



Results NAZ: Career and Finance

OCTOBER 2015

Prepared by:

Sarah Gehrig
Merone Melekin
Ellen Shelton

451 Lexington Parkway North | Saint Paul, Minnesota 55104
651-280-2700 | www.wilderresearch.org

**Wilder
Research**

Information. Insight. Impact.

Contents

Key findings.....	1
EAI implementation.....	3
Getting Ready to Be Ready.....	5
Connectors’ role to encourage and support Foundations enrollment	5
Interventions	7
Goal and goal step completion for career goals.....	7
MFIP families	9
Status of MFIP families	9
FAST.....	10
Supporting financial education	12
Financial stability goal setting	12
Future data collection.....	12
Supporting adult education	13
Adult education goal setting	13
Adult education program participation	14
Communication, coordination, and alignment.....	15
Career and Finance Navigation.....	15
Outcomes for families.....	18
Findings about partnership and implementation.....	21
Key findings from interviews	21
Appendix.....	28
General information	28
Career and finance goals.....	28
Data challenges	29

Figures

1. EAI implementation by solution plan section, Summer 2015	4
2. Career and finance goals active and completed: Overall (N=397)	8
3. Career solution activities and outcomes for MFIP and non-MFIP clients with active FY2015 career goals	9
4. MFIP agency participation (N=140).....	10
5. Career and Finance goals active and completed: Financial stability (N=71)	12
6. Career and finance goals active and completed: Obtain GED (N=106).....	13
7. WIN participation (N=90).....	14
8. Career goal completion with and without Career and Finance Navigation	16
9. Average number of Career Navigation minutes by career goal and goal step completion (N=94).....	17
10. Family goals and navigation among NAZ-enrolled adults, FY2015	20
A1. Active career or finance goals during 2015	29

Acknowledgments

Northside Achievement Zone

Jillian Kahn

Michelle Martin

Megan Normandin

Michelle Palo

Tom Phelan

Deanne Vaughan

Emerge Community Development

Amy Knaus

University of Minnesota CEED

Laura Potter

Wilder Research staff

Marilyn Conrad

Key findings

EAI implementation

- Many partnership and resource challenges have recently been resolved, and key staff who were interviewed feel implementation is poised to move to a new level
- Much still depends on the individual skills of the one Navigator; responsibility for success will need to be moved more deeply into partners' regular operations
- Communication and data sharing among partners (including with NAZ) continue to be limited, and thus to limit full implementation

Getting Ready to Be Ready

- Parents were similarly likely to have completed Foundations whether they received Career and Finance Navigation or not (26% for those in Navigation, 28% for those not in Navigation)
- Of parents with career goals, those who completed Foundations were more likely to have completed at least one career goal during the 2015 fiscal year

Interventions

- The most frequently set career goal was “obtain employment,” which was an active goal for 249 individuals during FY2015 and completed by 19 percent of those who had it set
- Goal step completion rates were generally higher than goal completion rates; within the “obtain employment” goal, 27 percent of those who had active goal steps had completed at least one during FY2015

Supporting MFIP families

- Parents with documented MFIP participation engaged in NAZ solutions and completed goals at equal or higher rates as those who were documented non-MFIP parents

Supporting financial education

- Data collection and documentation are a challenge for this area, as partners conduct most financial education work but do not currently enter data in NAZ Connect
- In the coming months, NAZ will implement a new financial coaching module to track progress in this area

Supporting adult education

- As in financial education, data collection and documentation are a challenge for this area, as partners conduct most in-depth adult education work
- Data are available for the WIN program, for which Connectors actively worked to enroll parents; however, most NAZ families were not eligible for the program

Communication, coordination, and alignment

- Career and Finance Navigation is the primary means of aligning the work of NAZ—which largely occurs through Connectors—and work of partner organizations
- Those who participated in Navigation were more likely than those who did not receive Navigation to complete a career goal and begin a new job during FY2015

Outcomes for families

- Contrary to expectations, parents seeking support from more areas of the NAZ Family Support team were more likely to complete career goals and goal steps than those involved in only one area of the pipeline

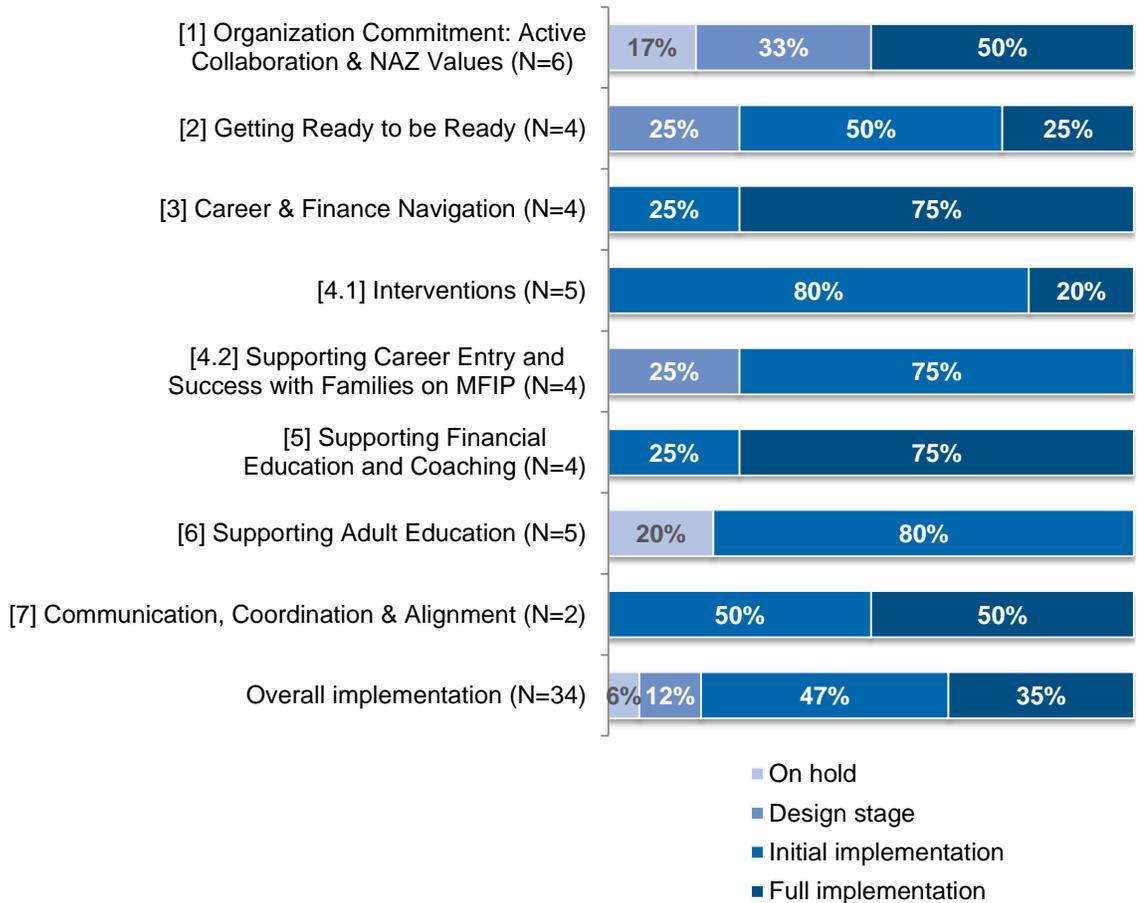
EAI implementation

NAZ tracks implementation of its “Essential Active Ingredients” (EAIs) during most Results NAZ reports. To outline the stages of implementation in Career and Finance, Family Supports Director Michelle Palo, Implementation Manager Jillian Kahn, Career and Finance Navigator Deanne Vaughan, and Emerge Director of Employment and Training Amy Knaus rated each item of the implementation plan using the following scale:

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

As of June 2015, most aspects of the Career and Finance Solution Plan are in initial or full implementation. Portions of one or more areas are still in the design stages of implementation for: Organization Commitment: Active Collaboration and NAZ Values (one of the six areas), Supporting Career Entry and Success with families on MFIP (one of the four areas) and Getting Ready to be Ready (one of four areas). Organization Commitment: Active Collaboration and NAZ Values and Supporting Adult Education currently have both have one item on hold.

1. EAI implementation by solution plan section, Summer 2015



Note: Ns and percentages refer to the number of areas of action within each section of the solution plan.

The next sections of the report use data from NAZ Connect to show how NAZ families are participating in activities related to Career and Finance success. More detailed information about implementation successes and challenges, based on interviews with key staff, are at the end of this report.

Getting Ready to be Ready

Family Academy: Foundations is a key piece of programming for all parents in NAZ. Connectors work with all parents to encourage participation, but its empowerment training also makes it a key piece of the Career and Finance solution plan, which seeks to empower parents entering or progressing in the workforce.

Connectors' role to encourage and support Foundations enrollment

Item 2.1 in the solution plan is, “NAZ Career & Finance Navigator works with a parent’s NAZ Connector to ensure they have participated in NAZ Foundations Training I & II, and for those parents who have not participated, they work to get them enrolled.” Other items in this solution plan section call for Connectors and other NAZ staff to incorporate the same principles in their work with families.

For all parents with an active career or finance goal during FY2015, 168 adults (41% of 414) had ever set a Foundations goal. Of those:

- 29 percent (48 out of 168) had completed Foundations
- 71 percent (120 out of 168) had set the goal, but not completed the program

In total, 55 adults (13% of 414) with Career or Finance goals have completed Foundations at any point in time, including seven that never set a Foundations goal.

For the 99 adults in Career and Finance Navigation, 46 percent (46 out of 99) had set a Foundations goal during their time with NAZ. Of those:

- 26 percent (12 out of 46) had completed Foundations
- 74 percent (34 out of 46) had set a Foundations goal, but not completed the program

In total, 13 adults in Career and Finance Navigation (13% of 99) have completed Foundations, including one who never had a Foundations goal set.

Those who completed Foundations were more likely to have completed at least one career goal during the 2015 fiscal year. Among adults with career goals:

- 40 percent of adults who completed Foundations completed a career goal or goal step in 2015, compared to 20 percent of adults who had not completed Foundations
- 31 percent of adults who completed Foundations completed a career goal during 2015, compared to 15 percent of adults who had not completed Foundations
- 27 percent of adults who completed Foundations started a new job during 2015, compared to 13 percent of those who had not completed Foundations

Interventions

The Interventions section of the solution action plan describes the process for assessing a parent’s employment interests and goals and providing individualized job readiness services intended to help secure employment or support or improve existing employment.

Parents can work through career goals on their own or with their Navigator. In total, 397 adults had an active career goal during 2015. Of those, 94 (24%) participated in Career Navigation during 2015.

Goal and goal step completion for career goals

Parents use career goals to identify broad areas of career interest. Within each goal, goal steps outline smaller actions that can be taken toward achieving the broader goal. Figure 2 summarizes career goal and goal step completion for those with active goals during FY2015.

- The most frequently set career goal was “obtain employment,” which was an active goal for 278 individuals during FY2015 and completed by 20 percent of those who had it set
- “Obtain employment” was also the goal completed by the most people, although the goal completed by the highest proportion of those who set it was “resolve barrier to maintaining employment,” which was completed by three of the eleven individuals who set it (27%)

Many NAZ career goals are long-term prospects without a definite ending—for example, “increase viability of future career prospects.” With that in mind, looking at goal step completion is still valuable.

- Goal step completion rates were generally higher than goal completion rates, with 24 percent of goal steps being completed
- Within the “obtain employment” goal, 37 percent of those who had active goal steps had completed at least one during FY2015

2. Career and finance goals active and completed: Overall (N=397)

Active goals	N active goals during FY2015	Percent of active goals completed	N of goals with at least one active goal step	Percent of goals with steps with at least one step completed
Obtain employment	249	19%	143	27%
Obtain GED	98	0%	39	15%
Increase viability of future career prospects	80	11%	70	13%
Improve employment	50	10%	39	15%
Other employment	13	0%	-	-
Resolve barrier to maintaining employment	12	8%	6	0%
Other career goals	15	7%	9	0%
Total	517	12%	306	20%

Note: Goal steps have not been set for all goals, so the number of goal steps set is lower than the number of total goals. There are no goal steps available for “other employment” goals. The “other career goals” category is composed of less frequently used goals (obtain work preparation experience, start a small business, become a US citizen, increase English language literacy), while “other employment” was a category within NAZ Connect. In total, 232 adults had an active goal with at least one goal step set.

Obtain employment goal

Of those with an active career goal during 2015, 63 percent (249 out of 397) had an active “Obtain employment” goal during FY2015. Of those, 19 percent (47 out of 249) of adults completed the “Obtain employment” goal.

Increase viability of future career prospects goal

Of those with an active career goal during 2015, 20 percent (80 out of 397) had an active “Increase viability of future career prospects” goal, and 11 percent (9 out of 80) completed the goal during 2015.

Improve employment goal

13 percent (50 out of 397) had an active “Improve employment” goal during FY2015. Of those, 10 percent (5 out of 50) completed the goal.

MFIP families

Minnesota Family Investment Program, MFIP, provides cash support for families with dependent children while helping families find stability and secure work. The county’s MFIP Employment Service providers work with parents to secure employment; however, as a part of the Career and Finance solution plan, the Career and Finance Navigator provides support for parents who are experiencing difficulties with MFIP. The Career and Finance Action Team creates more opportunities for career support services beyond what is provided through the MFIP employment counselors.

Currently, there is limited information entered into NAZ Connect related to MFIP participation and NAZ services received by MFIP families. Results should be interpreted with caution.

Status of MFIP families

Of all adults enrolled in NAZ during FY2015, 251 were documented as being on MFIP at some point during their time with NAZ, most likely at enrollment or their introduction to Navigation.¹ For comparison, 419 were documented as not on MFIP, and data were missing for 474 adults. Unlike the populations used throughout the majority of the report, these adults do not necessarily have active career goals.

Of those known to be on MFIP at some point during their enrollment in NAZ, 56 percent (140 out of 251) had an active career goal during FY2015. Of those not on MFIP, 38 percent (158 out of 419) had an active career goal during the same period.

3. Career solution activities and outcomes for MFIP and non-MFIP clients with active FY2015 career goals

Activity	MFIP (N=140)	Non-MFIP (N=158)
Referred to Career Navigation	31%	32%
Engaged in Career Navigation	29%	22%
Completed Foundations	15%	10%
Completed a career goal step or goal	30%	23%
Completed a career goal	24%	18%
Began a new job or received a promotion during FY2015	21%	13%

¹ There is not a date of completion associated with the MFIP data field. Though some clients have a date on which they began MFIP, families do not necessarily use their MFIP days consecutively. Therefore, we used this MFIP participation variable as a measure of being enrolled in MFIP at some point during the NAZ experience.

MFIP parents with active FY2015 career goals completed activities at a higher rate than non-MFIP parents. Thirty percent of MFIP clients completed a career goal or step as opposed to 23 percent of non-MFIP parents. In addition, 21 percent of MFIP parents began a new job or received promotion during FY2015, compared to 13 percent of non-MFIP parents. For those who said they were enrolled in MFIP at some point, the majority were served through Hennepin WERC.

4. MFIP agency participation (N=140)

Enrollment Status	Percent of those with career goals (N=140)	Percent of all MFIP families (N=251)
Hennepin WERC	34%	39%
Employment Action Center	7%	6%
Emerge	5%	3%
Hired	4%	3%
CAPI	3%	2%
MN Workforce Center	3%	2%
Project for Pride in Living	1%	2%
WIN	1%	1%
East Side Neighborhood Services	1%	1%
Hmong American Partnership	0%	1%
Goodwill Easter Seals	1%	0%
Jewish Family Children Services	1%	0%
Lutheran Social Services	0%	0%
Other	8%	7%
Missing data	31%	33%

FAST

FAST is a partnership between NAZ and five MFIP employment service providers. The goals of FAST are:

- To support parents to have the economic ability to provide a healthy and financially stable environment at home, so that children can succeed academically, and
- To foster innovative collaboration between partner organizations and NAZ families to learn how to better support parents and coordinate resources

Because it is a new program, data are limited in the June 15 data set used throughout this report; therefore, FAST participation information from September 1, 2015 was included in this report for all parents enrolled during FY2015.

As of September 1, 2015:

- 13 adults had enrolled in FAST, and 10 were actively enrolled
- Eight adults enrolled during April and May, and four during June and July; enrollment date was missing for one participant
- Of the 13 ever enrolled in FAST, 10 had an active career goal during FY2015
- Of the three who discontinued FAST, two provided reasons for leaving the program: one had exited from MFIP and the other was only enrolled in FAST for one day

As enrollment continues, data for FAST will grow more robust. Detailed information on program participation and career interventions will be collected for these individuals.

Supporting financial education

Financial education occurs primarily at NAZ partner locations, specifically Emerge. Partners provide individualized financial education and services to ensure financial well-being and stability among families.

Financial stability goal setting

During FY2015, 71 adults had an active finance goal—54 adults set the goal in combination with a career goal, and 17 had not set a career goal. Of the 71 total:

- For 8 percent (6 out of 71), NAZ Connect has documented the completion of a finance goal
- For 14 percent (10 out of 71), NAZ Connect has documented the completion of at least one finance goal step, including 8 adults who completed one step, and 2 adults who completed two steps

Within the “Increase Financial Stability” goal, parents can set a number of goal steps, which are shown in Figure 5.

5. Career and Finance goals active and completed: Financial stability (N=71)

Active goal steps	N active goal steps	Percent of goal steps completed
Partner with a financial coach to plan for future milestones	26	12%
Build or improve credit	24	4%
Create and maintain a budget	19	16%
Boost income	11	27%
Participate in financial education classes	11	9%
Reduce debts	11	0%
Other “Financial Stability” goal steps	8	13%
Total	110	11%

Note: This chart shows the total number of goals set by all adults with an active career goal during FY2015; multiple goals may be set by one individual.

Future data collection

Financial Coaching data will become available in the future, but data collection has not yet begun for this item.

Supporting adult education

Adult education support occurs primarily through NAZ partners, especially Emerge. For this reason, there is little reason to collect information about adult education activities outside of setting the goal to obtain a GED, working through steps together, and making a referral to the appropriate partner. One exception to this is the WIN initiative, which was a concentrated effort by Connectors to get families involved in the program; data related to this initiative is described below.

Adult education goal setting

During FY2015, 106 adults had an active “Obtain GED” goal.² Of those, NAZ Connect has documented GED completion for 2 percent (2 out of 106).

Within the “Obtain GED” goal, parents can set a number of goal steps, which are shown in Figure 6.

6. Career and finance goals active and completed: Obtain GED (N=106)

Active goal steps	N active goal steps	Percent completed
Enroll in a GED program	33	18%
Take GED Practice Test	28	4%
Attend class regularly	23	9%
Pass GED test	21	0%
Receive GED	20	0%
Complete all coursework on time	19	5%
Participate in class discussion and activities regularly	17	12%
Know and use available resources for support	16	13%
Other “Obtain GED” goal steps	17	12%
Total	194	8%

Note: This chart shows the total number of goals set by all adults with an active career goal during FY2015; multiple goals may be set by one individual. “Active goal steps” are defined as any goal steps with an active “parent” goal—in this case, “Obtain GED”—during FY2015.

² In NAZ Connect, the “Obtain GED” goal is categorized as a career goal. Throughout the report, any data referring to career goals set or completed includes this goal.

Adult education program participation

In general, program participation data were sparse—this data collection has not yet been implemented on a large scale. The most substantial data collection occurred for the WIN program, for which NAZ Connectors actively sought to enroll families. WIN was an MFIP pilot that was a partnership between Emerge, Summit OIC, Minneapolis Public Schools (MPS), Hennepin County, and others to facilitate participants' access to employment training and GED support. All of the WIN participants' had their MFIP cases centralized at Emerge. However, most NAZ families were found to be ineligible for the program.

Of those with an active career goal during 2015, NAZ attempted to enroll 90 into WIN. Figure 7 shows the participation rate.

7. WIN participation (N=90)

Enrollment Status	Percent
Ineligible	66%
Unable to engage	17%
Declined opportunity	8%
In process of enrollment	2%
Incomplete participation	3%
Actively enrolled	1%
Completed	3%

Outside of WIN, currently available data reflects the following adult education activities:

- One person with an active career goal had completed a CPR/First Aid/AED program and a Trained Medication Administration Assistant program
- One person with an active career goal was enrolling into a Certified Nursing Assistant/Home Health Aide program
- One person with an active career goal was enrolling into a GED preparation program
- Three people with an active career goal had completed a janitorial program

Communication, coordination, and alignment

In order to ensure the best possible services for families, NAZ staff participate in ongoing communication across the NAZ ecosystem. Navigation is the primary method through which NAZ facilitates alignment among NAZ and its partners. The process of referring, connecting, and matching clients with specific resources is done through navigation.

Career and Finance Navigation

In total, NAZ-enrolled adults spent a total of 116 hours in Career Navigation during FY2015, serving a total of 99 adults for an average of 70 minutes per visit. Nearly three-quarters of participants (74%) had between one and three visits with their Navigator, while 15 percent had 4 to 6 visits, 6 percent had 7 to 9 visits, and 5 percent had 10 or more visits.

In many cases, after meeting with a Navigator, parents are referred and connected to resources at a partner site. Because partners do much of the work that impacts family outcomes, it is possible for families to have positive outcomes without a large amount of Navigation time. Currently, the additional time partners spend with families referred by NAZ is not entered into NAZ Connect, and was therefore unavailable for this analysis.

During FY2015, 59 adults with an active career goal started a new job, including 11 who started two new jobs. Those who began new jobs demonstrated higher levels of engagement in NAZ activities compared to those who did not. Of those who received new jobs:

- 47 percent (28 of 59) received Career and Finance Navigation in the last year, compared to 20 percent of those with a career goal who did not get a new job
- 24 percent (14 of 59) had completed Foundations, compared to 11 percent of those with a career goal who did not get a new job

Due to an aspect of the upload process³ and implementation challenges, there is a substantial amount of missing information about these new jobs.

³ Many of the new jobs listed in the Job History tab were imported based on the completion of a career goal, such as “obtained a full-time job” or “obtained a part-time job.” As such, there is no detailed information about the industry, wage, etc.

Referral to Navigation

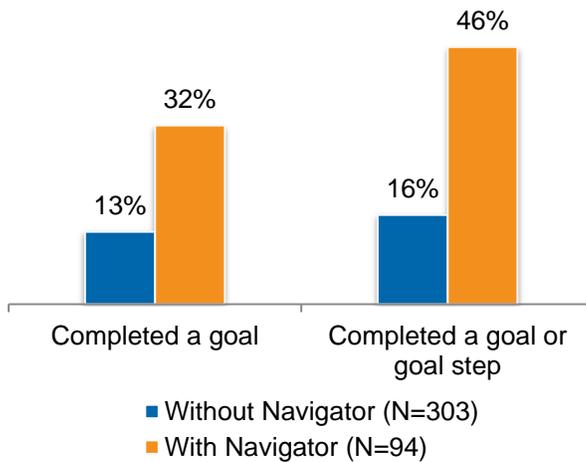
Item 3.1 in the solution plan specifies that the NAZ staff member refers a parent to the Career and Finance Navigator after a goal related to career, finance, and/or adult education has been identified.

- 31 percent of adults with career or finance goals have been referred to Career and Finance Navigation
- 10 adults who did not have a career or finance goal set were also referred
- 54 percent of adults who were referred to Career and Finance Navigation received Navigation

Career goal completion for those receiving Career Navigation

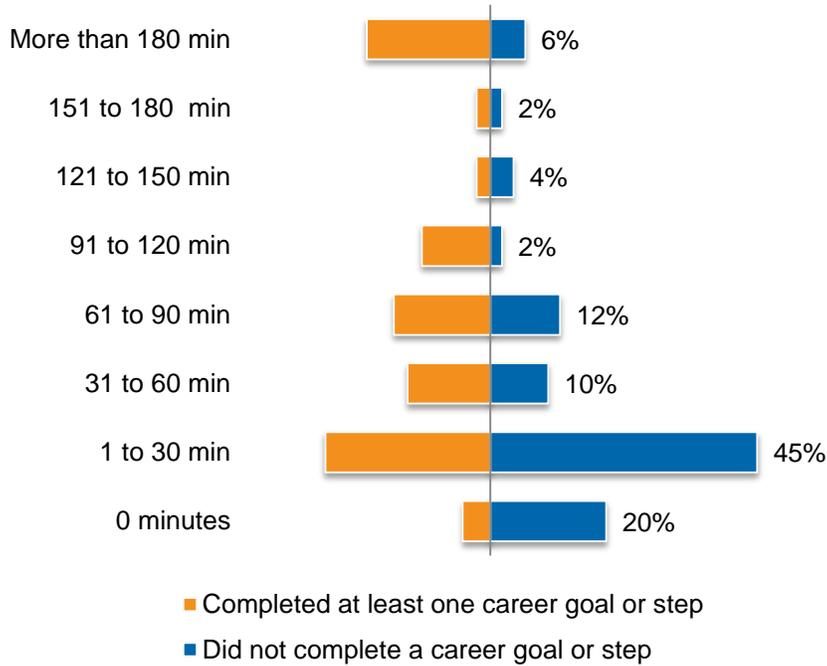
Of the 99 adults who received Career Navigation in FY2015, 94 had an active career goal set at some point during the year. Figure 8 shows that parents who participated in Navigation were more likely to complete goals and goals or goal steps than those who did not. Notably, those in Navigation were nearly three times more likely to complete a goal or goal step than those who did not participate in Navigation.

8. Career goal completion with and without Career and Finance Navigation



Time spent with a Navigator appears to be another important factor for goal completion. Figure 9 shows that those who completed at least one career goal or goal step spent more time in Career Navigation than those who did not.

9. Average number of Career Navigation minutes by career goal and goal step completion (N=94)



Note: This summary only includes the 94 individuals who had a career goal set during the previous year.

Career Navigation and new jobs

Those who were involved in Career Navigation during FY2015 were more likely to begin new jobs during this time:

- 30 percent (28 of 94) of those with career goals who received Career and Finance Navigation during FY2015 began a new job during FY2015, compared to 10 percent of those with career goals who did not receive Navigation

Those who completed Foundations were also more likely to begin a new job, which is explored in the Getting Ready to be Ready section.

Outcomes for families

Identifying parents in need of career support

Communication is one of the key components needed to funnel the “right” adults into the Career and Finance pipeline. Many parents are referred by NAZ’s Housing partners. For others, the goal is usually identified in the course of a conversation with the Connector. Not all people working on career goals are referred for Navigation help, however, because some Connectors have expertise in this area and are able to provide the needed guidance themselves.

One potential measure of the need for Career and Finance help is the employment status of NAZ-enrolled parents. This information is available for 817 adults who were enrolled during FY2015. According to NAZ Connect data, 48 percent of NAZ-enrolled adults were not employed at the end of the 2015 fiscal year, with 22 percent employed full-time, and 12 percent employed part-time. Three percent were self-employed or seasonal/contract workers, and 30 percent were missing data on that field. We cannot assume that all of the non-employed are in need of Career and Finance help, because the data do not distinguish between those who are looking for jobs and those who are not in the labor force at all due to age, disability, or other reasons.

To understand the need from a different perspective, we also looked at data for enrolled adults who had provided information about their job satisfaction. This field is newer and not consistently completed in NAZ Connect, so the number of adults who have completed it (258) is substantially lower than the number of adults who have set career goals (397) or the number who have completed the career status field (817). Even so, it can be a useful measure for thinking about impacts in the pipeline. In total, 65 percent of adults (175 of 258) with data in this field reported being unsatisfied with their current job.

Of those who were *not* satisfied with their current employment situation, about half were unemployed (52%), while 24 percent were employed full time, 19 percent were employed part time, and 5 percent were either self-employed or working seasonal/contract jobs. Of those unsatisfied, 65 percent said their income was their primary source of dissatisfaction, while schedule (7%), job responsibilities (5%), and other reasons (25%) were also identified.

Of the 175 who were not satisfied with their current career situation:

- 61 percent had an active career goal during FY2015
- 23 percent had been referred to Navigation
- 16 percent had engaged in Navigation
- 15 percent had completed Foundations

With respect to completion of goals or outcomes:

- 14 percent had completed a career step or goal
- 12 percent had completed a career goal
- 9 percent began a new job or received a promotion during FY2015

Goals and navigation across multiple whole-family solution areas

Career goals often co-occur with other goals in the whole family solution area. The need for stabilization in other areas (e.g. housing or substance abuse) could prevent some parents from being ready to address career goals.

For the 571 adults with a career/finance, housing, **or** adult behavioral health goal active during FY2015:

- 41 percent of adults had both a career/finance and housing goal active
- 22 percent of adults had only a career/finance goal active
- 4 percent of adults had a career/finance and adult behavioral health goal active
- 7 percent had active goals in all three areas

Figure 10 shows this distribution of family goals among adults. Most adults with career or finance goals also have a housing goal, which suggests a higher level of need. We might expect that parents with higher levels of need would complete fewer goals and steps given the challenges they face. However, the data shows the opposite: parents with career/finance and housing goals were actually more likely to complete a career goal or goal step than those who had only set a career goal (28% vs. 11%); the same can be said for those with career, housing, and adult behavioral health concerns (26% vs. 11%). Parents with goals in all three areas are the most likely to be involved in career navigation (43%), followed by those with career and housing needs (28%). This could suggest that

Connectors and Navigators are actively engaging parents with the greatest needs and helping them complete goals, despite multiple challenges. It also speaks to a level of success in delivering services to meet complex or co-occurring needs in a holistic, coordinated approach.

10. Family goals and navigation among NAZ-enrolled adults, FY2015

Active goals	N	Percent who completed a career or finance goal/step	Percent in C&F Navigation
Career/finance and housing	235	29%	29%
Career/finance only	124	11%	9%
Career/finance, housing, and adult behavioral health	42	26%	43%
Career/finance and adult behavioral health	20	0%	0%
Housing only	143	--	--
Adult behavioral health only	7	--	--
Housing and adult behavioral health	0	--	--
Total count	571		

Findings about partnership and implementation

To further understand the stages of implementation and the dynamics of what helps or hinders its success, Family Supports Director Michelle Palo and Implementation Manager Jillian Kahn, Career and Finance Navigator Deanne Vaughn, and Director of Employment and Training Amy Knaus each participated in a short interview. The interview questions were designed based on the results from the implementation ratings. The responses were compiled and organized by overall key findings and individual item key findings. These findings address what is working well in current implementation as well as the main current challenges to be addressed to move the work forward.

Key findings from interviews

Overall implementation

Overall challenges to moving the solution plan into full implementation:

- Data sharing is limited
 - Data sharing on NAZ Connect is not enough to allow for the level of support NAZ is committed to providing
 - Partners are not logging their services/interventions in NAZ Connect
 - Parents are not always staying in contact to tell Connectors/Navigators about the resources they access or the outcomes they realize
- There is not enough communication among partners and between partners and the Navigator
 - The limited communication makes interventions difficult to do
- Partner sites do not have enough staff, leaving much of the service to be provided by the one Navigator

Overall things going well:

- Positive relationships have been built
- Connectors and Navigator are doing a good job of referring, connecting and matching clients with resources
- The Career and Finance Navigation portion of the Solution Plan is working well

Implementation of individual solution plan sections

1: Organization Commitment: Active Collaboration & NAZ Values

Things working well:

1. (1.1 and 1.2): Embedding values—Changing the way people think about the work
 - a. The navigator has been active in spreading NAZ values at her primary location
 - b. Community partners have been connected to NAZ values

Biggest challenges to move into full implementation:

1. Item 1.6 (Program services are fully aligned with and reflect continuous participation in NAZ data collection, progress monitoring, coordination, review, and program improvement processes) has been challenging due to the difficulties in data collection
2. Capacity levels are low; there is only one Navigator, at a single site
3. NAZ values are not always posted and included in meetings in an intentional way

2: Getting Ready to be Ready

Things working well:

1. Foundations
 - a. Parents are enrolling in and completing Foundations
 - b. The infrastructure for Foundations is already built, and classes are held on a regular basis
 - c. NAZ staff and partners have gone through Foundations and are using the empowerment strategies in their work with families
 - d. Foundations training helps staff operate and work with families

Biggest challenge to move into full implementation:

1. More capacity is needed to build further training on existing Foundations
 - a. Staff have seen a lot of potential opportunities for using the Foundations more, but lack the capacity to carry out and design more courses
 - b. There is a desire to expand empowerment training throughout all of North Minneapolis and its various agencies
2. There is a need for more breadth of knowledge and capability to help families at different levels
 - a. Due to every family beginning from a different position, it is difficult for enough different staff to have the knowledge and capability of getting them all to the next level when the work has to be so individualized

3: Career and Finance Navigation

Things working well:

1. Relationship building
 - a. The Navigator has been successful building relationships between Connectors and partners
 - b. Relationships and work are being built between the Navigators, Connectors, partners and families
2. The Navigator has a skillful ability to use NAZ Connect to match families with partner resources (3.2)
 - a. Partners are able to offer the needed breadth of opportunities

Biggest challenge to move into full implementation:

1. The work is impeded by lack an all-inclusive data sharing tool
 - a. The Navigator can only refer to opportunities and services if he/she knows they exist
 - b. Matching a family with an opportunity is a hard task (3.3)
 - i. The success of this EAI depends on the partners and Navigators working equally to lift this up by using a data sharing tool
2. The partners do not yet all share the same ideas, missions, and values for the work
 - a. The Navigator needs more support from the partners and from the engagement team
3. Better communication is needed about opportunities for families
 - a. Having a clear, shared form of communication would help streamline navigation for families
4. NAZ does not yet have the capacity to offer financial education at the scale needed
 - a. All sites/partners do not have the same capacity in financial coaching. While Emerge has 3 financial coaches and a financial opportunity center, other partner sites don't have the same

4.1: Interventions

Things working well:

1. (4.1.1) Partners use various standardized assessment tools and processes to understand what parents need
2. (4.1.2) The partners provide individualized job readiness services

Biggest challenge to move into full implementation:

1. All partners are not equally aware of what opportunities and resources are available. There needs to be a method to keep track of opportunities and know when new ones arise.
2. Eligibility barriers impede access to many needed services. “How does a Navigator give a parent what they need when they have to figure out how to survive the bottlenecks?” (i.e., agencies and partners that require clients/parents to go through multiple screening processes or steps before providing services)
3. Communication is limited between partners and anyone in the NAZ ecosystem
4. Data sharing
 - a. Navigator or Connectors have trouble knowing whether things occurred because it isn’t shared through NAZ Connect

4.2: Supporting Career Entry and Success with Families on MFIP

Things working well:

1. (4.2.2) CF Navigator provides support for parents who are experiencing difficulties with MFIP by troubleshooting barriers to working directly with MFIP counselor
 - a. The person currently in Navigator role has exceptional MFIP knowledge and experience
2. There is a growing partnership (FAST) between NAZ and MFIP employment providers, and this has helped close some resource gaps
3. There have been lots of challenges, but many have already been resolved in recent months

Biggest challenge to move into full implementation:

1. Staff have not yet identified the technical details of “how to layer in support services besides what their MFIP job counselors can do” – this challenge is currently understood adaptively, but not technically

5: Supporting Financial Education and Coaching

Things working well:

1. NAZ is in the early stages of working with a key partner—things are at a good turning point
2. (5.1) NAZ Navigator is able to assess parent’s financial challenges and goals
3. (5.2) There is a financial coach available dedicated to working with NAZ families
4. (5.2) Capacity gaps for financial literacy and education have been filled in recent months, after being a challenge for most of the year

Biggest challenge to move into full implementation:

1. Data collection and data sharing are limited
2. Despite good relationships with the Housing team, item 5.3 (Partner staff provide ongoing support to ensure financial stability and well-being) is less available for families in the Achievement Through Stability (ATS) program
3. Capacity in financial coaches is not yet able to meet families’ needs
 - a. Many community partners don’t have a Financial Opportunity Center or financial coach on site

6: Supporting Adult Education

Things working well:

1. There is adequate capacity for most families’ needs
2. Resources are fluid
3. Partners know what they’re doing.

Biggest challenge to move into full implementation:

1. Staff feels like this EAI is on autopilot
 - a. Navigator finds out the person needs help and makes the referral, but there isn’t a concrete system in place for tracking or aligning the work
2. Navigator does not have a connection to Adult Basic Education at MPS
3. Navigator sees a need for alignment with the College Access Success Team, especially for non-traditional students, but has had no contact with them
4. Opportunities are not sufficient for those without a GED or High School Diploma; moreover, the GED process is complicated and difficult to navigate

7: Communication, Coordination & Alignment

Things working well:

1. Alignment within NAZ with the Housing work
 - a. Career and Finance and Housing Navigators have been intentional about shared families and how those goals interface with each other
2. To implement item 7.1 (NAZ Staff and Partner staff participate in ongoing communication to ensure best possible service to families), the Navigator does a number of in person visits and is taking effective action
3. Emerge (Partner site) offers all of the things that are desired for our families so services are always ongoing

Biggest challenge to move into full implementation:

1. Item 7.1 (ongoing communication): Partner agencies have designated staff to be in contact with the Navigator, but organizational changes over the past year have caused capacity issues on a number of different levels
 - a. Capacity hasn't been consistent over time and across partners
 - b. The current work depends on the skill of the individual Navigator; however, this work needs to become more embedded in partners' systems
2. Navigators are facing challenges keeping tabs on the status of career preparation trainings and resources for families and when and where they're happening
3. Capacity of Navigator is not enough to both coordinate and provide direct services
 - a. Making sure resources are up to date and trainings are available could be a full time job

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

1. A data sharing system for coordinated case management
2. Discussion around how to engage the education system specifically as it relates to adults with a desire to earn their GED
3. See results with the FAST pilots, to fuel energy for program strengthening and expansion

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

1. NAZ should start the conversation about collaboration between NAZ and its partners. The Navigator would be the person to lead the implementation of improved communication and data collection. If NAZ Connect is not an option for partners, then it will be necessary to find a different solution or another way to still communicate.
2. Both NAZ and the partners must share responsibility to identify what that data sharing process would look like and must agree on an action plan and timeline to really move forward.

Having worked with this action plan for a year or so now, and knowing what you know now, is there anything that you think needs to be changed in the action plan? If yes, what needs to be changed?

1. The process for creating the action plan could have been condensed. It was a lengthy process getting from beginning to end. As a result, many partners were lost.

Appendix

General information

- Data reported here were downloaded from NAZ Connect on June 15, 2015 (the exception is data downloaded on September 1, 2015 for the more recently-implemented FAST program)
- All “current” ages are calculated as of the date of the data pull, June 15, 2015
- Throughout the report, the terms “adults” and “parents” are used interchangeably. The population used is “any adult age 19 or older;” though parents comprise the majority of this group, adult scholars seeking services may also be included
- Unless otherwise noted, this report only includes data for adults enrolled in NAZ at some point during fiscal year 2015, between July 1, 2014 and June 30, 2015

Career and finance goals

In NAZ Connect, goals are assigned categories. The two categories of goals addressed in the Career and Finance Solution Plan are assigned either a “career” or “finance” category. Most goals in this report—including adult education goals—fall under the “career” heading, while the only goals in the “finance” category are “increase financial stability” and “other financial goals.”

Throughout the report, we use the population of adults with goals most relevant to the topic; sometimes this is adults who have set either a career or finance goal, and sometimes it is those with a career goal (with or without a finance goal). This is particularly true when exploring the “funnel approach,” where we examine participants’ progress moving toward a job-related outcome. The distribution of goals and some select outcomes is shown in Figure A1; the most commonly used denominators throughout the report are those for active career or finance goals (N=414) and those for any active career goal (N=397).

A1. Active career or finance goals during 2015

Active goals	Number	Number referred to C&F Navigation	Number in C&F Navigation	Number completed Foundations	Number started new job
Career goal only	343	87	60	43	39
Finance goal only	17	7	3	3	1
Career AND finance goals	54	35	34	9	20
Career OR finance goal	414	129	97	55	60
Any career goal	397	122	94	52	59

Note: “Career or finance goal” is the sum of “career goal only,” “finance goal only,” and “career and finance goals.” “Any career goal” is the sum of “career goal only” and “career and finance goals.”

Data challenges

There is inherent bias in measures that are only collected if Connectors and Navigators meet with families. For example, parents who are more engaged are more likely to speak with their Connector or Navigator and report the completion of goals or outcomes, such as getting a new job. As a result, the data in this report may underestimate the degree to which less-engaged parents are completing goals or goal steps, and potentially also the extent to which less-engaged parents are obtaining jobs without setting NAZ goals or using NAZ resources to do so.