Starts	March 2013
Ongoing Referrals to Study and Project Implementation	March 2013 – October 2015
End of Referrals to the Study	October 31, 2015
Completion of Services for Navigator Participants	October 31, 2016
All Final Data Available for Analysis	March 2017
Completion of Final Summary Report	June 2017

Referral and Recruitment

The intervention was focused on working with homeless families served by housing programs in the three target regions. From the outset the project planning and evaluation team worked with various providers in these regions to generate interest in making referrals to the project. There were a small number of these providers early in the study, but by the end a total of 23 different agencies made referrals.

The recruitment process to define the target population for the study relied on the important role of the Housing Case Managers at the different housing providers involved in making referrals to the project. These case managers were in the best position to assess, in collaboration with the potential participant, their “eligibility” for the project, based on an on-line screening tool (**see APPENDIX A**). The evaluation team and Building Changes staff provided training to housing provider staff on how to use the eligibility tool, how to approach their clients about participation, and how to complete the consent process. These providers also completed an abbreviated Human Subjects research curriculum and received approval from an institutional review board before beginning to make referrals to the project.

This tool determined whether an individual met some basic requirements (*e.g., WIA eligibility, Selective Service registration, proper documentation to legally work in the United States*) as well as three other important criteria: 1) they were currently living in a sufficiently stable housing situation to benefit from employment services, 2) they had expressed some interest with case managers regarding a goal of obtaining employment and 3) they had no significant barriers (*or were currently managing those barriers*) preventing them from pursuing employment (*e.g., were in drug treatment, had unresolved legal issues*).

The eligibility tool also identified whether the potential participant was a veteran. As directed by the Department of Labor, veterans in this population receive priority of services. As such, while the Housing case managers still used the same eligibility screening tool to assess whether the veteran family meets the basic characteristics for inclusion, they sent the contact information directly to the local WDC to initiate Navigator intervention services with the family. These families were not included in the research study population.

In the initial conversation during which the housing case manager introduced the project, they informed the potential participant that there is a data collection component, that they will receive a stipend for participation in a study, and that *“some participants in this research study will be invited to receive additional services to help with employment and training. Everyone will have an equal chance of being offered or not offered these services.”*³² If the potential participant expressed interest in the study, the individual signed a consent form to take part in the research project and allow access to secondary data sources linked to specific identifiers (*e.g., name, social security number, date of birth*). See **APPENDIX B** for the referral and enrollment scripts and **APPENDIX C** for the participant consent form.

The case manager entered information from the eligibility tool along with other participant contact information into the internal project database through a secure website link. Shortly after receipt of this information and a signed consent form, the evaluation staff reached out to the participant to complete a baseline survey (*to be described in detail later*).

³² This last statement was later modified with the change in the assignment ratio (see below).

The participant completed the survey either through an online link to the project database or, more often, over the phone with trained research staff, and upon completion were sent a check by Workforce Central for the research stipend. Upon survey completion they were reminded that there is a research study with a “possibility of being offered additional services” and that they would learn whether they may receive such services within 1-2 days. Using a program developed in Excel we randomly assigned the participant to either the Navigator or Control condition. Once a participant was assigned they were informed by phone and/or e-mail about whether they would be offered additional services. Participants whom we were unable to contact within two weeks were dropped from the study (*i.e., never made it to the point of random assignment to either group*).

The evaluation team then sent contact information for the Navigator group participants to the local Workforce Development Council. The Navigator group participant information was also sent to the local Navigators so they could begin to initiate services with the participant and enter their information into the SKIES (*i.e., Washington State Employment Security Department*) client database. The Control group participant information was sent to the database administration staff at Workforce Central so they could be entered into the SKIES database.

In the case of the Navigator group participants, the local Navigator connected with the participant to offer services, explaining the kinds of activities involved and obtaining appropriate consent to work with the family going forward. If the Navigator was unable to engage with the individual within 45 days they did not enroll them in WDC services. Those Navigator participants who did not engage in services still remained in the research study unless they specifically requested to opt out from the research component.³³

The Control group participants were essentially in a “business as usual” condition. In the introduction we described how the Navigator intervention contrasted from the standard set of services that an individual could access for career and employment support from a local Workforce Development Council. The Control group participants would still be eligible to participate in those standard services presuming they made their way to the agency, but would not receive access to a Navigator and the support strategies being employed in the intervention.

A shift in the random assignment process was made midway through the project. The original plan utilized a 50/50 split to the Navigator and Control groups with the expectation of similar-sized samples by the end of the project. In 2014 it was clear that referrals were coming into the project at a somewhat slower rate than anticipated and the project partners had a need to draw more individuals into the Navigator group to support performance measurement goals. Thus, in August 2014 the assignment ratio was changed to “2 out of 3 clients would be randomly assigned to the Navigator group.”

Primary Research Questions

The research questions in this study focused on the assessment of the short- and long-term differences between the Treatment (*i.e., Navigator group participants*) and Control groups. The comparisons of short-term outcomes are presented to determine whether those families who received the Navigator support experienced shifts in key attitudes and behaviors demonstrated as proximate determinants of success in the workforce development system (*e.g., self-efficacy, reduction in barriers, etc.*). The

³³ Only one individual requested to opt-out of the research study

assessments of long-term differences are presented to show if Navigator participants experienced changes in employment, housing and public assistance status that are precursors toward, or correlates of, attaining greater self-sufficiency.

In this project we identified a set of confirmatory and exploratory research questions. The CONFIRMATORY questions reflect those measures of greatest interest in determining the overall efficacy of the intervention AND measures where we have sufficient sample size at the follow-up assessment period to make substantive conclusions about differences. Our full set of research questions is presented below:

“Short-Term” Outcomes (comparison between baseline and 9-month participant survey data)

1. Do Navigator participants demonstrate larger increases in **self-efficacy** than Control group participants? (CONFIRMATORY)
2. Do Navigator participants demonstrate larger reductions in their **family barriers to success** than Control Group participants? (CONFIRMATORY)
3. Do Navigator participants demonstrate larger increases in their **understanding of available support services** than Control Group participants? (EXPLORATORY)
4. Do Navigator participants demonstrate larger increases in their **participation in education and training programs** than Control Group participants? (EXPLORATORY)

“Long-Term” Outcomes (based on comparison at 18 months follow-up using administrative data)

1. Do Navigator participants demonstrate higher **rates of employment** than Control Group participants by 18 months after program start? (CONFIRMATORY)
2. Do Navigator participants demonstrate higher **rates of permanent housing** than Control Group participants by 18 months after program start? (CONFIRMATORY)
3. Do Navigator participants receive lower **monetary Food Stamp allocations** than Control Group participants by 18 months after program start? (CONFIRMATORY)
4. Do Navigator participants receive lower **TANF cash amounts** than Control Group participants by 18 months after program start? (EXPLORATORY)
5. Do Navigator participants demonstrate **lower rates of DSHS Medical Eligibility** than Control Group participants by 18 months after program start? (EXPLORATORY)
6. Do Navigator participants demonstrate higher **rates of employment retention** than Control Group participants by 18 months after program start? (EXPLORATORY)
7. Do Navigator participants demonstrate higher **average maximum hourly wages** than Control Group participants by 18 months after program start? (EXPLORATORY)

We have chosen an 18-month follow-up as a time frame that is long enough for participants to begin to demonstrate key outcomes without sacrificing sample size within the time period of the study. There are two important rationales for this follow up period:

1. An 18-month follow-up time period provides comparability to long-term outcomes used by Department of Labor (DOL) and Washington State employment programs. Under DOL’s Common Measures of Performance, employment is measured in the first quarter (3 months) after program exit and employment retention is measured during the second quarter (6 months) and third quarter (9 months) after program exit (*i.e., a total of 18 months after program start*). Similarly, earnings are measured during the same timeframe. The 18-month follow-up period proposed in this study is measured from the start of program participation. As such, this is sufficient commonality of measurement points in time to compare results with outcomes for similar groups experiencing homelessness served by these other workforce programs.

2. Some preliminary work of the Navigators in King and Pierce County pilots suggests 18 months as a good time frame for starting to see meaningful impacts. For many participants it takes 2-3 months to get engaged with the Navigators, followed by a training or certificate program that could range from 6 to 9 months, and then another 6 months to attain employment.

We further carried out a process evaluation of the implementation and potential system impacts of the Navigator model, to better understand how the model worked, what elements were carried out successfully, and how much service was really being provided to the participants. Having a single point of contact responsible for helping to coordinate the activities of providers from various systems and organizations was a significant innovation and we wanted to see how that changed the way partner agencies collaborated and coordinated their efforts, how housing case managers and DSHS workers supported the participant families, and the effect of this innovation on the system's overall capacity to serve the workforce development needs of families experiencing homelessness. Some of the key research questions in this process evaluation include:

- What are the services being carried out with the participants working with program Navigators? Which elements of the program delivery seem to be working well and which not as well?
- How have the types and nature of services being carried out by Navigators changed over the duration of the project? Are the Navigators utilizing new tools, methods or approaches as they become more experienced in the work?
- How has collaboration and coordination between service providers working with the families experiencing homelessness changed over the course of the project? Are these partners working together more efficiently, in a more coordinated fashion, without duplication of services or in new and different ways?
- Have other service providers (e.g., housing case managers, DSHS workers) enhanced their capacity to meet the needs of their clients as a result of the project? Are these providers using approaches, methods or tools gleaned from their collaborative work with the Navigators?

Data Collection/Sampling

We gathered and accessed participant data from a wide range of sources to inform the implementation and impact of the Navigator model. The various sources include:

Baseline Eligibility Form (see **APPENDIX A**)

As described earlier, the housing case managers provided information about potential participants at the time of referral to the project, through an eligibility screening tool they completed online. This included information on interest in the goal of obtaining employment, presence of current barriers to employment, and background information on measures including TANF participation, utilization of SSI/SSDI³⁴, use of food assistance, and current employment status. We also have information on type of housing program services the participant was accessing at the time of referral. These data are useful in establishing the baseline characteristics of study participants.

Baseline and 9 Month Follow-Up Surveys

At the time of referral all participants completed a baseline survey either online or via phone with our trained research staff. The survey (presented in **APPENDIX D**) gathered information on participant

³⁴ Supplemental Security Income (SSI) or Social Security Disability Income (SSDI)

characteristics including age, gender, race/ethnicity, current residential status, current educational status and current employment status. The survey also included a series of self-report attitudinal and behavioral measures that would inform the short-term outcomes of the study. These include questions about different life barriers and challenges, participation in different educational and training programs, and assessments of personal self-efficacy and social support. All 659 participants in the study completed a baseline survey.

At about 9 months after the start, the research team reached out again to gather a follow-up survey from the study participants. We used multiple methods to contact participants and tried multiple times to complete the survey. The overall response rate was 72.4 percent and a total of 477 study participants completed surveys at both time points. At both Baseline and 9 months participants received a monetary incentive for completing the survey.

Secondary Data – Employment/UI system

The original consent form completed by participants allowed the evaluation team to access longitudinal employment data on individuals for a period of four years after the project onset. We formed a data-sharing agreement with the Washington State Employment Security Department (ESD), which maintains all employment and wage data on individuals working in the state through the ESD data warehouse. More specifically, the data include wages reported by employers in the State of Washington on an individual, and as such may miss information on wages generated through self-employment or federal military activities. In this project ESD provided information on individuals for up to 13 quarters after their start in the study. The specific data include information on:

- All Jobs in a quarter
- All Wages in a quarter
- All Employers in a quarter

From these data it was possible to compute the measures of employment, employment retention and average hourly wages that were used in the data analysis.

Secondary Data – Housing HMIS/DSHS

The evaluation team also formed a data-sharing agreement with the Washington State Department of Social and Health Services (DSHS) to access information on individuals who received public services and benefits. The Integrated Client Database, managed by the DSHS Research and Data Analysis (RDA) Division, also contains information from the Homeless Management Information System (HMIS) managed by the Washington State Department of Commerce. HMIS is the primary system through which most providers of housing services input information on an individual/family-level basis for the services they provide. Of importance to this project, using a combination of different fields we determined an individual's housing status at different time points.

Housing providers across the State are required to enter information about the services provided to the individuals/families on a monthly basis. The data for a household indicates the current program they are involved in, the type of the service (*e.g., transitional, emergency, rapid-rehousing, etc.*) and information about the start and end dates of the service. In any month where an individual is exiting a program the provider also collects self-report information from the individual on their next "destination." Using this destination field, it is possible to determine if an individual had moved into a more "permanent" housing situation and subsequently out of the HMIS system.

RDA provided the evaluation team with monthly information on an individual's program status, program type and possible destination when they left that housing program. From that it was possible to determine if and when the family achieved "permanent" housing and how long after the start of the intervention they achieved this permanent housing.

There are a few important caveats with the HMIS data important to our analysis. First, there is a significant amount of missing data in the system and about 15 percent of the participants have no HMIS data at all during the course of their time in this project. Second, as noted, our project is focused on three regions: Pierce, Yakima, and Northwest (*i.e., Whatcom, Skagit and Island Counties*). Northwest and Yakima providers enter their housing information into a State based system, while Pierce County providers have entered information into a county-based system. We believe there are differences in the accuracy of the information from the two systems.

Secondary Data – Public Assistance / DSHS RDA

As noted earlier, the RDA integrated client database maintains information on public services and benefits. In this study we were particularly interested in longitudinal data on Temporary Aid to Needy Families (TANF) benefits, food assistance benefits and DSHS Medical Insurance Eligibility for the study participants. By linking identifier information to the system, RDA provided monthly data on:

- Yes/No Currently on TANF
- TANF Benefit Amount Per Household / Number of Individuals in the Household
- Number of Prior Months of TANF Benefits for the Household
- TANF Sanction Status
- Yes/No Currently Receiving Food Stamps
- Food Stamp Benefit Amount Per Household / Number of Individuals in the Household
- Yes/No Currently Eligible for DSHS Medical Insurance

Project Navigator Activity Database

The evaluation team built an internal project database that allowed Navigators to enter information on each contact with a Navigator participant over the course of project. The Navigators provided information on the length of these contacts, whether they involved direct contact with the participant or were "indirect" (*i.e., doing something on behalf of the individual or family*), and the specific activities where they worked with the participant during the activity session. The activities could occur in several domains including Basic Stability, Legal, Financial, Basic Education, Education and Job Training and Employment Services. The Navigators further indicated when they provided financial Attainment Fund support to the participant and amount of that support.³⁵

Participant Interview

One component of the overall evaluation involved open-ended structured interviews with individuals assigned to the Navigator group. The goal of the interviews was to gain additional insights about the implementation and impact of the Navigator intervention and to link the findings from this qualitative assessment to results that emerge in the survey and secondary data analyses. The interviews addressed the following topics with participants (*full interview protocol is in **APPENDIX E***):

- How participants typically communicate with Navigators.

³⁵ We checked these data against actual financial records from the WDCs.

- The range of activity areas and support services provided by the Navigator.
- Assessments of the helpfulness and effectiveness of the Navigator.
- Discussion of the specific ways that Navigators supported the family in areas of housing, employment, basic needs and in working with agencies such as DSHS and housing providers.
- Description of the Navigator qualities that were more or less supportive of their needs.
- Discussion of the ways that things have changed for the participant and his/her family over the course of working with the Navigator.

A single trained interviewer with the research staff completed interviews with 40 individuals who participated in the Navigator intervention. The participants received a financial incentive and the average interview took about 45 minutes to complete. We attempted to reach 80 different individuals to complete an interview. The interviews were completed about 1 year after the individual started in the program, at which time the participant could still be active or have concluded their work with the Navigator.

The intent was to connect with individuals who could provide sufficient information about experiences with the Navigator during that first year of activity in the project. As such we focused recruitment on those participants who had a sufficient number of contacts with the Navigator over the course of that first year time period (i.e., on average about 20-30 contacts in those first 12 months) AND individuals who we felt we could reach by phone as they had recently completed a nine-month survey prior to the outreach for the interviews. The sample was not random, but did span evenly across participants from each of the three project regions.

Stakeholder Interview

Over the course of Navigator services, key informant interviews were conducted with stakeholders in each of the geographic areas served (Pierce, Yakima, and Northwest) at three time points – November 2013, April 2015, and August-September 2016. The purpose of these interviews was to collect detailed qualitative data to better understand the impact of the Navigator program on how other systems serving families experiencing homelessness – in particular, the Department of Social and Health Services (DSHS) and homeless housing providers – interacted with workforce services. In particular, the interviews asked questions that probed the relationships between these three systems of assistance – housing, welfare benefits, and workforce development services – and how uniting them in a common “team” effort could create opportunities for synergistic benefits between those systems and for the participants who accessed help from them.

Interview subjects in each community included members of the case management teams – i.e., the Navigators, as well representatives from DSHS and case managers from a sample of the housing providers participating in the project. Administrators from each of the Workforce Development Councils, particularly those directly involved with the project, were also included, as were the CEOs of each organization during the final round of interviews.

Over the course of the project, 29 different individuals served as Navigators and 12 of them participated in these interviews, including 3 of them twice and 3 of them at all three assessment periods. A total of 14 interviews were conducted with 9 different DSHS representatives from each of the five Community Service Offices (CSOs) active in the project (3 of them twice and 1 three times). During the final round of interviews, technical consultants to the project from Building Changes provided their insights.

Also included in the interviews were case managers from 8 of the 23 housing providers that made referrals to the project. These ranged from providers of emergency shelter to transitional housing to rapid rehousing to permanent supportive housing. In total, 114 individual case managers were approved to screen prospective participants. During the three rounds of interviews, a total of 17 individuals, representing 8 different agencies, including the largest in each of the 4 geographic areas participated.

An interview protocol (see **APPENDIX F**) was developed for each category of informant (housing providers, DSHS, navigators, WDC administrators) with specific questions but leaving room for open-ended answers where the respondents could direct the interview to what they found to be most important. Data from these interviews were compiled and findings organized into themes that emerged (e.g., collaboration, gaps addressed by the navigators, ongoing challenges, etc.).

In **APPENDIX G** we provide further description of the specific measures used in the analysis, definitions for computations and the data sources.

Validity Issues

Attrition

In the study there were a few issues that posed challenges to the internal and external validity of the analysis. First, there were places where attrition or participant drop-off might occur. An individual may have been referred by the housing provider to possible participation in the study, but never proceed to the point of completing the baseline survey and receiving a group assignment. Later in the report we present data on those who were referred, but did not enter the study.

A second point of attrition was among those assigned to the Navigator group. After receiving the assignment, individual information was passed to the local Navigators and WDC staff who reached out to the participant to engage them in services. We know that there were individuals they never reached and others whom they never engaged in the actual services. With respect to the study, the overall comparison between the Navigator and Control groups focused on the “intent to treat” sample so even those who never engaged in the intervention were included as “Navigator” participants for the overall comparison. Because we collected extensive information on the services received by individual participants and had the capacity to look at detailed analyses comparing Navigator participants with differing levels of services, it was possible to look at those who never really engaged in services in our analysis.

The final point of attrition was at the time of the 9 month follow-up survey. We knew that it would be challenging to reach participants in the target population 9 months after the start to complete the survey. We were pleased with the very overall high survey response rates achieved (over 72 percent) and that this rate only varied slightly between Navigator (75.8 percent) and Control group participants (67.8 percent). Later we present an attrition analysis that shows little differential bias between the two groups.

Crossover Effects

The study employed a number of systemic controls ensuring that a Control group participant would not be offered any Navigator services if they happened to independently make their way to the local WDC for employment related services. We do know that a small number of Control participants utilized some basic workforce development services at these agencies after inclusion in the study, and a few even

enrolled for more intensive services, but these were the more conventional activities offered by the WDC and distinct from the Navigator intervention.

Yet, there were still elements of the study that affected the differentiation of intervention carried out with each of the two groups. While the random assignment up front separated individuals into two distinct groups for the study, the fact that many participants from both groups lived in the same housing programs, often working with the same housing case managers, may affect individual experiences. Since we drew referrals from a finite number of housing providers in each county, and some families assigned to the groups may know each other or live in close proximity, it would be not be surprising if families shared some of their experiences. We know from tracking data that there were a sizable number of participants living in close-by units, but we do not have accurate data about this level of crossover.

There was the possibility that the housing case managers themselves might be a possible source of these crossover effects. Housing providers through working with Navigator teams and through communication with individuals in the program quickly came to know who was in the Navigator and Control conditions. Our communications with housing providers do not suggest that this was a concern, or that these providers modified their work with the participants in any way because of their group assignment.

What we do believe from our process evaluation is that the Housing case managers and DSHS case staff who worked with the Navigator participants learned new approaches and strategies for assisting families with their goals and carried over that new expertise to work with all clients, including Control group families. So while the Control participants did not receive the Navigator intervention per se, they may have gained from some of the side benefits of the program conferred through work with their present case managers.

Data Analysis

The study included quantitative analysis of the secondary data, survey data and information from the navigator activity database, as well as, qualitative analysis of information from the participant and stakeholder interviews. The analysis focused on answering the key research questions previously noted, but also provide supplemental information on the implementation and impact of the intervention.

The comparison analysis of the follow-up measures for Navigator and Control participants drew from information from the survey and secondary data sources. With the change in the assignment ratio noted earlier there was a need to use a weighted analysis to reflect the proper representation of participants from each group in the overall evaluation. The weights are as follows:

Enrolled March 2013 – July 31, 2014: Navigator (weight=2), Control (weight=2)

Enrolled August 1, 2014 – October 31, 2015: Navigator (weight=1.5), Control (weight=3)

In **TABLE 2** we present data on unweighted sample sizes at baseline and follow-up for the variety of outcome measures examined in the study. There is additional discussion of these sample sizes and the analysis of outcomes in subsequent sections of the overall report, but this table does provide some sense of the numbers of participants included in the comparison analyses. Most notably the sample sizes decline at the 18- and 24-month follow-up periods as we had a number of participants who had not been enrolled in the study long enough to reach those follow-up assessment periods. Recall that

the final participants were referred to the project in October 2015, 14 months before we accessed all the follow-up data.

TABLE 2: Sample Sizes – Key Outcome Domains

Outcome Domain	Definitional Issues	Baseline	18M	24M
Housing Measures	About 15 percent of the participants had missing HMIS data over the whole course of the follow-up period`	559	487	395
Employment Measures	Based on quarterly data. Baseline is quarter when individual started. 18 Month follow-up is six quarters after baseline and 24 month follow-up is eight quarters after baseline	659	594	466
Public Assistance Measures	Of note all participants matched to data in the DSHS Client Integrated Database	659	565	447
		Baseline	9M	
Short Term Survey Data	Data collected at project start and at 9 month follow-up. Overall response rate of 72.4%	659	477	

The quantitative analysis first involved a series of exploratory analyses such as frequencies, cross-tabulations and mean comparisons to look at the overall patterns over time for each of the study groups on a given measure. We extended these exploratory analyses for many of the measures to look for possible differential patterns within different sub-groups of the study population. These included separate analyses by project region (i.e., Pierce, Yakima, Northwest) and across project start years (i.e., 2013, 2014, 2015).

Additionally, we included some analyses looking at the differential patterns on outcome measures for just Navigator participants based on measures of activity with the Navigators. Later in the report in the section on the Summary of Navigator Activity Data we present more detailed information on the data that Navigators reported in our system related to their work with individual participants. For the purposes of this analysis we computed some measures based on the participant's first 10 months in the project. We were interested in a period that would represent a time before the completion of the 9-month follow-up survey and work for the majority of individuals who did have contact with the Navigators. The 10 month time span accounts for some additional time between the original referral and the first survey, and for additional time to complete the second survey at 9 months. Some of the specific activity measures we computed and used in this comparison analysis included:

- Total number of Activity Sessions,
- Number of different Activity Areas the participant worked on with the Navigator – maximum of six different domains including Basic Skills, Legal, Financial, Basic Education, Education/Job Training, and Employment
- Percentage of sessions spent working specifically on Employment related activities
- Percentage of sessions spent working specifically on Housing related activities (*i.e., sub-category in the Basic Skills domain*)
- Average \$ of Attainment Fund financial support per session

We utilized multivariate approaches including linear and logistic regression to assess the effect of group assignment on the short and long term outcome measures specified in the research questions. In each of these analyses we controlled for participant Age, Region, Start Year, and the Participant's Baseline

Housing Status from the HMIS system at the time of enrollment. For several of the analyses where we had a baseline level for the dependent measure of interest (*e.g., average TANF assistance amount at month 1*), we ran concurrent models controlling for this baseline level to look for differential changes by group over time. In the case of long-term outcome questions we looked at 18 and 24 month follow-up periods. With the short-term outcome questions we simply looked at the 9-month follow-up (i.e., the second survey completion period) rate or average as the dependent measure. All analyses were completed using SPSS.

One element of the qualitative analysis was to look for key themes that emerged from the open-ended structured interviews with individuals assigned to the Navigator group. As noted, the goal of the interview was to gain additional insights about the implementation and impact of the Navigator intervention and to link findings from this qualitative assessment to results that further emerge in the survey and secondary data analyses.

To that, the evaluation team compiled all responses to each of the specific questions and looked for consistent themes that would inform about the program implementation and impact. We looked for themes emerging from the direct work between the Navigator and the participant and in the respondent's perceptions of how the Navigator supported their efforts to meet needs and achieve goals. We were sensitive to whether we were seeing patterns that were consistent to a single Navigator or that emerged only in a single project region, and focused on highlighting findings that seemed to carry across the work of the Navigators in different regions, with different types of participants, working on different sets of issues.

With the stakeholder interviews we developed unique protocols for each category of informant (housing providers, DSHS workers, Navigators, WDC administrators) with specific questions, but leaving room for open-ended answers where the respondents could direct the interview to what they found to be most important. Data from these interviews were compiled and responses organized into themes that emerged (*e.g., collaboration, gaps addressed by the navigators, ongoing challenges, etc.*). We then examined how these themes were addressed by each category of informant and in each geographic region: *e.g., What were the similarities and differences in how Navigators from all the regions talked about how they addressed gaps in services? What were the similarities and differences in how housing case managers and DSHS workers in a particular geographic region saw the challenges of accommodating the work of the Navigators into how they did business?*

Key Findings

Earlier in the methodology section we outlined several research questions, a number of which looked at potential differences between the Navigator and Control groups on various short- and long-term outcomes. The overall findings suggest there are some differences in the long-term outcomes between the study groups that start to emerge at the 18- and 24-month follow-up points. This is particularly true when looking at measures of housing permanency, employment, and employment retention. We see less evidence of these differences looking at measures of hourly wages and utilization of public assistance sources such as TANF, food assistance and DSHS medical eligibility. The most notable difference in the short term is with participation in education and training programs where the 9-month rate is significantly higher for Navigator group participants.

Additionally, we specified a number of questions addressing the implementation of the intervention and the potential impacts of the intervention on more systemic outcomes tied to services available for the target population interested in career development. The qualitative data gathered in the evaluation study indicates that the Navigator intervention successfully filled a gap in services available to the target population and has impacted the manner by which providers serve homeless families seeking career development services.

The discussion of key findings focuses on each outcome and/or research area, and within each section we note relevant patterns in sample groups defined by region, start year and levels of activity in the intervention for the Navigator participants. Where possible, we draw on quantitative and qualitative data to offer some conjecture on the patterns we are seeing for the two study groups.

HOUSING PERMANENCY

- There are modest, though statistically insignificant, differences in the housing permanency rates for the two groups by the 18- and 24-month follow-up. At 24 months the housing permanency rate for the Navigator group participants (63.0 percent) is nearly 5 percent higher than observed for the Control group (58.4 percent). That the difference between the two groups does increase as the time from the start of the project increases, suggests the possibility of longer-term disparities if we were able to follow the participants to later time periods.
 - The participant interviews highlighted several examples of the collaborative work between the Navigators and housing providers to support participants in addressing housing challenges. Moreover, the stakeholder interviews further highlighted the importance of this consistent collaboration between the Navigators and housing providers.
 - The Navigator activity data showed that Navigators worked on issues related to housing with over 42 percent of the Navigator group participants in the first 10 months of the their time in the intervention.
 - The analysis of the baseline and 9-month survey data showed a reduction in the level of reported challenges with “lack of housing” for both groups, but with a larger decline over time for the Navigator group participants.
- The differences between groups at 18 and 24 months are most apparent for those referred to the study in Pierce. There is also a substantial difference in housing permanency at 24 months among Northwest participants. In each instance the Navigator group rate is higher. We see less variation in housing permanency for the Yakima participants.
- There are some variations in patterns when we look at participants starting in different project years. Among those who started in 2014 and 2015 there are greater differences in the long-term

permanency rates between the two study groups. Of note, among those who started in 2015, the Navigator participants have an 18-month housing permanency rate about 15 percentage points higher than the Control group participants.

- Data from the participants, stakeholders and program staff suggest that the overall model implementation improved over the course of the project. The Navigators gained more skills and experience, identified new strategies and resources and built stronger relationships with providers. This suggests that the fruits of this work paid off the most for those who started later in the project. By that point the Navigators and housing providers had likely formulated better approaches and developed more skills to help participants quickly address housing challenges.
- The data from program staff, interviewees, and the Navigator activity database suggests that Navigators were more inclined to use the attainment funding (i.e., flex dollars) to support direct housing needs with participants in later years of the intervention. Over time the Navigators were more likely to draw on financial resources for expenses including monthly rent, housing supplies and security deposits.
- Additionally, there are data indicating that the stock of public and Section 8 housing in project regions increased over time thus opening up additional permanent housing slots. The process for filling open slots involved contacting individuals on the wait list to fill a slot. While these slots would be open to those in both the Navigator and Control group, there is some belief that those working with the Navigator would be more stable and easy to contact when the time came to fill the particular slot. In turn, they may have the ability to access the new housing easier and more quickly.
- Navigator group participants who engaged in activities with their Navigator had substantially higher long-term housing permanency rates than those who had little or no activity with the Navigator. The permanency rates do not vary by whether the participant has fewer or more activity sessions, but we do find that those who had a higher proportion of activity sessions that involved working on housing issues attained higher housing permanency rates, as did those who received greater flexible funding per session over time.

EMPLOYMENT

- There are larger differences in employment and employment retention rates for participants in the two groups at the later follow-up periods. We don't, though, observe differences in the hourly wages of those employed in the two groups. At 18 months the Navigator group employment rate is about 3 percent higher and by 24 months there is a statistically significant difference between the study groups where the rate is over 9 percent higher for the Navigator participants. Additionally, at 24 months the Navigator Employment Retention rate is almost 11 percent higher, significantly greater than the Control group rate.
 - The participant interviews suggest that Navigators spent substantial time helping individuals with employment readiness and employability skills, as well as, connecting many of them with career education and training programs.
 - The stakeholder interviews clearly showed that Navigators brought their expertise and experience regarding the workforce development system to their engagement with both the participants and to their collaborative work with other providers.
 - We know from the Navigator activity database that Navigators worked with 93 percent of their participants on Employment Services, particularly in areas such as Career Planning and Job Search Assistance. In addition, they worked with 80 percent of these participants on Education/Job Training activities.

- The Navigators and WDC staff commented on the desire to use the career development model with its emphasis on preparing individuals for employment before putting them into job situations. For many, this approach may have delayed entry to subsidized employment situations, but paid off in the long run as individuals obtained the skills and training required for longer-term success.
- In both Northwest and Yakima the long-term employment and employment retention rates are much higher for those in the Navigator group than for those in the Control group. In Northwest the Navigator employment rate starts to exceed the Control group rate after the 6-month follow-up. We do know that a distinct strategy in Northwest was to actively engage participants in internships or other wage-paying activities early in their work with the Navigators. In Yakima, the difference really emerges after the 18-month follow-up period.
- We see the greatest long-term employment success for Navigator participants referred in earlier project years. Among those starting in 2013, the 18- and 24-month employment and employment retention rates are higher for the Navigator participants, and at 18 months the average hourly wage is almost \$0.47 higher for this group. Similarly, among those starting in 2014, the long-term employment and retention rates are higher for Navigator participants. Conversely, for 2015 referrals the long term employment rates are much higher for the Control group participants.
 - It is possible that with the impending conclusion of the study, the Navigator work in 2015 shifted to a focus on immediate stability and employment and away from the traditional career-development model that directed individuals into training and education. The early entry into employment may have addressed their immediate needs, but perhaps did not provide the participants with skills needed to maintain these jobs moving forward, as was experienced by those who started earlier in the intervention.
- The participants working with Navigators more often and more consistently have higher longer-term employment and retention rates than those with less interaction with the program. The 18- and 24-month follow-up employment and retentions are higher for those who had 15 or more activity sessions in the first 10 months. Moreover, the long-term employment and retention rates are higher for those who worked with Navigators more consistently on Employment, and who spent higher proportions of sessions on activities including Career, Job Search, Placement, and Retention.

PUBLIC ASSISTANCE - TANF

- There is little difference between the two study groups in the utilization and amount of TANF support over time. Of note, we find at the Baseline assessment that the percent of Navigator participants utilizing TANF support is 8 percent higher than for the Control group. There is some convergence between the two groups, but the Navigator group stays 4-5 percent higher by the 18- and 24-month follow-up. Additionally, the average amount of TANF assistance per person is roughly equivalent for the two groups across all follow-up periods.
 - We see many examples in the participant interview data describing the work of the Navigators making connections with DSHS and other support providers, and in helping participants build awareness of and get reconnected with these support services.
 - It is possible that the higher baseline participation rate for Navigator participants might actually reflect some of the early and immediate work done by the Navigators with these individuals. The baseline assessment reflects the first month the individual was in the program, and if Navigators worked quickly with individuals to connect them with these resources it may reflect in these higher rates.
 - The Navigator activity data suggest considerable work in addressing benefit issues. In particular we find that Navigators worked with 29 percent of the participants on issues

- related to benefits, and we find higher proportions of work in the areas of Advocacy and Collateral Communication through more indirect assistance to the participant.
 - The quantitative data as well as feedback from WDC program staff suggest that Navigators were involved in reconnecting and reengaging participants to these support services. There are instances where participants qualified for TANF support, but were not accessing these resources. The Navigators worked to connect them to these support services. Thus, while some participants were making improvements in areas such as employment that would result in less need for public assistance, others were connecting back to the resources needed as they worked through the career development model with the Navigators.
- This overall pattern of some convergence between study groups over time in the TANF utilization rates is evident for participants in each of the three regions.
- These patterns of comparison are generally consistent for participants who started the project in different years. The results for those starting in 2015 do vary some: the Navigator participants at Baseline had TANF utilization rates about 15 percent higher than the Control group. But by 18-month follow-up this difference was only 8 percent between the groups.
- There is a no relationship between levels of Navigator services and declines in TANF utilization among those in the Navigator group.

PUBLIC ASSISTANCE – FOOD AND MEDICAL ELIGIBILITY

- There is little difference in the utilization rates or the amount of food assistance per person between the two study groups. Nearly all of the participants were on food assistance at the outset of the project and by 24 months about 80 percent were still accessing this support. Moreover, the average amount of assistance per person is roughly the same over time for the two groups.
- The percentages of Navigator and Control group participants eligible for DSHS Medical insurance are equivalent at the 18- and 24-month follow-up periods. Again, nearly 94 percent of participants were eligible for services in the baseline month and this rate is still around 82-85 percent at our 18- and 24-month follow-up periods
 - Earlier we see some slight increases in the employment rate, but no real improvement in wages for the Navigator participants. Given that most families would need to attain employment at wage levels considerably higher than observed in our study in order to exceed the threshold for benefit eligibility, it is not surprising that most participants continue to draw from DSHS food and medical assistance.

SHORT-TERM OUTCOMES – PARTICIPANT SURVEY DATA

- We find a difference in participation in education and training programs between the two study groups. While there is a significant increase in the *average number of programs participated in* between the baseline and 9-month assessment for the Navigator participants, the average remains constant for the Control participants. By the 9 month assessment period, Navigator individuals participated in, on average, 0.79 more training/educational programs. Looking at individual items, the Navigator participants report increases for Basic Skills/Education, GED, Occupational/Work Training, On-the-Job Training, and Internship programs.
- Additionally, while self-reported levels of educational attainment increase slightly for the Control participants between the baseline and 9-month assessment, they improve considerably for the Navigator group. The percent reporting having more than a High School degree or GED increases by 8 percent over that time period.
 - The Navigator activity database clearly shows that high percentages of Navigator participants worked on activity areas such as Basic Education, Education/Job Training, and

- Employment, and spent time with the Navigators, connecting with various training, career development, and educational programs.
- The self-reported measures of Average Ranking of Challenges and Average Number of Reported Current Challenges both significantly decline over time in each of the study groups. For Navigator participants there are decreases in expected areas that align with expectations of the aims of the intervention: e.g., transportation, stable housing, past work experience, and financial resources, as well as a more prominent decline in the challenge of Lack of Education. For Control participants we see some similar declines, but also decline in the challenges of Legal Issues and Childcare.
 - The data suggest that family challenges and burdens have lessened over time for all study participants and for Navigator participants especially in areas of considerable activity from the Navigator activity database: i.e., Employment, accessing housing, and accessing other support resources.
 - The “lack” of change in a challenge such as Childcare for the Navigator participants may actually illustrate the prominent use of the career development model. Many Navigator participants entered lacking the skills and experience needed for long-term career development. As Navigators worked with them, connecting them with training and educational resources, it may have increased their burden in areas such as childcare. As participants moved into these more time-consuming training activities the challenge of finding sufficient childcare still remained.
 - The overall changes in short-term outcomes noted above were evident across the three project regions. In each geographic area the Navigator participants were more likely to report increased program participation and to report fewer challenges over time. Of note, the pattern of increasing levels of educational attainment at 9 months just for the Navigator participants is more apparent in Whatcom and Yakima.
 - There are some interesting variations when looking across project start years. In particular, the greatest divergence over time between the two study groups on short-term outcomes is among those who started in 2013. Here we find significant declines in reported challenges and significant increases in program participation ONLY for the Navigator participants. Interestingly, this is the only year where we also see substantial increases in levels of educational attainment for both the Navigator and Control groups.
 - There is not a clear relationship between levels of participation in the intervention among Navigator group participants and changes over time in short-term outcomes.

MODEL IMPLEMENTATION AND SYSTEM CHANGE

- The participant and stakeholder interviews provided evidence of the importance of team collaboration between support partners in addressing the needs of Navigator participants. We found that Navigators worked closely with housing providers, WDC staff, and DSHS providers and the activity data further showed high levels of indirect work with the individuals in areas of collaboration, communication, and advocacy. The Navigator participants interviewed highlighted how this collaboration supported them in trying to access services and deal with everyday challenges.
- Navigators were further effective in helping individuals address issues and challenges. This often involved connecting them to different support resources, helping them understand how to negotiate complex systems like DSHS, and how to deal with other providers. The intent of the Navigator was to be flexible enough to both enhance the individual’s career development needs and quickly address barriers that could prevent their progress on the first goal.

- Strategic use of the monetary attainment fund (i.e., flexible funds) helped participants address short-term challenges and make progress towards long-term goals. We know that over ¾ of the Navigator group participants received this monetary support, some receiving substantial financial support, for a wide range of different issues.
- The Navigators did fill an important gap in the past system of service provision to homeless families interested in career development. The Navigator intervention provided an opportunity for a more intensive approach to working with individuals, an approach that intentionally tried to enhance the participants' connections to other support providers in way that had not been in place before. Additionally, the close collaboration between the Navigators and other partners created an atmosphere where knowledge and practices could be developed and shared. Both housing providers and DSHS workers told us that they were able to carry this new expertise forward in their engagement with a broad range of individuals.

Sample Characteristics

In total we received 713 referrals to the study from housing providers. We excluded 54 from the project, and thus have **659 completed referrals** to the project. All of these individuals completed a baseline survey and were assigned to either the Navigator or Control group. A summary of the excluded referrals is noted below:

- 22 - were not found or never responded to Baseline contact
- 6 - were found to be ineligible (e.g., had no children 18 or younger in the household)
- 8 - were either a duplicate referral or had spouse/other household member already in the study
- 2 - were surveyed and assigned to a condition, but opted out of the study after assignment
- 9 - we never received any paperwork on the participant from the referring provider
- 7 - we received their paperwork but never received their online referral form

We looked at the characteristics of those individuals referred to the project, but who were not assigned to a group (or opted out) based on the factors noted above (See in **APPENDIX H**). This includes 47 individuals who had some information in our system from the referral form completed online by the housing provider. We should note that only partial information was entered into the system for many of these individuals, which may help to explain why their referrals remained incomplete. As compared with the overall pool of referrals we find:

- A higher percentage of these individuals being referred from Emergency Housing settings and less so from Transitional Housing and Permanent Supportive Housing.
- A far lower percentage (53.2 percent) with a “service plan including the goal of obtaining employment and/or completing job training” indicated by the provider
- A lower percentage (36.2 percent) currently receiving TANF support.
- A lower percentage (23.4 percent) where the individual is involved in other key social services.

In **TABLE 3** we present a distribution of referrals from the different housing providers involved in the project. Of note, there are a wide range of Pierce providers, though over half of the Pierce referrals came from CCS/Phoenix Housing. In Northwest, three providers (Opportunity Council-Whatcom, Community Action of Skagit and Anacortes Family Center) referred the majority of participants. In Yakima, over 2/3 of the referrals came from Triumph Treatment.

The table also presents information on the primary housing types of the participants referred from the different providers. We find that some of the larger referring programs (e.g., CCS/Phoenix Housing, Opportunity Council-Whatcom, and Triumph Treatment) have several types of housing programs (e.g., Emergency Housing, Rapid Rehousing, and Transitional Housing) and made referrals from all of these programs. In other instances the agency focused on a specific type of housing service (e.g., Anacortes with referrals from Emergency Shelter or LASA with referrals from their Transitional Housing program). The breakdown of participants from each housing type is presented later in **TABLE 4**.

This table further reports on referrals by providers over time. Of note, in Pierce there is a greater diversity of referrals from a wider range of providers during the 2015 start year. In earlier years over 50 percent of the referrals came from CCS/Phoenix Housing, but this percentage declines in 2015. The other major provider of referrals, Triumph Treatment in Yakima County, contributed a high percentage

of its referrals in 2014. This was a time when the Workforce Development Council in that community provided Triumph with a financial incentive for referrals to the project.

TABLE 3: Completed Referrals by Provider Agency

	Housing Types	OVERALL	2013 Start	2014 Start	2015 Start
PIERCE					
CCS/Phoenix Housing	ALL	119	43	45	31
Exodus Housing	TH, RRH	6	0	5	1
Helping Hand House	TH	6	6	0	0
LASA	TH	25	0	20	5
Mercy Housing NW	PSH	6	6	0	0
Metropolitan Development Council	TH	10	0	8	2
Salvation Army/TCCC	EH	3	0	0	3
Share and Care House	RRH	11	0	0	11
Shared Housing Services	TH	6	0	0	6
Sound Outreach	RRH	4	0	0	4
Tacoma Housing Authority	PSH	20	4	8	8
Tacoma Rescue Mission	TH	4	3	0	1
OVERALL PIERCE		220	62	86	72
NORTHWEST					
Anacortes Family Center	EH	40	0	23	17
Community Action of Skagit	EH, TH	46	25	15	6
Lydia's Place	RRH	4	4	0	0
Northwest Youth Services	TH	1	1	0	0
Opportunity Council-Oak Harbor	ALL	8	0	1	7
Opportunity Council-Whatcom	ALL	87	30	36	21
Skagit Friendship House	EH	3	0	0	3
OVERALL NORTHWEST		189	60	75	54
YAKIMA					
Northwest Community Action Center	RRH	11	0	11	0
Triumph Treatment	EH, TH	172	37	91	44
Yakima Neighborhood House	TH	23	17	4	2
Yakima YWCA	EH, TH	44	14	9	21
OVERALL YAKIMA		250	68	115	67

HOUSING TYPES: EH-Emergency Housing, RRH-Rapid Re-Housing, TH – Transitional Housing, PSH-Permanent Supportive Housing

The evaluation staff contacted the referred participants either by phone or on-line to complete the baseline survey. Upon completion of the survey, the individual was randomly assigned to either the Navigator or Control group for the research study. We compiled data on the process of contacting participants and passing on referral information for the overall sample and broken down by participants referred from the different regions. We did separate out the Whatcom and Skagit referrals from the overall Northwest region for this analysis.³⁶ Of note:

³⁶ In subsequent analyses we combine the results for those referred from Whatcom, Skagit and Island into a single “Northwest” category.

- The evaluation staff connected with over 73 percent of participants by phone and, on average, needed 3.4 different phone and/or online contacts to reach the participant. In total, almost 70 percent of participants were contacted within 3 tries. The average number of attempts was somewhat higher for the Whatcom and Skagit referrals.
- Staff followed a protocol that dictated an expeditious process for connecting with participants. For over 43 percent of the participants the time between the original referral and transmittal of the information on the individual to the local WDC (i.e., after survey completion and group assignment) was within 7 days. We found the time was somewhat longer for Yakima referrals.
- There was also a need for consistent communication with housing providers in trying to connect with the participant. For over 34 percent of the participants, the evaluation staff communicated with the local provider to assist in reaching the individual or clarifying information about the referred participant.

In **TABLE 4** we look at the characteristics of the project participants across our three key regions: Pierce (n=220), Northwest (n=189), and Yakima (n=250). This includes data from the eligibility form and the baseline survey. Some important contrasts by region are noted below:

- We received younger referrals from Yakima; only 26.4 percent were *35 or older* in contrast to Pierce where there were over 42 percent in this group.
- There are clear differences in the housing services for the referrals across the regions. We find that Northwest provided a higher percentage of referrals from *Emergency Housing* (over 47 percent), while we see a higher percentage from *Rapid Re-Housing* and *Permanent Supported* in Pierce.
- The percentage from *Rapid Re-Housing* has increased over time while the percentage with *Other* has decreased. We examined those referred with *Other* housing status and found a number who had participated in the previously discussed Ending Family Homelessness project, which is considered a *Rapid Re-Housing* program.
- The Northwest referrals are the least likely to have a “service plan that includes the goal of obtaining employment and/or completing job training.” Nearly all in Yakima have this stated goal. We should note that different housing providers may have emphasized employment more than others, and this might also account for differences in the assessment of this goal.
- We find that Yakima and Northwest referred higher percentages of participants who have “mental health, drug/alcohol or physical health conditions that have been identified and are being addressed.” In Yakima the primary referring provider was Triumph, an agency that serves many individuals with substance use issues.
- Housing providers in Pierce identified a much lower percentage of participants currently on *TANF* (about 36 percent). They also identified a lower rate of participants whose information is being input into the *HMIS* system. As previously noted, Pierce agencies entered housing data into the county system rather than the statewide *HMIS* system.
- Almost 27 percent of Pierce referrals were identified as *employed* at the time of referral; a rate considerably higher than either the Northwest or Yakima referrals.
- Yakima referred the lowest percentage of *Male* participants across the three regions.
- Northwest referred a higher percentage of participants with a shorter length of time in their current residence (over 86 percent with ≤ 6 months of residence). This is consistent with the fact that the Northwest region also referred a higher percentage of *Emergency Shelter* participants.

- Pierce and Northwest referred a higher percentage of participants who are currently *employed*, based on self-report from the survey. Interestingly, in Northwest the self-report employment rate (28.6 percent in the Baseline survey) is much higher than the employment rate as reported by the provider at the time of referral (17.5 percent).
- The Yakima referrals tend to be somewhat *less educated* than referrals from the other regions. About 75 percent of these referrals have a high school degree or less.
- There is a larger percent of *African American* referrals from Pierce.
- As expected Yakima referred a higher percentage of *Hispanic* participants.

TABLE 4: Participant Summary of Characteristics: Overall and By Region

<i>% in cells</i>	OVERALL	Pierce	Northwest	Yakima
FROM ELIGIBILITY FORM	(n=659)	(n=220)	(n=189)	(n=250)
AGE				
< 25	19.4	13.2	21.7	23.2
25-34	46.1	44.5	42.3	50.4
35+	34.4	42.3	36.0	26.4
HOUSING SERVICES				
Emergency	27.8	10.9	47.6	27.6
Rapid Re-Housing	16.7	30.0	16.9	4.8
Transitional	42.2	31.4	31.7	59.6
Permanent Supported	9.4	25.9	0.5	1.6
Other	3.9	1.8	3.2	6.4
Stated interest in meetings with case manager about obtaining employment and/or completing job training	90.6	81.8	90.5	98.4
Service plan includes the goal of obtaining employment and/or completing job training	73.9	75.5	67.7	77.2
No mental health, drug/alcohol or physical health conditions have been identified	52.8	82.7	44.4	32.8
Mental health, drug/alcohol or physical health conditions identified and are being addressed	47.2	17.3	55.6	67.2
Receiving TANF	49.5	36.4	55.0	56.8
Participating in WorkFirst	26.4	23.2	26.5	29.2
Receiving SNAP/Food Assistance	97.9	98.2	97.4	96.4
Information Going into HMIS	88.5	77.7	99.5	90.8
Receiving SSI/SSDI	10.6	15.0	9.5	7.6
Head of Household (HOH) Currently Employed	20.2	26.8	17.5	16.4
HOH in employment job training/educational	17.5	16.4	25.9	12.0
HOH involved in other key services	31.9	19.5	33.9	41.2
FROM SURVEY DATA				
GENDER				
Female	84.3	82.7	82.0	87.6
Male	15.7	17.3	18.0	12.4
MONTHS IN RESIDENCE				
<=6	76.6	65.5	86.2	79.1
7+	23.4	34.5	13.8	20.9
CHILDREN UNDER 18				
0-1	42.8	34.5	48.2	46.2
2	29.6	32.3	29.6	27.3

<i>% in cells</i>	OVERALL	Pierce	Northwest	Yakima
3+	27.6	33.2	22.2	26.5
CURRENTLY WORKING	25.5	27.7	28.6	21.3
CURRENTLY IN TRAINING/EDUCATIONAL PROGRAM	20.9	23.0	25.0	15.8
HIGHEST LEVEL OF EDUCATION				
Some HS or Less	28.1	20.0	22.8	39.7
HS degree/GED	30.0	26.4	26.5	35.9
Some College or More	41.8	53.6	50.7	24.6
RACE				
Black/African American	14.7	32.0	6.4	4.0
Native American	9.2	3.4	13.3	11.5
White/Caucasian	58.7	39.3	69.4	69.5
Asian American	3.8	8.3	2.3	0.5
Multiracial	13.6	17.0	8.7	14.5
ETHNICITY				
Hispanic	22.5	12.3	17.5	35.3

We were interested in how the demographic characteristics of the study sample aligned with data from similar populations from a number of sources. In **TABLE 5** we summarize some comparison sources.

TABLE 5: Demographic Comparison Sources

SOURCE	N	Description of Source and Target Population	Compared to the Study Sample
AHAR (Annual Homeless Assessment Report to Congress) ³⁷	154,380 (estimate)	2015 federal government annual Point-In-Time count (Family households who accessed shelter or transitional housing during that year)	Comparable, but limited data available on heads of household. Includes a greater proportion of households served by emergency shelter.
Family Options Study ³⁸	2282	2015 national study involving families served by emergency shelters at 12 nation-wide sites	Comparable, but again, households served by emergency shelters rather than transitional and supportive housing programs.
DSHS RDA Homeless Families ³⁹	411	2000 Washington state study of families served by emergency shelters throughout the state	Older study looking exclusively at households served by emergency shelters.
HMIS (statewide, not inclusive of Pierce)	8825	2015 WA Department of Commerce data on heads of households w/ children receiving homeless assistance	Includes a greater proportion of households served by emergency shelters, as well as housed families receiving homeless prevention assistance.
HMIS (Whatcom/Skagit)	867		
HMIS (Yakima)	407		
EFH (Ending Family Homelessness Pilot) Study ⁴⁰	105	2013 data on parents participating in a RRH program serving families on TANF	Limited to households receiving TANF.

³⁷ <https://www.hudexchange.info/onecpd/assets/File/2015-AHAR-Part-2-Section-3.pdf>

³⁸ https://www.huduser.gov/portal/sites/default/files/pdf/FamilyOptionsStudy_final.pdf

³⁹ <https://www.dshs.wa.gov/sites/default/files/SESA/rda/documents/research-11-98.pdf>

⁴⁰ <https://www.dshs.wa.gov/sites/default/files/SESA/rda/documents/research-11-203.pdf>

We contrasted the study sample based on variables including age, gender, number of children and race/ethnicity. We present several tables in **APPENDIX I** showing comparisons for different measures by sources. In general we find that:

- The age distribution of participants in the study is similar to comparable groups from other studies, though study participants tended to be somewhat older than either the respondents in the nationwide Family Options study or the adults in the Washington State Ending Family Homelessness pilot. On the other hand, the study participants tended to be younger than heads of households with children in the overall statewide HMIS data, where 16.9 percent were under 25 and 40.4 percent were 35 or older.
- In this study sample 84.3 percent were female. Heads of households from all of the other sources tended strongly to be female, particularly so among the HMIS Yakima group (91.4 percent) and the participants in the Family Options study (91.8 percent).
- In this study sample, and for the Family Options and DSHS Homeless Families study, we find that over 40 percent of the households had only 1 child.
- The racial and ethnic profile of the study participants differs markedly from that of the statewide HMIS population. What stands out most is the relatively low percentage of African American participants in the study. Among heads of households with children in the state's HMIS system, African Americans account for 27 percent of the total. However, in this study they account for only 14.7 percent. This is explained in part by the relatively low percentage of African American heads of household in Yakima and Northwest.
- Also, while Native Americans and Alaska Natives account for just over 1 percent of the state's population, they represent a disproportionate share of the state's homeless population (4.3 percent of heads of household in the state's HMIS system), even more so among participants in this study (9.2 percent).
- Finally, it is particularly noteworthy that the study participants are considerably more likely to identify as Hispanic (22.5 percent) than either the state as a whole (12.4 percent) or the state's HMIS system (16.9 percent of heads of households with children), a difference largely accounted for by the very high number in Yakima County (45.1 percent of heads of households with children in the state's HMIS).

In **TABLE 6** we look at differences in the characteristics of those referred to the project in various years. As the project evolved, and new providers were included in the referral pool, we noted some changes in those being referred to the project. We were further interested in these patterns within the three geographic regions. In **APPENDIX J** we look at the patterns across the start years within each region to determine if some of the changes over time were more prominent in one region or another. We find that:

- There has been a clear shift in the type of housing service for referrals over the course of the project. More specifically, there has been an increase in the percent from *Emergency Shelter* and *Rapid Re-Housing* and a steady decline in the percent from *Transitional Housing*.⁴¹
 - The increase in *Rapid Re-Housing* is more prominent in Pierce. The rate doubles from 2014 to 2015. In contrast, the increase in the percent from *Emergency Housing* after 2013 is more evident in Northwest and Yakima.

⁴¹ We see this change over a time period during which providers in some of the participating counties have moved away from transitional to more permanent housing models.

- There has been a decline from 2013 through 2015 in the percent with “a service plan that includes the goal of obtaining employment and/or completing job training.”
 - This is most evident for Pierce where the rate drops to 54 percent in the 2015 start year.
- The percentage with “mental health, drug/alcohol or physical health conditions that have identified and are being addressed,” is stable over time.
- The percentage of referred participants on *TANF* is lowest in 2015, seemingly due to the drop over time in percentage for the Northwest participants.
- We observe a drop in 2014 and 2015 in the percent of participants referred who are receiving *SSI/SSDI*. There was some discussion by project partners about the challenges in working with this population, and how they, perhaps, were not well served by the intervention model in addressing their specific barriers to success. This may have led to a greater reluctance by housing providers to refer such clients. Again this is clearer for the Northwest participants.
- There has been a decline over time in the percent of *Male* participants referred into the project.
 - This is most evident in Yakima where only 6 percent of the 2015 participants were *Male*.
- There was a clear increase in the percent of participants *currently employed* in the 2014 and 2015 referral years. This coincides with an overall improvement in the economy in the latter years of the study. We see this pattern across all regions.
- There is some decline in the percent of *Hispanic* referrals in the 2015 referral year. This likely coincides with the decline in the percentage of *Hispanic* referrals from Yakima in the same year.

TABLE 6: Summary of Participant Characteristics by Start Year

<i>% in cells</i>	OVERALL	2013	2014	2015
FROM ELIGIBILITY FORM	(n=659)	(n=190)	(n=276)	(n=193)
AGE				
< 25	19.4	15.3	20.7	21.8
25-34	46.1	44.7	48.9	43.5
35+	34.4	40.0	30.4	34.7
HOUSING SERVICES				
Emergency	27.8	16.3	34.4	29.5
Rapid Re-Housing	16.7	14.7	14.1	22.3
Transitional	42.2	57.4	41.3	28.5
Permanent Supported	9.4	9.5	7.2	12.4
Other	3.9	2.1	2.9	7.3
Stated interest in meetings with case manager about obtaining employment and/or completing job training	90.6	92.1	90.9	88.6
Service plan includes the goal of obtaining employment and/or completing job training	73.9	84.2	72.5	62.8
No mental health, drug/alcohol or physical health conditions have been identified	52.8	52.1	50.4	57.0
Mental health, drug/alcohol or physical health conditions identified and are being addressed	47.2	47.9	49.6	43.0
Receiving TANF	49.5	49.5	52.9	44.6
Participating in WorkFirst	26.4	23.7	26.1	29.5
Receiving SNAP/Food Assistance	97.9	97.9	96.7	97.4
Information Going into HMIS	88.5	83.7	93.1	88.1
Receiving SSI/SSDI	10.6	14.2	8.7	9.8
Head of Household currently employed	20.2	18.4	20.3	21.8
HOH in employment job training/educational	17.5	15.3	19.6	16.6

<i>% in cells</i>	OVERALL	2013	2014	2015
HOH involved in other key services	31.9			
FROM SURVEY DATA				
GENDER				
Female	84.3	81.1	84.1	88.0
Male	15.7	18.9	15.9	12.0
MONTHS IN RESIDENCE				
<=6	76.6	68.9	77.2	83.3
7+	23.4	31.1	22.8	16.7
CHILDREN UNDER 18				
0-1	42.8	35.8	44.9	46.9
2	29.6	33.2	26.4	30.7
3+	27.6	31.0	28.7	22.4
CURRENTLY WORKING	25.5	19.5	27.9	28.1
CURRENTLY IN TRAINING/EDUCATIONAL PROGRAM	20.9	26.1	16.7	21.8
HIGHEST LEVEL OF EDUCATION				
Some HS or Less	28.1	22.7	32.6	27.1
HS degree/GED	30.0	35.4	26.4	27.9
Some College or More	41.8	41.9	41.0	45.0
RACE				
Black/African American	14.7	14.7	13.2	16.8
Native American	9.2	9.6	8.9	9.0
White/Caucasian	58.7	56.5	60.9	58.1
Asian American	3.8	1.1	5.1	4.8
Multiracial	13.6	18.1	11.9	11.4
ETHNICITY				
Hispanic	22.5	23.2	25.4	17.7

Summary of Navigator Activity Data

Over the course of the project the Navigators provided data on the activities they engaged in while working with participants. The Navigators provided information on the content of specific activity sessions, and whether this involved direct contact with the participant or “indirect” contact, i.e., doing something on behalf of the participant. We have data on over 12,000 different activity sessions for 354 Navigator participants.⁴² Some participants had as few as one session, while others had 100 or more sessions over the course of their work with the Navigator. The average participant had **34.2 activity sessions** and overall **69 percent** of all the sessions involved direct contact with the participant. The average session was about **35 minutes long**, and overall **4.1 percent** of the sessions were two hours or longer.

We present data on the individual activity sessions in **APPENDIX K**. The first column in that Appendix looks at the percent of total activity sessions in our database that included the notation of a specific activity. We see that larger percentages of activities included work on areas such as Obtaining Housing, Career Planning and Childcare Issues. We further see a high percentage of activities involved One-on-One Support with participants or Collateral Communication.

To get a more complete picture of the intensity and duration of the Navigator work with the participants we computed the *average length of a session*, the *percent of sessions spanning 2 hours or longer*, and the *percent of direct contact sessions*, then looked at variations across the activity areas. Some interesting patterns emerge:

- The Navigator sessions were somewhat longer when the work involved key Basic Stability areas such as Housing and Childcare. We also find that almost 15 percent of the sessions including Benefits were two hours or longer. Further, we found that a high percent of the longer sessions involved participation in a workshop like the Doorways to Employment program.
- We find that Legal issues often involved longer sessions and were often completed through direct contact with the participant. Some particular issues (e.g., Background Checks and CPS) were more likely to be addressed in the longer sessions.
- The Financial activities often involved somewhat shorter sessions and were mostly completed through direct contact. As an example, the average session that included Budgeting was 33 minutes in duration and over 93 percent of all these sessions were through direct contact. We find that over 26 percent of the Benefits sessions were two hours or longer in duration.
- The Basic Education activity sessions were somewhat shorter, though nearly ¾ of the CASAS⁴³ activity sessions were two hours or longer.
- Similarly, the Education/Job Training sessions were somewhat shorter and mostly completed via direct contact. The exception is Subsidized Employment where over 43 percent of the sessions were through indirect contact, presumably because the Navigators spent more time contacting

⁴² In total there were 376 participants assigned to the Navigator group. We have no activity data on 22 of these individuals as they never had contact with the Navigator program staff after their start date in the project.

⁴³ CASAS refers to “Comprehensive Adult Student Assessment Systems,” a nonprofit organization that provides assessments of basic skills for youth and adults and curricular tools to target specific areas of instruction. CASAS is used by federal and state government agencies, business and industry, community colleges, education and training providers, correctional facilities, and technical programs. In this project CASAS was a common activity used by the Yakima Navigator staff.

potential employers on behalf of the participant. About ¼ of the Enrollment in Education/Training sessions lasted two hours or longer.

- Of note, there were many Career Planning sessions, often completed through longer duration direct contact sessions. Over 15 percent of the Career Planning sessions were two hours or longer. We further see longer sessions that included work on Job Search and Job Retention.
- The activities related to the Attainment Fund were often shorter in duration and usually involved direct contact with the individual. The clearest exception is in the case of Subsidized Employment where over 46 percent of sessions were via indirect contact, often involving setting up internships or on-the-job training with prospective employers.
- The Service Coordination activity sessions are average in length, yet there are higher percentages of indirect contact sessions in areas of Collateral Communication and Advocacy.

The Navigators worked with participants across a wide range of activity areas (see **APPENDIX L**). More common areas focused on Employment Services, Education and Training, and Basic Stability; in the overall sample the Navigators worked with at least 50 percent of the participants in each of the activity areas. Looking at **TABLE 7** we can identify some of the more common specific activities that Navigators focused on with the participants. Some patterns emerge:

- **Common and Frequent Activities:** These include activities that Navigators worked on with many participants and often in multiple activity sessions. One example is Career Planning; the Navigators at some point worked with almost 89 percent of participants in this area, and it was noted in 19 percent of all activity sessions. Others include engaging in 1:1 Support and Collateral Communication and Housing.
- **Common and Infrequent Activities:** These include activities that Navigators worked on with many participants, but in fewer sessions. One example is Budgeting; the Navigators worked with almost 49 percent of participants in this area, but the activity was noted in less than 7 percent of all activity sessions. Others include Team (*i.e., engaging with and/or coordinating activities of the case-management teams*), Academic Counseling, and Enrollment in Education/Training.
- **Less Common and Frequent Activities:** these include activities that Navigators worked on with fewer participants, yet often in multiple activity sessions. One example is Basic Stability – Childcare; the Navigators worked with only 23 percent of participants in this area, but the activity was noted in 13 percent of all activity sessions. A second example includes Financial – Childcare; the Navigators worked with only 22 percent of participants on this topic, but the activity was noted in 15 percent of all sessions.

We also clearly see variations across our three geographic regions (see **APPENDIX L** and **TABLES 7-8**):

- The average number of reported sessions is higher in Pierce and Northwest.
- Pierce sessions tend to be slightly longer; Northwest sessions slightly shorter.
- Over 42 percent of the activity sessions in Northwest were “indirect” sessions where the Navigator engaged in activity on behalf of the individual rather than directly meeting with the individual. We also believe that a number of these in Northwest were unsuccessful phone calls. This rate is far higher than observed in the other two regions.

Basic Stability (Overall Navigators worked with 73.2 percent of participants in this area)

- The percent working on this activity area is slightly higher in Northwest.

- In Northwest the more prominent activities relate to Transportation issues (*e.g., transportation, driver license, getting ID*), Childcare, and Housing (over 61 percent worked on the latter).
- In Pierce we see lower percentages in each of the specific Basic Stability activities.
- In Yakima we see a higher percentage working on Driver's License activities.

Legal (*Overall Navigators worked with 52.5 percent of participants in this area*)

- We see higher percentages of Northwest and Yakima participants working in this area. Only 34 percent of Pierce participants worked on Legal activities.
- In Northwest a large percent of participants worked on issues related to a Background Checks.
- In Yakima a high percent of participants worked on issues related to a Background Checks and CPS.

Financial (*Overall Navigators worked with 60.7 percent of participants in this area*)

- The rate for this activity area is slightly higher for Pierce participants.
- Pierce participants were notably more likely to have been working on Budgeting and financial issues with Childcare.
- Northwest participants were the most likely to work on Childcare, yet much less so in the area of Budgeting.
- Fewer than 10 percent of Yakima participants worked on Childcare.

Basic Education (*Overall Navigators worked with 44.1 percent of participants in this area*)

- Yakima participants were far more likely to have worked on activities in this area, and much of the difference is attributable to the high percent (almost 77 percent) who utilized CASAS.
- The highest percent working on GED was in Northwest.

Education/Job Training (*Overall Navigators worked with 80.2 percent of participants in this area*)

- The rate for this activity area is higher for Pierce and Yakima than in Northwest.
- Of note, Pierce participants have the lowest rates of engaging in GED and Subsidized Employment activities.
- Northwest, conversely, has the higher percentage in Subsidized Employment, but lower rates in other activity areas.
- High percentages of Yakima participants have worked on GED, Voc Tech Resource Exploration, Academic Counseling, and Enrollment in Education/Training.

Employment Services (*Overall Navigators worked with 93.5 percent of participants in this area*)

- Not surprisingly high percentages of participants in all the regions have worked in the area of Employment services.
- Pierce participants have the highest percentages working in the range of planning, search and placement activities
- Job Search, Placement, and Retention activities are lowest for Yakima participants
- Over 34 percent of the Northwest participants worked in the area of On-the-Job Training/Internships.

Attainment Fund (*Overall Navigators provided 75.1 percent of participants with financial support from the attainment fund*)

- The percent who received attainment fund support is slightly higher in Pierce.

- Some of the more prominent areas in Pierce (relative to the other regions) include: Rental Assistance, Bus Tokens, Hygiene, Food and Utilities.
- Some of the more prominent areas in Northwest (relative to the other regions) include: Gas Money, Subsidized Employment, and Background Checks.
- Some of the more prominent areas in Yakima (relative to the other regions) include: Work Clothes, Tuition/Books, Subsidized Employment, Social Security/State Id Card, and Education/Vocational Training.

Service Coordination (Navigators worked with all participants in some capacity in this area)

- The percent indicating Team engagement for the individual is highest in Pierce and lowest in Yakima.
- Pierce Navigators were the most likely to engage in Advocacy and to make Referrals to Specialized Services.
- Almost 25 percent of the Northwest participants worked on activities that drew funds from a different monetary source. This was far less likely in Pierce and Yakima.

In **TABLE 7** we present the average attainment support provided to participants in two different ways. The first amount reflects an aggregation of the total amount provided to participants as reported by the staff in the activity database. The second amount represents the aggregate total for each participant as reported by the local WDC based on their internal financial records. The second value is presumed to be more accurate as we know that staff did not always accurately enter financial information into our system. It is interesting, though, to see the level of variation between the amounts in the overall sample and across the regions. The difference is especially striking for Northwest participants. This likely reflects variations in local record keeping and entry of attainment data into our system.

TABLE 7: Navigator Activity Areas by Region

ACTIVITY AREA (% worked on 1+ activities in the area)	Overall	Pierce (n=117)	Northwest (n=103)	Yakima (n=134)
Basic Stability	73.2%	70.1%	80.6%	70.1%
Legal	52.5%	34.2%	64.1%	59.7%
Financial	60.7%	65.0%	60.2%	57.5%
Basic Education	44.1%	16.2%	30.1%	79.1%
Education/Job Training	80.2%	82.9%	66.0%	90.3%
Employment Services	93.5%	97.4%	89.3%	93.3%
Used Attainment Fund \$	75.1%	82.9%	70.9%	71.6%
Average Attainment Fund among those given \$ (as recorded in Navigator database)	\$1,696.28	\$1,545.27	\$1,653.48	\$1,881.41
Average Attainment Fund \$ (as reported by WDC)	\$1,991.71	\$1,330.28	\$2,981.77	\$2,017.18

TABLE 8: Navigator Service Levels by Region

REGION	Average # Sessions to Date	Average Length of Session (MINS)	% Direct Sessions	% Indirect Sessions
Pierce	36.2	38.3	72.5%	27.5%
Northwest	40.4	31.7	57.6%	42.4%
Yakima	27.8	35.7	74.8%	25.2%

In **TABLE 9** we looked at the participation in different activity areas by length of time in the Navigator intervention. We have a range of participants, some of whom worked with the Navigator for well over two years. It is not surprising to see that higher percentages of participants in the longer duration groups have engaged in a wider range of activity areas. What is perhaps more interesting are the trends over time:

- In the case of areas such as Basic Stability, Legal, Education/Job Training, and Financial we see a more steady increase in the percentage over time. For example, the percent for Basic Stability increases from 49 percent at less than 6M to 96 percent at over 24 months.
- In the case of Employment Services, we see that by 6-12 months nearly all participants have worked in this area.
- Interestingly, we see less variation over time for Basic Education. The rate for those in the over 24 month group is only slightly higher.
- We see a dramatic increase in Attainment Fund utilization after 6 months, perhaps suggesting that there is a period of time during which Navigators assess individual needs and address immediate barriers before provision of direct financial support.

TABLE 9: Navigator Activity Areas by Time Served in Program

ACTIVITY AREA	Overall	<=6M	6-12M	13-24M	Over 24M
Basic Stability	73.2%	49.1%	68.7%	73.4%	95.9%
Legal	52.5%	29.1%	41.0%	58.0%	52.6%
Financial	60.7%	32.7%	41.0%	69.2%	87.7%
Basic Education	44.1%	41.8%	38.6%	44.1%	52.1%
Education/Job Training	80.2%	49.1%	72.3%	88.8%	98.6%
Employment Services	93.5%	70.1%	94.0%	99.3%	98.6%
Attainment Fund	76.0%	29.1%	71.1%	84.6%	100.0%
Used Attainment Fund \$	75.1%	29.1%	69.9%	83.2%	100.0%
Average Attainment Fund among those given \$ (as recorded in Navigator database)	\$1,696.28	\$612.63	\$1,022.34	\$1,655.60	\$2,535.58
Average Attainment Fund \$ (as reported by WDC)	\$1,991.71	\$471.12	\$1,306.77	\$2,159.08	\$2,777.80

In **APPENDIX M** we present a summary of the activity data for participants in the first 10 months of their work with the Navigators. These measures were useful in looking at relationships between levels of program activity and changes in the short- and long-term outcomes addressed in the study.

Secondary Housing Data Analysis: Comparison of Study Groups – Long-Term Housing Permanency Outcomes

As discussed above, the evaluation team worked with DSHS-RDA to access HMIS data on all study participants for a number of months following their entry into the study. We accessed all longitudinal data through November 2016, meaning that for those who started earlier we have about 3-½ years of follow-up data, and at least 14 months of follow-up data for all who participated in the study.

As noted in the methodology section, there were some challenges and limitations with the HMIS data. The first and foremost is that not all data on all participants was entered into the system by the housing providers. It is not uncommon for there to be gaps in the data across different months and over time we found that over 14 percent of those referred to the study had missing HMIS data in all 18 months subsequent to their start in the study.

The second issue is related in part to HMIS and the recruitment process for this project. While the original intent of the study was to recruit families experiencing homelessness, there was a provision that individuals receiving services from emergency housing providers, but currently residing in permanent supportive housing or other non-time-limited housing where supportive services were included, could be referred to the project. By strict definition these individuals were receiving federal homeless prevention or support services, but in practice these individuals were situated in stable housing and unlikely to leave to a permanent housing destination. In the HMIS system we found that individuals with a status code of “permanent” or “permanent supportive housing” never experienced a change in this status over time or an exit from the HMIS system.

This issue is important in the way we defined our key measures for analysis. In practice, over 11 percent of the enrolled participants were in this “permanent” or “permanent supportive housing” status in their first month in the project. This also affected the criteria for determining whether an individual moved into a “permanent” housing status in a given month. In this project **“permanent” housing by a specific time period (e.g., 18M)**⁴⁴ was defined as:

- Having a “destination” code in the any of the months up to the time period with one of the following designations: “rental with no ongoing subsidy,” “rental with other housing subsidy,” “owned with no ongoing subsidy,” “owned with other housing subsidy,” “staying with family – permanent tenure,” or “staying with friends – permanent tenure” OR
- Having a “housing status” code of “permanent” or “permanent supportive housing” in the baseline month⁴⁵ OR
- Moving into a “housing status” code of “permanent” or “permanent supportive housing” in any of the months up to 18 months follow-up

We further note that for any follow-up period we only computed this measure of housing permanency if the participant a) DID NOT have missing HMIS in ALL months up to the follow-up period and b) was in

⁴⁴ There are no clear formal definitions of housing “permanency,” but most working definitions do share the elements that an individual/family is in a housing situation that is meant for human habitation and there is no fixed time limit for how long the individual/family can stay in that housing situation.

⁴⁵ We should note that there are instances of participants referred to the project while literally homeless who moved to a permanent or permanent supportive housing status by the end of that baseline month and therefore appear in HMIS during month 1 as permanently housed.

the study for period up to or longer than the follow-up period. So, for example, at the 18-month follow-up period we only included those participants who were referred early enough to ensure they could have 18 or more complete months in the study.

We also computed a second measure for our exploratory analysis – average months to permanent housing. For each participant who did achieve permanent housing within a specific time period (e.g., 18 months) we determined the number of months from the baseline period it took to achieve that status based on the definition described above. We did not compute this value for those participants deemed “permanent” at the Baseline period due to their having the “permanent supportive housing” code at time of referral.

Long Term Research Question: Do Navigator participants demonstrate higher rates of permanent housing than Control Group members by 18 months after program start?

In **TABLE 10** we present longitudinal housing permanency data for the two study populations. Of note, the percent in “permanent” housing at the baseline period is roughly equivalent. We find that by 18-month follow-up over 56 percent of the Navigator participants achieved permanent housing status as compared to 53.4 percent of the Control group participants, a slight but not statistically significant difference between these groups. A concurrent logistic regression model (see **APPENDIX N**) found no significant independent effects of group assignment on the 18-month permanency rate.

TABLE 10: Housing Permanency Measures by Study Group – OVERALL SAMPLE

Measure	NAVIGATOR (n=376)	CONTROL (n=283)	p
% Missing All HMIS Up through 18M	14.7%	13.8%	
Sample: Have HMIS Data for Analysis	(n=321)	(n=238)	
% Month 1 designated as “Permanent” Housing	11.3%	12.3%	
Sample: have some HMIS data in 18M AND in study for 18M	(n=270)	(n=217)	
% “Permanent” Housing by 18M	56.1%	53.4%	
Sample: have some HMIS data in 24M AND in study for 24M	(n=202)	(n=193)	
% “Permanent” Housing by 24M	63.0%	58.4%	

** p < .05 based on chi-square test of independence*

We additionally looked at housing permanency rates 24 months after the start of the intervention. The sample is smaller, but still large enough to explore differences between the groups. By 24 months, 63 percent of the Navigator participants achieve permanent housing, a rate higher than the 58 percent of Control group participants. The difference in these rates was not statistically significant and a concurrent logistic regression (see **APPENDIX N**) analysis showed no significant effects of group assignment on 24-month housing permanency. But the data does suggest possible divergence in rates as we move farther from the project onset.

There were two important variables we explored to get a better sense of differences between the study groups – region and start year. In **TABLE 11** we look at these 18- and 24-month permanency rates between the groups in each of the three regions. We tend to see, like in the overall sample, better rates for the Navigator participants and greater separation in the 24-month data. Of some note, we see consistent differences at 18 and 24 months in Pierce where the Navigator permanency rate is about 6 percent higher than the Control group. In Northwest the divergence between the groups starts to

emerge at the 24-month follow-up, but in Yakima the 18- and 24-month follow-up rates are comparable for the two groups.

TABLE 11: Housing Permanency Measures by Study Group – BY REGION

<i>% Permanent/Sample Size in cells</i>	NAVIGATOR	CONTROL
PIERCE		
% “Permanent” Housing by 18M	76.3% (n=82)	70.5% (n=64)
% “Permanent” Housing by 24M	75.8% (n=65)	69.4% (n=58)
NORTHWEST		
% “Permanent” Housing by 18M	52.1% (n=81)	50.0% (n=69)
% “Permanent” Housing by 24M	58.7% (n=57)	53.7% (n=61)
YAKIMA		
% “Permanent” Housing by 18M	42.8% (n=107)	44.2% (n=84)
% “Permanent” Housing by 24M	55.3% (n=82)	54.2% (n=74)

18 Month Sample: have some HMIS data in 18M AND in study for 18M

24 Month Sample: have some HMIS data in 24M AND in study for 24M

The results are somewhat more interesting when we look at participants referred in different start years (see **TABLE 12**). We clearly see more pronounced differences in the permanency rates of the Navigator and Control group participants among those referred in the last two years of the project. For those referred in the 2014 start year, the difference in rates is about 5 percent at the 18 month follow-up and over 9 percent at 24 months. For the 2015 start year participants the 18 month rate is about 15 percent higher for the Navigator participants. We even find that among those referred in 2013, while the 18-month permanency rate is about 7 percent higher for the Control group participants, the rate starts to converge some at 24 months.

We know from earlier analyses that there were some variations in the characteristics of individuals referred to the project across different start years and there were new providers added into the mix in later project years. The variation in permanency rates over time may also reflect the maturation and refinement of the Navigator model, how Navigators developed skills over time and honed strategies for helping their participants achieve permanent housing in ways they were not able to accomplish earlier in the intervention.

TABLE 12: Housing Permanency Measures by Study Group – BY START YEAR

<i>% Permanent/Sample Size in cells</i>	NAVIGATOR	CONTROL
START YEAR: 2013		
% “Permanent” Housing by 18M	55.8% (n=78)	62.9% (n=90)
% “Permanent” Housing by 24M	64.1% (n=78)	65.6% (n=90)
START YEAR: 2014		
% “Permanent” Housing by 18M	53.7% (n=136)	48.2% (n=105)
% “Permanent” Housing by 24M	62.2% (n=124)	53.1% (n=103)
START YEAR: 2015		
% “Permanent” Housing by 18M	62.8% (n=57)	47.8% (n=23)

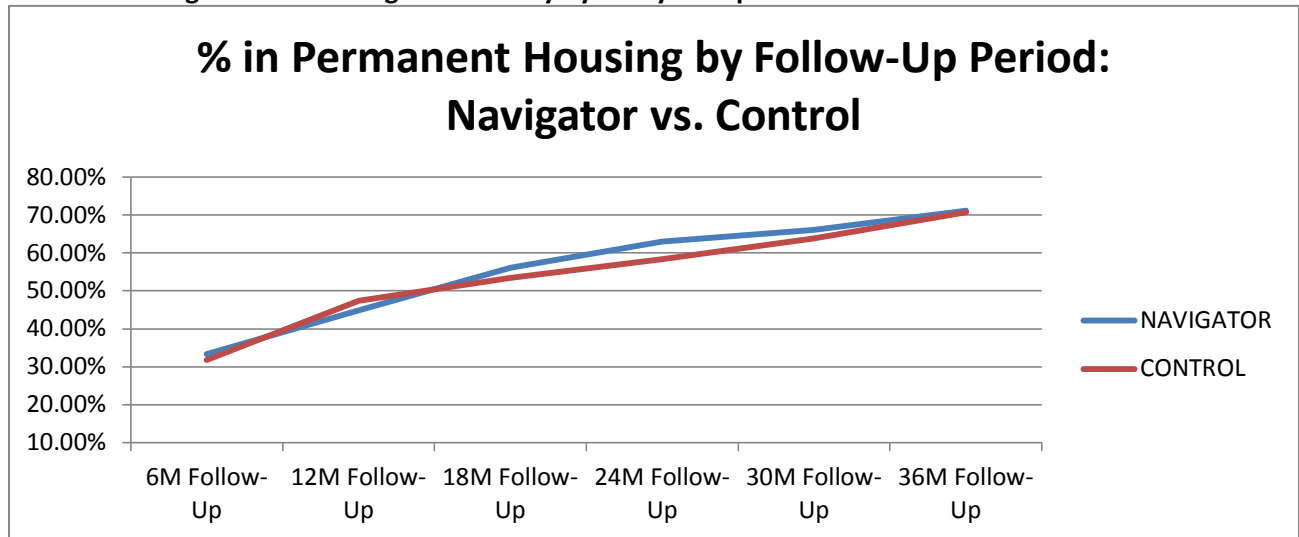
18 Month Sample: have some HMIS data in 18M AND in study for 18M

24 Month Sample: have some HMIS data in 24M AND in study for 24M

Supplemental Analyses

We analyzed the longitudinal patterns of housing permanency over time between the two study groups. In **FIGURE 1** we show the housing permanency rates for the two groups across follow-up periods in six-month increments. We find that these rates stay consistent in the earlier periods (e.g., 6 and 12 months), start to diverge at 18 and 24 months (as we noted in earlier discussion of the research question), but then converge some again at 30 and 36 month follow-up periods. Of note, the sample size of those with 30 or more months of follow-up starts to get small, and is too small when comparing by region or start year.

FIGURE 1: Longitudinal Housing Permanency by Study Groups



We also looked at these longitudinal patterns within different regions. **FIGURES 2-4** presents the permanency rates over time in each of the three regions. In Pierce we see similar rates in the earlier follow-up periods and then by 18 and 24 months the rate for the Navigator exceeds the Control group rate. In Northwest there is consistency in the earlier periods and then the rates start to diverge from 18 months forward with higher rates in the Navigator group. In Yakima there is little divergence in the permanency rates between the groups over time.

FIGURE 2: Longitudinal Housing Permanency by Study Groups: PIERCE

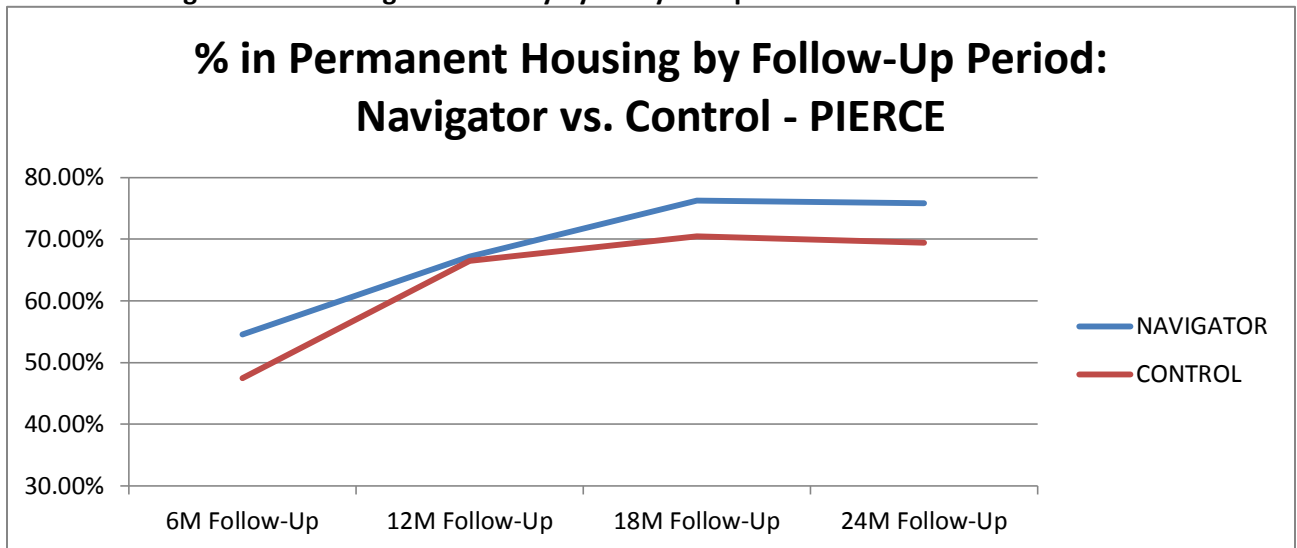


FIGURE 3: Longitudinal Housing Permanency by Study Groups: NORTHWEST

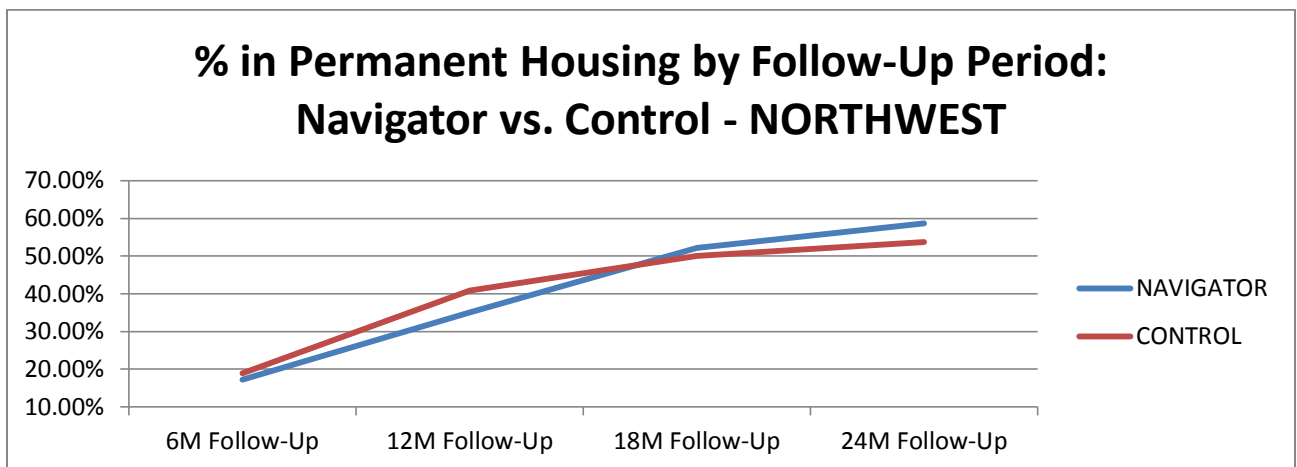
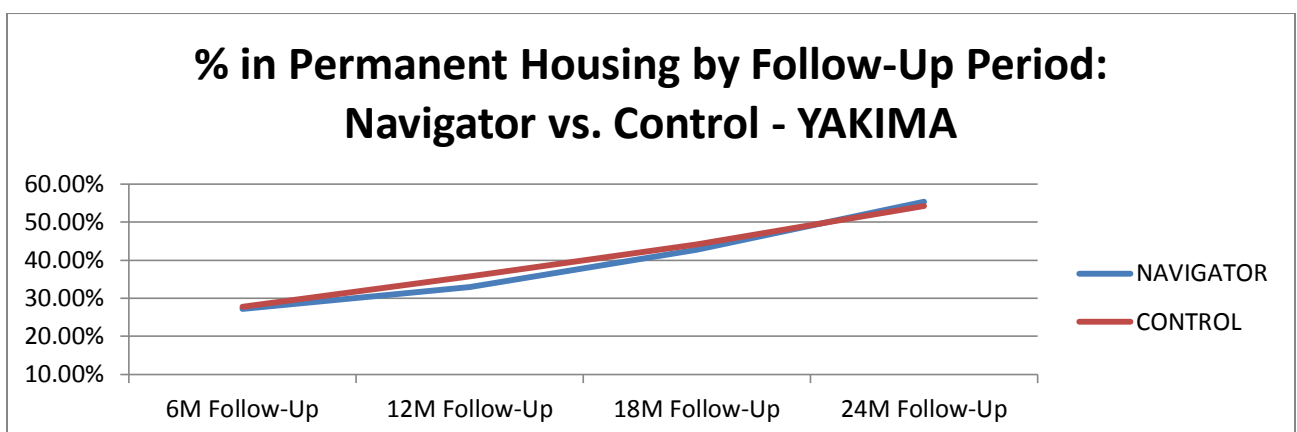


FIGURE 4: Longitudinal Housing Permanency by Study Groups: YAKIMA



We also looked at the average months to housing permanency at the 18- and 24-month follow-up periods among those who did achieve permanent housing in that time period. In **TABLE 13** we present these averages for the overall sample and broken down by regions. We find that at 18 months the Navigator participants, on average, reach housing permanency in 7.14 months, about half a month faster than observed in the Control group. Yet, when looking at 24 months out, while a higher percentage of Navigator participants reached permanency by that point, it took them, on average, about 1.4 months longer to get there. This might be reflected in the relatively large number of Navigator participants who were able to attain permanency in the period between 18- and 24-month follow-up. When looking at these patterns by region we find that:

- In Pierce there is a clear pattern where Navigator participants are much faster to permanency by 18 months, about 1.5 months faster than the Control group.
- In Northwest, what is most noticeable is the difference in average at the 24-month follow-up period. The average Navigator participant took about 3 months longer to reach permanency. This suggests that a number of the Northwest Navigator participants first reached permanency between 18 and 24 months, also reflected in the divergence in rates at 24 months.
- In Yakima there is little difference in the averages at the 18 and 24 month assessment periods.

TABLE 13: Housing Permanency and Months to Permanency – Overall and by Region

	NAVIGATOR	CONTROL
OVERALL SAMPLE		
% “Permanent” Housing by 18M	56.1%	53.4%
Average Months to Permanent Housing 18 Months	7.14	7.69
% “Permanent” Housing by 24M	63.0%	58.4%
Average Months to Permanent Housing 24 Months	11.88	10.49
PIERCE		
% “Permanent” Housing by 18M	76.3%	70.5%
Average Months to Permanent Housing 18 Months	5.75	7.29
% “Permanent” Housing by 24M	75.8%	69.4%
Average Months to Permanent Housing 24 Months	10.17	9.50
NORTHWEST		
% “Permanent” Housing by 18M	52.1%	50.0%
Average Months to Permanent Housing 18 Months	9.11	8.85
% “Permanent” Housing by 24M	58.7%	53.7%
Average Months to Permanent Housing 24 Months	13.84	10.61
YAKIMA		
% “Permanent” Housing by 18M	42.8%	44.2%
Average Months to Permanent Housing 18 Months	6.60	6.90
% “Permanent” Housing by 24M	55.3%	54.2%
Average Months to Permanent Housing 24 Months	11.72	11.05

18 Month Sample: have some HMIS data in 18M AND in study for 18M

24 Month Sample: have some HMIS data in 24M AND in study for 24M

We were further interested in the experiences of participants in both groups who had been referred to the study from different types of housing situations. Using the HMIS data we are able to ascertain the participants’ original housing setting in the baseline referral month, categorizing the individuals into four groups: Rapid Re-Housing, Emergency Shelter, Transitional Housing Program, and Other (*includes*

homeless prevention, homeless or other status designations). Our analysis focused on whether the long term permanency rates of Navigator and Control group participants varied depending on where they started in the housing system.

In **TABLE 14** we present the 18- and 24-month follow-up permanency rates for Navigator and Control group participants in each of the housing-status groups noted above. First, it is important to note that in the overall sample those starting in Rapid Re-Housing and Transitional Housing programs were far more likely to eventually make it into permanent housing. The data is more interesting when looking at the patterns of Navigator and Control group participants within each study group. Of note:

- We see a larger divergence in long-term permanency rates between the study groups among those originally referred from Emergency Shelter situations. By 18 months the Navigator participants in this group have a 7 percent higher permanency rate and by 24 months this increases to almost 9 percent higher.
- We further see in the small “Other” group the permanency rates are much higher for the Navigator participants at 18- and 24-month follow-up.
- The long-term rates between the study groups are comparable for those referred from Transitional Housing. Yet, in the Rapid Re-Housing group Control participants have a much higher permanency rate at 18 months than do the Navigator participants.

TABLE 14: Housing Permanency by Study Groups –Baseline Housing Status (HMIS Code)

	NAVIGATOR	CONTROL
RAPID REHOUSING N=72		
% “Permanent” Housing by 18M	62.3%	74.1%
% “Permanent” Housing by 24M	69.8%	70.8%
EMERGENCY N=196		
% “Permanent” Housing by 18M	48.4%	41.6%
% “Permanent” Housing by 24M	53.6%	44.9%
TRANSITIONAL N=241		
% “Permanent” Housing by 18M	50.3%	52.4%
% “Permanent” Housing by 24M	63.7%	61.0%
OTHER (homeless prevention, homeless, other status) N=71		
% “Permanent” Housing by 18M	30.0%	9.0%
% “Permanent” Housing by 24M	36.4%	18.0%

18 Month Sample: have some HMIS data in 18M AND in study for 18M

24 Month Sample: have some HMIS data in 24M AND in study for 24M

As noted above, we were interested in the relationship between housing permanency and the ways that those assigned to the Navigator group participated in those services. The data from the activity database allowed us to look at different segments of the Navigator population based on their levels and types of participation with the Navigator in the first 10 months of their time in the program.

In **TABLE 15** we look at the permanency rates at baseline, 18-month and 24-month follow-up for Navigator participants based on two different variables: Number of Activity sessions and Number of different Activity Areas worked on. We further completed some supplemental analyses looking at the permanency rates for Navigator participants according to variations in their percentage of sessions related to housing issues and on their level of financial attainment support. We find that:

- The small number of Navigator group participants who never engaged with services started with lower levels of baseline housing permanency (i.e., around 4 percent), but this did increase to over 46 percent by the 24 month follow-up.
- Among those who did engage in services, the overall 24-month permanency rate increases to over 65 percent (from 12 percent at Baseline), and we tend to see the higher rates among those with lower or moderate levels of services (i.e., between 6-25 sessions).
- When looking at the groups defined by number of activity areas there is improvement for all, but clearly the increases between baseline and 18- or 24-month follow-up are more prominent among those who worked with Navigator on a wider range of different substantive areas (i.e., those with 4 or more activity areas).
- The supplemental analysis of other measures from the Navigator activity found that the long-term permanency rates are higher among those participants who 1) had a higher percentage of their activity sessions tied to housing related issues and 2) received a higher level of attainment fund financial support per session. This highlights the importance of targeted work in housing areas and perhaps indicates how financial support for housing-related issues prompted a faster move to permanency.

TABLE 15: Housing Permanency – Navigator Group Participants – Activity Data Measures

<i>N=sample size with 18M housing data</i>	"Permanent" at Baseline	Permanent Housing by 18M	Permanent Housing by 24M
<i># of Activity Sessions in first 10M of Services</i>			
<=5 (NOT ENGAGED) (N=35)	3.5%	41.4%	46.3%
<i>Some activity (ENGAGED) (N=235)</i>	12.5%	58.2%	65.0%
6-14 (N=67)	14.6%	60.0%	67.9%
15-25 (N=85)	13.2%	58.6%	67.5%
26+ (N=83)	10.2%	56.4%	60.6%
<i># of different activity areas worked on in first 10M (of those ENGAGED in services) (N=235)</i>			
0-1 (N=17)	17.1%	76.7%	77.8%
2-3 (N=62)	19.7%	61.1%	67.5%
4-5 (N=117)	10.1%	54.2%	62.8%
All 6 (N=39)	6.5%	56.3%	64.1%

Secondary Employment Data Analysis: Comparison of Study Groups – Long-Term Employment Outcomes

The Washington State Employment Security Department provided the evaluation team with quarterly data on wages and employment for study participants. Notably, all participants matched to the system so there is no systematic missing employment data. If a participant did not have wages and hours of work in a follow-up quarter within the study time frame, he/she was considered unemployed for that quarter. As with the housing analysis, the participant had to be in the study for a duration equal to or exceeding the time frame of a defined follow-up period to be included in analysis. For example, those in the study for 14 total months would not be included in the 18 month follow-up analysis of employment.

We should note that the baseline quarter for each participant is the quarter in which that individual was enrolled in the study. So, for example, the baseline quarter would be the same for someone entering on January 1, 2015 and someone entering on March 31, 2015. The first quarter for analysis would be the quarter subsequent to that baseline quarter. So in this example the first quarter is Quarter 2 of 2015 (i.e., from April through June 2015). The sixth quarter would be Quarter 3 of 2016 (i.e., from July to September 2016).

This computation does affect how we interpret the follow-up employment data. In the analysis when we look at 18 month follow-up we refer to the employment data from the sixth quarter *subsequent to* the baseline quarter. For the first individual in the example (i.e., *who started on January 1*) this would reflect a span of 21 months between his/her start date and the end of the sixth quarter. For the second individual (i.e., *who started on March 31*) it would reflect a span of 18 months. This is the challenge associated with using quarterly data. So when we talk about 18 or 24 month measures in the analysis, this represents the *minimum* length of follow-up in the analytic period.

Using the quarterly data we computed a number of measures used in the analysis of the primary research questions and in our supplemental analyses. The measures to address primary research questions include:

Employed in a Quarter: Dichotomous (Y/N) variable indicating whether the individual had *any* wages and hours of work in a given quarter.

6M Employment Retention in Time Period (e.g., in 18 months): Dichotomous variable indicating whether an individual was employed in any consecutive quarters within the specific time period. For instance, in the case of employment retention by 18-month follow-up, was the participant employed for any two quarters or more within the six total follow-up quarters or 18 total months.

Maximum Hourly Wage in Time Period (e.g., in 18 months): For each quarter that an individual was employed we computed an hourly wage based on total aggregate wages divided by total aggregate hours.⁴⁶ The maximum represents the highest computed hourly wage across the quarters in the time period where the individual is employed. In the case of 18-month Maximum Hourly wage, we scan across the first six quarters to find the highest computed hourly wage.

We computed other measures to include in our supplemental analyses:

⁴⁶ Aggregate wages and hours take into account that an individual might have multiple jobs in the specified quarter

Number of Quarters Employed in Time Period: a count of the number of quarters that an individual had employment within a fixed time period. So in the case of 18-month follow-up an individual could have minimum of 0 and maximum of 6 quarters employed.

Average Hourly Wage Across Quarters in Time Period (e.g., in 18 months): computation of average hourly wage across all the quarters in a time period where the individual was employed.

Additionally in the supplemental analysis we contrasted the employment measures for the Navigator and Control group participants for sub-groups defined by program start year and we looked at differences in employment outcomes for Navigator participants with varying levels of activity with the intervention.

The long-term research questions pertaining to employment related outcomes are:

1. Do Navigator participants demonstrate higher **rates of employment** than Control Group participants by 18 months after program start? (CONFIRMATORY)
2. Do Navigator participants demonstrate higher **rates of employment retention** than Control Group participants by 18 months after program start? (EXPLORATORY)
3. Do Navigator participants demonstrate higher **average maximum hourly wages** than Control Group participants by 18 months after program start? (EXPLORATORY)

Long Term Research Question #1: Do Navigator participants demonstrate higher **rates of employment** than Control Group participants by 18 months after program start?

To first address this research question we looked at the longitudinal employment rates over different follow-up periods for each of the study groups. In **TABLE 16** we see the employment rates during the baseline quarter and for each subsequent quarter for a period up to 30 months follow-up. Of note, the baseline employment rates are basically equivalent for the two groups. In **FIGURE 5** we present the employment rate trend lines for each group across 6-month follow-up increments. We find that:

- The Navigator group employment rate in the first quarter starts slightly higher than observed for the Control group. This small difference in the rates persists through the 18-month follow-up period.
- After Follow-Up Quarter 6 (*or 18 months*) the rates really start to diverge. While the Navigator rate either stays constant or increases slightly, we see the percent of Control participants employed drops, thus resulting in a greater difference between the groups. At the 24-month follow-up the difference is over 9 percent and by 27 month follow-up, in the smaller sample of study participants, the difference between the groups is over 13 percent.

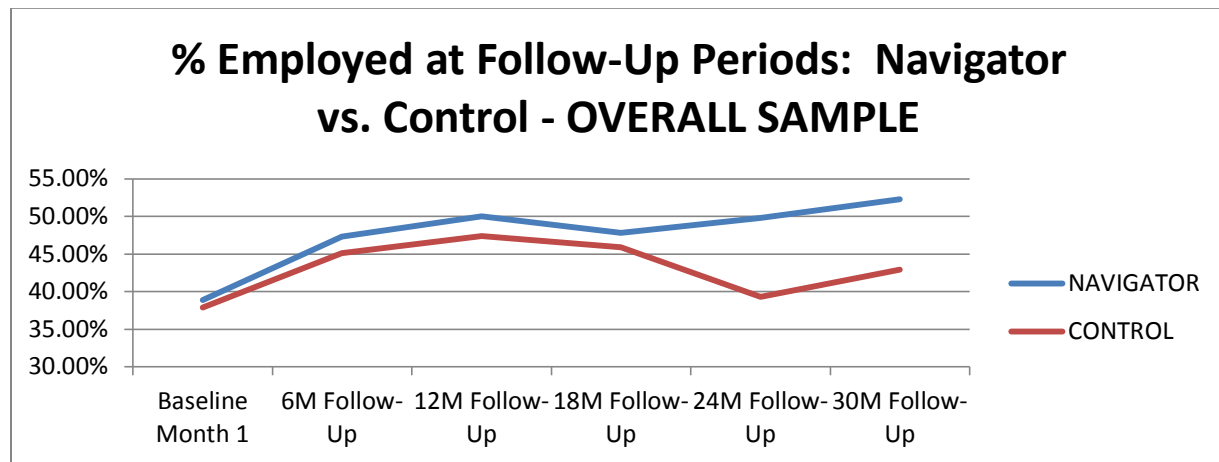
TABLE 16: Longitudinal Employment Rates: Navigator and Control Groups

Measure (% Employed) /n=unweighted sample size	NAVIGATOR	CONTROL	p
<i>Baseline Quarter</i>	39.7% (n=376)	37.8% (n=283)	
Follow-Up Quarter 1 (3 Month)	45.5% (n=376)	40.8% (n=283)	
Follow-Up Quarter 2 (6 Month)	48.8% (n=376)	44.3% (n=283)	
Follow-Up Quarter 3 (9 Month)	49.8% (n=376)	47.1% (n=283)	
Follow-Up Quarter 4 (12 Month)	50.9% (n=376)	46.7% (n=283)	
Follow-Up Quarter 5 (15 Month) <i>sample -start before 10/2015</i>	48.5% (n=360)	45.2% (n=272)	
Follow-Up Quarter 6 (18 Month) <i>sample-start before 7/2015</i>	48.5% (n=334)	45.1% (n=260)	

Measure (% Employed) /n=unweighted sample size	NAVIGATOR	CONTROL	p
Follow-Up Quarter 7 (21 Month) <i>sample-start before 4/2015</i>	48.2% (n=291)	41.8% (n=242)	*
Follow-Up Quarter 8 (24 Month) <i>sample-start before 1/2015</i>	49.7% (n=243)	40.3% (n=223)	*
Follow-Up Quarter 9 (27 Month) <i>sample-start before 10/2014</i>	50.9% (n=203)	37.8% (n=204)	*
Follow-Up Quarter 10 (30 Month) <i>sample-start before 7/2014</i>	52.3% (n=155)	42.9% (n=168)	*

* $p < .05$ based on chi-square test of independence

FIGURE 5: Longitudinal Employment Rate by Study Groups



Specific to our research question, at 18-months follow-up we do not see a significant difference in the employment rate based on a chi-square test of independence (see **TABLE 16**). We ran a concurrent multivariate logistic regression analysis to assess the independent effect of group assignment controlling for factors such as Age, Region, Start Year and Baseline Housing Status and again saw no effect of Navigator group participation on employment (see **APPENDIX O**).

We were curious whether any meaningful differences emerged at 24-month follow-up. As shown above, there is about a 9 percentage point difference in the employment rates between the two groups, a significant difference based on a chi-square comparison. We ran a logistic regression model, holding constant the same factors noted in the 18-month analysis, and found a significant effect of group assignment ($p < .003$) where the *likelihood of a Navigator participant being employed at 24 months is 1.49 times higher than the likelihood for a Control group participant*.

We further looked at the employment rates over time and specifically at 18 and 24 months for those in each group across the three project regions. **FIGURES 6-8** show the longitudinal trends over time for each region. We find that:

- In Pierce, the follow-up employment rates between the Navigator and Control participants are fairly comparable over time. There is some fluctuation and the Navigator rate is higher between about 6- and 18-month follow-up. Yet, by 24 months the rate is only slightly higher for the Navigator participants. Of note, the overall employment rate is somewhat higher in Pierce than other regions.
- In Northwest, we begin to see divergence in the employment rates for the two groups after the 6 month follow-up. By 18- and 24-month follow-up the Navigator employment rate is about 10-11 percentage points higher than the Control group employment rate.

- The rates for the two groups in Yakima are generally comparable over time until we reach the 24-month follow-up. At that time the Navigator employment rate is 12 percent higher.

FIGURE 6: Longitudinal Employment Rate by Study Groups – PIERCE

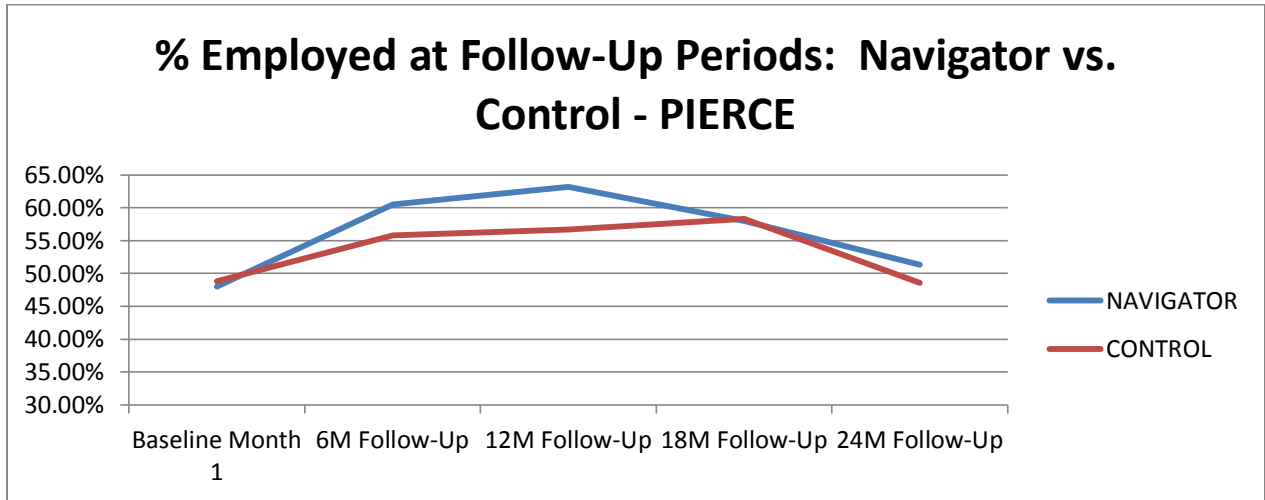


FIGURE 7: Longitudinal Employment Rate by Study Groups – NORTHWEST

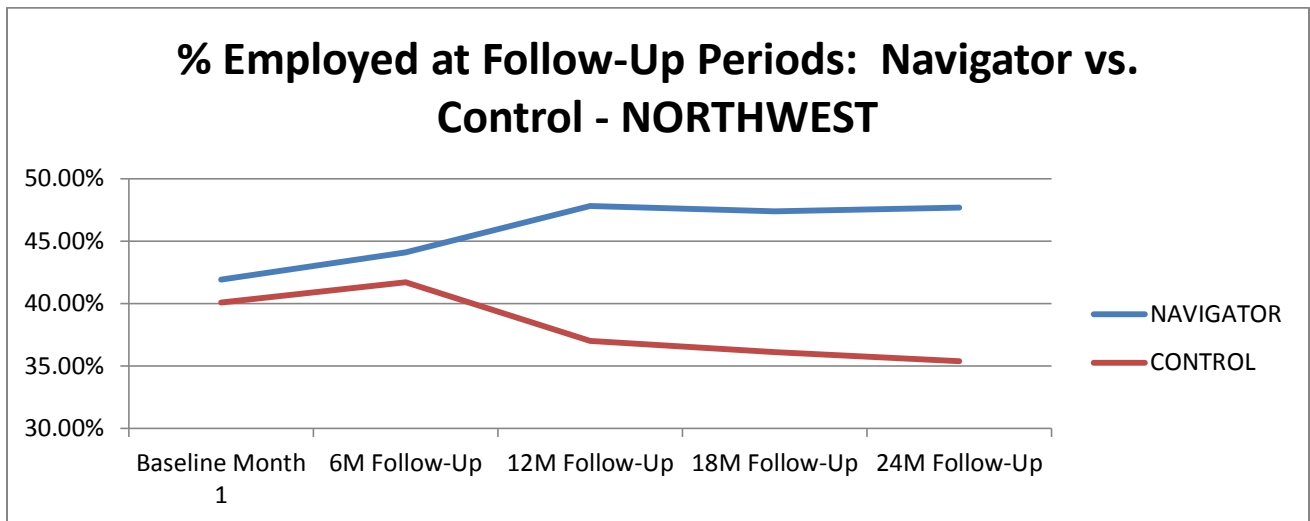
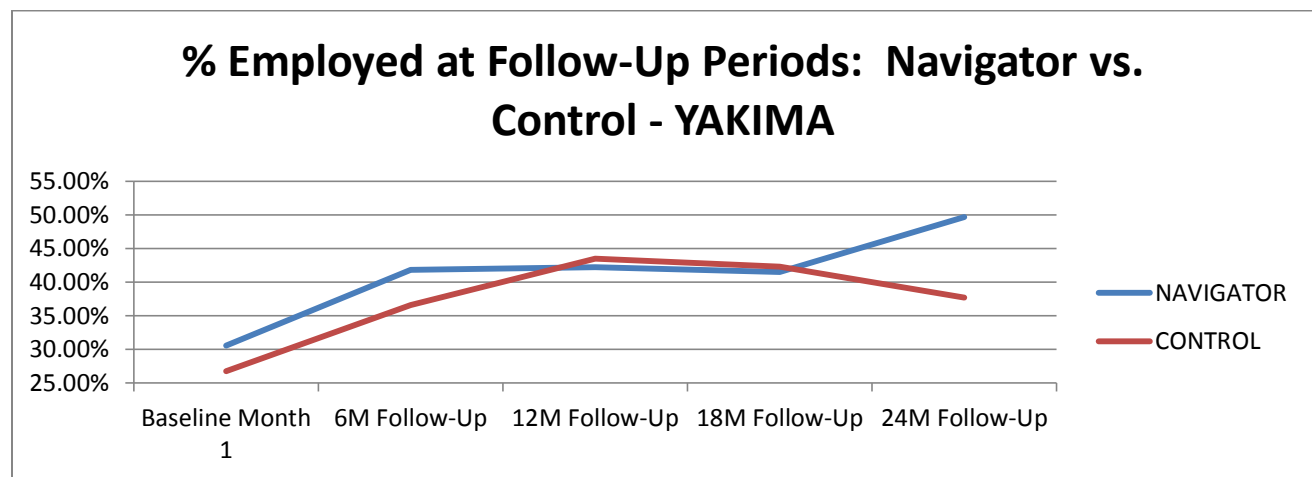


FIGURE 8: Longitudinal Employment Rate by Study Groups – YAKIMA



Long Term Research Question #2: Do Navigator participants demonstrate higher **rates of employment retention** than Control Group participants by 18 months after program start?

In **TABLE 17** we present computations of employment retention rates (*i.e., employment in 2 or more consecutive quarters*) for the study groups over time. The primary focus of this question is on 18-month follow-up, but it is interesting to look at these patterns over other time spans as well. For the overall sample we tend to see slightly higher levels in earlier months for the Navigator population (*i.e., about 4 to 6 percent higher rates*) and there is a significant difference in the 6 month follow-up retention rate between the two groups. By 24-month follow-up there is also a significant difference between the groups and the rate is nearly 11 percentage points higher for the Navigator group participants than the Control group.

For the 18-month analysis we do not see a significant different rate in the bivariate analysis of group assignment and employment retention, and further see no significant effect of group assignment in a logistic regression analysis when controlling for age, region and start year (see **APPENDIX P**). At 24 months we do see a difference based on a chi-square test of independence and there is a significant effect for group assignment ($p < .003$) in the multivariate analysis. We find that the *likelihood of a Navigator participant experiencing employment retention at 24 months is 1.54 times higher than the likelihood for a Control participant*.

TABLE 17: Employment Retention – OVERALL SAMPLE

Measure (% and unweighted sample size)	NAVIGATOR	CONTROL	p
% Retained Employment in first two quarters (<i>i.e., 6M</i>)	38.3% (n=376)	32.4% (n=283)	*
% Retained Employment in first four quarters (<i>i.e., 12M</i>)	53.4% (n=376)	48.6% (n=283)	
% Retained Employment in first six quarters (<i>i.e., 18M</i>)	61.5% (n=334)	57.3% (n=260)	
% Retained Employment in first eight quarters (<i>i.e., 24M</i>)	67.3% (n=243)	56.4% (n=223)	*

Retained Employment = employed in consecutive quarters 1 or more times in the time period

** $p < .05$ based on chi-square test of independence*

Again it was important to look at patterns across the regions. In **TABLE 18** we observe employment retention rates over time for the two groups in each region. We find that:

- In Pierce, there is a substantial difference in the employment retention rates in the earlier follow-up periods (i.e. 6 and 12 months), but more convergence in these rates between the two groups by 18- and 24-month follow-up.
- In Northwest, we see that the employment retention rate for Navigator participants is consistently higher from the onset and by 24 months is about 16 percent higher than observed for the Control group.
- In Yakima, we do not see many differences in the retention rate in the earlier follow-up periods, but a substantial difference by 24 months where the Navigator rate is 13 percent higher.

TABLE 18: Employment Retention – BY REGION

Measure	NAVIGATOR	CONTROL
PIERCE		
% Retained Employment in first two quarters (i.e., 6M)	47.1%	39.6%
% Retained Employment in first four quarters (i.e., 12M)	67.3%	60.4%
% Retained Employment in first six quarters(i.e., 18M)	73.4%	71.4%
% Retained Employment in first eight quarters (i.e., 24M)	74.5%	73.0%
NORTHWEST		
% Retained Employment in first two quarters (i.e., 6M)	38.2%	32.8%
% Retained Employment in first four quarters (i.e., 12M)	48.4%	42.2%
% Retained Employment in first six quarters(i.e., 18M)	57.8%	49.2%
% Retained Employment in first eight quarters (i.e., 24M)	63.8%	47.6%
YAKIMA		
% Retained Employment in first two quarters (i.e., 6M)	30.6%	26.1%
% Retained Employment in first four quarters (i.e., 12M)	44.5%	43.6%
% Retained Employment in first six quarters(i.e., 18M)	54.6%	53.1%
% Retained Employment in first eight quarters (i.e., 24M)	63.8%	50.3%

Long Term Research Question #3: Do Navigator participants demonstrate higher **average maximum hourly wages** than Control Group participants by 18 months after program start?

In the comparison analysis we focused on differences in the maximum hourly wage attained by an individual over a specified time period. In the supplemental analyses we will additionally look at the average hourly wages in a given period of time. We do see in **TABLE 19** that the average maximum hourly wage for Navigator participants is somewhat higher than the average for the Control group participants at both the 18- and 24-month follow-up, yet these are not statistically significant differences. At 18 months the wage is \$0.46 higher while at 24 months the wage is \$0.38 higher than the Control group. A subsequent multivariate regression analysis found no significant effects of group assignment on the dependent measure at either 18- or 24-month follow-up (see **APPENDIX Q**)

TABLE 19: Maximum Hourly Wage – OVERALL SAMPLE

Measure (average/unweighted sample size)	NAVIGATOR	CONTROL	p
18 Month Follow-Up	\$13.45 (n=243)	\$12.99 (n=182)	
24 Month Follow-Up	\$13.72 (n=184)	\$13.34 (n=162)	

SAMPLE: individual had to be employed at least one quarter in follow-up period to have a maximum wage

** p < .05 based on chi-square test of independence*

We do see some variations in patterns between the study groups when looking across project regions (see **TABLE 20**):

- In Pierce, we see that the average for Navigator participants is higher at both the 18- and 24-month follow-up periods. In fact, the Navigator maximum hourly wage at 24 months is over \$15.00 per hour. We further see that wage levels for all Pierce participants are substantially higher than observed in the other regions.⁴⁷
- In Northwest, the 18-month average for Navigator participants is almost \$1.60 higher. Yet, at 24 months we see that the Navigator average remains constant while there is a jump of \$1.20 for the Control participants.
- In Yakima, we see some flip over time. At 18 months the Control group average is \$0.47 higher than the Navigator average. By 24-month follow-up the Navigator is slightly higher than the Control group average.

TABLE 20: Maximum Hourly Wage – BY REGION

Measure	NAVIGATOR	CONTROL
Pierce		
18 Month Follow-Up	\$14.91	\$14.43
24 Month Follow-Up	\$15.17	\$14.80
Northwest		
18 Month Follow-Up	\$13.63	\$12.04
24 Month Follow-Up	\$13.58	\$13.24
Yakima		
18 Month Follow-Up	\$11.86	\$12.33
24 Month Follow-Up	\$12.38	\$11.91

Supplemental Analyses

We supplemented the employment retention analysis by looking at a second measure of consistency, the **Number of Quarters Employed in Time Period**. In **TABLE 21** we present data on quarters employed for the two study groups at the 18- and 24-month follow-up periods. We find that:

- At 18-months follow-up the average number of quarters employed is slightly higher for the Navigator participants (i.e., 2.93 vs. 2.69). We also see the percentages of Navigator participants with employment in 4 or more quarters or with employment in all six quarters are slightly higher.
- At 24 months we start to see more divergence between the groups. The average number of quarters employed is 0.65 (or alternatively about 1.9 months) greater for the Navigator participants and percent employed in 5 or more quarters is over 10 percent higher (i.e., 45.9 vs. 35.4 percent).

⁴⁷ This is not surprising as wages and cost of living in Tacoma is significantly higher than in Yakima or Bellingham. <http://www.k12.wa.us/Compensation/pubdocs/DataOptionsforRegionalAdjustments.pdf>

TABLE 21: Number of Quarters Employed – Navigator and Control Groups: OVERALL SAMPLE

Measure	NAVIGATOR	CONTROL
<i>Quarters Employed – 18 Month Follow-Up</i>	(n=334)	(n=260)
No Quarters	26.9%	29.1%
Four or More Quarters	43.4%	40.5%
All Six Quarters	23.2%	18.6%
<i>Average Quarters Employed in Period</i>	<i>2.93</i>	<i>2.69</i>
<i>Quarters Employed – 24 Month Follow-Up</i>	(n=243)	(n=223)
No Quarters	23.5%	27.0%
Five or More Quarters	45.9%	35.4%
All Eight Quarters	17.1%	15.6%
<i>Average Quarters Employed in Period</i>	<i>3.94</i>	<i>3.29</i>

TABLES 22-24 present data on quarters employed by groups across the three project regions:

- We see less difference in the average quarters employed for the Pierce participants. The average at 18 months is roughly equivalent for both groups and while there is a slight increase for the Navigator participants at 24 months, those participants are also less likely to have been employed for all eight quarters in the period.
- In Northwest, the data suggests that the Navigator participants were consistently employed in more quarters across follow-up periods than were the Control participants. The average at both 18 and 24 months is higher; in fact, at 24 months the Navigator participants were employed, on average, almost 1 quarter (or about 3 months) longer than the Control participants.
- In Yakima, the average quarters employed is roughly the same at 18 months, but at 24 months we do see that Navigator participants are employed for more quarters over the time period (on average about 0.7 more quarters or 2 months more).

TABLE 22: Number of Quarters Employed – Navigator and Control Groups: PIERCE

Measure	NAVIGATOR	CONTROL
<i>Quarters Employed – 18 Month Follow-Up</i>		
No Quarters	16.3%	15.4%
Four or More Quarters	55.8%	53.1%
All Six Quarters	30.0%	29.1%
<i>Average Quarters Employed in Period</i>	<i>3.54</i>	<i>3.50</i>
<i>Quarters Employed – 24 Month Follow-Up</i>		
No Quarters	13.9%	12.8%
Five or More Quarters	57.5%	47.4%
All Eight Quarters	23.8%	27.0%
<i>Average Quarters Employed in Period</i>	<i>4.67</i>	<i>4.44</i>

TABLE 23: Number of Quarters Employed – Navigator and Control Groups: NORTHWEST

Measure	NAVIGATOR	CONTROL
<i>Quarters Employed – 18 Month Follow-Up</i>		
No Quarters	32.4%	35.0%
Four or More Quarters	45.7%	31.3%
All Six Quarters	24.9%	15.8%
Average Quarters Employed in Period	2.83	2.31
<i>Quarters Employed – 24 Month Follow-Up</i>		
No Quarters	31.8%	31.3%
Five or More Quarters	43.5%	27.2%
All Eight Quarters	14.7%	13.6%
Average Quarters Employed in Period	3.63	2.73

TABLE 24: Number of Quarters Employed – Navigator and Control Groups: YAKIMA

Measure	NAVIGATOR	CONTROL
<i>Quarters Employed – 18 Month Follow-Up</i>		
No Quarters	31.2%	34.7%
Four or More Quarters	34.7%	38.5%
All Six Quarters	16.5%	13.0%
Average Quarters Employed in Period	2.52	2.39
<i>Quarters Employed – 24 Month Follow-Up</i>		
No Quarters	25.8%	34.6%
Five or More Quarters	37.1%	32.5%
All Eight Quarters	12.9%	8.4%
Average Quarters Employed in Period	3.55	2.83

We also wanted to provide more insight to the analysis of the hourly wages attained by those working in the follow-up periods. In **TABLE 25** we present longitudinal data on wage attainment for the two groups across follow-up periods. The differences over time between groups are slight and by 24 months the average hourly wage for individuals over the time period is about the same for the two groups.

TABLE 25: Average Hourly Wage Across Quarters in Time Period –Navigator and Control Groups: OVERALL SAMPLE

	NAVIGATOR	CONTROL
BASELINE - Average Hourly Wage (among employed)	\$11.14	\$10.98
Average Hourly Wage Across 6 MONTH Follow-Up Period	\$11.46	\$11.45
Average Hourly Wage Across 12 MONTH Follow-Up Period	\$11.68	\$11.25
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$11.85	\$11.56
Average Hourly Wage Across 24 MONTH Follow-Up Period	\$11.80	\$11.69

In **TABLES 26-28** we look at these data by region:

- First, in Pierce, we do see that in the baseline quarter those Navigator participants employed start with much higher hourly wages than observed for Control group participants employed at

that time. Going forward we see some fluctuation in patterns for the groups and by 24 months no real difference in the average wages.

- In Northwest, the Control group starts with a higher hourly wage at Baseline, but we see higher averages among the Navigator participants in the period from 6- to 18-months follow-up. The average is closer at the 24 month follow-up period.
- In Yakima, we see a little fluctuation over time, but generally consistent and similar averages between the Navigator and Control group participants.

TABLE 26: Average Hourly Wage Across Quarters in Time Period – Navigator and Control Groups: PIERCE

	NAVIGATOR	CONTROL
BASELINE - Average Hourly Wage (among employed)	\$12.09	\$11.10
Average Hourly Wage Across 6 MONTH Follow-Up Period	\$12.12	\$12.85
Average Hourly Wage Across 12 MONTH Follow-Up Period	\$12.53	\$12.23
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$12.59	\$12.44
Average Hourly Wage Across 24 MONTH Follow-Up Period	\$12.54	\$12.47

TABLE 27: Average Hourly Wage Across Quarters in Time Period –Navigator and Control Groups: NORTHWEST

	NAVIGATOR	CONTROL
BASELINE - Average Hourly Wage (among employed)	\$10.85	\$11.37
Average Hourly Wage Across 6 MONTH Follow-Up Period	\$11.41	\$10.60
Average Hourly Wage Across 12 MONTH Follow-Up Period	\$11.56	\$10.92
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$12.17	\$10.90
Average Hourly Wage Across 24 MONTH Follow-Up Period	\$11.95	\$11.79

TABLE 28: Average Hourly Wage Across Quarters in Time Period –Navigator and Control Groups: YAKIMA

	NAVIGATOR	CONTROL
BASELINE - Average Hourly Wage (among employed)	\$10.11	\$10.33
Average Hourly Wage Across 6 MONTH Follow-Up Period	\$10.63	\$10.44
Average Hourly Wage Across 12 MONTH Follow-Up Period	\$10.71	\$10.41
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$10.88	\$11.21
Average Hourly Wage Across 24 MONTH Follow-Up Period	\$10.96	\$10.80

As noted above, we found some interesting variations in housing permanency outcomes between the Navigator and Control group participants when we considered the year they entered the study. We were interested in a similar comparison between the groups across the range of employment measures discussed in this analysis. In **TABLES 29-31** we present a summary of employment, retention, and wage measures at 18 and 24 months for those who started in the 2013, 2014 and 2015 program years. Of note:

- We clearly see differences in the groups among those starting in the first year of the study. From the onset the employment rate was higher for the Navigator participants and continues to stay higher at the 18- and 24-month follow-up periods. The employment retention rates at 18

and 24 months are considerably greater for Navigator group participants, and we even see, particularly at 18 months, that the average hourly wage is higher for those working with Navigators.

- Similarly, among those starting in 2014 we see higher employment and retention for the Navigator group participants. By 18 and 24 months the employment rate is 10+ percent higher and the average number of quarters employed is also greater. We do not see as much difference in the average hourly wages.
- The results are somewhat less promising for the Navigator group participants among individuals starting in the final year of the study. Given the short follow-up period we are only able to track employment measures for 18 months for this group, but clearly the employment rate starts higher for the Control group and remains much higher at the 18 month follow-up. We see a similar pattern for the retention measures.

TABLE 29: Employment Analysis – Navigator and Control Groups: 2013 Start Year

Measure	NAVIGATOR	CONTROL
Employed at BASELINE	40.4%	35.6%
Employed at 18M Follow-Up	51.7%	44.6%
Employment Retention at 18M Follow-Up	64.0%	48.5%
Average Quarters Employed in Period (18M FU)	3.06	2.30
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$11.52	\$11.05
Employed at 24M Follow-Up	50.6%	42.6%
Employment Retention at 24M Follow-Up	69.7%	55.4%
Average Quarters Employed in Period (24M FU)	4.09	3.19
Average Hourly Wage Across 24 MONTH Follow-Up Period	\$11.73	\$11.68

TABLE 30: Employment Analysis – Navigator and Control Groups: 2014 Start Year

Measure	NAVIGATOR	CONTROL
Employed at BASELINE	42.9%	38.0%
Employed at 18M Follow-Up	47.6%	38.7%
Employment Retention at 18M Follow-Up	60.4%	55.3%
Average Quarters Employed in Period (18M FU)	2.92	2.63
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$11.86	\$11.63
Employed at 24M Follow-Up	49.1%	38.7%
Employment Retention at 24M Follow-Up	65.8%	57.0%
Average Quarters Employed in Period (24M FU)	3.85	3.37
Average Hourly Wage Across 24 MONTH Follow-Up Period	\$11.84	\$11.70

TABLE 31: Employment Analysis – Navigator and Control Groups: 2015 Start Year

Measure	NAVIGATOR	CONTROL
Employed at BASELINE	34.5%	40.0%
Employed at 18M Follow-Up	46.0%	62.2%
Employment Retention at 18M Follow-Up	60.6%	78.4%
Average Quarters Employed in Period (18M FU)	2.81	3.57
Average Hourly Wage Across 18 MONTH Follow-Up Period	\$12.25	\$12.17

We extended the analysis to look at the relationship between activity data and employment measures for the Navigator group participants. We compared the 18- and 24-month follow-up measures for the two groups defined by the number of activity sessions, number of different activity areas and the percent of sessions that involved work on Employment issues. In **TABLE 32** we find that:

- The small proportion of Navigator participants who never engaged with program services started with higher levels of employment at Baseline, but that rate did not increase much over time.
- Looking at the number of activity sessions we do find that participants involved in more sessions (i.e., 15 or more in the first 10 months) have higher follow-up employment and employment retention rates at 18 and 24 months.
- Similarly, we see greater increase over time in the employment rate among those participants who worked with the Navigator across a larger number of activity areas. Of note, among those who worked with the program in all six substantive areas, we see the employment rate increase from 35 to 58 percent between baseline and 24 months.
- Those participants who spent a higher percentage of activity sessions working on employment measures were more likely to be employed at baseline and then subsequently at the 18- and 24-month follow-up. These participants, also, have the higher average hourly wages.

TABLE 32: Employment Measures – Navigator Group Participants – By Activity Groups

		18 Months			24 Months	
	Employed at Baseline	% Employed	% Retained Employment	Average Hourly Wage	% Employed	% Retained Employment
# of Activity Sessions in first 10M of Services						
<=5 (NOT ENGAGED)	51.2%	56.9%	73.6%	\$12.22	51.7%	72.4%
Some activity (ENGAGED)	38.0%	47.3%	59.8%	\$11.79	49.4%	66.6%
6-14	38.2%	40.7%	52.3%	\$12.23	40.4%	52.6%
15-25	37.6%	51.4%	70.3%	\$11.81	52.8%	75.2%
26+	38.3%	48.6%	55.7%	\$11.46	51.9%	67.1%
# of different activity areas worked on in first 10M (of those ENGAGED in services)						
0-1	51.2%	45.7%	65.7%	\$13.19	71.4%	71.4%
2-3	39.9%	45.6%	62.5%	\$12.44	40.2%	62.1%
4-5	35.9%	47.5%	60.6%	\$11.48	48.1%	68.8%
All 6	35.2%	49.4%	51.7%	\$11.16	57.5%	63.0%
% Of Sessions Involving Employment Work						
< 10%	31.4%	32.3%	46.8%	\$11.70	45.8%	59.3%
10-20%	39.4%	53.6%	62.8%	\$11.39	52.0%	68.5%
20%+	44.3%	54.1%	71.8%	\$12.76	48.6%	72.0%

Secondary Public Assistance Data Analysis: Comparison of Study Groups – Long-Term Public Assistance Outcomes

The Washington State DSHS-RDA Division provided longitudinal data on benefits received by study participants over the course of the follow-up evaluation period. This included information on TANF participation and utilization, food stamp use and allocation, and eligibility for State sponsored medical insurance.

These data were necessary to address three of the primary research questions to investigate whether Navigator services were instrumental in reducing the need for public benefits:

1. Do Navigator participants receive lower **monetary Food Stamp allocations** than Control Group participants by 18 months after program start? (CONFIRMATORY)
2. Do Navigator participants receive lower **TANF cash amounts** than Control Group participants by 18 months after program start? (EXPLORATORY)
3. Do Navigator participants demonstrate **lower rates of DSHS Medical Insurance Eligibility** than Control Group participants by 18 months after program start? (EXPLORATORY)

Food Stamps Use and Amounts

With respect to the analysis of participant utilization of food stamps over time, we computed a set of measures to explore across the follow-up periods:

Received Food Stamps in Specified Month: a dichotomous (Y/N) variable indicating whether the household received more than \$0 in food stamp allocation in the month

Average Months of Food Assistance in Time Period: a count of the number of months the household received food stamp support within a fixed time period. So, in the case of 18-month follow-up an individual could have minimum of 0 and maximum of 18 months of food stamps.

Average \$ Food Assistance Per Person AT Specified Month: computation of the total household food stamp allocation divided by the number of household members who received that assistance during a specific month.

Average \$ Food Assistance Per Person ACROSS Specified Time Period: computation of the average monthly amounts across all months where the individual received food assistance within a follow-up time period (i.e., average across all 18 months vs. average at 18 months)

Long Term Research Question: Do Navigator participants receive lower **monetary Food Stamp allocations** than Control Group participants by 18 months after program start?

We know that high percentages of both Navigator and Control participants were receiving food stamps in the first month of the study period. In Month 1, 97.5 percent of Navigator participants received food stamps with the average person in a household receiving \$148.72 in benefits. Similarly, 95.4 percent of Control group participants received food stamps with an average benefit amount of \$153.29. In **TABLE 33** we look over time at the percent of participants on food assistance in each group at subsequent follow-up periods. In general we find divergence over time, yet it is the Control group participants who are more likely to be moving off food stamp benefits. By the 24-month follow-up the use rate for Navigator participants is almost 5 percent higher than for the Control group. At the 30 month follow-up

we, in fact, see a significant difference between the rates for the two groups with the Control group utilization percent lower.

Additionally we looked at the average number of months of food assistance through various follow-up periods. At each follow-up period we note little difference between the two groups and the average is actually slightly higher for the Navigator participants. At each period the average is fairly high relative to the total number of months in that period, suggesting, as with the percentage measures, that the majority of participants have remained on food assistance throughout the entire study period.

TABLE 33: Food Assistance Benefits – Navigator vs. Control Groups: OVERALL SAMPLE

	NAVIGATOR	CONTROL	p
% Receiving Food Assistance Benefits			
6 Month Follow-Up	94.8% (n=376)	93.7% (n=283)	
12 Month Follow-Up	87.1% (n=376)	88.0% (n=283)	
18 Month Follow-Up	82.7% (n=316)	81.2% (n=249)	
24 Month Follow-Up	80.1% (n=229)	75.6% (n=218)	
30 Month Follow-Up	77.3% (n=141)	69.2% (n=146)	*
Average Months of Food Assistance by			
6 Month Follow-Up	5.81 (n=376)	5.74 (n=283)	
12 Month Follow-Up	11.22 (n=376)	11.06 (n=283)	
18 Month Follow-Up	16.20 (n=316)	16.11 (n=249)	
24 Month Follow-Up	21.00 (n=229)	20.86 (n=218)	

* $p < .05$ based on chi-square test of independence or independent samples t-test comparison of means

Specific to our research question we also looked at the average food allocation per person over the follow-up periods (see **TABLE 34**). As noted earlier there are two measures we considered: average food assistance *AT* a specified month and average food assistance *ACROSS* months in a follow-up period. The averages between the two study groups are roughly equivalent; there is some fluctuation in trends over time, but still similar averages.

Looking at the 18-month follow-up period for our primary comparison, we see that the average *AT* the follow-up month is almost \$1.50 lower for the Navigator participants while the average *ACROSS* months for the same period is \$3.25 lower than observed for the Control group. Based on independent t-test comparisons we do not find a significant difference between the averages at 18-month follow-up. We ran concurrent linear regression models for both of the measures looking at the effect of group assignment on the 18-month average controlling for region, start year, and age of participant (see **APPENDIX R**). Again we found no significant effects for group assignment on the average food assistance per person at 18-month follow-up. Of note:

Looking forward to the 24-month time period, we see much smaller differences in the averages between the groups. We ran similar multivariate analyses and found no significant effects of group assignment on either the average *ACROSS* 24 months or the *AT* 24 month follow-up (see **APPENDIX R**).

TABLE 34: Average Food Assistance Benefits – Navigator vs. Control Groups: OVERALL SAMPLE

Measure	NAVIGATOR	CONTROL	p
Average Food Assistance Per Person at Month 6	\$148.53 (n=356)	\$150.31 (n=266)	
Average Food Assistance Per Person Across First 6 Months	\$150.07 (n=372)	\$152.69 (n=279)	
Average Food Assistance Per Person at Month 12	\$144.04 (n=327)	\$147.53 (n=249)	
Average Food Assistance Per Person Across First 12 Months	\$147.26 (n=372)	\$150.48 (n=279)	
Average Food Assistance Per Person at Month 18	\$143.98 (n=262)	\$145.43 (n=203)	
Average Food Assistance Per Person Across First 18 Months	\$144.89 (n=314)	\$148.14 (n=246)	
Average Food Assistance Per Person at Month 24	\$141.94 (n=184)	\$141.27 (n=165)	
Average Food Assistance Per Person Across First 24 Months	\$144.98 (n=227)	\$147.77 (n=215)	

* $p < .05$ based on independent samples t-test comparison of means

Continuing the analysis looking of patterns of food benefit use and allocation amounts by Region, focusing primarily on the 18 and 24 month follow-up periods, we find that (see **TABLES 35-37**):

- In Pierce the percent receiving food assistance at 18 and 24 months is considerably higher for the Navigator group participants. The average food assistance amounts are similar between the groups at the two time periods.
- We see less of a difference in the percentage receiving food assistance between the two groups in Northwest. We do, though, see quite a disparity in the average assistance amounts. For example, in the 18 month analysis, the average amount AT the 18-month follow-up is over \$11 lower for those in the Navigator group.
- In Yakima the percentages on food assistance remain similar between the two groups and we do see that average food assistance amounts AT 18 and 24 months is considerably higher for the Navigator participants.

TABLE 35: Food Assistance Use and Benefits – Navigator vs. Control Groups: PIERCE

Measure	NAVIGATOR	CONTROL
% Receiving Food Assistance – 18 Months	85.7%	78.9%
Average Food Assistance Per Person at Month 18	\$140.47	\$147.99
Average Food Assistance Per Person Across First 18 Months	\$142.60	\$143.56
% Receiving Food Assistance – 24 Months	78.2%	68.3%
Average Food Assistance Per Person at Month 24	\$136.43	\$132.40
Average Food Assistance Per Person Across First 24 Months	\$140.86	\$144.79

TABLE 36: Food Assistance Use and Benefits – Navigator vs. Control Groups: NORTHWEST

Measure	NAVIGATOR	CONTROL
% Receiving Food Assistance – 18 Months	76.7%	75.7%
Average Food Assistance Per Person at Month 18	\$135.14	\$146.64
Average Food Assistance Per Person Across First 18 Months	\$135.46	\$145.89
% Receiving Food Assistance – 24 Months	76.2%	75.0%
Average Food Assistance Per Person at Month 24	\$133.47	\$148.13
Average Food Assistance Per Person Across First 24 Months	\$136.30	\$148.31

TABLE 37: Food Assistance Use and Benefits – Navigator vs. Control: YAKIMA

Measure	NAVIGATOR	CONTROL
% Receiving Food Assistance – 18 Months	84.8%	87.3%
Average Food Assistance Per Person at Month 18	\$152.96	\$142.85
Average Food Assistance Per Person Across First 18 Months	\$153.93	\$153.29
% Receiving Food Assistance – 24 Months	84.2%	81.9%
Average Food Assistance Per Person at Month 24	\$152.10	\$142.18
Average Food Assistance Per Person Across First 24 Months	\$155.09	\$149.69

As with the analysis of the other outcome measures, we were interested in any differential patterns between the study groups among those referred in different project start years. In **TABLES 38-40** we summarize the food-stamp utilization rate and assistance amounts for those starting in 2013, 2014 or 2015. We find that:

- Among participants who began during the first year we see little difference in the follow-up measures between the two groups. The utilization rates are comparable though the average food assistance amount over time is slightly higher for the Control group participants.
- Among those starting 2014 we see that Navigator participants are more likely to still be utilizing food assistance at the 18- and 24-month follow-up periods.
- In contrast, among those starting in 2015 the utilization rate and assistance amounts are higher at the 18-month follow-up for the Control group participants.

TABLE 38: Food Assistance Use and Benefits – Navigator vs. Control Groups: 2013 START

Measure	NAVIGATOR	CONTROL
% Receiving Food Assistance – 18 Months	83.1%	82.2%
Average Food Assistance Per Person at Month 18	\$141.82	\$143.62
Average Food Assistance Per Person Across First 18 Months	\$143.95	\$147.97
% Receiving Food Assistance – 24 Months	80.9%	78.2%
Average Food Assistance Per Person at Month 24	\$139.40	\$136.90
Average Food Assistance Per Person Across First 24 Months	\$142.47	\$147.06

TABLE 39: Food Assistance Use and Benefits – Navigator vs. Control Groups: 2014 START

Measure	NAVIGATOR	CONTROL
% Receiving Food Assistance – 18 Months	82.2%	78.5%
Average Food Assistance Per Person at Month 18	\$148.97	\$147.31
Average Food Assistance Per Person Across First 18 Months	\$147.50	\$148.79
% Receiving Food Assistance – 24 Months	79.5%	73.6%
Average Food Assistance Per Person at Month 24	\$143.75	\$144.76
Average Food Assistance Per Person Across First 24 Months	\$146.73	\$148.30

TABLE 40: Food Assistance Use and Benefits – Navigator vs. Control Groups: 2015 START

Measure	NAVIGATOR	CONTROL
% Receiving Food Assistance – 18 Months	83.6%	88.5%
Average Food Assistance Per Person at Month 18	\$135.13	\$143.69
Average Food Assistance Per Person Across First 18 Months	\$139.89	\$146.18

TANF Use and Cash Amounts

With respect to the analysis of participant utilization of Temporary Assistance to Needy Families (TANF) assistance we computed a set of measures to explore across follow-up periods of varying duration:

Received TANF Benefits in Specified Month: a dichotomous (Y/N) variable indicating whether the household received any TANF financial support in the month

Average Months of TANF Assistance in Time Period: a count of the number of months the household received TANF assistance within a fixed time period. So in the case of 18-month follow-up an individual could have a minimum of 0 and maximum of 18 months of TANF.

Average \$ TANF Assistance Per Person AT a Specified Month: computation of the total household TANF allocation divided by the number of household members for those who received assistance in a specific month. Of note, the sample size for this measure at later follow-up periods is small since lower percentages of participants are still accessing TANF at those later periods.

Average \$ TANF Assistance Per Person ACROSS Specified Time Period: computation of the average monthly amounts across all months where the individual received TANF within a follow-up time period

Long Term Research Question: Do Navigator participants receive lower TANF cash amounts than Control Group participants by 18 months after program start?

Interestingly, there is quite a disparity in the baseline TANF utilization and allocation levels between the two study groups. The Navigator participants were far more likely to have received benefits in the first month (i.e., 52 vs. 44 percent) though those Navigator participants receiving TANF got an average of almost \$9.00 less per person than Control participants (i.e., \$166.80 vs. \$175.98).

In **TABLE 41** we present longitudinal data on TANF utilization for the two study groups. Acknowledging that the Navigator participants started with higher utilization rates at baseline, we do see more of a decrease over time for the Navigator group than for the Control group, though it is clear at later follow-up periods that this rate is still higher than for the Control group participants. The analysis of the months of TANF assistance further suggest that the Navigator participants are spending more time on TANF and at the 18-month follow-up period the difference is almost 0.8 months between the groups.

TABLE 41: TANF Utilization – Navigator vs. Control Groups: OVERALL SAMPLE

	NAVIGATOR	CONTROL	p
% Receiving TANF Assistance			
BASELINE	51.5% (n=376)	43.4% (n=283)	**
6 Month Follow-Up	36.3% (n=376)	33.6% (n=283)	
12 Month Follow-Up	29.6% (n=376)	23.1% (n=283)	**
18 Month Follow-Up	23.4% (n=316)	19.3% (n=249)	
24 Month Follow-Up	20.2% (n=229)	15.5% (n=218)	
30 Month Follow-Up	14.9% (n=141)	11.6% (n=146)	
Average Months of TANF Assistance by			
6 Month Follow-Up	2.67 (n=376)	2.29 (n=283)	**
12 Month Follow-Up	4.57 (n=376)	3.91 (n=283)	**
18 Month Follow-Up	6.26 (n=316)	5.42 (n=249)	*
24 Month Follow-Up	7.34 (n=141)	6.54 (n=146)	

* $p < .05$, ** $p < .01$ based on chi-square test of independence or independent samples t-test comparison of means

In **TABLE 42** we see both the average amount *AT* a time period and *ACROSS* the time period for each of the study groups. In general we find consistent averages between the groups over time and even a few instances where the Navigator group average is substantially greater than the Control group average. For instance, at our primary follow-up of 18 months the average TANF amount *AT* 18 months for the Navigator participants is nearly \$20.00 higher than observed for the Control group participants, though the average *ACROSS* the time period is comparable.

In **APPENDIX S** we present multivariate regression analyses looking at the effects of group assignment on two measures: 18-month TANF utilization rate and the average TANF assistance amount per person at 18 months. We decided to look at the average *ACROSS* months because the sample size for those with TANF dollars *AT* 18 months was quite small. In the first model, since there was such divergence in the baseline TANF utilization rate between the groups, we controlled for that baseline level in the analysis. We did not find significant effects for group assignment controlling for age, region and start year for either dependent measure.

Looking out at the 24-month follow-up we see fewer differences in the two assistance amount averages between the two groups. The concurrent regression analyses (see **APPENDIX S**) additionally showed no significant independent effects of group assignment on the 24-month utilization rate or on the average amount *ACROSS* 24 months.

TABLE 42: Average TANF Assistance Benefits – Navigator vs. Control Groups: OVERALL SAMPLE

Measure	NAVIGATOR	CONTROL	p
Average TANF Assistance Per Person at Month 6	\$165.18 (n=130)	\$165.51 (n=94)	
Average TANF Assistance Per Person Across First 6 Months	\$164.73 (n=225)	\$164.71 (n=148)	
Average TANF Assistance Per Person at Month 12	\$169.93 (n=112)	\$154.95 (n=66)	*
Average TANF Assistance Per Person Across First 12 Months	\$161.90 (n=243)	\$161.67 (n=155)	
Average TANF Assistance Per Person at Month 18	\$180.38 (n=75)	\$160.70 (n=47)	*
Average TANF Assistance Per Person Across First 18 Months	\$160.02 (n=215)	\$160.72 (n=143)	
Average TANF Assistance Per Person at Month 24	\$178.23 (n=47)	\$173.31 (n=32)	
Average TANF Assistance Per Person Across First 24 Months	\$156.29 (n=170)	\$159.11 (n=131)	

* $p < .05$ based on independent samples t-test comparison of means

In **TABLES 43-45** we look at TANF utilization and benefits at the 18- and 24-month follow-up periods across our three project regions:

- In Pierce, we see some clear divergence in the percent on TANF over time. The baseline TANF rate starts slightly higher for the Navigator participants and by 18-month follow-up the rate for the Navigator participants is about 11 percentage points higher than for the Control group participants. The rates do converge some at 24 months. We further see about a \$6.00 difference in the average TANF amount *ACROSS* the 18 months.
- In Northwest, there is substantial difference right from the outset of the study in the utilization rate between the two groups where the percent of Navigator participants on TANF is over 12 percent higher. As time passes this difference begins to dissipate and by 18 months the Navigator group rate is only 3 percent higher. We do see, though, that the average assistance amount for Navigator participants is slightly higher.

- Similarly, in Yakima we see that the large disparity in rates at the baseline period lessens at the 18-month follow-up where the rates for the Navigator and Control participants are about the same. We don't see much difference in the average amount *ACROSS* months between the groups.

TABLE 43: TANF Utilization and Benefits – Navigator vs. Control Groups: PIERCE

Measure	NAVIGATOR	CONTROL
% Receiving TANF – BASELINE	38.6%	33.6%
% Receiving TANF Assistance – 18 Months	28.0%	17.5%
Average TANF Assistance Per Person at Month 18	\$172.13	\$155.64
Average TANF Assistance Per Person Across First 18 Months	\$165.58	\$159.64
% Receiving TANF Assistance – 24 Months	18.7%	14.2%
Average TANF Assistance Per Person Across First 24 Months	\$156.55	\$159.40

** NOTE: the sample for analysis of TANF Assistance Per Person at Month 24 is too small for inclusion.*

TABLE 44: TANF Utilization and Benefits – Navigator vs. Control Groups: NORTHWEST

Measure	NAVIGATOR	CONTROL
% Receiving TANF – BASELINE	57.0%	44.8%
% Receiving TANF Assistance – 18 Months	22.6%	19.8%
Average TANF Assistance Per Person at Month 18	\$175.04	\$161.27
Average TANF Assistance Per Person Across First 18 Months	\$146.83	\$145.54
% Receiving TANF Assistance – 24 Months	21.1%	14.3%
Average TANF Assistance Per Person Across First 24 Months	\$147.84	\$145.58

** NOTE: the sample for analysis of TANF Assistance Per Person at Month 24 is too small for inclusion.*

TABLE 45: TANF Utilization and Benefits – Navigator vs. Control Groups: YAKIMA

Measure	NAVIGATOR	CONTROL
% Receiving TANF – BASELINE	59.2%	50.6%
% Receiving TANF Assistance – 18 Months	20.3%	20.4%
Average TANF Assistance Per Person at Month 18	\$194.38	\$163.52
Average TANF Assistance Per Person Across First 18 Months	\$166.39	\$169.81
% Receiving TANF Assistance – 24 Months	21.3%	17.6%
Average TANF Assistance Per Person Across First 24 Months	\$156.46	\$161.32

** NOTE: the sample for analysis of TANF Assistance Per Person at Month 24 is too small for inclusion.*

In **TABLES 46-48** we look at the longitudinal TANF utilization and benefits data for participants in the two study groups for each program start year. Of note:

- Among participants starting in the 2013 program year we see a modest difference in the baseline utilization rates and then some convergence in those percentages at the 18-month follow-up. At 18 months the average assistance amount is higher for the Navigator group participants, but this flips some at the 24 month follow-up.
- Among those starting in 2014 we see that the difference in utilization rates at baseline seems to persist as we look at the rates for 18- and 24-month follow-up. In this sample there is little difference in the average assistance amounts.

- There is quite a disparity in the baseline utilization rate for the two groups among those starting in the final year of the study. The Navigator group rate is nearly 15 percent higher. We do find some convergence by 18 months when the Navigator group rate is only 9 percent.

TABLE 46: TANF Utilization and Benefits – Navigator vs. Control Groups: 2013 START

Measure	NAVIGATOR	CONTROL
% Receiving TANF – BASELINE	51.7%	46.5%
% Receiving TANF Assistance – 18 Months	20.2%	19.8%
Average TANF Assistance Per Person Across First 18 Months	\$164.47	\$155.05
% Receiving TANF Assistance – 24 Months	21.3%	13.9%
Average TANF Assistance Per Person Across First 24 Months	\$145.00	\$154.29

** NOTE: the sample for analysis of TANF Assistance Per Person at Month 24 is too small for inclusion.*

TABLE 47: TANF Utilization and Benefits – Navigator vs. Control Groups: 2014 START

Measure	NAVIGATOR	CONTROL
% Receiving TANF – BASELINE	53.8%	47.5%
% Receiving TANF Assistance – 18 Months	25.1%	20.1%
Average TANF Assistance Per Person Across First 18 Months	\$166.31	\$164.12
% Receiving TANF Assistance – 24 Months	19.5%	16.7%
Average TANF Assistance Per Person Across First 24 Months	\$164.45	\$162.51

** NOTE: the sample for analysis of TANF Assistance Per Person at Month 24 is too small for inclusion.*

TABLE 48: TANF Utilization and Benefits – Navigator vs. Control Groups: 2015 START

Measure	NAVIGATOR	CONTROL
% Receiving TANF – BASELINE	48.1%	33.3%
% Receiving TANF Assistance – 18 Months	24.7%	15.4%
Average TANF Assistance Per Person Across First 18 Months	\$170.89	\$162.52

** NOTE: the sample for analysis of TANF Assistance Per Person at Month 24 is too small for inclusion.*

We assessed whether there were variations in TANF utilization rates for the Navigator participants segmented by their levels of engagement and activity with the Navigator program. In **TABLE 49** we look at the baseline, 18- and 24-month utilization rates by the number of activity sessions and the number of different activity areas. We find that:

- The small number of Navigator participants who never engaged with the program actually end up with the lowest 18- and 24-month TANF utilization rates.
- Of those who did engage we do see slightly more decline between baseline and 18- or 24-month follow-up among those with more activity sessions (i.e., 15 or more sessions in the first 10 months).
- We further see the larger drop-offs in this rate among those working on a wider range of different activity areas.

TABLE 49: TANF Utilization – Navigator Group Participants - by Activity Groups

	% on TANF at Baseline	% on TANF at 18M	% on TANF at 24M
# of Activity Sessions in first 10M of Services			
<=5 (not engaged)	51.2%	15.3%	10.2%
Engaged Participants	51.6%	24.6%	21.5%
6-14	47.6%	22.3%	23.2%
15-25	53.8%	26.1%	21.7%
26+	52.6%	25.4%	20.3%
# of different activity areas worked on in first 10M			
0-1	51.2%	19.4%	19.0%
2-3	45.8%	23.4%	23.0%
4-5	53.5%	24.7%	22.0%
All 6	56.0%	28.7%	19.0%

Medical Eligibility

The DSHS integrated client database maintains information on whether household members are eligible for state funded medical insurance in a given month. We have longitudinal data on this measure for all participants in the study. Using this source we computed two measures of interest:

Eligible for DSHS Medical Insurance Services in a Specified Month: a dichotomous (Y/N) variable indicating whether the household was eligible for DSHS medical insurance in the month

Average Months of Medical Insurance Eligibility in Time Period: a count of the number of months the household was eligible for DSHS medical insurance within a fixed time period. So, in the case of 18 month follow-up, an individual could have minimum of 0 and maximum of 18 months of medical eligibility.

Long Term Research Question: Do Navigator participants demonstrate **lower rates of DSHS Medical Insurance Eligibility** than Control Group participants by 18 months after program start?

At the onset we note that the percent of Navigator participants eligible for medical services in the baseline first month (93.7 percent) is essentially the same as the rate for the Control participants (93.4 percent). In TABLE 50 we look at the medical insurance eligibility rates for each group over time for the overall sample. First, it is clear that even by 30 months follow-up a large proportion of participants in each group are still eligible for these services. Second, we do see some significant differences in the eligibility rates at 6- and 12-month follow-up where it appears that Control group participants are quicker to drop off medical eligibility. However, by 18- and 24-month follow-up there are no real differences between the two groups and this is affirmed further in the logistic regression models of the 18- and 24-month follow-up rates that found no significant effects of group assignment (see **APPENDIX T**).

We also looked at the measure of months of medical eligibility. Once again we see some differences at 6 and 12 months where Navigator participants have been eligible for a longer period of time, but very slight differences between the two study groups beyond that period.

TABLE 50: Medical Insurance Eligibility – Navigator vs. Control Groups: OVERALL SAMPLE

	NAVIGATOR	CONTROL	p
% Eligible for Medical Insurance			
6 Month Follow-Up	93.4% (n=376)	89.3% (n=283)	**
12 Month Follow-Up	89.3% (n=376)	86.3% (n=283)	*
18 Month Follow-Up	84.7% (n=316)	85.6% (n=249)	
24 Month Follow-Up	82.4% (n=229)	82.4% (n=218)	
30 Month Follow-Up	80.9% (n=141)	81.5% (n=146)	
Average Months of Medical Insurance Eligibility by			
6 Month Follow-Up	5.61 (n=376)	5.46 (n=283)	*
12 Month Follow-Up	11.06 (n=376)	10.72 (n=283)	*
18 Month Follow-Up	16.08 (n=316)	15.97 (n=249)	
24 Month Follow-Up	21.07 (n=141)	20.90 (n=146)	

* $p < .05$, ** $p < .01$ based on chi-square test of independence or independent samples t-test comparison of means

In **TABLES 51-53** we look at 18- and 24-month follow-up data on medical insurance eligibility across the three project regions:

- In Pierce, the 18 month rate is fairly consistent between the two groups, but by 24 months the Navigator eligibility rate is almost 10 percentage points higher than observed with the Control group participants.
- In Northwest, we find that the Navigator group eligibility rate is lower at both 18- and 24-month follow-up.
- In Yakima, we find the greatest difference at 24-month follow-up when the rates for Navigator participants is about 6 percentage points lower and the average number of months is lower than for the Control group.

TABLE 51: Medical Insurance Eligibility – Navigator vs. Control: PIERCE

	NAVIGATOR	CONTROL
18 Month Follow-Up		
% Eligible for Medical Insurance	84.6%	85.5%
Average Months of Medical Insurance Eligibility	15.95	16.00
24 Month Follow-Up		
% Eligible for Medical Insurance	82.3%	72.4%
Average Months of Medical Insurance Eligibility	20.97	20.71

TABLE 52: Medical Eligibility – Navigator vs. Control: NORTHWEST

	NAVIGATOR	CONTROL
18 Month Follow-Up		
% Eligible for Medical Insurance	79.9%	82.5%
Average Months of Medical Insurance Eligibility	15.53	15.45
24 Month Follow-Up		
% Eligible for Medical Insurance	77.7%	80.6%
Average Months of Medical Insurance Eligibility	20.46	19.88

TABLE 53: Medical Eligibility – Navigator vs. Control: YAKIMA

	NAVIGATOR	CONTROL
18 Month Follow-Up		
% Eligible for Medical Insurance	88.5%	88.2%
Average Months of Medical Insurance Eligibility	16.58	16.35
24 Month Follow-Up		
% Eligible for Medical Insurance	85.5%	91.8%
Average Months of Medical Insurance Eligibility	21.60	21.84

We looked for differential patterns between the study groups among participants starting in different years of the project. In **TABLE 54** we see little difference in the 18- and 24-month medical eligibility rates for the two groups within different start years. One notable finding, though, is that those starting in the final year of the study maintain much higher eligibility rates at the 18-month follow-up than those referred in earlier years.

TABLE 54: Medical Insurance Eligibility – Navigator vs. Control: BY START YEAR

	NAVIGATOR	CONTROL
START: 2013		
% Eligible for Medical Insurance – 18 Month Follow-Up	80.9%	83.2%
% Eligible for Medical Insurance – 24 Month Follow-Up	83.1%	84.2%
START: 2014		
% Eligible for Medical Insurance – 18 Month Follow-Up	85.1%	85.6%
% Eligible for Medical Insurance – 24 Month Follow-Up	81.9%	81.0%
START: 2015		
% Eligible for Medical Insurance – 18 Month Follow-Up	91.8%	92.3%

Participant Survey Analysis: Comparison of Study Groups – Short-Term Outcome Measures

At the 9 month follow-up period we reached out through a combination of phone and e-mail to contact study participants to complete the participant survey a second time. We successfully contacted **477 participants**, an overall response rate of **72.4 percent**. We surveyed 285 of the Navigator participants at 9 months (a response rate of 75.8 percent) and 192 Control group participants (a response rate of 67.8 percent). The full participant survey is presented in **APPENDIX D**.

In the overall analysis of the baseline and 9-month survey data we computed a series of measures to address our research questions regarding differences in short-term outcomes. These include:

Average Ranking of Challenges: combined average of the rankings for each of the individual 12 challenge areas – based on a scale from 0-3 where 0 is No Challenge and 3 Great Challenge. We are interested in seeing whether a participant reports that different issues are less challenging over time.

Average # of Reported Current Challenges: a count across the 12 challenges of those an individual noted as at least a “small” challenge (i.e., ranking of a 1) – maximum value of 12. Again we are interesting in seeing whether participants report fewer challenges and or lower range of different challenges over time.

Average # of Programs Participated in: a participant could indicate participation in 10 possible education and career-development programs (e.g., Internships, Occupational/Work Skills, Basic Education/Skills) in the period prior to the survey. This value represents the count of programs they noted some participation in. We are interested in whether participants engaged in greater participation over the 9-month time period.

Self-Efficacy Questions Average: participants responded to series of nine agreement items relevant to an individual’s self-efficacy. This value reflects the average score across the nine items where the scale ranges from 1 strongly disagree to 4 strongly agree.

Social Support Questions Average: participants responded to series of seven agreement items relevant to an individual’s perceived levels of social support. This value reflects the average score across the seven items where the scale ranges from 1 strongly disagree to 4 strongly agree.

First, **TABLE 55** compares the baseline characteristics of respondents with a 9-month survey with those who did not complete the survey, contrasting respondents with non-respondents in the overall sample and within the Control and Navigator samples. Even with such a high overall response rate we see some variations. Of note:

- The 9-month respondents are far less likely to have been referred from Emergency Housing and far more likely to have been referred from Transitional Housing. We see these patterns in both the Navigator and Control group samples. The lower response rate from Emergency Housing participants is likely related to the fact that they start in more transient and short term situations at time of referral and may be harder to track over time.
- The respondents are less likely to be Male, especially for Control group respondents.
- A much higher percentage of Control group respondents have 1 or fewer children⁴⁸ in the home. We do not see a similar difference in the Navigator group sample.

⁴⁸ One study requirement was that participants have at least one child under the age of 18 in the household at the time of referral. There were a few exceptions made to the rule, such as if the participant was referred while

- The survey respondents have higher levels of education than non-respondents. This difference is more prominent in the Control group sample.
- Survey respondents are more likely to be African American, particularly when looking at the Navigator group sample.

TABLE 55: Survey Attrition Analysis - Baseline vs. 9 Month Follow-Up

	OVERALL		CONTROL GROUP		NAVIGATOR GROUP	
	Survey (n=477)	No 9M Survey (n=182)	Survey (n=192)	No 9M Survey (n=91)	Survey (n=285)	No 9M Survey (n=91)
FROM ELIGIBILITY FORM						
AGE						
< 25	18.4	22.0	16.1	25.3	20.0	18.7
25-34	46.3	45.6	45.8	38.5	46.7	52.7
35+	35.2	32.4	38.0	36.3	33.3	28.6
HOUSING SERVICES						
Emergency	22.6	41.2	17.2	38.5	26.3	44.0
Rapid Re-Housing	16.1	18.1	16.7	17.6	15.8	18.7
Transitional	46.8	30.2	50.5	34.1	44.2	26.4
Permanent Supported	11.3	4.4	12.5	3.3	10.5	5.5
Other	3.1	6.0	3.1	6.6	3.2	5.5
FROM SURVEY DATA						
GENDER						
Female	85.7	80.8	88.5	80.2	83.9	81.3
Male	14.3	19.2	11.5	19.8	16.1	18.7
CHILDREN UNDER 18						
0-1	43.6	41.2	43.2	36.3	43.9	46.2
2	29.6	29.7	26.6	34.1	31.6	25.3
3+	26.8	29.1	30.2	29.6	24.5	28.5
CURRENTLY WORKING	26.5	24.9	24.1	24.2	28.1	25.6
CURRENTLY IN TRAINING OR EDUCATIONAL PROGRAM	21.8	18.2	19.0	18.7	23.7	17.8
HIGHEST LEVEL OF EDUCATION						
Some HS or Less	25.6	35.2	21.5	44.0	28.5	26.4
HS degree/GED	30.0	29.7	28.3	25.3	31.2	34.1
Some College or More	44.3	35.1	50.3	30.8	40.4	39.6
RACE						
Black/African American	16.4	9.8	13.9	9.3	18.1	10.3
Native American	8.0	13.1	6.9	14.7	8.7	11.5
White/Caucasian	58.1	60.1	59.0	58.7	57.5	61.5
Asian American	2.3	7.8	1.7	6.7	2.8	9.0
Multiracial	15.2	9.2	18.5	10.7	13.0	7.7
ETHNICITY						
Hispanic	22.0	23.6	21.4	27.5	22.5	19.8
Non-Hispanic	78.0	76.4	78.6	72.5	77.5	80.2

pregnant or was in the middle of a process of getting children back into household, and this would account for a response of 0 children.

	OVERALL		CONTROL GROUP		NAVIGATOR GROUP	
	Survey (n=477)	No 9M Survey (n=182)	Survey (n=192)	No 9M Survey (n=91)	Survey (n=285)	No 9M Survey (n=91)
<i>(averages in cells)</i>						
Average Ranking of Challenges	1.03	1.08	1.04	1.03	1.02	1.13
Average # of Reported Challenges	5.96	5.95	6.05	5.70	5.89	6.20
Average # Programs Participated in	1.03	1.00	1.09	1.08	1.00	0.92
Self-Efficacy Questions Average	2.27	2.23	2.28	2.29	2.27	2.17
Social Support Questions Average	2.13	2.07	2.12	2.09	2.14	2.05

The evaluation staff contacted the referred participants either by phone or on-line to complete the nine-month survey. We gathered information on the process of contacting and surveying the participants. Of note:

- The evaluation staff connected with almost 72 percent by phone (and subsequently 28 percent via e-mail) and, on average, needed about 4.9 different phone and/or online attempts to reach the individual. This average is higher than the number of attempts to complete the baseline surveys. In total, almost 70 percent of participants were contacted within 3 tries. The average number of attempts was somewhat higher in Northwest.
- It took on average about 14 days to reach out and complete the surveys with participants. Over 53 percent were completed within one week and about 13 percent took over a month. The duration of time was somewhat higher for the Northwest participants. We also know that a higher percentage of the Northwest participants were referred from Emergency Shelters.

Primary Research Questions

We identified a series of research questions comparing the Navigator and Control group participants on short-term outcome measures collected through the survey:

1. Do Navigator participants demonstrate larger increases in **self-efficacy** than Control group participants? (CONFIRMATORY)
2. Do Navigator participants demonstrate larger reductions in their **family barriers to success** than Control Group participants? (CONFIRMATORY)
3. Do Navigator participants demonstrate larger increases in their **understanding of available support services** than Control Group participants? (EXPLORATORY)
4. Do Navigator participants demonstrate larger increases in their **participation in education and training programs** than Control Group participants? (EXPLORATORY)

First, of note, we found in our assessment of the data related to the “understanding of available support services” that high percentages of participants in both groups were aware of, and had knowledge of, the different support services referenced in the survey. We also found some inconsistencies in how the participants responded to questions about awareness, knowledge and use of services in different domains over time. For example, some individuals who indicated that they were not aware of, nor knowledgeable about, a financial support service, nevertheless later reported they used one in the past year. Given these concerns we did not compute an aggregate measure of “understanding” and did not pursue analysis of question 3.

Second, while not originally specified as a research question we did also look at self-report of social support items from the survey. As noted above, we computed an aggregate Social Support average and completed similar comparison analyses to evaluate differences in this attitudinal measure between the groups.

TABLE 56 presents a comparison of these summary measures between the two groups. We used paired sample t-tests of significance to identify any significant differences in the averages between baseline and 9 months within the two study groups. **TABLE 57** is a more detailed presentation of the summary measures for the overall sample on other individual items from the survey. Finally, in **TABLES 58-60** we present the comparison of these summary measures over time between the Navigator and Control group participants in each of the three project regions (See **APPENDIX U** for a detailed summary of all measures by region).

We also completed a series of multivariate regression analyses to further investigate whether there were effects of group assignment (i.e., Navigator vs. Control) on each of the a summary measures at the nine-month assessment. In these models we controlled for the effects of other possible predictor variables including participant age, region, start year and Baseline housing status.

TABLE 56: Assessment of Summary Measures: Control vs. Navigator Groups

MEASURE	CONTROL (n=192)		NAVIGATOR (n=285)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges (0-3 scale)	1.05	0.87	1.02	0.85
Average # of Reported Current Challenges	6.09	5.22	5.90	5.02
Average # Programs Participated in	1.05	1.04	1.02	1.81
Self-Efficacy Questions Average (0-3 agreement scale)	2.28	2.25	2.27	2.29
Social Support Questions Average (0-3 agreement scale)	2.12	2.16	2.14	2.19

** shaded cells indicate significant difference at $p < .05$ based on paired sample t-test*

Short-Term Research Question: Do Navigator participants demonstrate larger increases in **self-efficacy** than Control group participants?

The data suggest little difference in the patterns of change for self-efficacy between baseline and 9 months. In both groups the average remains constant at the two time points. In addition, the regression analysis shows no significant effect of Navigator assignment on 9-month self-efficacy average. Of note, a similar assessment showed little change over time in the social support average and no significant effect of Navigator assignment on social support average (see **APPENDIX V**).

The comparison analysis across the three project areas additionally show little change in measures of self-efficacy and social support over time and no differences attributable to Navigator group assignment.

Short-Term Research Question: Do Navigator participants demonstrate larger reductions in their **family barriers to success** than do Control Group participants?

TABLE 56 clearly shows that both Navigator and Control participants reported declines between baseline and 9 months in the number and level of challenges facing their family. The Average Ranking of

Challenges and Average Number of Reported Current Challenges both decline over time in each of the study groups. As such, in the multivariate analyses we find no significant effects of Navigator assignment on measures of Average Ranking of Challenges and Average Number of Reported Current Challenges (see **APPENDIX X**). Furthermore, we do not see variations in patterns of change over time in the three project regions. In Pierce, Yakima, and Northwest, there are significant declines in each of these averages for both Navigator and Control group participants.

The data from **TABLE 57** suggests that there is more to understand about how Navigator and Control participants may have differed in how they addressed specific barriers. While in the aggregate both groups experience a decline, it is clear that there are variations in the particular domains where change occurred. For Navigator participants we see decreases in areas that would align with our expectations of the aims of the intervention: e.g., transportation, stable housing, past work experience and financial resources. Furthermore, we see a more prominent decline in the challenge of Lack of Education. For Control participants we see some similar declines, but additionally a decline in challenges of Legal Issues and Childcare.

Short-Term Research Question: Do Navigator participants demonstrate larger increases in their participation in education and training programs than do Control Group participants?

The data from our summary measures suggest some differential impact of group assignment on changes in levels of education and training program participation over time. The Average Number of Programs Participated In nearly doubles between Baseline and 9 months for the Navigator group participants while this average stays stable around 1.00 for those in the Control group. We ran a linear regression model and did find a significant effect of group assignment ($P < .001$) on the Average Number of Programs Participated In (see **APPENDIX Y**). Controlling for other factors, the *average at 9 months is 0.797 higher for the Navigator group participants*. Moreover, we see consistent patterns of greater improvement for Navigator participants in each of the three regions.

TABLE 57 presents additional information on the specific types of programs for which individuals reported participation. There was greater change over time across a range of programs for the Navigator participants. Specifically, we see greater increases in the participation in Basic Skills/Education, GED, Occupational/Work Training, On-the-Job Training and Internship programs. This is generally true in both Yakima and Northwest regions. There are improvements in some areas in Pierce, but also more instances where the level of participation in a type of program remains stable.

TABLE 57: Assessment of Key Measures: Control vs. Navigator Groups

MEASURE	CONTROL (n=192)		NAVIGATOR (n=285)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges (0-3 scale)	1.05	0.87	1.02	0.85
Average # of Reported Current Challenges	6.09	5.22	5.90	5.02
Specific Challenges (0 =no challenge to 3=great challenge)				
Own Health	0.96	0.98	0.82	0.79
Family Health	0.66	0.64	0.65	0.61
Lack of Transportation	1.33	0.98	1.33	1.08
Lack of Education	1.29	1.09	1.39	1.04
Lack of Past Work Experience	1.23	1.06	1.29	1.06
Childcare	1.01	0.72	1.00	0.97
Lack of Stable Housing	1.40	0.93	1.54	0.96

	CONTROL (n=192)		NAVIGATOR (n=285)	
MEASURE	Baseline	9M	Baseline	9M
Legal Issues	0.94	0.67	0.84	0.74
Disabilities	0.55	0.63	0.59	0.53
Family Disabilities	0.47	0.56	0.37	0.44
Lack of Financial Resources	1.80	1.31	1.74	1.23
Parenting Issues	0.98	0.88	0.70	0.76
Average # Programs Participated in	1.05	1.04	1.02	1.81
Specific Programs (% who reported using)				
Basic Skills/Education	15%	12%	9%	26%
GED	10%	8%	11%	17%
Occupational/Work Training	18%	18%	21%	35%
On The Job Training	13%	17%	16%	26%
Internship	4%	5%	3%	15%
Community College	17%	18%	14%	20%
Community Jobs	13%	12%	14%	18%
Self-Efficacy Questions Average (0-3 agreement scale)	2.28	2.25	2.27	2.29
Social Support Questions Average (0-3 agreement scale)	2.12	2.16	2.14	2.19
Reports having more than a HS Degree/GED	50.1%	53.0%	40.7%	48.6%
AWARENESS OF SPECIFIC SERVICE				
Financial Support	72.5%	81.8%	79.5%	84.1%
Medical	89.2%	93.4%	90.1%	92.0%
Legal	62.3%	73.7%	55.8%	70.3%
Nutrition	97.5%	98.9%	99.0%	99.7%
Transportation	71.7%	80.0%	79.1%	83.0%
Child Care	79.6%	83.1%	83.2%	89.2%
KNOWLEDGE OF SPECIFIC SERVICE				
Financial Support	54.4%	73.9%	59.4%	71.6%
Medical	80.9%	87.1%	83.2%	84.4%
Legal	38.4%	55.3%	35.7%	50.0%
Nutrition	92.4%	94.8%	93.5%	94.7%
Transportation	58.2%	65.3%	62.4%	72.6%
Child Care	65.4%	67.8%	67.0%	76.9%
USED SPECIFIC SERVICE IN PAST YEAR				
Financial Support	45.6%	42.9%	44.7%	48.8%
Medical	72.1%	73.9%	72.5%	73.4%
Legal	17.8%	13.7%	17.2%	19.8%
Nutrition	88.5%	87.6%	87.2%	87.8%
Transportation	49.2%	41.5%	47.9%	50.4%
Child Care	38.0%	37.3%	44.6%	44.3%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

TABLE 58: Assessment of Key Measures: Control vs. Navigator Groups: PIERCE

MEASURE	CONTROL (n=74)		NAVIGATOR (n=97)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges	0.87	0.71	0.96	0.79
Average # of Reported Challenges	5.27	4.51	5.75	4.90
Average # Programs Participated in	1.08	0.94	1.09	1.50
Self-Efficacy Questions Average	2.41	2.32	2.36	2.39
Social Support Questions Average	2.08	2.08	2.13	2.18
Reports having more than a HS Degree/GED	56.3%	65.7%	52.6%	59.9%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

TABLE 59: Assessment of Key Measures: Control vs. Navigator Groups: NORTHWEST

MEASURE	CONTROL (n=51)		NAVIGATOR (n=80)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges	1.20	0.99	1.08	0.96
Average # of Reported Challenges	6.79	5.80	5.96	5.57
Average # Programs Participated in	1.26	0.91	0.84	1.74
Self-Efficacy Questions Average	2.19	2.23	2.20	2.21
Social Support Questions Average	2.10	2.15	2.06	2.08
Reports having more than a HS Degree/GED	70.7%	64.7%	42.9%	52.8%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

TABLE 60: Assessment of Key Measures: Control vs. Navigator Groups: YAKIMA

MEASURE	CONTROL (n=67)		NAVIGATOR (n=108)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges	1.13	0.95	1.04	0.83
Average # of Reported Challenges	6.43	5.56	6.00	4.70
Average # Programs Participated in	0.88	1.23	1.10	2.14
Self-Efficacy Questions Average	2.20	2.20	2.25	2.25
Social Support Questions Average	2.19	2.25	2.21	2.28
Reports having more than a HS Degree/GED	28.5%	31.0%	27.5%	35.4%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

Supplemental Analyses

In the survey we also collected individual information on educational attainment. It was important to look at patterns of change in this measure over time in the overall sample (**TABLE 57**) and across regions (**TABLES 58-60**). We see an increase in the education levels of Navigator participants. The percent with at least a High School degree or GED certificate does increase by 10 percent. There is no change in this measure for the Control group participants. This pattern holds for participants in Northwest and Yakima (i.e., more substantial improvements among the Navigator group participants). In Pierce, we find that educational attainment rates increase in a consistent manner for both the Navigator and Control groups.

Additionally, we were interested in whether patterns of change varied as the study and intervention progressed. To this end, we looked at the patterns of change over time for the Navigator and Control participants defined by start year. We find that (see **TABLES 61-63**):

- We see prominent variations between the Navigator and Control groups among those referred in 2013. There are significant declines in reported challenges and increase in program participation only for those in the Navigator group.
 - We see increases for both study groups in educational attainment over time with the percent having more than High School or GED increasing by over 10 percent in each group.
- Among those participants referred in 2014, we see similar declines in reported challenges for the Navigator and Control group participants. We continue to see an increase in program participation only for those in Navigator group.
 - We also see a significant decrease in self-efficacy among the Navigator participants. This is surprisingly given that we have seen no other instances of change in the self-efficacy measure over time.
 - Moreover, we only see an increase in educational attainment for those in the Navigator group.
- Among those participants referred in 2015, we see similar declines in reported challenges for the Navigator and Control group participants. Additionally, we continue to see an increase in program participation only for those in Navigator group.
 - We also see a significant increase in self-efficacy among the Navigator participants.
 - For both groups we see only slight increases in the educational attainment rate.

TABLE 61: Assessment of Key Measures: Control vs. Navigator Groups: START YEAR 2013

MEASURE	CONTROL (n=80)		NAVIGATOR (n=77)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges	1.03	0.94	1.03	0.85
Average # of Reported Challenges	5.99	5.64	5.99	5.03
Average # Programs Participated in	1.28	1.06	1.14	1.83
Self-Efficacy Questions Average	2.30	2.26	2.24	2.30
Social Support Questions Average	2.13	2.11	2.14	2.16
Reports having more than a HS Degree/GED	49.4%	59.8%	36.4%	49.4%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

TABLE 62: Assessment of Key Measures: Control vs. Navigator Groups: START YEAR 2014

MEASURE	CONTROL (n=74)		NAVIGATOR (n=110)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges	1.11	0.95	1.03	0.9
Average # of Reported Challenges	6.25	5.43	5.88	5.21
Average # Programs Participated in	0.97	1.03	0.96	1.73
Self-Efficacy Questions Average	2.22	2.16	2.29	2.19
Social Support Questions Average	2.06	2.16	2.19	2.16
Reports having more than a HS Degree/GED	47.3%	42.7%	42.8%	49.8%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

TABLE 63: Assessment of Key Measures: Control vs. Navigator Groups: START YEAR 2015

MEASURE	CONTROL (n=38)		NAVIGATOR (n=97)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges	0.98	0.66	1.01	0.78
Average # of Reported Challenges	5.97	4.34	5.86	4.74
Average # Programs Participated in	0.87	1.00	0.98	1.88
Self-Efficacy Questions Average	2.34	2.37	2.28	2.41
Social Support Questions Average	2.21	2.23	2.07	2.15
Reports having more than a HS Degree/GED	55.3%	57.9%	41.8%	45.9%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

We further examined changes in the survey measures for those in the Navigator group as they relate to levels of engagement with the program as measured in the Navigator activity database. We looked at two factors that we have examined in previous analyses: Number of activity sessions in the first 10 months of service and Number of different activity areas in the first 10 months of service. The data looking at activity session groups is presented in **TABLE 64**. We find that:

- There is clearly less change over time in measures of reported challenges, program participation, self-efficacy and social support among the small number of participants not engaged in the intervention (i.e., with ≤ 5 sessions). There is some increase in educational attainment among these individuals.
- We do see declines in reported challenges and increases in program participation for those engaged in varying levels of activity with the intervention. The patterns of change do not vary much depending on the number of sessions.
- Interestingly, we do see significant increases in both self-efficacy and social support among the Navigator group participants engaged in the highest level of services with the intervention.
- The levels of educational attainment improve for participants in each of the groups.

TABLE 64: Assessment of Key Measures: Navigator Participants by Activity Sessions in First 10M

MEASURE	<=5 sessions (n=23)		6-14 sessions (n=73)		15-25 sessions (n=95)		26+ sessions (n=94)	
	Baseline	9M	Baseline	9M	Baseline	9M	Baseline	9M
Average Ranking of Challenges	0.95	1.01	1.07	0.85	0.95	0.85	1.08	0.82
Average # of Reported Current Challenges	5.57	5.57	6.35	5.09	5.49	4.88	6.06	4.97
Average # Programs Participated in	0.96	1.19	1.14	1.82	0.88	1.68	1.09	2.04
Self-Efficacy Average	2.34	2.19	2.25	2.23	2.35	2.35	2.21	2.30
Social Support Average	2.13	2.17	2.01	2.03	2.25	2.27	2.14	2.24
Reports having more than a HS Degree/GED	30.0%	45.0%	38.1%	50.0%	40.3%	44.9%	45.8%	52.9%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

The data looking at Activity Area groups is presented in **TABLE 65**. We find that:

- The levels of reported challenges decrease for each of the groups with perhaps less change over time among those working in all six of the different activity areas.
- Similarly, the levels of program participation increased for participants in the each of the groups.

- There is some increase in levels of educational attainment for those in each group, with a greater change over time experienced by those who worked with the Navigator on a smaller number of activity areas. We would assume that Education would be one of those activity areas.

TABLE 65: Assessment of Key Measures: Navigator Participants by Activity Areas in First 10M

	<=3 Areas (n=85)		4-5 Areas (n=137)		6+ Areas (n=40)	
MEASURE	Baseline	9M	Baseline	9M	Baseline	9M
Average Ranking of Challenges	1.06	0.89	1.03	0.81	0.94	0.77
Average # of Reported Current Challenges	6.18	5.31	5.94	4.72	5.32	4.80
Average # Programs Participated in	0.91	1.60	1.07	1.98	1.00	1.82
Self-Efficacy Questions Average	2.26	2.33	2.27	2.32	2.30	2.22
Social Support Questions Average	2.13	2.11	2.17	2.25	2.04	2.17
Reports having more than a HS Degree/GED	37.6%	48.2%	46.0%	52.5%	32.5%	35.0%

** shaded cells indicate significant difference at $p < .05$ based on paired sample t-test*

Participant Interview Summary

We completed a total of 40 interviews with selected Navigator group participants. We completed roughly equal numbers across the three geographic regions (i.e., Pierce [n=14], Northwest [n=12], Yakima [n=12]). While we started data collection in 2014, we completed the majority of interviews in 2016 when the overall scope of the project was modified to allow for additional qualitative data collection: 2014 (n=6), 2015 (n=8), and 2016 (n=26).

It is instructive to further describe our sample in the context of other information we gathered on participants at the time of referral to the research study. Relative to the overall sample the interviewees were:

- More likely to have been referred from Emergency Housing, but less likely from Transitional Housing
- More likely to be involved in WorkFirst activities
- Slightly more likely to be Male
- Less likely to be Hispanic
- More likely to have reported challenges on the Baseline Survey

Drawing on the interview data we offer some overarching findings:

- **In general, the Navigators provided a variety of important, effective and helpful services to the program participants, covering a wide range of needs.** The majority of participants talked about how Navigators worked with them to help address basic family needs as well as in areas of obtaining housing, making progress on career and educational goals, and in working with agencies such as DSHS to access services. Even in instances where an individual had specific needs outside of the usual scope of Navigator services, they were able to receive the needed support from their Navigators.
- **Interviewees were consistent in their praise of the qualities that Navigators brought to their work with participants and their families.** Many commented about how Navigators would go above and beyond in their support of the participants and how they would bring compassion and understanding to their work with the participants and families. The Navigators were viewed as responsive to individual needs and, while they might push participants in thinking about how to tackle different issues, this was done in a non-judgmental and supportive manner.
- **The Navigators were successful in both solving problems and helping participants with the tools, strategies and knowledge they needed to solve their own problems.** The participants shared many examples where Navigators were instrumental in helping address problems and come up with solutions in dealing with entities such as housing providers or DSHS. Beyond that the Navigators worked to help them understand issues and develop strategies for dealing with concerns moving forward.
- **Some crucial elements of the Navigator work involved forming and being part of a team, communicating with other partners and support services, and in advocating for individuals' interests.** The participants reported how Navigators actively worked and communicated with others (e.g., housing case managers, DSHS staff, and school/college personnel) in trying to come up with solutions for individual needs and concerns. Many saw the Navigator as an advocate and an effective voice when trying to work with entities and institutions that had been difficult to navigate in the past.

- **Many participants tie their successes and achievement of positive outcomes directly to their work with the Navigators.** Many participants were effusive in their praise of the Navigators' work and commented on how their "life has improved" because of their direct work with the Navigator. Their descriptions highlight how specific activities with the Navigator translated into the achievement of progress for themselves and their family.

The interviews helped identify a range of important substantive areas related to the implementation and impact of the intervention:

Role of the Navigator: Helping and Supporting Participants

Many participants described the myriad of ways that Navigators supported their individual and family needs over time. First, Navigators played a crucial role in connecting individuals with a wide range of resources to support employment, educational, financial and housing needs. One individual commented that *"what has been most helpful most of all is that they can reach resources I would not find on my own and their ability to make connections to the right people to get help for me."* We find several instances where participants discuss how Navigators educated them on different services and resources available to family, provided information for addressing basic needs like transportation or education, and helped them with financial support for short- and long-term needs. Another noted:

She would state everything I need. She would fill out forms, she would talk to the supervisors and help with all that was needed. She would make calls to case managers. Helped with finding the shelter I am in now. She has connections and makes things happen. She knows the right people to call.

Navigators played an important role in helping individuals with educational and training needs. Many were in situations where they hoped to pursue career and/or educational attainment or had perhaps encountered challenges that were preventing them from achieving progress in these areas. The Navigator support included walking them step-by-step through the process, whether that process involved the requirements needed to get into and enrolled in an educational program, or the steps to get prepared for a certificate-based training program. One individual noted the tangible advantages of this support:

My Navigator set up an appointment with XXX for (an) interview and went with me. (He) helped fill out paperwork for school. There were others in the class enrolled from the Workforce program but they did not have a Navigator. Because of the service I was provided from the Navigator it went so smoothly for me. I received a scholarship/grant and was helped through the process of enrolling in school. Others struggled. We were in class Monday through Friday, 8 to 5. Others had to try and work on top of that. I was provided resources to help me through – vouchers, foodbanks, etc. Others did not get those resources. He helped through the whole process of getting prepared and enrolled so that when it came to the first 3-hour class I did not have to sit through the enrolling process like all the others did. I had already completed everything needed.

It was clear that beyond guiding participants through the necessary steps of the process, the Navigators had the capacity to address the potential barriers that might prevent them from taking advantage of training and educational opportunities. One participant noted:

Everything that she has helped me with I didn't know about. She helped me with my schooling – CNA program, home care aid class. She provided materials for work. She assisted with expunging my domestic violence record. She continued to make calls and helped make it happen. She has helped with CPS in the process of trying to get my kids back.

As expected, many of the participants were working closely with Navigators on activities intended to improve their career and employment situations. Our assessment of both the activity data from the Navigator database and review of the interviews highlights that the Navigators spent a significant amount of time working with them in areas such as Career Planning, Career Assessment, Employability Skills, Job Search and Retention strategies. Many participants noted the specific ways that Navigators helped with identifying career interests, developing resumes, building interview skills and making decisions about possible jobs and career. They talked about the importance of working one-on-one on specific skill building and how Navigators connected them with training and educational opportunities to support pursuit of career interests. One interviewee commented:

She helped me to foresee and make the right decisions when I was going to switch jobs. I found my job and did the work. My old company I worked with got a new owner. Instead of changing jobs I decided to stay with the same company, new owner. She helped me review the papers, look at what the job was, what was offered, pay and helped me determine whether the job was worth staying at.

A second noted that:

We explored what I should and could do. We did a lot of assessments. The results were that I liked to work with my hands which led me to the Manufacturing Academy at XXX. He helped with enrollment at XXX and helped with getting scholarships. He helped me work on building a resume and things like that.

It was also evident that the Navigator's ability to provide some financial support to the individual/family (via the attainment fund) was beneficial, particularly in helping participants get started with educational and training pursuits and in helping address barriers preventing families from moving forward. Some of the more common areas of support included: vouchers for basic needs or housing; payment of fees for classes, applications, and training workshops; payment for family needs like legal issues or childcare.

Most interviewees offered very positive assessments of their work with the Navigators. A few did express some frustrations. In a few instances it seemed like the fit between the Navigator and individual was not quite right resulting in tensions during the process. Some Navigators were viewed as judgmental and not taking into account the interests of the family, but those same individuals commented on the many ways that the Navigator did support the family. As one interviewee noted:

It hasn't been as helpful as I thought due to lack of communication on the Navigator's part. The only things that have been helpful are funds that were given for gas and money for housing. At the onset there was a lack of language communication. I was told that I could complete an application for an internship and schooling for counseling. It was portrayed to me that I would get this and start in April. It all fell through and didn't happen. I had hurts and upsets about this. I feel time was wasted waiting for this to happen and could have been much further along in my schooling and have graduated already doing chemical dependency training. The program is not as helpful as I would have liked. (But) I am grateful for all they have done and in a better place.

Role of the Navigator: Working with Partners and Advocating for Participants

A crucial component of the Navigator work involved collaborating as a team with other partners (e.g., Housing, Workforce, DSHS) in addressing family needs. These teams were essential in helping participants tackle potential housing issues, meeting necessary housing and/or DSHS requirements, and

addressing potential barriers to accessing resources through these entities. Many saw how these partners coming together supported their family's needs. One individual noted:

My Navigator and Housing Provider have touched base with each other. She has helped financially with rental assistance. She sometimes helps to pay rent so we can pay our bills. They are both on board and my Navigator works alongside the provider to help me out to make sure we are aided and quietly supported.

With respect to housing issues, the Navigators have been instrumental in assisting participants with continued housing search, looking for alternative housing situations when needed, communicating with the housing providers about concerns and problems, and providing financial support for housing needs. It was often the case that the Navigator could take on an intermediary role and communicate with providers about issues that individuals were unable to solve on their own. Other times the Navigator would be the one to bring parties together during instances of conflict. One individual noted:

When I had an issue with the housing provider she (the Navigator) helped and communicated with her. I had a fight with another resident. I didn't make a good choice, but I did not hit her. I was on the verge of getting kicked out of housing. She talked with the housing provider, explained that I did mess up, and convinced her to give me a chance. She managed to help me from getting kicked out. I had a good relationship with the case manager once she knew where I was coming from.

For many the Navigator played an important role in helping them negotiate their way through an often complex DSHS system. There were many Navigator participants relying on DSHS benefits such as food stamps, medical insurance, and TANF who had specific requirements tied to drawing these benefits. The Navigator provided support to these individuals in a range of ways. First, as an advocate who would work with, or independently of, the participant in addressing specific DSHS needs and concerns. Several interviewees commented on how they relied on the Navigator for facilitating most of their direct contact with the DSHS case managers. One individual noted:

So my navigator called people and pushed buttons and then someone got in contact with me from DSHS and said "we have benefits for you."

A second spoke more definitively about the importance of Navigator advocacy:

I was in treatment and stable when I met my Navigator. DSHS would not help me and did not treat me well. I could not do all they wanted me to do because I didn't have my license. He helped defend me with DSHS. He set up a meeting with the housing provider, DSHS, and my counselor and he got DSHS to back off.

The Navigator also played an integral role in educating participants about DSHS, its rules and regulations, and in helping set up participants with required WorkFirst activities to meet those requirements. One interviewee commented:

My navigator scheduled more hours for me to meet with her in order for me to be in compliance with DSHS. During those extra hours we spent time on job and work related activities. During that time she helped with assessments, looking at what jobs would be best and making appointments for me to meet with others to set up an internship. She also set up meetings with DSHS so that we (could) have a team meeting.

Many saw the Navigator as a more helpful and effective resource than the DSHS staff even in instances where the issues were related to DSHS assistance and support. As noted, many talked about how the Navigators would make direct contact with the DSHS staff or would go to the DSHS office to address

specific concerns. One individual talked about how her Navigator was able to take over some of the tasks that would have typically been under the purview of the DSHS worker and further noted:

If I had just DSHS who knows where I would be. She helped give a little push. A DSHS worker told me she is just a volunteer person and she doesn't matter. That is just wrong, this really pissed me off. My Navigator is more help than DSHS will ever be.

Navigator Qualities: Support for Participants

The interview respondents spoke in depth when asked about the “qualities or characteristics of your Navigator that have made them helpful to you.” Most were effusive in their praise of the support provided by the Navigators and some common themes emerged in their descriptions: the Navigators were strong communicators; they were responsive to the participants’ needs in a non-judgmental manner; they showed empathy and compassion for them and their unique situations. As one interviewee commented:

She is very understanding and compassionate. It is nice to have someone who understands me and my needs and doesn't push me into doing something that I am uncomfortable with or doesn't push me in a direction I don't want to go. We were working on things – work, school, childcare. It was all too much for me early on, overwhelming and stressful. She understood and was sensitive to my needs. She said it was okay, the program wasn't so structured that we had to do things at a certain time, so it was fine to take it slow. I needed to take a break and work on mental health issues. She said we would work at my pace and what was best for me.

A second echoes this sentiment, highlighting the Navigator’s willingness to “invest” in their participants:

She is super understanding and nonjudgmental. I have really been in a shitty situation and when you go and get assistance from a social worker you figure that they are all this way, right? Not so. I (we) just want better for our family, and she has really supported us in that. She is so supportive! We have been homeless twice. I am a child of welfare raising a child on welfare. She really invests in you (and) this has meant a lot to us.

Several individuals commented about how the Navigators were more than willing to go above and beyond in addressing individual and family needs, and willing to work directly with families on how to come up with effective solutions to concerns. This wraparound approach to working with participants was integral to the Navigator model and maintaining smaller caseloads made it possible to offer more hands-on assistance than case managers typically are able to provide. One individual commented:

He calls me no matter what. He calls to check in and will always leave a message and ask how things are going and if I am in need of anything. He has gone out of his way to help me. If he couldn't help me with something he would always find the person or resources that could help me. For example, at Christmastime I did not have the funds to get presents for my kids. He provided resources so that I could get stuff. He went above and beyond to help us. He is also very polite and understanding.

A second noted:

He is encouraging; he helped me out a lot with my resume. He made me feel confident in what I was doing. He taught me how to approach things and figure out how things work. Helped with setting up my internship and helped prepare me. I really liked him, he got stuff done and got things going. I felt most comfortable with him. I felt like I got somewhere with him. He was professional.

Many individuals expressed appreciation for their Navigator's honesty and their willingness to speak directly with them about issues. For many, the fact that the staff adopted this approach while maintaining a non-judgmental, professional, and supportive manner in their work was crucial to their success:

I really like her honesty. I come from a rough background, the type of person people call the cops on, a felon. She overlooked all that, she didn't judge me. She was comfortable to talk to. She played the liaison in many situations.

Another commented:

Both (my Navigators) were upfront and honest. They said things just as they are, didn't beat around the bush. They match you with the most suitable job you were meant for, never tell you anything that isn't true. They did a great job explaining processes.

There were some instances where individuals commented on concerns with Navigators, examples where the Navigators may not have been as supportive as expected or perhaps pushed them in a direction that they did not want to pursue. One individual noted:

She did not work out. I was going to leave the program because of her. She was not informative at all. She did not do her job and she didn't even try. When I asked her about job placement she said to me "I am not an employment agency." When she did try to place me in something she just kept trying to find me jobs doing hard labor. I felt like she was putting me in to a job that she thought was typical for a minority. This did not make me feel so good.

A second expressed some concern about the staff attitude and poor follow-through. While this was not a common sentiment among participants, it was worth noting her concern:

Her demeanor has been less than helpful. I wish she helped with DSHS and (my) childcare situation. She has given me no help with DSHS, would have liked some help getting my kid's Social Security Number) and help with kids and childcare. So, I can't figure the childcare situation until I deal with that. I feel like she had an attitude. She didn't follow through, things were stagnant for three weeks. I didn't connect with her and finally called someone else at the agency to deal with my internship.

Navigator Benefit to Families

All interview participants were given the opportunity to discuss "how things have been going for you and your family – have things improved since we first talked with you?" For many, their individual and family situations have improved over time with changes in areas such as educational attainment (e.g., getting a GED or other degree, entering a school program, etc.), housing (e.g., obtaining permanent and stable housing) and employment (e.g., getting a better job, entering employment training programs, etc.). Many also talked about how things have improved for their children and in their ability to address everyday needs. For example:

*My kids are doing great, especially since we moved in to the housing program. They had some behavioral issues because of being so confined in the other place. Now they are more active and content. They are free to run and play and do not have to be so quiet and at my side all the time. School is going great. I am passing all my classes, I always have all my homework done on time and turned in. This summer I am planning to take some life skills classes and spend more time with my kids. **I don't know what I would have done without being in this program and working with our Navigator.***

The last sentence in the quote above illustrates how participants have tied their successes to their work with the Navigator program. Many took the time to discuss how their work with the program directly supported the achievement of positive outcomes and progress over time. The following example highlights an individual's shift in attitude and perspective over the course of working with the Navigator:

When I spoke with you last, I was doing time just working the system and did not like the program. My first Navigator talked me out of leaving. Thank God I did. The second Navigator has made all the difference. He explained the program, asked questions and prepared me to take steps to make a change, achieve my goals and make a career. That's what made all the difference. I love my job and it has changed my family life, I have nine kids. I have a chance to obtain my career, not just a job. It has boosted my self-esteem and has given me the desire to obtain my GED and education goals. It has also helped me to identify my failures and obstacles and to overcome them. The people in the program are concerned about you, not themselves. They got me out of my situation. They take someone with a past - no career, no home, a criminal record - and turn them around. This really motivated me to want to give back. Without this program I could have not done it. I would be in a job just to have a job, now I have a career, my dreams are coming true and I have a drive to give back. I strongly believe in the work they are doing! It changes lives!

A second talks about the Navigator actively encouraging her though out the process even in a situation where she has experienced less change:

Things have improved since last we talked but they are pretty much the same. I have been focusing on my son and his assessment. I've been sitting around. I have helped him and now it's time for me to focus on me. I need to move forward. I went to XXX and discussed options. He has been encouraging and said it's time to get the ball rolling. Things are going to get better, he's my push, he really wants to see people succeed. I have not been doing much except being a full time mom. I asked him to please help, put me back to work, I need to do something. Since March I have had no separation from my kids. I am overwhelmed. I am excited about starting the CNA program. We are working on steps to set things up. I am so thankful that I was chosen for this program. He has been awesome. I am really happy.

A number of interviewees explicitly discussed how their attitude has evolved over time, noting a more "positive attitude" about life and a reduction in "stress" as life situations improve. One commented:

Yes, things have greatly improved, thanks to the help from my Navigator. I now have an apartment and I have the opening of an option to participate in training so to get a better job. I plan to pursue in the next couple weeks. I am more at ease than a year ago. I was stressed and thought all doors were shutting on me. I have finished treatment and things are going good, they have improved a lot. My time is almost up at the transitional housing and now applying for Section 8 housing. It has been so helpful having that deposit given to me and will make the transition that much easier. It is so wonderful me not being as stressed as I used to be, thanks to the Navigator program.

We also find a common theme among some participants who describe a more mixed portrayal of their accomplishments over time. Many experienced progress in some ways, but still continue to face challenges in other areas. One individual noted:

Financially things have gotten worse. Other things have gotten better, I have finished school and I am searching for work. This has opened the door for a lot of employment possibilities. The kids are taken care of. They are having a good experience even though we have been in a bad situation. We have a home, they are in a safe environment and school situation. It is comforting to know they are taken care of.

A second paints a similar picture, further commenting on how it is possible to maintain hope in the face of life challenges:

Things have and have not improved. I am now homeless again. The complex I was living in got bought, I was evicted, they asked me to leave. Before now I had a new apartment and a new job; that part was good. Then I lost the apartment and am now in the shelter. I got a raise at work, have a good job and am in the process of looking for new housing. Everything is great except for being homeless, but that's okay. Things could always be worse. I try to keep a positive attitude. I have a child to come home to. I appreciate everything that the Navigators have done. It is a great program for someone who does not have anyone. I was freaking out and they got it.

Stakeholder Interview Summary

A number of common themes emerged in the course of these interviews, most notably the almost universal recognition that the forming of the teams – with active participation from housing case managers and DSHS workers in addition to the Navigators – created a new relationship among the different systems of care that were represented at the table during the team meetings. Almost all those interviewed acknowledged that this new relationship helped to better coordinate efforts to assist participants toward resolving their housing emergencies and removing barriers to employment and self-sufficiency. The following pages summarize respondents' observations about how the teams worked together, the benefits of the collaborative team model, and some of the challenges encountered along the way.

The quotes in the body of this report come from the final round of interviews conducted during August and September of 2016. Many of the same themes emerged in the earlier rounds of interviews. The findings below are grouped under three headings: Implementation of the Navigator Model, System Change, and Future of the Model.

Implementation of the Navigator Model

Team meetings as an embodiment of the collaborative model

A consistent view expressed by all those interviewed was that the team meetings represented a valuable innovation that brought together representatives from systems that had previously rarely, if ever, communicated together about their vital work in assisting families experiencing homelessness. The details of the team meetings differed from county to county and evolved in each place over the course of the project, ranging from weekly to monthly to some areas dispensing with regularly scheduled meetings altogether toward the end of the project.

One housing case manager described the meetings as *"amazingly helpful"* adding that *"clients felt heard, knew what the expectations were...knew everyone's role... 'You're gonna work with them for this' instead of everyone's hand in the pot...and (you) could ask them: 'Who do you want to work with on this?'"*

Another housing provider observed that participants are *"often overwhelmed and confused with what is required"* of them and that the meetings clarified who does what and *"reinforces what our roles are."* A third housing case manager pointed out that the meetings helped to address triangulation *"when everyone was in the room"* – *"If a client suggested they were told something different, we could say, 'Nope, we're all sitting at the same table.'"* Or, as a DSHS partner observed, the team meetings produced the *"added bonus"* of *"having everyone say the same thing to the client at the same time."*

One DSHS partner noted that, *"When you sit with a team, resources come at the table and (you) don't have to research or wait" and the "team meetings allow opportunity to sit for an hour and listen."* She went on to say that with participants dealing with complicated situations, *"We tend to push them away,"* citing the example of a woman at her 60-month limit for TANF benefits. In this particular case, had it not been for the team process introduced by the Navigator, it likely would not have come to light that the woman was in the midst of a domestic violence situation and therefore eligible to continue beyond the 60-month limit.

While team meetings didn't always include the presence of participants at all times and in all communities there was widespread recognition that when the participants were there, the meetings became empowering experiences for them, important opportunities for problem solving between multiple systems and, as another DSHS partner put it: *"makes us want to work harder."* Or, as a third DSHS partner said, *"It gave the client the perception that we were all there to support them, which they don't always get."*

Opportunity for intensive work with participants was a key factor

Several informants noted that the opportunity afforded by having a longer period of time to work more intensively with Navigator participants than was customary with individuals in similar circumstances in other settings allowed room for addressing barriers to employment in a way that prioritized long-term career goals over the immediate need to obtain any kind of employment.

One Navigator observed that in order to *"show people what they can do with what they have"* they *"first have to resolve barriers"* which in turn helps to inform whether *"what we're asking is really reasonable."* He went on to note that after *"two years to stabilize"* they could *"then go to the next level,"* adding that *"a building without a good foundation will crumble."*

Another Navigator said that *"the great thing about Navigator"* is that *"we had time to do all that, had time to allow to deal with other situations first"* (though, she noted, that was not as true with new participants during the final year of the project). And one DSHS partner added that through the Navigator program, *"Folks who hadn't had success could build on small successes."*

Several Navigators mentioned the importance of the time they spent cultivating relationships with local schools and businesses – far beyond what other case managers had been able to do – leading to not only formal internships and on-the-job-training, but for some, also to more informal short-term (2-3 day) work trials where participants could test their interest and ability in different professions (*"Like an extended job interview"* as one project partner put it). Navigators also were able to spend more time than most case managers in accompanying participants to meetings and appointments. One example of the kinds of things Navigators did beyond the usual call of duty included spending several hours visiting a prospective college with a participant to alleviate her anxiety about school, touring the campus and going from classroom to classroom until the place felt comfortable to her.

One Navigator summed it up nicely:

Trust increased over time – they knew we were with them. Some took longer to trust and knew we'd be there with them. With that time, we were able to understand the real true problems, the real true issues they need help with.

Attainment Funds made a difference

Earlier we discussed the use of Attainment Funds (*i.e., the flexible funds that Navigators had at their disposal to assist with a wide array of participant needs, from rent and utilities, to work clothes, bus passes, car repairs, to paying for internships and subsidized employment*), often referred to by the Navigators as simply "support services." (Of note, our quantitative analysis of the activity data found that over ¾ of the Navigator group participants received some level of attainment fund support.) During the stakeholder interviews, project partners expressed a wide array of opinions about the efficacy of

these funds, ranging from concerns about being “enablers” to a more prevalent attitude that, used strategically, “support services were huge.” As one informant put it:

It made a huge difference – we wouldn’t have had successful outcomes without it; they would have ended up on the street.

Another talked specifically about how the changing housing environment created a situation where the attainment support was crucial:

The Attainment funding started out as enough, but Rapid Re-Housing was putting people in housing they just couldn’t afford. Best use of the funds – back rent; education fund.

While Navigators were often able to secure funds from a variety of other sources (as one administrator put it “*Navigators navigate to the money*”) several interviewees referenced instances in which the Attainment Funds proved crucial, especially when more conventional sources were not available or were not obtainable expeditiously enough to address an emergent situation. Examples:

- *“A guy who needed driver training NOW...We would have never been able to do that if not for flexible funds...He was so lost, and we would have lost him again if we didn’t keep that momentum.”*
- RISE wouldn’t allow a bus pass for a woman whose child walked to school through a dangerous area. The Attainment Funds *“cut through the red tape to do it immediately.”*

System Change

Navigators filled gaps

Many respondents noted that a significant part of what the Navigators contributed was the filling of gaps in services where participants previously might have slipped through the cracks. In this section, we review not only how that addressed the needs of individual participants but also how the system of services in place for homeless families benefited from new knowledge and connections brought by the Navigators.

For example, one housing case manager (whose agency already had on staff employment specialists) noted that the Navigators *“bring employment and educational expertise that I don’t have knowledge or connections to provide”* (e.g., internships – “which I think is huge.” When participants get an internship, “*watch them blossom*” as they see “*what they’re capable of doing*”).

A DSHS worker made the point that the Navigators were able to provide case management in a way that was “more intensive” than she and her colleagues had time to do:

We don’t have the luxury to spend that time. The people they worked with required more one-on-one and were able to get that with them.

Various housing providers cited areas of expertise where Navigators brought knowledge and connections that had previously been lacking:

- *"I really appreciated knowledge they had around bankruptcies, how to get licenses back" as well as one Navigator's background with the Department of Corrections, which helped bring greater understanding to working with participants who had criminal records.*
- *"Knowledge of what's out there for clients...resumes, interview clothing...transportation was huge, gas vouchers, help with licenses/insurance."*
- *"I have a grasp of what Workforce does...so many things here that I don't know about...we hadn't heard of what that was." And this awareness came because of the Navigator project? "Absolutely."*
- *"Navigators bring resources that each program separately didn't know about each other." e.g., understanding TANF time limits (Otherwise, "I wouldn't know that's an issue that needs to be addressed...Now I know to ask – Are you on TANF? How long?").*

One of the longer-serving Navigators described the role at the beginning of the project as a kind of "employment prop" helping with access to a wide array workforce services: including *"resumes, job boards, where to get information and training, BFET, WIA" (Basic Food Employment and Training; Workforce Investment Act programs) of which other "partners – especially housing providers – weren't always aware...DSHS and housing providers had requirements" but didn't "provide actual tools to navigate that."*

One program in particular, started by a team of Navigators in one county, is worth noting here: Doorways to Employment. The Navigators initiated this weekly support group, which offered trainings in a classroom setting, where the group of Navigator participants would talk. *"It provided a platform for open conversations with peers"* so participants would know *"I'm not in this on my own."* It allowed them to share resources (e.g., they could tell each other *"I did this"* when a question comes up about some problem or barrier). The Navigators reasoned, *"We were seeing the same behaviors and issues with customers" so why not bring them together at once and give them the same info and reinforce it weekly "without having to do it one-on-one."* They met every Friday for around a year with 20-25 participants (5-10 in any given week).

As far as openness at the WDCs for serving families experiencing homelessness, several respondents suggested that the Navigators had helped close whatever gap previously existed there. A WDC administrator reported that:

"Information that Navigators learned as they did their jobs were shared with other workers and benefited all clients" noting that, "Before Navigator, a case manager told me they turned away a family because they were homeless...Her personal opinion was that he couldn't follow through (with a) four-week driver training," adding that "absolutely wouldn't happen anymore."

Or as another observed: *"In the previous model of housing referrals to WorkSource...no one was there to receive them."* A third noted that now *"Staff are more aware of community resources"* because of the way the Navigator program has informed the agency culture, *"through weekly staff meetings (involving) workers with both a Navigator and regular caseload."*

Similarly, housing providers spoke of how they have applied what was learned from the Navigator project to working with clients in general. One noted, *"With clients now, if they're hooked up with any resources, now I have the Navigator model" to apply to "bring the team to the table" where "everyone is on the same page."*

The collaborative model created a new relationship with DSHS for both housing providers and WDCs

While various project partners expressed differing opinions about the level of contact in their respective communities between the Workforce Development Councils and housing providers (some of which have their own in-house employment case management) before the Navigator project, it was nearly universally recognized that the Navigators brought a new relationship with the Department of Social and Health Services (DSHS). Furthermore, several partners commended key DSHS staff members at two Community Service Offices (CSOs) in particular for their commitment to forging a solid connection with the WDCs and housing providers that all expected would continue after the Navigator project concluded.

One particularly significant change was simply having a dedicated person at DSHS whom staff or participants could call directly. As two staff from one of the two aforementioned CSOs remarked:

"We didn't have contact with housing providers before."

"Now they don't have to wait at the phone for two hours at the call center."

"Clients get a direct line to call us."

Once the Navigator project concludes, *"All clients say what they're going to miss the most is having a DSHS contact to call."* A housing provider added, she's *"hoping a door will remain open and meetings will continue even without Navigator."*

Even those providers who said they had previously had a relationship with DSHS acknowledged a change. As one housing case manager put it:

"We've always called DSHS case managers, but with X we had a single point of contact....It made it easier to call and get through...shortened turnaround time...Bridged a gap and made us feel more connected to DSHS."

At another extreme, a housing provider related that one of her colleagues, a housing case manager, told her:

"I'm afraid to call DSHS, I don't know anyone there. It was a scary building where (they) didn't know anyone. Now it's less intimidating – they know people there. Same goes for WorkSource."

Another housing provider spoke to the importance of the *"communication piece"* and what the Navigators were able to facilitate between members of the case management teams. It was, she says,

"A huge, huge piece – they deal with so many people. Even for me, it's hard to keep up with DSHS people. I have a connection now with DSHS – (I can) go to them for any client (i.e., not just Navigator participants). If I caught the phone call when they were there, I would get on the phone. It happened time and time again. Now I send them all to X – he says he can do them all."

One DSHS partner spoke about how the project had changed the way she approached working with families experiencing homelessness *"every single day"* with *"lots more resources now I know of...(making me a) more well-rounded worker...It's not just solving one problem...it's more listening...It just makes me more rounded with my clients."*

While the approach is admittedly labor intensive, almost all partners felt it was worth it and a number of DSHS partners noted that they've made a point of working with non-TANF Navigator participants as well, despite other partners' insistence on serving only those on TANF who could be expected to have more positive outcomes. A Navigator cited the five-year limit on TANF benefits, saying it creates some urgency for participants to *"go out there and be successful."* And to do that, they *"need experts who know the system. Having someone with that ability changes their outcome...Customers with a Navigator have an advantage."*

A DSHS worker made the point that the Navigator project was especially helpful for those who had already reached their 60-month TANF limit: *"Especially the exhaustees" (and, in particular, those with chemical dependency issues who had already exhausted their TANF benefits).* Those individuals, who might have otherwise slipped through the cracks, were able to receive crucial assistance from the Navigators and in some locales were, by virtue of their participation in the Navigator program, able to engage with DSHS workers who otherwise wouldn't have staffed their cases.

While the large majority (almost 98 percent) of those referred to the project were already receiving food assistance, in some areas fewer than half of Navigator participants were receiving TANF. One DSHS respondent thought only around 20% of Navigator participants at her CSO were on TANF *"but almost everybody (was) getting SNAP and medical."* Another DSHS partner saw the Navigator program as especially helpful for individuals facing domestic violence issues, in particular *"those already past 60-months" who "don't realize they can still go back to DSHS"* and get a waiver for the 60-month limit. Another expressed appreciation for the knowledge Navigators shared about housing programs and other systems of assistance that the DSHS workers were less conversant about. For example, *"We didn't know sending a family to shelter prioritizes their access to housing."* He went on to talk about how the project resulted in participants being *"willing to open more at a personal level"* and that they now *"look at us like family."*

Future of the Navigator Model

Interest in Sustaining the Navigator Approach

Despite some critiques, the overwhelming sentiment expressed by those interviewed was highly positive about the Navigator program and most expressed a hope that it could continue beyond the end of the current grant and that, at a minimum, elements of the model would become an enduring part of how services were provided in their communities. The biggest challenge to continuing the model is finding funding to accommodate a program that is expensive in terms of the small caseloads that Navigators must maintain to provide the level of intensive case management that the model demands. As one administrator put it: *"I would love to continue the model...In my gut I think we did improve people's lives...The challenge is it's a very expensive model (to staff)...(but) we did good work."*

Another talked about ways to continue the basic model of bringing systems together in cooperation using the existing framework of staffing among the partner agencies.

"Do we have the funds? No. But we do have the wherewithal to move toward the Navigator model...not just focus on workforce training, but how we can use ancillary services to make people successful, reinventing how we deliver services... Creat(ing) Navigator services within the current system."

Indeed, a former Navigator who now works with youth talked about how she has incorporated aspects of the model into her current position:

“Overall, what I learned...I can take with me and apply to what I’m doing now and apply to my youth...lots of youth mirror Navigator program customers – they don’t know what they want” so her role is “to help figure out what they want and how to get there.”

One administrator saw promise but questioned whether the system was ready to accommodate such a level of collaboration: *“I’m still a believer that this model is better than what we’re doing now...based on what the partners are saying...(I’m) hopeful that when done, we’ll see this model as better...(but) How do we convince others to shift?”* Or as another put it: *“The challenge is going to be, do service partners agree with this or do they see it as a burden?”* A stakeholder noted that:

“People (are) still in their silos trying to solve it all by themselves...even in their own orgs...the mind frame...of cooperation...is still not there...(it’s) not intuitive. How to get it to be intuitive across systems? Every customer we touch needs something from the other partners. Otherwise it’s dabbling and dabbling doesn’t cut it.”

Several of the partners interviewed were optimistic that the connections made between the WDCs, DSHS, and the housing providers would endure beyond this project, though some questioned whether that would continue to be the case when they themselves left their positions. Whether the individual connections established between case managers in these various systems become an established part of the organizational culture remains to be seen, but several spoke encouragingly about what they’ve been able to share with their colleagues. A typical comment from a housing provider: the new relationships *“helped with other clients, too” (i.e., not just Navigator participants). “Just having someone to call was helpful.”*

One particularly enterprising DSHS partner has developed a pilot for her CSO based on this project. It takes the same collaborative team meeting model – linking together housing, workforce and DSHS case-managers – and carries it forward with WIOA (i.e., programs initiated through the federal Workforce Innovation and Opportunities Act).

How crucial is the Navigator to the success of the model? One administrator suggests, *“We’ve always had intensive management, but never had the relationships.”* The Navigators have established connections that the WDCs can carry forward, even as they continue to divest from the provision of direct services to working with partners providing that role. *“This is what Navigator is about. The model isn’t about a person who provides intensive services, it’s how we connect one system to the next.”* A final caveat from one partner astutely noted that:

“We should formalize mid-level relationships or this will go away...It’s all about relationships...Unless something is somewhat formalized...it will go away and wait for the next grant.”

The changing environment

The future viability of the Navigator program, or something like it, depends much on how it can adapt to the changing environment in both the housing world and workforce services. Under WIOA, WDCs are emphasizing their administrative role over direct service, let alone supporting the kind of intensive case management services provided by Navigators. One of the WDCs in this project contracted out its Navigator services and that is the direction that other WDCs will follow in the future.

In housing, the current emphasis on Rapid Re-Housing and divestiture from transitional housing programs has meant a greater emphasis on getting clients into jobs quickly. One project partner noted that these sorts of *“short-term crisis responses weren’t in the mix”* so much when the Navigator project began in 2013.

In a Shelter/Transitional Housing model, “individuals were in a structured program with time to work with them to get employed and self-sufficient. You could see how Navigator fit nicely into that system.” Now, “Families becoming homeless don’t see the same continuum with a housing voucher at the end. Employment becomes more urgent with Rapid Re-Housing...In the Rapid Re-Housing world, (they) need a job now...The WDCs are forced to tailor to this and put things in a different order.”

Given that so many interviewees indicated that a key to the success of Navigator services is taking the time to comprehensively address barriers to self-sufficiency and career-path employment, it is unclear how effectively the program could adapt to this new environment.

Another development since the inception of this project has been the emergence of other programs providing some overlap with the kinds of service coordination achieved through Navigator (e.g., RISE, the Ending Family Homelessness program⁴⁹). While several of those interviewed made brief reference to such programs, it is still early in their implementation and it would require further assessment to determine how they could work with Navigator and if they might indeed represent a duplication of services. If the Navigator program, or something like it, continues into the future, it will need to adapt to this changing environment, and the reality that they will likely serve a group with increasing barriers to employment, as per HUD’s mandate to prioritize more vulnerable populations. As one partner lamented, even in the current environment they have more often been encountering *“People much harder to work with, more unstable, not work ready. What we really need is mental health training.”*

⁴⁹ See discussion of these programs in literature review section

APPENDIX A: BASELINE ELIGIBILITY SCREENING TOOL

Date: _____

<p>Client Name: _____</p> <p>Referring housing program: _____</p> <p>Referring case manager (CM): _____</p> <p>CM Phone: _____ CM Email: _____</p> <p>_____</p> <p>Client contact information:</p> <p>Cell Phone: _____ Landline: _____</p> <p>Email: _____</p> <p>Full Address: _____</p> <p>Other: _____</p> <p>Best method of contact: _____</p>

*Section A

ELIGIBILITY CRITERIA:		Yes	No
• Head of Household is at least 18 years old		<input type="checkbox"/>	<input type="checkbox"/>
• Family has at least one dependent member under age 18; or a household member is pregnant		<input type="checkbox"/>	<input type="checkbox"/>
• Currently receiving homeless housing services; please indicate which service <div style="margin-left: 20px;"> <input type="checkbox"/> Emergency shelter <input type="checkbox"/> Rapid re-housing <input type="checkbox"/> Transitional housing <input type="checkbox"/> Permanent supported housing (up to 24 months and still receiving services) <input type="checkbox"/> Other Housing Service; please describe _____ </div>		<input type="checkbox"/>	<input type="checkbox"/>

<ul style="list-style-type: none"> Economically disadvantaged (For example, receives TANF, SNAP or SSI, or has no income of any kind) 	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Registered for Selective Service (males only) unless born prior to 1960; see registration guidelines link for male non-citizens https://www.sss.gov/regver/wfverification.aspx 	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Eligible for employment in the United States and has documents required to complete I-9 Employment Eligibility Verification form. (for example, social security card, Washington State ID, valid permanent residency card). http://www.uscis.gov/files/form/i-9.pdf 	<input type="checkbox"/>	<input type="checkbox"/>

***Section B**

BRIEF ASSESSMENT:	Yes	No
<ul style="list-style-type: none"> Client has the goal of obtaining employment as evidenced by: (check all that apply) <ul style="list-style-type: none"> <input type="checkbox"/> Stated interest in meetings with case manager about obtaining employment and/or completing job training, obtaining GED/ABE/ESL leading to employment <input type="checkbox"/> Service plan includes the goal of obtaining employment and/or completing job training, obtaining GED/ABE/ESL leading to employment 	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Client is engaged in case management/support services; attends appointments as scheduled and generally follows through on tasks 	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Housing situation is stable and does not present a significant barrier to employability; (i.e., Client is participating in a housing program [rapid re-housing, permanent supportive housing, transitional housing or other agency housing service], receives housing case management <i>and has a plan to transition to longer term stable housing</i>) 	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> If there are identified mental health, drug/alcohol or physical health conditions they are being addressed and do not present a significant barrier to employability. If answering yes, check one of the following: <ul style="list-style-type: none"> <input type="checkbox"/> No mental health, drug/alcohol or physical health conditions have been identified <input type="checkbox"/> Mental health, drug/alcohol or physical health conditions have been identified and are being addressed and do not present a significant barrier (i.e., Client is engaged in counseling and/or is medication compliant [if applicable] and/or clean and sober [if applicable] and/or client states that mental health, physical health and/or chemical dependency status is stable) 	<input type="checkbox"/>	<input type="checkbox"/>

<ul style="list-style-type: none"> Identified legal issues (if any) are being addressed and do not present a significant barrier to employability (Client reports having no active warrants for arrest and no pending court dates which may lead to imminent arrest or incarceration) 	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------

If Yes for ALL eligibility criteria and brief assessment questions, client is eligible and can be referred on to Marc Bolan and Consulting to participate in the research project.

For clients that you have determined eligible please complete the section below:

*** Section C**

ADDITIONAL INFORMATION: <i>Please check all that apply; this information does not impact eligibility</i>	
<ul style="list-style-type: none"> Head of household or family member receiving TANF DSHS # (if known): _____ (do not enter this number until after the consent form has been signed) 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household or family member participating in WorkFirst DSHS # (if known): _____ (do not enter this number until after the consent form has been signed) 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household or family member is on SNAP/Food Assistance DSHS # (if known): _____ (do not enter this number until after the consent form has been signed) 	<input type="checkbox"/>
Household's current housing information is being entered into HMIS. If the information is being entered into HMIS using an identifier other than the head of household's name and SSN, please indicate here the HMIS ID# being used (do not enter this number until after the consent form has been signed) HMIS#: _____	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household is a veteran (honorably discharged) 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household or family member receiving SSI or SSDI? 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household is receiving Unemployment Insurance 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household is unemployed; has no unearned or earned income 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household is non-English speaking and requires interpreter services If yes; which language: _____ 	<input type="checkbox"/>

<ul style="list-style-type: none"> Head of household is currently employed If yes, please indicate if information is available: <p>Job title: _____</p> <p>Hours worked per week: _____</p> <p>Hourly wage: _____</p>	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household is currently participating in an employment job training or educational program. If yes, please provide the name of the program or service: 	<input type="checkbox"/>
<ul style="list-style-type: none"> Head of household is involved in other key social services; if yes list services: 	<input type="checkbox"/>

<p>Eligibility form Completed by: _____</p>

APPENDIX B: REFERRAL AND ENROLLMENT SCRIPTS

Script for Step One:

Housing case manager script/conversation with a client who is eligible for the Housing and Employment Navigator project

The (name of local WDC) is conducting a research study to look at employment services for families in housing programs. They would like your help to learn about services for helping families obtain employment and develop a career pathway.

We (name of housing program) are helping (name of local WDC) identify families to participate in this research project. Based on their criteria you are eligible and would be a great candidate.

If you are willing to participate, here's what will happen:

- *You will be asked to complete 2 surveys and to sign a release to collect employment and housing data. Your information will remain confidential. You may also be invited to take part in a short interview later on.*
- *You will receive a \$201 stipend in appreciation of your time.*
- *Some participants in this research study will be invited to receive additional services to help with employment and training. Everyone will have an equal chance of being offered or not offered these services.*

Your participation is completely voluntary and won't affect your housing or DSHS services

I would like to connect you to the project and we will need to do the following:

- *Complete a written consent and release of information form in order to refer you for participation in the project. This form will allow the project researchers to access information about the services you are receiving from DSHS and the local WDC*

Once we have completed and submitted the paperwork you will be contacted within one week by the staff of Marc Bolan Consulting (the researcher) about the survey, the research study and the stipend. This may be done by email or over the phone. Once you have completed the first survey you will be informed whether or not you have been selected to participate in additional services with your local WDC.

FAQ'S: anticipated questions

Q. What are the benefits to clients who participate in the study?

Answer:

- *As a participant in the research study you can provide your input to help improve employment services for families*
- *Possibility of being offered additional services by your local WDC*
- *Participation is voluntary and will not impact any of your services or benefits*

Q. What information will be collected?

Answer:

Only information that is already being collected. This includes employment data reported by employers, housing data reported by housing providers and DSHS data. All of this information will stay confidential and be used for research purposes only. This study will review the combined data as a part of the project.

Q. What additional services would I be offered?

WorkSource is testing out new approaches to assist families with employment and career development. If you are selected for services a staff person from the WDC will contact you and explain these services to you. For example, you may be offered services that help to coordinate your housing, employment and DSHS services.

If you are offered the chance to participate in a new service the choice will be completely voluntary. Regardless of your decision your housing, TANF and other DSHS services would not be impacted.

Q. How will a family be informed if they have been chosen for additional services?

Answer:

After completing the first survey families will be informed by the research team within about two days whether or not they have been selected for additional services. They will then be contacted by the WDC to discuss these services within 5 days of completing the survey.

Q. How will clients be selected to for possible additional services?

Answer:

The researchers will use a random selection process. Everyone that agrees to participate in the research study will have an equal chance to be offered possible additional services

Q. How long will a client have to decide if they want to participate in additional services? Can they talk with their case manager or others before accepting services?

Answer:

Clients are encouraged to take as much time as they feel they need and to ask as many questions about services as they need to. They can consult with their case manager and others before agreeing to services.

Q. What if a client is assigned to the navigator group but declines the service?

Clients may be offered navigator services and decide not to participate which is their right. Once they decline the services they won't be eligible for any further surveys and compensation.

Q. How will housing staff know if their clients have been selected for the Housing and Employment Navigator/treatment group?

Answer:

They will be contacted by the WDC/Navigator if their client has been selected to participate. They may also hear from their client once the client has been informed. If housing staff don't hear anything from the WDC or their client it means the client is in the comparison group.

Q. Can a client change their mind once they sign the consent form to participate?

Clients have the right to discontinue their involvement in the study and/or navigator services even if they have signed the consent form.

Q: What if a client is not assigned to the Navigator group and speaks with their housing case manager and is distressed/angry/disappointed?

Housing staff often interact with clients about services for which they are ineligible. They will use their general skills and listen attentively to client. Housing staff are still able to make normal referrals to training and workforce programs, just not the Navigator.

During the Housing Provider trainings, research staff will invite guidance from the providers who are much more experienced in addressing the issues of this population. We will obtain resources and crisis numbers for their respective communities in case subjects become distressed during the survey process. And we will share with them how the researchers will respond to distress that may occur during the survey.

Script for Step Three:

I am contacting you from Marc Bolan Consulting. I want to talk with you about our research study that looks at employment and job training services for families housing programs. First of all I want to thank you for agreeing to participate and let you know that we want this experience to be a good one for you and not take up too much of your time. Your answers will be kept confidential. They will in no way affect your stay in housing, your search for housing, or any other services you receive. The information you give will only be seen by the research staff.

During the Survey Process:

If respondent becomes upset/distressed:

- remind them the intent of survey not to upset them
- reiterate that they don't have to answer any question that makes them feel uncomfortable
- offer to complete the survey at another time, or take a short break in doing the survey now
- move to other questions on the survey and then come back to these questions
- if the survey is too upsetting for them they don't have to complete it (and this will not affect their stipend)
- tell them that if questions/answers are raising concerns that they have support resources they can talk to about these issues e.g., housing case manager
- if distress is extreme, can provide them with a crisis line number or other support resource connection if that would help them with the issue (NOTE: during housing provider trainings, we will obtain resources and phone numbers for each specific community)

APPENDIX C: CONSENT FORM

Workforce Initiative Fund
Housing and Employment Services Study
CLIENT CONSENT FOR PARTICIPATION AND RELEASE AND SHARING OF DSHS, HMIS, AND SKIES INFORMATION

Introduction

Three Workforce agencies in Washington State have received a grant from the U.S. Department of Labor to study employment and career services. The study will look at families receiving assistance from housing programs. Other partners in this research are: Building Changes (a non-profit working to end homelessness) and Marc Bolan Consulting (an evaluation research firm)

As a part of this research, we will conduct surveys with heads of households who are receiving services from housing providers. We will also look at information that is already being collected by state agencies about employment, housing and other services. If you are willing to participate, you will be asked to complete two short surveys. You will also be asked to sign a release to access Employment Security Department (ESD), Department of Social and Health Services (DSHS) and Homeless Management Information System (HMIS) data. Your information will remain confidential and you will receive a \$20 stipend for each survey completed. A few participants may also be invited later to do a short interview

Purpose of Research

This research will help us to better understand how services for families in housing programs affect their employment experiences. We want to understand the costs of these services and whether they help families find jobs and affordable housing. This study will be used to improve services for families and to inform policies and programs.

Local housing providers will recommend families for the project. Your housing provider has suggested yours. The study does use a random selection process. Some study participants will be invited to receive additional services to help with employment and training. Everyone will have a random chance of being offered or not offered these services. The comparison of these two groups of participants will help us understand the impact of these services.

Families selected for additional workforce services may benefit from receiving them. It is also likely that the study results will help housing and employment service providers improve their work. That, in turn, might benefit all families.

Data Collection from Families

In the study families will complete two self-report surveys. The survey asks questions about:

- personal attitudes

- participation in training
- educational programs
- current family barriers
- current challenges to maintaining stable housing
- some questions about your background (like race/ethnicity, gender, and number of children).

The survey instructions will include information about resources that are available in case the questions raise any concerns for you or your family. We have noted some example questions below:

How much is each of the following a current challenge to your ability to get a job, keep a job or stay in stable housing? (e.g., transportation, health issues, legal issues)

How much do you agree or disagree with the following statements

	Strongly Agree	Agree	Disagree	Strongly Disagree
I have someone to talk and visit with to share my day to day activities and thoughts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I have a difficult decision to make I have someone to talk to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In a time of crisis I have someone to turn to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What would I be asked to do?

If you agree to take part in this study, you will be asked to:

- Complete two short surveys, the first within the next 1-2 weeks and the second 9 months later. Each survey will take less than an hour of your time. They can be completed through a secure website or over the phone. You will receive a \$20 stipend for each survey that is completed.
- Give us your Social Security Number and let us access the following records:
 - DSHS records for you that show what benefits and services your family has received.
 - Records collected by the Department of Commerce on emergency housing services received by your family.
 - Records on your employment history that are collected by the Employment Security Department (and to enter your name and information into their database if it's not already there).

The permission will run from the date this release is signed and for up to four years following. If you give your permission, these records would be released to Marc Bolan Consulting and its research team only; your case manager or other staff at your housing program will not have access to these records.

These records will give us information on the services and benefits that your family is getting and wages received through employment. This information will help to compare the work experiences of families receiving housing and other services.

Access to Research Data

Only the research staff at Marc Bolan Consulting will have access to your individual information. No personally identified survey or housing, employment or DSHS data will be shared with anyone outside the study team. This includes your housing provider or other support providers (like your DSHS case

manager). If any concerns arise about our use of this data, there are two organizations that are responsible for protecting your interests (and which also could have access to your information): the U.S. Department of Labor and the Washington State Institutional Review Board. Individual data WITHOUT your name and other personal information will be available in a public data set at the conclusion of the research. This data set will be maintained by the Department of Labor (the research funder).

We ask for permission to access your data for up to four years. The end of study is in October 2016. At that time we will permanently remove all personal identifiers (like, name, Social Security Number and other ID codes).

If You Have Questions About the Research Process

This study is being conducted by Marc Bolan Consulting. Marc Bolan, Ph.D., is president of the company and the primary research investigator on the project. Sinan Demirel, Ph.D., is the director of the project. Each can be reached by phone at 206-473-2156 or through e-mail at wif@marcbolanconsulting.com

Your Rights

It is important for you to know that:

- Your privacy is important. Your information will remain confidential. Nothing will be reported in a way that would let you be identified. All reports will be written in summary form and will not identify anyone by name.
- The information gathered will be stored securely and confidentially. There are several procedures in place to protect your personal information. If at any time you feel that your privacy has been violated, we will provide resources for you to address your concerns.
- Your permission is voluntary. It is your choice whether you decide to give permission to access your records. Your housing or services are not affected by whether you give your permission to access these records.
- We have been careful to not ask anything too personal or private in the surveys. If there is any question that makes you feel distressed or uncomfortable, you don't have to answer it.
- You may contact Marc Bolan, the project research investigator, at (206) 473-2156 if there are questions about your rights in this study. You may also contact the Washington State Institutional Review Board at 1-800-583-8488 with questions about your rights.

To participate in the study you will sign the consent form on the next page. You will receive a copy of this form from your housing case manager for your personal records.

Marc Bolan Consulting
P.O. Box 51222
Seattle, WA 98115
(206) 473-2156

Authorization to Disclose Records

I, _____,

(Print your name above)

have read and understand the above statement. I give permission for Marc Bolan Consulting to be given record information about me from the following sources:

- Washington State Department of Social and Health Services (DSHS)
- Washington State Department of Commerce
- Washington State Employment Security Department

My protected information will only be used for the Workforce Initiative Fund Housing and Employment Study. The researchers will not use it for any other reason. The researchers will keep my data confidential. They will not give it to anyone who isn't connected to this study.

I agree to complete the two surveys (for which I'll receive \$20 each) and to possibly do a short interview later on.

I know that I am not required to sign this form to get housing or any services. Marc Bolan Consulting will only request information about me from the government agencies if I sign this form. I may cancel this authorization at any time by writing to Marc Bolan Consulting. If I cancel this authorization, the researchers will keep the information they already have.

The study has been explained to me and all of my questions have been answered. I agree to each of the items checked "yes" below:

☐ Yes ☐ No The researchers may use my information in the records listed above for research purposes.

☐ Yes ☐ No I agree to complete the two surveys described above.

Signature of Respondent

Date

Social Security Number

Date of Birth

Other names (for example, maiden name) I have used

Housing Provider

NAME _____

SIGNATURE _____

APPENDIX D: PARTICIPANT SURVEY

Thank you for agreeing to complete this survey. This survey should take only 10-15 minutes. Please do not put your name on the survey. All of the information you provide is confidential. We will not share individual responses with case managers or other service providers. If there are any questions please contact Marc Bolan at wif@marcbolanconsulting.com.

ID CODE (would be entered by client based on instructions for on-line survey and our staff would enter the ID code if a phone interview)

What is your Gender	MALE	FEMALE
{If female} Are you currently pregnant?	YES NO	

How many months have you been living in your current residence? _____

How many children under 18 currently live with you? _____

Are you currently working? YES NO
(If YES) How many hours per week are you working? _____

Are you currently in school or in an educational or work training program? **YES** **NO**
(if YES) What is the name of the school or program? _____

What is your highest level of education? (please choose one answer)

- ☐ No High School Education
- ☐ Some High School, but no High School Degree
- ☐ High School Degree or GED
- ☐ Some college, but no Degree
- ☐ College Degree

Are you Hispanic or Latino? **YES** **NO**

Which of the following best describes your race (please choose one answer)?

- ☐ Black/African American
- ☐ Native American/Alaskan Native
- ☐ White/Caucasian
- ☐ Asian American/Pacific Islander
- ☐ Multiracial
- ☐ Other

*We are interested in your current understanding of services that may help homeless families. For each of the following please let us know if you **know about this service**, **know how to use this service**, and if you have **used this service to support your family***

TYPE OF SERVICE	Are you aware of some specific services to help with this?	Do you know how to use these services if needed for your family?	Have you used one of these sources to support your family in the PAST YEAR?

Financial Support (e.g., help with paying bills, saving money, etc.)	YES NO	YES NO	YES NO
Medical/Health	YES NO	YES NO	YES NO
Legal/Law Issues	YES NO	YES NO	YES NO
Food/Nutrition	YES NO	YES NO	YES NO
Transportation	YES NO	YES NO	YES NO
Childcare	YES NO	YES NO	YES NO

We know that many families face challenges that can make it hard to get a job, to keep a job, or to find and stay in a stable housing situation. We would like to ask you about some of those challenges.

How much is each of the following a current challenge to your ability to get a job, keep a job or stay in stable housing? The four response choices are “not a challenge,” “a small challenge,” “a medium challenge” or “a great challenge”.

	This is not a challenge	This is a small challenge	This is a medium challenge	This is a great challenge
Your own health situation				
A family member's health situation				
Lack of transportation				
Lack of education				
Lack of past work experience				
Getting or keeping child care				
Lack of stable housing				
Legal issues				
Your own physical disabilities				
A family member's physical disabilities				
Lack of financial resources				
Custody or Parenting Support Issues				

Have you enrolled in and/or participated in any of the following programs in the PAST YEAR (please check all that apply)

- ☐ Basic Skills/Education program with focus on math, reading or computer literacy skills
- ☐ English as a Second Language (ESL) Training programs
- ☐ GED or High School Equivalency Training Program
- ☐ Occupational or Work Skills training program
- ☐ Computer classes at WorkSource
- ☐ On-the-Job Training Program
- ☐ Internship
- ☐ Community College Classes
- ☐ Community Jobs Program
- ☐ Apprenticeship Programs

How much do you agree or disagree with the following statements . There are four response choices: strongly agree, agree, disagree, and strongly disagree.

	Strongly Agree	Agree	Disagree	Strongly Disagree
I can solve difficult problems if I try hard enough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am able to handle unexpected events well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I remain calm when facing difficult situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I have a problem, I can usually find several solutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I have something unpleasant to do, I stick to it until I finish it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When unexpected problems occur, I handle them very well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel confident that I will be able to get and keep a good job in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel confident that I can make progress towards a successful work career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel confident that the housing and financial situation for my family will get better over time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree or disagree with the following statements. There are four response choices: strongly agree, agree, disagree, and strongly disagree.

	Strongly Agree	Agree	Disagree	Strongly Disagree
I have someone to talk and visit with to share my day to day activities and thoughts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I have a difficult decision to make I have someone to talk to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In a time of crisis I have someone to turn to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel my success is helped by the people in my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel I have the support of people in my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The people in my life are a good influence on me and my children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The people around me have similar experiences, problems and interests as I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX E: PARTICIPANT INTERVIEW

If you have any questions about this interview, you can contact us at **206 473-2156** or at wif@marcbolanconsulting.com. Thank you for your participation in this project.

INTERVIEW QUESTIONS

ID CODE (*enter code here*) _____

What is your Navigator's name? _____

Have you worked with more than one Navigator?

☐ Yes

☐ No

(If yes, what's the other one's name)? _____

How often (or how many times) have you met with your Navigator(s)? _____

(This can be total times or some rough guess, like couple times a month.)

Where do you usually meet with your Navigator? _____

How do you typically communicate with your Navigator? (Encourage respondent to name the most common way; if they name more than one, check all that apply)

☐ In person

☐ Phone

☐ Text

☐ E-mail

☐ Other: _____

What has been most helpful to you and your family about having a Navigator? {First ask this open-ended question and then, as needed, go through the list below and ask probing questions: e.g., Have you been working? Did the Navigator help you in getting the job or with job-related challenges? Do you have the childcare that you need? Did the Navigator help with that?}

☐ Help with getting a job

☐ Help with accessing education

☐ Help with accessing other services. Which services: _____

☐ Help with accessing DSHS benefits [like, TANF, SNAP (i.e., food stamps), medical coverage]

☐ Help with legal issues (e.g., child support, going to court, having a criminal record)

☐ Help with childcare

☐ Help with transportation issues

☐ Money to pay bills

☐ Just being able to talk with them for advice and/or moral support

☐ Other: _____

What are some qualities or characteristics of your Navigator that have made them helpful to you? Are there things about their personality and style that have made them good to work with?

Are there ways in which your Navigator has been less than helpful?

☐ Yes

☐ No

If yes, Has having a Navigator created any problems for you in accessing the services that you and your family need? Are there things about your Navigator's personality and style that have made them not good to work with?

We'd like to know about services you learned about from your Navigator that you didn't know about before and that other service providers didn't tell you about. What are some services that you use and/or benefits that you've received because of help you received from your Navigator? {Be ready to provide them with examples if needed – housing, job training or internships, educational resources, DSHS or other benefits, childcare, transportation assistance – and for each of these...}.

a. What are those specific services and/or benefits?

b. If there are any] Do you think that you would have been able to access these services/benefits if not for your Navigator?

What did your Navigator do to get you to those new services and/or benefits? {If needed ask probing questions to get specific examples from them.}

Do you currently receive any help through DSHS? (TANF, SNAP, Medical, help with childcare or transportation, etc.)

☐ Yes

☐ No

Did you receive help from DSHS before you met your Navigator?

☐ Yes

☐ No

[If yes] In what ways has your Navigator helped to improve your experience with DSHS?

Please describe how you used to seek help for accessing DSHS benefits and services before starting with the Navigator and how has that changed?

Is there anything more that you wish your Navigator would have done to help you with accessing DSHS benefits and services?

Are you still receiving housing assistance from {NAME OF HOUSING PROVIDER ON RECORD}?

☐ Yes

☐ No

[If yes] What housing services are you receiving? {NOTE: may have changed since last interview}

[If no] Why not – did you lose housing or are you in independent permanent housing and no longer in need of those services?

Has your Navigator helped with your relationship with your (current or former) housing provider?

☐ Yes

☐ No

[If yes] Tell me how they've been helpful? Can you give me some examples?

[If no] Have they in been unhelpful or complicated your relationship with your housing provider?

☐ Yes

☐ No

[If yes] Tell me how? Can you give me some examples?

[You may need to probe here – e.g., ask if the Navigator has met with them and their housing provider together, if the Navigator has interceded with the housing provider to help solve some problem they were having, etc.]

Has your Navigator helped you to obtain better housing? (Or, alternatively: has your Navigator helped you to improve your situation with your current housing provider?)

☐ Yes

☐ No

[If yes] What specifically did he/she do or help you with that led to better housing? {May need to ask probing questions if they're not specific – e.g., Did the Navigator recommend another housing provider or a place where they could rent? Did their Navigator do anything to help them move, with moving expenses, etc.?}

Please describe how you used to seek help for HOUSING before starting with the Navigator and how has that changed?

Has your Navigator helped or encouraged you with pursuing educational or job training services?

☐ Yes

☐ No

[If yes] How and what particular services? {Be ready to ask probing questions about where and when, what kinds of services – e.g., GED, ESL, job readiness or training, computer classes, life-skills classes, etc.}

Has your Navigator helped you to obtain a job (or a better job)?

☐ Yes

☐ No

[If yes] How did they help you? {May need to ask probing questions – e.g., Did your Navigator provide information to you about jobs that were available? About any other employment services or places to find job listings? Introducing you to a potential employer, etc.?}

[If no] Is there anything you wish they did to help you with obtaining a job (or a better job)?

{Ask this question if there's time and you feel that they're still interested and responsive}

We'd like to understand more about how you and your family tried to get help in the past before you had a Navigator (e.g., other case managers and providers you worked, with agencies you contacted on your own...).

Please describe how you used to seek help for other services (e.g., employment, childcare, transportation) before starting with the NAV and how has that changed?

{Ask this question if there's time and you feel that they're still interested and responsive} How have things been going for you and your family – have things improved since we first talked with you? In what ways have they improved (or not improved)? {First let them answer this open-ended question, but if you need to, probe more and ask specifically about housing, employment, health and wellbeing of their family, accessing DSHS, Educational opportunities...}

APPENDIX F: STAKEHOLDER INTERVIEWS – FINAL ROUND

NAVIGATORS

1. Describe the role of the Navigators. Did this role change over the course of the project?
prompts:
 - a. What are specific things Navigators brought to the table that others didn't?
 - b. For longtime Navigators: How have these things changed over time? E.g., things you do now that you weren't doing in the beginning (and vice versa)?
 - c. Examples of things that may have fallen through the cracks before the Navigators.
 - d. Things that Navigators address that other supportive services don't.
2. Describe how the case-management teams are worked. Did it change over time (e.g., frequency of meetings, methods and frequency of communication, etc.)? What is the composition of the teams?
 - a. How have the team meeting changed over the course of the project (e.g., frequency, team members, client participation)?
 - b. What other contact do you have with team members other than these regular meetings (one-on-one, phone, frequent e-mailing, etc.) and has that changed over the course of the project?
 - c. Describe how coordination and collaboration works between team members – give some examples.
 - d. Which community partners did you work with the most? How did that go?
 - e. What (if any) changes have you seen in the ways that these different systems work with one another (especially DSHS, WDCs, and housing providers; also voc and employment)?
3. Describe your experience with the Navigator program.
 - a. What's gone well?
 - b. What have been some of the challenges in working with participants and stakeholders? Other challenges with the Navigator role?
 - c. What do you see as the most important thing that you do for clients?
 - d. Have some resources/services been easier to access than others? Which ones and why do you think that is?
4. How much did you make use of the Attainment Funds and how important was that resource in helping participants?
5. Any success stories that you'd like to share? Have you observed that clients and their families are changing through the course of services?
 - a. What do you (and other service providers) need to learn more about in order to better serve clients?
6. Are the ways in which Navigator services has not been a good fit for the needs of some participants? Examples...
7. What are some things you've learned along the way that have helped you better serve participants?
8. For former Navigators: Has your experience as a Navigator contributed to your current work? If so, how?

WDC STAFF: ADMINISTRATORS AND NAVIGATOR SUPERVISORS

1. Impressions of how the Navigator program worked. Prompts:
 - a. What worked well with the Navigator program and what were some of the challenges the challenges in serving participants?
 - b. Describe your role as supervisor of the Navigators and how you facilitated the smooth functioning of the program. What worked well and what were the challenges? What modifications did you make along the way?
 - c. If you could change anything about how things have gone so far, what would it be?
2. Let's look at the role of the Navigators a little more closely:
 - a. Have the Navigators changed the way services are delivered at the WDC (has it changed the way you do business both within the agency and in you interaction with other systems)?
 - b. Talk about the role that Navigators played in the process – what specific things did they bring to the table? Are there any particularly important changes that the Navigators brought to the way business is done at the WDC, both in terms of how you work with individual participants and with other partners/stakeholders?
 - c. How about the connection w/ DSHS and the housing providers? OTHER COMMUNITY PARTNERS? Have the Navigators brought a significant change to how the WDC interfaces with these systems? How?
3. How has having the Navigator changed the experience of homeless families who utilize WDCs? Can you give some specific examples?
4. What gaps or barriers have Navigators been able to address that the WDC wasn't previously able to? Ask for concrete examples...
5. Anything about the Navigators that didn't work well or created new challenges for the WDC, or didn't seem to meet the needs of participants?
6. How well has the Attainment Fund worked? Has it been easy to use? Have the funds allocated for this aspect of the program been sufficient? How important was this resource in being able to effectively help participants?
7. What would be needed to make the Navigator program sustainable?
 - a. Is it worth pursuing?
 - b. To continue the program in the future, would it simply require funding or are there structural change in how the WDC does business that would be needed to make the program more beneficial?
 - c. Would the Navigator program fit in with the evolving model of WDC services?

HOUSING CASE MANAGERS AND ADMINISTRATORS

1. How often did you have contact with the Navigator (meetings, phone, e-mail)? Did this change over the course of the project?
2. Were the team meetings helpful? Prompts:
 - a. How often did the teams meet? Has this changed over the course of the project?
 - b. Did the team always meet with the client present or sometimes separately?
 - c. What did these meetings look like? Where did you meet? Describe what happened. What worked well and what didn't? What was your role in these meetings?
 - d. How have the teams (and their effectiveness) evolved over time?
3. Have the Navigators been able to address gaps in services that were previously unmet? Have they helped to create better connections to the network of services? What are specific things that the Navigators brought to the table?
4. Has having the Navigators led to any significant changes in the way you interact with other systems (e.g., DSHS, WDCs, supportive services?)
 - a. Talk about how you served clients in the past and way the Navigators have changed that.
 - b. Changes in how the agency works with clients.
 - c. Changes in how you personally work with clients. Have you learned specific things in working with the Navigators that you're able to apply in your own work?
 - d. Have they created any problems or new challenges?
5. Has the way that you structure the time that you spend with clients changed because of the Navigators?
6. Are you drawing on things that the navigators have introduced in your work with other clients (i.e., those not receiving Navigator services)? Have the Navigators led to any changes in how your agency works with all clients? If so, give examples.
7. Do you feel that the Navigator project has helped make it easier to connect the families you serve with workforce services? Do you think that your connections with the WDC will continue to be strong regardless of whether the Navigator program continues in the future? What would be needed to strengthen or maintain those relationships?

DSHS WORKFIRST SPECIALISTS AND SOCIAL WORKERS

1. Describe the team meetings:
 - a. Where and how often did the teams meet? Did this change over the course of the project? Did the team always meet with the client present or sometimes separately?
 - b. What were these meetings like? Describe what happened? What worked well and what didn't? What was your role in the meetings?
 - c. *Have they changed how you work/collaborate with housing providers and the WDCs? In what ways?*
2. How does this differ from how you did business in the past? PROMPTS:
 - a. Has it changed how you do your job? How you serve clients? How you work with other agencies? Changes specific to how you work with homeless clients? How does this differ from how you did business before the Navigators?
 - b. Have the Navs been able to take work off your plate (or otherwise create efficiencies in the system)? Such as....
3. How do the Navigators work with you? What sorts of activities? How often do you communicate with them (in person, phone, e-mail)? Has this changed over the course of the project? What sorts of new resources do they bring to the table?
4. How have the Navigators changed the experience of families accessing DSHS services?
5. Have the changed the way that you allocate your time with families?
6. Did families that otherwise wouldn't make it to DSHS do so because of the Navigators? Are such families interacting differently w/ the DSHS system? Are they better advocates for themselves?
7. Have the Navigators contributed to changes in the ways that you work with families in general (including those not served by Navigators)? Are you drawing on things from your experience working with the Navigators that you now apply to all the families you work with?
8. Do you feel that the Navigator project has helped make it easier to connect the families you serve with workforce services? Do you think that your connections with the WDC will continue to be strong regardless of whether the Navigator program continues in the future? What would be needed to strengthen those relationships?
9. Over the course of this project, have there been system-level changes (e.g., changes in policies, procedures, rules, guidelines, presence/absence of programs, etc.) at DSHS that have either made it easier to assist with workforce participants or created new challenges?
10. How have the Navigator families changed over the course of services?
 - a. Have there been noticeably better workplace outcomes for those served?
 - b. Better training/education outcomes?
 - c. Better housing outcomes?
 - d. Helped families move more quickly through the system toward independence and stability?
 - e. Created better connections throughout the network of services?
 - f. Addressed gaps or barriers that were previously unaddressed?
 - g. Changed the way the CSO does business? Have these folks gained skills/capabilities in working with Navigators that they are trying to apply in own work?
 - h. Created problems or new challenges?

COMMUNITY PARTNERS

1. Describe your involvement with the navigator project:
 - a. (Prompt them to summarize what they know about the Navigator program)
 - b. where do you work and what is your role there
 - c. how long have you been there
 - d. what is your contact with the Navigators and how do you work with Navigator participants? (Prompt them for concrete examples)
2. Has this changed the way in which you serve families experiencing homelessness?
 - a. Did you serve homeless families before? Describe how...
 - b. What were some of the challenges and benefits of working with the Navigator participants?
 - c. Do you serve more homeless families now? Did the Navigator project lead to your serving more homeless families (or serving them better)? Describe...
3. Has the Navigator project changed your relationship with the WDC?
 - a. Did you have a relationship with the WDC before the Navigator project? If so, has that relationship changed/evolved since you started working with the Navigator project? How?
 - b. Are there new learnings from the Navigator project that will inform your future relationship with the WDC? Are there new relationships you can draw on?
 - c. Whom do you call at the WDC if you have a question or problem? Has that changed during the course of this project?
4. Has the Navigator project helped you develop new community relationships (e.g., with DSHS, housing providers, etc.)?

WDC EXECUTIVES

1. Include background questions for Execs? (e.g., how long have they been in this role, what did they do before...)
2. Describe your overall role with the WDC and your role with respect to the NAV program
3. Has NAV program helped the WDC leverage other programs, support, resources? Give examples...
4. What do you see as the potential long term impact of the Navigator program? (Probe for response about both its impact on individuals and potential system impacts)
5. Would the Navigator program fit in with the evolving model of WDC services? If so, would it look different, how would it change?
6. Do you think we've learned enough from this project to warrant continuing the Navigator project in the future?

APPENDIX G: RESEARCH STUDY MEASURES

Short-Term Outcome Variables (9 months)	Variable Definition/Specification	Data Collection Source
Self-Efficacy	General definition is belief in ability to achieve project goals, deal with challenging tasks and overcome barriers. Average computed based on individual survey items	Baseline and 9M Follow-Up Surveys
Increased understanding of available support services	Understanding of services such as housing, financial, health, legal, financial aid programs, food/nutrition, transportation. Averages computed based on individual survey items.	Baseline and 9M Follow-Up Surveys
Increased participation in available education and training	Participation in programs such as skills/education, ESL, GED preparation, computer classes and on-the-job training. Count of participation in these training services based on responses to survey items.	Baseline and 9M Follow-Up Surveys
Reduction of immediate family barriers to success	Barriers related to areas such as Health, education, housing, legal issues, financial issues or parenting. Computed measures of average number of challenges and average ranking of these challenges across individual survey items.	Baseline and 9M Follow-Up Surveys
Longer Term Outcome Variables (18 months)		
Employed	Individual has more than 0 hours and more \$0 wages of income in a quarter subsequent to the baseline quarter at the start of the study. Baseline rate would be % employed in Baseline quarter. The 18 month rate would be % employed in the sixth quarter after the Baseline quarter.	ESD Employment/Wage Database
Employment of 6 months continuous (Employment Retention)	Individual is continuously employed for 6 months or longer (i.e., has two consecutive quarters of wages at some point between the first follow-up quarter and sixth follow-up quarter (i.e., 18M later)	ESD Employment/Wage Database
Average Maximum Hourly Wage	Highest hourly wage attained by individual while employed over the course of the program between start and 18M later. Computation of hourly wage for any given quarter is total dollars employed divided by total hours worked in the quarter	ESD Employment/Wage Database
Permanent Housing	Individuals have achieved “permanent housing” during some point between start and 18M later. States of permanent housing as defined by specified housing status or housing destination fields in the HMIS system	DSHS/RDA database with HMIS data elements
TANF Cash Amounts	Computed average amount per person in the household of cash award associated with TANF benefits in month where receiving TANF support. We computed both the average amount at a specific follow-up period (i.e., average AT 18 months) and the average amount across all months up until that follow-up period (i.e., average ACROSS 18 months). Would have that amount in the baseline first month and again at 18M after start date	DSHS/RDA database – longitudinal data
Food Stamp Monetary Allocation Amount	Computed average amount per person in the household of cash award associated with Food Stamp benefits in month where receiving food stamp support. We computed both the average amount at a specific follow-up period (i.e., average AT 18 months) and the average amount across all months up until that follow-up period (i.e., average ACROSS 18 months).	DSHS/RDA database – longitudinal data
DSHS Medical Insurance	Measure indicating whether individual is eligible to receive DSHS	DSHS/RDA database –

Short-Term Outcome Variables (9 months)	Variable Definition/Specification	Data Collection Source
Eligibility	Medical insurance in a given month. For the main analysis we looked at eligibility in the baseline month and at 18 months follow-up.	longitudinal data
<i>Other Key Mediating Variables</i>		
Client Demographics	Race/ethnicity, gender, region, current education level, number of children, start year	Project Internal Database (Baseline Eligibility Form or Baseline Survey)
Baseline Housing Status	Type of Current Housing Situation (i.e., Rapid Rehousing, Transitional, Emergency, Permanent Supported, Other) as defined by month data from the HMIS system.	Project Internal Database (Baseline Eligibility Form)
# Activity Sessions with Navigator	(Navigator Group Participants only) Total number of activity sessions with the Navigator. For the analyses we focus on the Number of Activity Sessions in the first 10 months of services	Navigator Activity Database
Navigator Activity Areas	(Navigator Group Participants only) Count of participation in any of six activity domains with the Navigator including Basic Skills, Legal, Financial, Basic Education, Education/Job Training and Employment. For the analyses we focus on the Number of Activity Areas in the first 10 months of services Percent of time spent working in different domain areas e.g., employment services, basic stability, or education and training	Navigator Activity Database
Duration of Work in Activity Areas	(Navigator Group Participants only) Percent of time spent working in different domain areas including in Employment and in Housing activities. For the analyses we focus on activities in the first 10 months of services	Navigator Activity Database
Dollars Allocated for Support of Navigator Clients	Total amount of \$ used by Navigators to support client needs, activities and services	Navigator Activity Database and WDC financial records

APPENDIX H: SUMMARY OF PROJECT NON-PARTICIPANTS

<i>% in cells</i>	OVERALL Non-Participants (n=47)	Completed Referrals (n=659)
HOUSING SERVICES		
Emergency	38.3	27.8
Rapid Re-Housing	17.0	16.7
Transitional	27.7	42.2
Permanent Supportive	4.3	9.4
Other	12.8	3.9
Stated interest in meetings with case manager about obtaining employment and/or completing job training	93.6	90.6
Service plan includes the goal of obtaining employment and/or completing job training	53.2	73.9
No mental health, drug/alcohol or physical health conditions have been identified	61.7	52.8
Mental health, drug/alcohol or physical health conditions identified and are being addressed	38.3	47.2
Receiving TANF	36.2	49.5
Participating in WorkFirst	29.8	26.4
Receiving SNAP/Food Assistance	95.7	97.9
Information going into HMIS	83.0	88.5
Receiving SSI/SSDI	8.5	10.6
Head of Household currently employed	23.4	20.2
HOH in employment job training/educational	19.1	17.5
HOH involved in other key services	23.4	31.9

Non-participants – include individuals referred to the project but never enrolled and assigned to a study group

APPENDIX I: COMPARISONS OF DEMOGRAPHICS TO OTHER STUDY SAMPLES

Comparison by Age

AGE Groups	Navigator Sample	Family Options 2015 study (N = 2282)	Statewide HMIS (N = 8825)	HMIS (Northwest) (N = 867)	HMIS (Yakima) (N = 407)	Ending Family Homelessness (N = 105)
< 25	19.4%	27.4%	16.9%	19.5%	25.8%	24%
25-34	46.1%	42.5%	42.7%	41.4%	46.4%	47%
35+	34.4%	30.1%	40.4%	39.1%	27.8%	29%

Comparison by Gender

	Navigator Sample	Family Options 2015 study (N = 2282)	DSHS - RDA 2000 Family Shelter (N = 411)	Statewide HMIS (N = 8825)	HMIS (Northwest) (N = 867)	HMIS (Yakima) (N = 407)	Ending Family Homelessness (N = 105)
% FEMALE	84.3%	91.8%	88%	84.0%	82.6%	91.4%	73%

Comparison by Number of Children in Household

	Navigator Sample	Family Options 2015 study (N = 2282)	DSHS - RDA 2000 Family Shelter (N = 411)
0-1	42.8%	43.2%	41%
2	29.6%	30.2%	28%
3+	27.6%	26.5%	31%

Comparison by Race/Ethnicity

	Navigator Sample	Statewide HMIS (N = 8825)	HMIS (Northwest) (N = 867)	HMIS (Yakima) (N = 407)	Ending Family Homelessness (N = 105)
African American	14.7%	27.0%	7.2%	3.1%	8%
Native American	9.2%	4.3%	7.4%	12.1%	12%
White	58.7%	58.6%	78.2%	78.6%	68%
Asian American	3.8%	4.8%	3.6%	1.0%	6%
Multiracial	13.6%	5.3%	3.7%	5.2%	
Hispanic	22.5%	16.9%	18.9%	45.1%	8%

APPENDIX J: PARTICIPANTS BY REGION AND START YEAR

PIERCE PARTICIPANTS

<i>% in cells</i>	OVERALL	2013	2014	2015
FROM ELIGIBILITY FORM	(n=220)	(n=62)	(n=86)	(n=72)
AGE				
< 25	13.2	16.1	10.5	13.9
25-34	44.5	37.1	53.5	40.3
35+	42.3	46.8	36.0	45.8
HOUSING SERVICES				
Emergency	10.9	14.5	12.8	5.6
Rapid Re-Housing	30.0	17.7	24.4	47.2
Transitional	31.4	38.7	39.5	15.3
Permanent Supported	25.9	27.4	19.8	31.9
Other	1.8	1.6	3.5	0.0
Stated interest in meetings with case manager about obtaining employment and/or completing job training	81.8	85.5	79.1	81.9
Service plan includes the goal of obtaining employment	75.5	88.7	83.7	54.2
Mental health, drug/alcohol or physical health conditions identified and are being addressed	17.3	19.4	20.9	11.1
Receiving TANF	36.4	33.9	40.7	33.3
Participating in WorkFirst	23.2	27.4	24.4	19.4
Receiving SNAP/Food Assistance	98.2	98.4	96.5	100.0
Information Going into HMIS	77.7	61.3	82.6	86.1
Receiving SSI/SSDI	15.0	17.7	14.0	13.9
Head of Household currently employed	26.8	29.0	24.4	29.2
HOH in employment job training/educational	16.4	16.1	19.8	12.5
HOH involved in other key services	19.5	19.4	22.1	18.1
GENDER				
Female	82.7	79.0	83.7	84.7
MONTHS IN RESIDENCE				
<=6	65.5	62.9	59.3	75.0
CHILDREN UNDER 18				
0-1	34.5	35.5	31.4	37.5
2	32.3	35.5	27.9	34.7
3+	33.2	29.0	40.7	27.8
CURRENTLY WORKING	27.7	27.4	25.6	31.4
CURRENTLY IN TRAINING/EDUCATIONAL PROGRAM	23.0	19.7	25.6	22.9
HIGHEST LEVEL OF EDUCATION				
Some HS or Less	20.0	11.3	23.3	23.6
HS degree/GED	26.4	29.0	25.6	25.0
Some College or More	53.6	59.7	51.2	51.4
RACE				
Black/African American	32.0	27.9	32.9	34.8
Native American	3.4	4.9	1.3	4.5
White/Caucasian	39.3	39.3	40.5	37.9
Asian American	8.3	1.6	11.4	10.6
Multiracial	17.0	26.2	13.9	12.1
ETHNICITY				
Hispanic	12.3	11.3	15.1	9.7

NORTHWEST PARTICIPANTS

<i>% in cells</i>	OVERALL	2013	2014	2015
FROM ELIGIBILITY FORM	(n=189)	(n=60)	(n=75)	(n=84)
AGE				
< 25	21.7	13.3	25.3	25.9
25-34	42.3	48.3	37.3	42.6
35+	36.0	38.3	37.3	31.5
HOUSING SERVICES				
Emergency	47.6	31.7	57.3	51.9
Rapid Re-Housing	16.9	28.3	8.0	16.7
Transitional	31.7	38.3	32.0	24.1
Permanent Supported	0.5	1.7	2.7	0.0
Other	3.2	0.0	2.7	7.4
Stated interest in meetings with case manager about obtaining employment and/or completing job training	90.5	91.7	92.0	87.0
Service plan includes the goal of obtaining employment and/or completing job training	67.7	75.0	62.7	66.7
Mental health, drug/alcohol or physical health conditions identified and are being addressed	55.6	55.0	40.0	38.9
Receiving TANF	55.0	61.7	54.7	48.1
Participating in WorkFirst	26.5	28.3	24.0	27.8
Receiving SNAP/Food Assistance	97.4	100.0	94.7	98.1
Information Going into HMIS	99.5	100.0	98.7	100.0
Receiving SSI/SSDI	9.5	20.0	4.0	5.6
Head of Household currently employed	17.5	13.3	22.7	20.4
HOH in employment job training/educational	25.9	18.3	32.0	25.9
HOH involved in other key services	33.9	35.0	38.7	27.8
GENDER				
Female	82.0	76.7	84.0	85.2
Male	18.0	23.3	16.0	14.8
MONTHS IN RESIDENCE				
<=6	86.2	83.3	86.7	88.9
7+	13.8	16.7	13.3	11.1
CHILDREN UNDER 18				
0-1	48.2	40.0	54.7	48.1
2	29.6	31.7	28.0	29.6
3+	22.2	28.3	17.3	18.5
CURRENTLY WORKING	28.6	21.7	33.8	30.8
CURRENTLY IN TRAINING/EDUCATIONAL PROGRAM	25.0	36.7	16.0	24.5
HIGHEST LEVEL OF EDUCATION				
Some HS or Less	22.8	18.3	26.7	22.2
HS degree/GED	26.5	31.7	20.0	29.6
Some College or More	50.7	50.0	53.3	48.1
RACE				
Black/African American	6.4	8.8	3.1	7.8
Native American	13.3	14.0	13.4	9.8
White/Caucasian	69.4	61.4	72.3	74.5
Asian American	2.3	1.8	3.1	2.0
Multiracial	8.7	14.0	6.2	5.9
ETHNICITY				
Hispanic	17.5	16.7	20.0	14.8

YAKIMA PARTICIPANTS

<i>% in cells</i>	OVERALL	2013	2014	2015
FROM ELIGIBILITY FORM	(n=250)	(n=54)	(n=68)	(n=115)
AGE				
< 25	23.2	16.2	25.2	26.9
25-34	50.4	48.5	53.0	47.8
35+	26.4	35.3	21.7	25.4
HOUSING SERVICES				
Emergency	27.6	4.4	25.7	37.3
Rapid Re-Housing	4.8	0.0	10.4	0.0
Transitional	59.6	91.2	48.7	46.3
Permanent Supported	1.6	0.0	2.6	1.5
Other	6.4	4.4	2.6	14.9
Stated interest in meetings with case manager about obtaining employment and/or completing job training	98.4	98.5	99.1	97.0
Service plan includes the goal of obtaining employment and/or completing job training	77.2	88.2	70.4	77.6
Mental health, drug/alcohol or physical health conditions identified and are being addressed	67.2	76.5	64.3	62.7
Receiving TANF	56.8	52.9	60.9	53.7
Participating in WorkFirst	29.2	17.6	28.7	41.8
Receiving SNAP/Food Assistance	96.4	95.6	98.3	94.0
Information Going into HMIS	90.8	89.7	97.4	80.6
Receiving SSI/SSDI	7.6	5.9	7.8	9.0
Head of Household currently employed	16.4	13.2	17.4	19.4
HOH in employment job training/educational	12.0	11.8	11.3	13.4
HOH involved in other key services	41.2	32.4	40.0	53.7
GENDER				
Female	87.6	86.6	84.3	94.0
Male	12.4	13.4	15.7	6.0
MONTHS IN RESIDENCE				
<=6	79.1	61.8	84.3	88.1
7+	20.9	38.4	15.7	11.9
CHILDREN UNDER 18				
0-1	46.2	32.4	48.7	56.7
2	27.3	32.4	24.3	26.9
3+	26.5	35.3	27.0	16.4
CURRENTLY WORKING	21.3	10.4	27.0	25.4
CURRENTLY IN TRAINING/EDUCATIONAL PROGRAM	15.8	22.4	10.4	18.2
HIGHEST LEVEL OF EDUCATION				
Some HS or Less	39.7	37.3	43.5	35.8
HS degree/GED	35.9	44.8	31.3	34.3
Some College or More	24.6	17.9	25.2	29.9
RACE				
Black/African American	4.0	6.8	3.3	2.0
Native American	11.5	10.2	11.0	15.7
White/Caucasian	69.5	69.5	70.3	66.7
Asian American	0.5	0.0	1.1	0.0
Multiracial	14.5	13.6	14.3	15.7
ETHNICITY				
Hispanic	35.3	39.7	36.5	28.4

APPENDIX K: NAVIGATOR ACTIVITY DATA – INDIVIDUAL ACTIVITY SESSIONS

ACTIVITY	% Total Sessions Activity Noted	Average Length of Session – minutes (when activity checked)	% of Sessions 2 Hours or Longer	% Direct Sessions (when activity checked)
Basic Stability				
Transportation	1.0%	38.4	1.6%	75.1%
Driver's License	1.3%	50.1	6.9%	93.1%
Obtain ID	0.6%	41.7	2.4%	82.9%
Benefits	2.2%	50.1	14.3%	64.3%
Child Support	0.2%	52.9	2.9%	70.6%
Childcare	13.4%	47.7	4.2%	80.8%
Housing	30.9%	41.7	1.6%	72.5%
Legal				
Background Check	1.9%	65.8	24.6%	73.8%
Paid court fines	0.3%	65.5	10.9%	89.1%
Driver's License Recovery	1.2%	48.8	7.6%	87.6%
Community Service	0.2%	57.1	7.7%	69.2%
Court Order Compliance	0.5%	59.1	10.8%	73.8%
CPS	0.7%	64.7	16.1%	82.2%
DV	0.4%	54.5	8.3%	81.7%
Financial				
Budgeting	6.8%	33.1	7.5%	93.2%
Paid bills/loans	0.4%	33.8	7.3%	97.6%
Benefits	2.6%	41.4	26.1%	83.0%
Childcare	15.2%	30.8	5.1%	87.1%
Basic Education				
CASAS	2.2%	37.6	74.0%	99.2%
Adult Basic Education	0.2%	25.8	3.0%	81.8%
GED	0.4%	30.2	5.9%	75.0%
High School Completion				
ESL class				
Education/Job Training				
GED	2.3%	28.4	5.4%	81.0%
Voc Tech Resource Exploration	1.4%	36.4	12.7%	93.0%
I-BEST	0.3%	28.9	2.9%	65.7%
Academic Counseling	4.6%	34.5	11.6%	94.8%
Enrollment in education/training	3.6%	30.6	24.8%	79.3%
Subsidized employment	3.9%	25.8	2.1%	56.6%
CAN/NAC	0.5%	26.6	3.3%	72.8%
Employment Services				
Career Planning	19.0%	64.8	15.2%	92.8%
Job Search Assistance	10.2%	43.5	10.3%	87.7%
Job Placement	2.0%	33.5	4.5%	80.7%
Job Retention/Support	4.3%	47.2	10.1%	87.1%
OJT/Internship	0.8%	30.6	3.3%	82.0%
Attainment Fund				
Interview Clothing	0.3%	40.8	8.9%	80.0%
Work Clothes	1.2%	23.6	1.8%	82.5%

ACTIVITY	% Total Sessions Activity Noted	Average Length of Session – minutes (when activity checked)	% of Sessions 2 Hours or Longer	% Direct Sessions (when activity checked)
Equipment and Tools	0.2%	22.2	0.0%	87.5%
Rental Assistance	1.5%	29.0	3.6%	65.8%
Car	0.4%	22.2	0.0%	83.1%
Gas Money	2.6%	23.6	1.3%	96.7%
Bus Tokens	2.6%	30.3	3.7%	86.5%
Tuition/Books	0.9%	30.7	4.6%	78.6%
Subsidized employment	0.4%	26.5	1.7%	53.4%
Social Security Card/DL/State ID card	0.7%	25.6	3.3%	85.7%
Food Handlers Card	0.1%	23.0	0.0%	84.2%
Debt Reconciliation				
Childcare	0.3%	38.0	7.4%	66.7%
Hygiene	1.5%	28.9	3.2%	86.8%
Food	0.6%	18.8	0.0%	91.7%
Insurance	0.3%	25.9	3.5%	77.2%
Education/Vocational Training	0.9%	33.0	4.4%	81.6%
Driver's License				
Background Checks	0.2%	25.2	0.0%	47.4%
Utilities	0.5%	25.1	1.6%	68.8%
Spent \$ on Attainment Fund				
Service Coordination/Support				
1:1 Support	40.3%	31.6	4.4%	92.4%
Team	8.2%	30.7	4.1%	70.7%
Collateral Communication	27.1%	27.6	2.8%	44.6%
Advocacy	5.0%	40.8	13.1%	62.8%
DVR	0.3%	34.1	7.4%	81.5%
Health/mental health/substance use	1.3%	37.0	5.2%	73.7%
Referral to Specialized Services	2.4%	31.4	4.6%	85.9%

APPENDIX L: NAVIGATOR ACTIVITY DATA – INDIVIDUAL PARTICIPATION

ACTIVITY	% Total Sessions Activity Noted	% Clients Who Worked on Issue			
		OVERALL (n=354)	PIERCE (n=117)	NORTHWEST (n=103)	YAKIMA (n=134)
Basic Stability					
Transportation	1.0%	20.3%	16.2%	35.0%	12.7%
Driver's License	1.3%	24.9%	17.1%	25.2%	31.3%
Obtain ID	0.6%	12.4%	6.0%	19.4%	12.7%
Benefits	2.2%	29.4%	18.8%	40.8%	29.9%
Child Support	0.2%	4.2%	3.4%	7.8%	3.2%
Childcare	13.4%	23.4%	16.2%	33.0%	22.4%
Housing	30.9%	41.5%	33.3%	61.2%	33.6%
Legal					
Background Check	1.9%	22.9%	5.1%	35.0%	29.1%
Paid court fines	0.3%	7.9%	10.3%	3.9%	9.0%
Driver's License Recovery	1.2%	15.8%	6.8%	20.4%	20.1%
Community Service	0.2%	4.8%	8.5%	5.8%	0.7%
Court Order Compliance	0.5%	10.7%	11.1%	11.7%	9.7%
CPS	0.7%	12.1%	1.7%	11.7%	21.6%
DV	0.4%	6.2%	6.8%	10.7%	2.2%
Financial					
Budgeting	6.8%	48.6%	60.7%	35.0%	48.5%
Paid bills/loans	0.4%	8.5%	10.3%	1.9%	11.9%
Benefits	2.6%	27.7%	20.5%	27.2%	34.3%
Childcare	15.2%	21.8%	28.2%	30.1%	9.7%
Basic Education					
CASAS	2.2%	32.2%	6.0%	3.9%	76.9%
Adult Basic Education	0.2%	5.9%	0.9%	6.8%	9.7%
GED	0.4%	7.9%	5.1%	13.6%	6.0%
High School Completion		0.8%	1.7%	1.0%	0.0%
ESL class		0.8%	0.0%	1.9%	0.7%
Education/Job Training					
GED	2.3%	18.6%	9.4%	14.6%	29.9%
Voc Tech Resource Exploration	1.4%	20.6%	21.4%	9.7%	28.4%
I-BEST	0.3%	2.8%	0.9%	7.8%	0.7%
Academic Counseling	4.6%	38.7%	37.6%	21.4%	53.0%
Enrollment in education/training	3.6%	45.8%	41.0%	32.0%	60.4%
Subsidized employment	3.9%	28.2%	5.1%	49.5%	32.1%
CAN/NAC	0.5%	10.7%	14.5%	9.7%	8.2%
Employment Services					
Career Planning	19.0%	88.7%	95.7%	78.6%	90.3%
Job Search Assistance	10.2%	68.9%	82.9%	70.1%	55.2%
Job Placement	2.0%	33.6%	41.9%	33.0%	26.9%
Job Retention/Support	4.3%	45.8%	56.4%	48.5%	34.3%
OJT/Internship	0.8%	11.0%	0.0%	34.0%	3.0%
Attainment Fund					
interview Clothing	0.3%	10.5%	12.0%	12.6%	7.5%
Work Clothes	1.2%	30.8%	26.5%	28.2%	36.6%

ACTIVITY	% Total Sessions Activity Noted	% Clients Who Worked on Issue			
		OVERALL (n=354)	PIERCE (n=117)	NORTHWEST (n=103)	YAKIMA (n=134)
Equipment and Tools	0.2%	4.8%	3.4%	8.7%	3.0%
Rental Assistance	1.5%	28.5%	48.7%	14.6%	21.6%
Car	0.4%	12.7%	10.3%	14.6%	13.4%
Gas Money	2.6%	26.3%	8.5%	40.8%	30.6%
Bus Tokens	2.6%	29.4%	36.8%	25.2%	26.1%
Tuition/Books	0.9%	19.8%	17.9%	11.7%	27.6%
Subsidized employment	0.4%	14.1%	1.7%	20.4%	20.1%
Social Security Card/DL/State ID card	0.7%	15.3%	0.9%	5.5%	27.6%
Food Handlers Card	0.1%	4.8%	0.0%	7.8%	6.7%
Debt Reconciliation		0.3%	0.9%	0.0%	0.0%
Childcare	0.3%	5.1%	3.4%	6.8%	5.2%
Hygiene	1.5%	23.7%	46.2%	1.9%	20.9%
Food	0.6%	8.5%	25.6%	0.0%	0.0%
Insurance	0.3%	10.7%	5.1%	12.6%	14.2%
Education/Vocational Training	0.9%	18.1%	17.1%	10.7%	24.6%
Driver's License		0.3%	0.0%	0.0%	0.7%
Background Checks	0.2%	4.5%	0.9%	13.6%	0.7%
Utilities	0.5%	12.1%	29.1%	2.9%	4.5%
Spent \$ on Attainment Fund		75.1%	82.9%	70.9%	71.6%
Service Coordination/Support					
1:1 Support	40.3%	96.3%	93.2%	96.1%	99.3%
Team	8.2%	68.1%	82.9%	69.9%	53.7%
Collateral Communication	27.1%	88.7%	48.3%	79.6%	87.3%
Advocacy	5.0%	40.7%	48.7%	37.9%	35.8%
DVR	0.3%	4.5%	5.1%	5.8%	3.0%
Health/mental health/substance use	1.3%	20.1%	15.4%	31.1%	15.7%
Referral to Specialized Services	2.4%	40.7%	56.4%	36.9%	29.9%
Used Other Money Source	0.6%	13.6%	10.3%	24.3%	8.2%

APPENDIX M: NAVIGATOR DATA – PARTICIPANT ACTIVITY DATA – FIRST 10 MONTHS

Activity Areas First 10 Months by Region

ACTIVITY AREA (% with 1+ specific activities)	Overall	Pierce (n=117)	Northwest (n=103)	Yakima (n=134)
Basic Stability	68.3%	60.7%	78.4%	67.2%
Legal	45.9%	27.4%	59.8%	51.5%
Financial	51.3%	49.6%	52.9%	51.5%
Basic Education	42.2%	15.4%	25.5%	78.4%
Education/Job Training	75.9%	76.1%	60.8%	87.3%
Employment Services	92.4%	97.4%	88.2%	91.0%
Attainment Fund	71.7%	80.3%	67.6%	67.2%

Activity Areas First 10 Months by Start Year

ACTIVITY AREA (% with 1+ specific activities)	Overall	2013 (n=87)	2014 (n=137)	2015 (n=127)
Basic Stability	68.3%	77.5%	73.7%	55.9%
Legal	45.9%	51.7%	56.2%	30.7%
Financial	51.3%	53.9%	67.2%	32.3%
Basic Education	42.2%	44.9%	44.5%	37.8%
Education/Job Training	75.9%	80.9%	76.6%	71.7%
Employment Services	92.4%	92.1%	94.9%	89.8%
Attainment Fund	71.7%	74.2%	70.8%	70.9%

APPENDIX N: HOUSING PERMANENCY REGRESSION ANALYSES

Logistic Regression Model: 18 Month Housing Permanency Rate (unweighted N=487)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.159	1.173	.243
Regions (dummy is Pierce)			
Northwest	-.822	.440	.000
Yakima	-1.159	.314	.000
Start Year (dummy is 2013 Start Year)			
2014	-.237	.789	.119
2015	.031	1.031	.883
Client Age	.012	1.012	.212
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	.163	1.177	.529
Emergency Shelter	-.609	.544	.002
Transitional	-.315	.730	.078

Logistic Regression Model: 24 Month Housing Permanency Rate (unweighted N=395)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.238	1.268	.115
Regions (dummy is Pierce)			
Northwest	-.607	.545	.002
Yakima	-.736	.479	.000
Start Year (dummy is 2013 Start Year)			
2014	-.247	.781	.108
Client Age	.005	1.005	.615
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	.236	1.266	.394
Emergency Shelter	-.513	.599	.015
Transitional	.005	1.005	.979

APPENDIX O: EMPLOYMENT RATE REGRESSION ANALYSES

Logistic Regression Model: 18 Month Employment Rate (unweighted N=594)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.089	1.093	.462
Regions (dummy is Pierce)			
Northwest	-.648	.523	.000
Yakima	-.636	.529	.000
Start Year (dummy is 2013 Start Year)			
2014	-.181	.834	.190
2015	.266	1.305	.115
Client Age	-.025	.975	.002
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	.407	1.503	.068
Emergency Shelter	-.186	.830	.258
Transitional	-.401	.669	.007

Logistic Regression Model: 24 Month Employment Rate (unweighted N=466)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.399	1.491	.003
Regions (dummy is Pierce)			
Northwest	-.270	.763	.126
Yakima	-.137	.872	.400
Start Year (dummy is 2013 Start Year)			
2014	-.057	.944	.677
Client Age	.003	1.003	.727
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	.504	1.655	.037
Emergency Shelter	-.231	.794	.214
Transitional	-.525	.591	.002

APPENDIX P: EMPLOYMENT RETENTION REGRESSION ANALYSES

Logistic Regression Model: 18 Month Employment Retention Rate (unweighted N=594)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.085	1.089	.493
Regions (dummy is Pierce)			
Northwest	-.899	.407	.000
Yakima	-.878	.416	.000
Start Year (dummy is 2013 Start Year)			
2014	.065	1.067	.644
2015	.615	1.849	.001
Client Age	-.039	.962	.000
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	.915	2.496	.000
Emergency Shelter	.138	1.148	.415
Transitional	-.225	.799	.136

Logistic Regression Model: 24 Month Employment Retention Rate (unweighted N=466)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.433	1.543	.002
Regions (dummy is Pierce)			
Northwest	-.828	.437	.000
Yakima	-.787	.455	.000
Start Year (dummy is 2013 Start Year)			
2014	-.060	.942	.681
Client Age	-.036	.965	.000
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	1.309	3.702	.000
Emergency Shelter	.049	1.050	.800
Transitional	-.227	.797	.179

APPENDIX Q: EMPLOYMENT WAGE REGRESSION ANALYSES

Linear Regression Model: 18 Month Maximum Hourly Wage (unweighted N=424)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.502	.042	.205
Regions (dummy is Pierce)			
Northwest	-1.408	-.106	.007
Yakima	-2.120	-.173	.000
Start Year (dummy is 2013 Start Year)			
2014	.879	.074	.056
2015	1.799	.127	.001
Client Age	.092	.113	.001
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	-.152	-.008	.816
Emergency Shelter	-1.506	-.107	.006
Transitional	-1.597	-.122	.002

Linear Regression Model: 24 Month Maximum Hourly Wage (unweighted N=345)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.698	.054	.146
Regions (dummy is Pierce)			
Northwest	-1.049	-.072	.091
Yakima	-2.167	-.162	.000
Start Year (dummy is 2013 Start Year)			
2014	.107	.008	.828
Client Age	.142	.160	.000
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	.777	.040	.319
Emergency Shelter	-1.504	-.095	.025
Transitional	-1.243	-.088	.038

APPENDIX R: FOOD ASSISTANCE REGRESSION ANALYSES

Linear Regression Model: Average Food Assistance AT 18 Months (unweighted N=464)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-1.202	-.013	.703
Regions (dummy is Pierce)			
Northwest	-2.425	-.023	.553
Yakima	3.670	.038	.331
Start Year (dummy is 2013 Start Year)			
2014	5.126	.054	.143
2015	-3.670	-.029	.427
Client Age	.022	.003	.922

Linear Regression Model: Average Food Assistance ACROSS 18 Months (unweighted N=559)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-3.229	-.049	.096
Regions (dummy is Pierce)			
Northwest	-2.341	-.033	.344
Yakima	9.984	.149	.000
Start Year (dummy is 2013 Start Year)			
2014	1.351	.021	.531
2015	-3.213	-.037	.265
Client Age	-.194	-.044	.141

Linear Regression Model: Average Food Assistance AT 24 Months (unweighted N=348)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.758	.007	.845
Regions (dummy is Pierce)			
Northwest	6.748	.060	.179
Yakima	11.992	.116	.010
Start Year (dummy is 2013 Start Year)			
2014	5.790	.056	.136
Client Age	-.110	-.016	.684

Linear Regression Model: Average Food Assistance ACROSS 24 Months (unweighted N=441)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-2.949	-.046	.167
Regions (dummy is Pierce)			
Northwest	-.254	-.004	.925
Yakima	8.972	.137	.000
Start Year (dummy is 2013 Start Year)			
2014	2.202	.034	.307
Client Age	-.144	-.033	.330

APPENDIX S: TANF UTILIZATION/ASSISTANCE REGRESSION ANALYSES

Logistic Regression Model: 18 Month TANF Rate (unweighted N=565)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
TANF Participation at Baseline (1=yes)	1.156	3.176	.000
Study Group (0-Control, 1-Navigator)	.126	1.135	.406
Regions (dummy is Pierce)			
Northwest	-.318	.727	.100
Yakima	-.411	.663	.025
Start Year (dummy is 2013 Start Year)			
2014	.124	1.132	.465
2015	.122	1.130	.596
Client Age	-.031	.970	.005

Linear Regression Model: Average TANF Assistance ACROSS 18 Months (unweighted N=358)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.589	-.164	.869
Regions (dummy is Pierce)			
Northwest	-17.101	-3.664	.000
Yakima	2.918	.676	.499
Start Year (dummy is 2013 Start Year)			
2014	13.553	3.459	.001
2015	16.656	2.999	.003
Client Age	-.698	-2.738	.006

Logistic Regression Model: 24 Month TANF Rate (unweighted N=454)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
TANF Participation at Baseline (1=yes)	.857	2.356	.000
Study Group (0-Control, 1-Navigator)	.226	1.254	.202
Regions (dummy is Pierce)			
Northwest	-.081	.922	.724
Yakima	.040	1.041	.851
Start Year (dummy is 2013 Start Year)			
2014	.014	1.015	.936
Client Age	-.030	.971	.020

Linear Regression Model: Average TANF Assistance ACROSS 24 Months (unweighted N=301)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-2.472	-.027	.498
Regions (dummy is Pierce)			
Northwest	-10.277	-.102	.028
Yakima	6.578	.070	.129
Start Year (dummy is 2013 Start Year)			
2014	13.148	.142	.000
Client Age	-.546	-.084	.035

APPENDIX T: MEDICAL ELIGIBILITY REGRESSION ANALYSES

Logistic Regression Model: 18 Month Medical Eligibility Rate (unweighted N=565)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.143	.866	.402
Regions (dummy is Pierce)			
Northwest	-.322	.725	.120
Yakima	.221	1.248	.303
Start Year (dummy is 2013 Start Year)			
2014	.198	1.219	.274
2015	.852	2.345	.004
Client Age	-.019	.981	.096

Logistic Regression Model: 24 Month Medical Eligibility Rate (unweighted N=447)

<i>Variable</i>	<i>Beta</i>	<i>Log Odds</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.020	.980	.910
Regions (dummy is Pierce)			
Northwest	.080	1.083	.702
Yakima	.806	2.240	.000
Start Year (dummy is 2013 Start Year)			
2014	-.209	.811	.249
Client Age	-.021	.980	.084

APPENDIX U: SURVEY MEASURES FOR STUDY GROUPS BY REGION

PIERCE

	CONTROL (n=74)		NAVIGATOR (n=97)	
MEASURE	Baseline	9M	Baseline	9M
Average Ranking of Challenges (0-3 scale)	0.87	0.71	0.96	0.79
Average # of Reported Current Challenges	5.27	4.51	5.75	4.90
Specific Challenges (0 =no challenge to 3=great challenge)				
Own Health	0.72	1.05	0.84	0.74
Family Health	0.69	0.62	0.68	0.64
Lack of Transportation	1.05	0.86	1.35	1.07
Lack of Education	0.96	0.73	1.34	0.92
Lack of Past Work Experience	0.95	0.67	1.18	0.94
Childcare	0.94	0.61	0.96	0.85
Lack of Stable Housing	1.25	0.68	1.23	0.88
Legal Issues	0.75	0.50	0.76	0.57
Disabilities	0.37	0.47	0.60	0.57
Family Disabilities	0.42	0.50	0.39	0.46
Lack of Financial Resources	1.73	1.19	1.63	1.22
Parenting Issues	0.63	0.72	0.55	0.59
Average # Programs Participated in	1.08	0.94	1.09	1.50
Specific Programs (% who reported using)				
Basic Skills/Education	14%	11%	11%	21%
GED	12%	6%	12%	10%
Occupational/Work Training	18%	15%	21%	36%
On The Job Training	14%	13%	19%	21%
Internship	7%	10%	5%	7%
Community College	21%	23%	14%	21%
Community Jobs	11%	10%	14%	16%
Self-Efficacy Questions Average (0-3 agreement scale)	2.41	2.32	2.36	2.39
Social Support Questions Average (0-3 agreement scale)	2.08	2.08	2.13	2.18
Reports having more than a HS Degree/GED	56.3%	65.7%	52.6%	59.9%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

NORTHWEST

MEASURE	CONTROL (n=51)		NAVIGATOR (n=80)	
	Baseline	9M	Baseline	9M
Average Ranking of Challenges (0-3 scale)	1.20	0.99	1.08	0.96
Average # of Reported Current Challenges	6.79	5.80	5.96	5.57
Specific Challenges (0 =no challenge to 3=great challenge)				
Own Health	1.26	1.00	0.98	1.04
Family Health	0.90	0.73	0.77	0.70
Lack of Transportation	1.50	1.14	1.32	1.13
Lack of Education	1.05	1.09	1.26	0.95
Lack of Past Work Experience	1.37	1.04	1.04	1.04
Childcare	0.99	0.72	1.03	1.04
Lack of Stable Housing	1.72	1.21	2.07	1.20
Legal Issues	1.18	0.89	0.77	0.93
Disabilities	0.80	0.73	0.67	0.64
Family Disabilities	0.51	0.80	0.41	0.53
Lack of Financial Resources	1.96	1.52	1.93	1.40
Parenting Issues	1.16	1.04	0.79	0.85
Average # Programs Participated in	1.26	0.91	0.84	1.74
Specific Programs (% who reported using)				
Basic Skills/Education	18%	10%	1%	18%
GED	9%	2%	14%	16%
Occupational/Work Training	29%	20%	15%	28%
On The Job Training	14%	23%	10%	26%
Internship	5%	3%	3%	37%
Community College	20%	15%	16%	18%
Community Jobs	14%	9%	13%	15%
Self-Efficacy Questions Average (0-3 agreement scale)	2.19	2.23	2.20	2.21
Social Support Questions Average (0-3 agreement scale)	2.10	2.15	2.06	2.08
Reports having more than a HS Degree/GED	70.7%	64.7%	42.9%	52.8%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

YAKIMA

	CONTROL (n=67)		NAVIGATOR (n=108)	
MEASURE	Baseline	9M	Baseline	9M
Average Ranking of Challenges (0-3 scale)	1.13	0.95	1.04	0.83
Average # of Reported Current Challenges	6.43	5.56	6.00	4.70
Specific Challenges (0 =no challenge to 3=great challenge)				
Own Health	1.00	0.89	0.68	0.64
Family Health	0.45	0.59	0.55	0.53
Lack of Transportation	1.51	1.00	1.32	1.04
Lack of Education	1.79	1.49	1.55	1.15
Lack of Past Work Experience	1.44	1.47	1.59	1.19
Childcare	1.11	0.82	1.02	1.04
Lack of Stable Housing	1.33	1.04	1.43	0.86
Legal Issues	0.96	0.69	0.98	0.76
Disabilities	0.54	0.70	0.55	0.42
Family Disabilities	0.50	0.47	0.32	0.36
Lack of Financial Resources	1.74	1.29	1.70	1.12
Parenting Issues	1.23	0.93	0.77	0.85
Average # Programs Participated in	0.88	1.23	1.10	2.14
Specific Programs (% who reported using)				
Basic Skills/Education	13%	16%	12%	36%
GED	9%	15%	9%	24%
Occupational/Work Training	10%	18%	24%	40%
On The Job Training	13%	16%	17%	30%
Internship	0%	1%	2%	6%
Community College	12%	18%	11%	20%
Community Jobs	13%	16%	15%	22%
Self-Efficacy Questions Average (0-3 agreement scale)	2.20	2.20	2.25	2.25
Social Support Questions Average (0-3 agreement scale)	2.19	2.25	2.21	2.28
Reports having more than a HS Degree/GED	28.5%	31.0%	27.5%	35.4%

* shaded cells indicate significant difference at $p < .05$ based on paired sample t-test

APPENDIX V: SURVEY REGRESSION ANALYSES – SELF-EFFICACY AND SOCIAL SUPPORT

Linear Regression Model: 9 Month Self-Efficacy (unweighted N=475)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.038	-.039	.227
Regions (dummy is Pierce)			
Northwest	.122	.110	.003
Yakima	.129	.126	.001
Start Year (dummy is 2013 Start Year)			
2014	.107	.106	.004
2015	-.103	-.093	.012
Client Age	.005	.077	.019
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	-.127	-.082	.018
Emergency Shelter	.015	.012	.744
Transitional	-.018	-.017	.652

Linear Regression Model: 9 Month Social Support (unweighted N=472)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.030	-.023	.490
Regions (dummy is Pierce)			
Northwest	.024	.016	.680
Yakima	-.113	-.081	.034
Start Year (dummy is 2013 Start Year)			
2014	.040	.029	.445
2015	-.007	-.005	.898
Client Age	.003	.036	.281
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	-.073	-.035	.325
Emergency Shelter	.035	.021	.573
Transitional	-.122	-.085	.025

APPENDIX X: SURVEY REGRESSION ANALYSES – CHALLENGES

Linear Regression Model: 9 Month Challenges Average (unweighted N=477)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.001	.000	.988
Regions (dummy is Pierce)			
Northwest	.237	.169	.000
Yakima	.173	.133	.000
Start Year (dummy is 2013 Start Year)			
2014	.047	.037	.315
2015	-.149	-.107	.004
Client Age	.012	.147	.000
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	-.036	-.019	.591
Emergency Shelter	-.071	-.045	.219
Transitional	-.024	-.018	.634

Linear Regression Model: 9 Month Challenges Count (unweighted N=477)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	-.115	-.018	.583
Regions (dummy is Pierce)			
Northwest	1.072	.147	.000
Yakima	.599	.089	.018
Start Year (dummy is 2013 Start Year)			
2014	.090	.014	.714
2015	-.685	-.095	.011
Client Age	.062	.143	.000
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	-.267	-.026	.448
Emergency Shelter	-.471	-.058	.115
Transitional	-.303	-.044	.239

APPENDIX Y: SURVEY REGRESSION ANALYSES – PROGRAM PARTICIPATION

Linear Regression Model: 9 Month Programs Count (unweighted N=477)

<i>Variable</i>	<i>Beta</i>	<i>Std Beta</i>	<i>p-value</i>
Study Group (0-Control, 1-Navigator)	.797	.255	.000
Regions (dummy is Pierce)			
Northwest	.155	.044	.227
Yakima	.466	.144	.000
Start Year (dummy is 2013 Start Year)			
2014	-.052	-.016	.654
2015	.033	.009	.793
Client Age	.008	.037	.255
Original HMIS Housing Status (dummy is Other)			
Rapid Rehousing	-.270	-.055	.105
Emergency Shelter	-.347	-.089	.014
Transitional	.001	.000	.994