Results NAZ: Family Support

Findings from 2017-18
## Contents

**Overall Summary** .............................................................................................................................................. 1  
Summary .......................................................................................................................................................... 3  
Findings.......................................................................................................................................................... 3  
  - Building the foundations for career and housing stability .............................................................. 5  
  - Supporting career entry and success ................................................................................................. 7  
  - Supporting housing stability and success.......................................................................................... 9  
  - Develop the system to ensure success at scale ............................................................................. 12  
Conclusion ..................................................................................................................................................... 13

**Information from Partner Leaders** ........................................................................................................... 14  
Main takeaways ........................................................................................................................................... 15  
  - Suggestions for next steps ............................................................................................................ 16  
Interview findings ........................................................................................................................................ 17  
  - HAPs are understood and implemented differently by FAST partners ....................................... 17  
  - Housing partners have a less comprehensive view of their agency’s role .................................. 17  
  - The Foundations empowerment course is widely seen as transformative for families in the FAST pilot .......................................................... 18  
  - FAST partners support the HAP approach and believe it makes their efforts more effective .... 19  
  - Training offered by NAZ has been widely taken up by partners .................................................. 20  
  - The FAST pilot is changing how NAZ (and some other families) experience MFIP .................. 21  
  - What NAZ, partners, and the community could do ..................................................................... 23  
Conclusion and recommendations ........................................................................................................ 24  
Recommendations ........................................................................................................................................ 25

**Appendix** .................................................................................................................................................... 26  
NAZ Connect analyses ............................................................................................................................... 27  
Additional NAZ Connect data tables ....................................................................................................... 28  
Interview protocol ....................................................................................................................................... 32
Introduction

The following is a compilation of reports and other documents prepared for NAZ’s *Family Support Results Plan*, summarizing findings from 2017-18. These include:

- The overall summary
- A summary of interviews with Family Support Partner Leaders
- The appendix

The embedded reports can be reviewed together or as separate, stand-alone documents.
Overall Summary
Results NAZ: Family Support

Findings from 2017-18

The Northside Achievement Zone (NAZ)’s Family Support Results Plan outlines strategies to strengthen families’ career success and housing stability. To achieve these goals, NAZ partners with several community career and housing support providers: Twin Cities R!SE, Emerge, Urban Homeworks, Project for Pride in Living (PPL), and HIRED. NAZ employs multiple Family Support Specialists – staff who connect families to career and finance resources that could benefit them on the path to career and housing stability.

The goal of participation in this pipeline is to stabilize households and thereby increase quality of life for families. To reach this goal, members of the NAZ collaborative employ the following strategies:

- **Strategy Area 1**: Building the foundation: On-ramp to career success and housing stability
- **Strategy Area 2**: Support career entry and success
- **Strategy Area 3**: Develop the system to ensure career success at scale
- **Strategy Area 4**: Financial education and coaching
- **Strategy Area 5**: Support housing stability and ongoing success
- **Strategy Area 6**: Develop the system to ensure housing success at scale

This report summarizes key strategies and metrics from the previous year (FY 2017-18). It relies on data from NAZ’s case management database, NAZ Connect, and from in-person and telephone interviews conducted with NAZ’s five career and housing anchor partners. A full summary of the key themes that emerged from the interviews is provided separately.
Summary

During 2017-18:

- More than 200 families participated in NAZ’s Family Support Strategy, including 119 parents in the Housing Strategy and 156 parents in the Career and Finance strategy.
- The majority of families in the Family Support Pipeline set and completed goals. In total, 81 percent of Housing families who set a housing goal completed one, and 79 percent of Career and Finance families who set a goal completed one.
- According to records, about half (48%) of NAZ families who needed help stabilizing their housing were successfully stabilized.

Other notable findings:

- Families in the Family Support Strategy were more likely to have completed NAZ’s parent empowerment curriculum, Foundations, than other families in NAZ.
- Families Achieving Stability Together (FAST), a pilot program incorporating whole-family Achievement Planning into basic county MFIP services, is continuing to expand: during 2017-18, the program served 87 parents, up from 68 parents the year prior.
- Interviews with partner leaders indicate that the FAST pilot is seen as promising by those involved with it, that it is leading to systems-level change in the county’s administration of its MFIP program, and that parents’ participation in the Foundations course is encouraging them to take greatly increased leadership in developing their MFIP and whole-family achievement plans.

Findings

The following report summarizes participation in the overall Family Support Strategy, which comprises the Housing Strategy and the Career and Finance Strategy; key developments within this overall Strategy over the past year; participation in the Family Academy course, Foundations; goal setting and completion; and other related outcomes for families, such as employment and housing stability.

NAZ has identified several key outputs for the Family Support Strategy, which are summarized in Figure 1. Outputs are shown for two groups: in the first column, parents and families in a specific strategy area (i.e., Housing Strategy or Career and Finance Strategy), and in the second column, all parents or families in NAZ, regardless of Strategy. We would expect more engagement and more positive outcomes for families working within a Strategy (compared to families across all of NAZ), as they have access to help from specialized staff to support their career and finance or housing-related needs.
1. **Key outputs**

<table>
<thead>
<tr>
<th></th>
<th>Number of participating NAZ parents and families</th>
<th>Of those in the Strategy</th>
<th>Of all those in NAZ</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Family Support Strategy</strong></td>
<td>221 families</td>
<td>232 parents</td>
<td>826 families</td>
</tr>
<tr>
<td>Families participating in the Family Support Strategy</td>
<td>221 families</td>
<td>232 parents</td>
<td>27% of families</td>
</tr>
<tr>
<td><strong>Housing Strategy</strong></td>
<td>119 families</td>
<td>(119 parents)</td>
<td>826 families</td>
</tr>
<tr>
<td>Families participating in the Housing Strategy</td>
<td>119 families</td>
<td>(119 parents)</td>
<td>14% of families</td>
</tr>
<tr>
<td>Families setting Housing goals</td>
<td>81%</td>
<td>96 families</td>
<td>22%</td>
</tr>
<tr>
<td>Families completing Housing goals (of those who set them)</td>
<td>81%</td>
<td>78 families (78 parents)</td>
<td>68%</td>
</tr>
<tr>
<td>Families experiencing a housing stability event</td>
<td>23%</td>
<td>27 families (29 parents)</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Career and Finance Strategy</strong></td>
<td>156 parents</td>
<td></td>
<td>1,035 parents</td>
</tr>
<tr>
<td>Parents participating in the Career and Finance Strategy</td>
<td>156 parents</td>
<td>15% of parents</td>
<td></td>
</tr>
<tr>
<td>Parents setting Career and Finance goals</td>
<td>74%</td>
<td>116 parents</td>
<td>23%</td>
</tr>
<tr>
<td>Parents completing Career and Finance goals (of those who set them)</td>
<td>79%</td>
<td>92 parents</td>
<td>64%</td>
</tr>
<tr>
<td>Parents who secure or improve employment</td>
<td>15%</td>
<td>24 parents</td>
<td>3%</td>
</tr>
</tbody>
</table>


Note. Both parents and families are shown for metrics related to the Housing Strategy, which was tracked in terms of families – and not parents – in previous years. Where counts of both families and parents are given, percentages reflect the percentage of families to be consistent with previous years’ reporting. For more information about how these variables are defined, please see the Appendix.
Building the foundations for career and housing stability

NAZ helps families to build a strong foundation for progress in the career and housing pipelines by connecting them with a support team and working with them to set goals. Families in the Family Support pipeline may be supported by a variety of people at NAZ and NAZ’s partner organizations. For example, parents may work with a NAZ Family Coach, a Housing Specialist, a Career and Finance Specialist, and other staff at NAZ partner organizations, such as employment coaches. Within the Family Support Strategy, there have been a couple of key developments during the year:

- **NAZ Career and Finance partners have started using Achievement Planning with all clients, not just NAZ families.** Within the last year, the NAZ Results Plan calls for all anchor partners to utilize NAZ’s Achievement Planning model to help parents plan for career and housing success. When fully implemented as intended, the Achievement Planning process is unique in that parents decide which goals they want to pursue, and all goals are tied to the ultimate goal of academic success for scholars and family wellbeing. More information about how Achievement Planning has been adopted by NAZ’s career and finance partners is available in the accompanying report, *Information Shared by Family Support Partner Leaders*. In brief, interviews show that holistic achievement planning is being implemented quite fully by Career and Finance partners, but to a lesser extent by Housing partners. Suggestions from partners (especially in the Housing pipeline) include a request to clarify the roles of the different staff (from NAZ and the partners).

- **NAZ experienced significant transition in the Family Support team and has re-defined its specialist roles for 2018-19.** During some points in 2017-18, the number of staff on the Family Support team was down from four full-time equivalent staff to only one, which reduced the number of families served by the strategy, as well as the accomplishment of other key metrics such as goal completion and data collection. Prior to these transitions, the pipeline was supported by two distinct specialist roles: Career and Finance Specialist and Housing Specialist. However, following transitions, the role was changed to Family Support Specialist, who will support both Housing and Career and Finance work.

During 2017-18, NAZ served a total of 221 families, consisting of 232 parents, in either its Career and Finance Strategy, Housing Strategy, or both (Figure 2). This constitutes about one in five (22%) NAZ parents, including 11 percent who participated only in Career and Finance, 7 percent who participated only in Housing, and 4 percent who participated in both the Housing and Career and Finance Strategies.
2. **Family Support Strategy participation (Total N=1,035 in NAZ overall)**

Each year, NAZ aims to connect as many families as possible to its parent empowerment and education series, Family Academy. Family Academy is an evidence-based curriculum – co-developed and taught by NAZ and its partners – that helps parents build empowerment skills. The series includes four courses: Foundations (developed by Twin Cities R!SE), College-Bound Babies, Ready to Succeed, and College-Bound Scholars. Among these, the course that best aligns with the Family Support Pipeline is Foundations, which focuses on parent empowerment. During FY2018, NAZ facilitated six Foundations courses. Of the 35 families who completed a Foundations course during FY2018, 15 families (43%) were engaged in the Family Support pipeline.

NAZ expects that families more deeply engaged in NAZ, such as those in the Family Support pipeline, are more likely to complete the Family Academy course best aligned with their needs – this is true for Family Support and Foundations. In total, 53 families (24% of families in the Family Support pipeline) completed Foundations at any point before the end of FY2018 (including during previous years) and 15 families (7% of Family Support families) completed the course during the year (Figure 3). Family Support families were more likely to complete Foundations than other NAZ families. According to feedback given to NAZ and partners during a Parent Night event, many parents described the Foundations class as the most valuable element of the FAST program. Moreover, Career and Finance partner leaders report their agencies have found that participation in Foundations increases parents’ active participation in creating and working on achievement plans related both to their MFIP program and more broadly to their holistic family goals.
### Supporting career entry and success

NAZ has two key interventions to support career success among its parents: 1) working with a Career and Finance Specialist (which is synonymous with “participating in the Career and Finance Strategy”), and 2) participating in Families Achieving Stability Together (FAST).

Families in the Career and Finance Strategy work with a Career and Finance Specialist on goals related to obtaining or improving employment and maintaining financial stability. As previously mentioned, a total of 156 parents worked with a Career and Finance Specialist during the year; of those, 43 parents (28%) also worked with a Housing Specialist.

Families Achieving Stability Together (FAST) is a collaborative program designed and implemented by NAZ, Hennepin County, and NAZ partners who are employment service providers in North Minneapolis. The program serves families with school-age scholars receiving Minnesota Family Investment Program (MFIP) funds. FAST takes a two-generation approach to fighting poverty, which means that the program simultaneously supports career success for adults and academic success for their scholars. About half of the adults in the overall Career and Finance Strategy participated in FAST (87, or 54%), and nearly all parents in FAST were also working with a NAZ Career and Finance Specialist (97%).

While the number of parents in the Career and Finance strategy has declined slightly, the number of parents participating in FAST has increased (Figure 4). The expansion of the FAST program could be attributed to strengthening alignment between NAZ and its Career and Finance partners. Meanwhile, the decline in the number of parents in the Career and Finance Strategy could be due to the fact that the primary staff member working in this area was out of the office for part of the year.
4. Career and Finance Strategy and FAST participation, FY2017 and FY2018

During 2017-18, a total of 156 parents participated in the Career and Finance Strategy. Of those, 54 percent participated in FAST in addition to their work with a Specialist, and 46 percent did not participate in FAST, but worked with a Specialist. In addition to the 156 parents in the Strategy, three adults participated in FAST but did not work with a Career and Finance Specialist. Although these three parents technically received services under the Career and Finance umbrella, without a Specialist, they are unlikely to have documented goals or other records, as Specialists are responsible for connecting participants to these services. As such, they have been omitted from the Career and Finance Strategy umbrella for the purpose of this report.

Goal setting and completion is a key metric for engagement. Overall, 74 percent of parents in the Career and Finance Strategy set goals in this strategy area, and 79 percent of those who set goals completed them (Figure 1). When comparing goal setting among parents only engaged in the Career and Finance Strategy with those who were engaged in both the strategy and in FAST, we find both groups had similar levels of goal setting (74% vs. 75%, respectively) and goal completion (81% vs. 78% of all parents who set goals, respectively) (Figure 5). NAZ hypothesizes that parents who are engaged in more areas of NAZ (i.e., participate in more strategies) will achieve better outcomes, but that does not seem to be the case in this instance. This could be due to significant staff transition during the year, and the limited capacity of the NAZ Specialist to work with families on goals. Alternatively, it could indicate that families with more serious challenges, such as the instability in housing or income that would lead them to participate in these strategy areas, require additional help to achieve the same level of accomplishment.
5. **Goal completion for families with a Career and Finance Specialist and families in FAST, as a proportion of those who set goals**

<table>
<thead>
<tr>
<th></th>
<th>Career and Finance Strategy only (n=72)</th>
<th>Career and Finance Strategy and FAST (n=84)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set a goal</td>
<td>78%</td>
<td>81%</td>
</tr>
<tr>
<td>Did not complete a career goal</td>
<td>22%</td>
<td>19%</td>
</tr>
</tbody>
</table>


In total, at least 24 parents in the Career and Finance Strategy began a new job during the 2017-18 year, representing 15 percent of parents in the pipeline (Figure 6). Of note, 16 out of the 24 parents (67%) who secured employment were participating in the FAST program. NAZ Connect documents wage and hours information for those positions for all but two of those who started a new job (n=22). Of those, 59 percent began a new full-time position (at least 35 hours per week), and 86 percent began a job that pays $10 or more per hour. These percentages should be considered minimums, as NAZ relies on its own staff – as well as partner staff – to collect and maintain accurate employment data. Some parents may have secured employment but not alerted the staff they work with, so these numbers should be interpreted with caution.

6. **Employment outcomes for Career and Finance parents who started a new job (n=22)**

- New position is full-time: 59%
- New position pays $10+/hour: 86%


Note: Twenty-four adults in the Career and Finance pipeline started a new job; of those, 16 (66%) were also in FAST, so outcomes cannot be attributed solely to working with a NAZ Career and Finance Specialist.

**Supporting housing stability and success**

NAZ supports parents’ housing stability through work with a Housing Specialist. The Specialist helps parents set and complete housing goals, connects families to NAZ partners to stabilize their housing, and helps families access funding to support their housing.

During FY2018, 119 families were engaged in the Housing Strategy. NAZ’s primary resource for families in this strategy is connecting them to housing funding, with the goal of temporarily stabilizing their housing. More information about funding sources is described below, but broadly, 39 families received housing funds during 2017-18.
As in other areas of NAZ, goal completion is an important metric. Of all 119 families in the Housing Strategy, 96 families (81%) had at least one active housing goal during the period; 78 of those families (81%) completed a housing goal (Figure 7). NAZ generally believes families with deeper levels of engagement – that is, those who are participating in more areas of the pipeline – will attain better outcomes in general, and be more likely to complete a goal. This was true for housing families: 100 percent of families who received housing funding and support from a Housing Specialist set and complete goals, compared to 71 percent of those with only a Housing Specialist who set goals, and 68 percent who completed goals (Figure 7).

### 7. Goal completion for families in the Housing Strategy

<table>
<thead>
<tr>
<th>Housing Specialist only (n=80)</th>
<th>Housing Specialist and housing funding (n=39)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Completed a housing goal</strong></td>
<td>100%</td>
</tr>
<tr>
<td><strong>Did not complete a goal</strong></td>
<td>81%</td>
</tr>
<tr>
<td><strong>Set a goal</strong></td>
<td>68%</td>
</tr>
<tr>
<td><strong>Set a goal</strong></td>
<td>32%</td>
</tr>
</tbody>
</table>


The two types of housing funding available to NAZ families during FY2018 were the NAZ Housing Stabilization Fund (NHSF) and Achieving Through Stability (ATS) funding. ATS funding is reserved for families who are homeless and highly mobile and have at least one child grade K-12. The program is funded by federal dollars, through a state-administered program, and provides rental assistance for a maximum of 24 months. In contrast, NHSF funds are usually for smaller dollar amounts and are more flexible; they are typically used for families who have housing to help them maintain that housing (e.g., paying back rent, helping with utility payments, paying for security deposits on new rentals, etc.). NHSF funds may also be used to supplement ATS funding. For example, all housing units that receive ATS funding must pass an inspection, and NHSF funds are sometimes used to fund that inspection.

During FY2018, 39 families received housing funding (Figure 8). Seventeen families received the higher-level, long-term ATS funding while 35 families received NHSF funds; 13 families received both. In total, housing funds secured through NAZ benefitted 162 adults and scholars during 2017-18.

As demonstrated in Figure 8, the number of families receiving financial housing support has decreased steadily over time. NAZ attributes the decline to three primary factors:

- The lack of quality, affordable housing stock on the North Side of Minneapolis makes it difficult to secure ATS funding for families living in the area. All housing financed through ATS must pass a building inspection, and many affordable properties on the North Side cannot pass.
NAZ staff have become more pro-active in referring families to partners before they need emergency NHSF funding. For example, when they learn families will be struggling with housing, they immediately refer the families to housing partners, who help families access the necessary resources, avoiding the need for NHSF.

Staff transitions in the Housing Specialist role reduced the capacity of that role to work with families, and may have reduced the number of families accessing funding. At some points during the year, the Housing Specialist role – which typically consists of 2 full-time equivalents (FTEs) – only had between 0.25 to 1.0 FTEs in the role.

8. **Number of families receiving housing funding, FY2015 through FY2018**

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>87</td>
<td>66</td>
<td>61</td>
<td>39</td>
</tr>
</tbody>
</table>


Much of NAZ’s focus with families in its housing pipeline is stabilizing families’ housing. Stabilization includes helping families find new rental housing, maintaining existing rental housing (e.g., by working with landlords to advocate for tenants), finding a homeownership opportunity, or preventing foreclosure. During FY2018, 48 percent of families who needed stabilization were successfully stabilized (Figure 9).

9. **Families successfully stabilized, 2012-2018**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stabilized</td>
<td>63%</td>
<td>32%</td>
<td>37%</td>
<td>39%</td>
<td>34%</td>
<td>54%</td>
<td>48%</td>
</tr>
</tbody>
</table>

Source. NAZ Connect. FY2018 data downloaded during July 2018. Previous years’ data points taken from the Results NAZ: Family Supports FY2017 report. Note the switch from calendar years (CY) to fiscal years (FY) from 2014 to 2015; as a result, CY2014 and FY2015 have six months of overlap.
Develop the system to ensure success at scale

The third and sixth strategy areas are devoted to developing the system (for housing and Career and Finance, respectively) to ensure success at scale. The FAST pilot was the main vehicle for this work in the Career and Finance pipeline during 2017-18, while system-level work in housing continued to focus mainly on seeking ways to increase the supply of adequate affordable housing and housing subsidies. Findings from interviews with partner leaders focused primarily on the development of holistic achievement planning and related coordinated, family-centered supports, especially in the context of the FAST pilot.

The main findings from the interviews were the following:

- Partners in the Families Achieving Stability Together (FAST) pilot with the county for MFIP participants understand and implement Holistic Achievement Plans (HAPs) in a way that is more comprehensive and more collaborative than other Family Support partners.

- Housing partners see their role in the HAP primarily as providing the housing support to implement a plan that has already been developed by NAZ and the family. If a family is in need of additional support in a crisis, Housing partners look to NAZ to identify it and bring it to bear for the family.

- Families’ experience with the HAP appears to vary depending on whether they first enrolled directly through NAZ or through the partner.

- The Foundations empowerment class is widely felt to be transformative for parents in the FAST MFIP pilot.

- FAST partners support the HAP approach and believe it makes their work more effective.

- The trainings offered by NAZ have been widely taken up by partners, but aside from the FAST pilot they have mainly supported, not changed, pre-existing practices.

- FAST partners report some significant changes in MFIP rules and practices, but also point to significant barriers to change.

The findings support recommendations to continue to implement the FAST pilot program and to support the changes currently under way and under consideration in the County’s administration of the MFIP program; to develop a consensus set of success metrics more consistent with the goal of family self-sufficiency (to complement the mandated measure of work participation rates); to broaden the availability of the Foundations empowerment courses; and to continue efforts to develop more, and more inclusive, affordable housing opportunities and housing subsidies.
Conclusion

For the Family Support Strategy, FY2018 was a year of deepening and improving, rather than expanding, its work. Challenges included a large number of staff transitions and limited housing funding from local partners. As a result, a somewhat smaller number of families received support from Specialists compared to the previous year, and the number of families receiving housing support has declined over time. Challenges with housing funding are rooted in systems issues that cannot be solved by NAZ alone – primarily the lack of affordable, quality housing on the Northside, which limits the number of housing stipends available for families.

Nevertheless, NAZ deepened its work in the Family Support Strategy and reported several improvements in internal processes. Perhaps NAZ’s most significant achievement was helping partners implement Holistic Achievement Planning among all the families they serve, not just families working with NAZ Family Achievement Coaches. Partners spoke highly of the model and its impact on families. Despite serving a smaller number of families overall, NAZ increased the number of families who participated in FAST compared to FY2017, although there is limited information on outcomes for these families.
Information from Partner Leaders
Information Shared by Family Support Partner Leaders

Summary of Interviews, Fall 2018

As part of the 2018 review of the Family Supports Results Plan, NAZ was interested in collecting insights from anchor partners about their understanding and implementation of the holistic, or whole family, achievement plan (abbreviated below as HAP) as highlighted in the strategy adjustment from the previous review cycle.

Five organization leaders participated in interviews, including three Career & Finance (C&F) partners and two Housing partners. Two of the C&F partners have collaborated with NAZ and Hennepin County on a pilot, known as FAST (Families Achieving Stability Together) to embed NAZ’s two-generation approach into the county’s MFIP program. One of the Housing partners also offers C&F services, but the interview focused only on their housing supports.

Interviews took place in late September and early October, and ranged from 20 to 70 minutes in length. In addition to asking about partners’ views of the HAP, interviews also asked about their participation in a set of holistic and family-centered approaches identified by NAZ to facilitate ongoing collaboration, engagement, and case consultation for families.

Main takeaways

- Partners in the Families Achieving Stability Together (FAST) pilot with the county for MFIP participants understand and implement holistic achievement plans (HAPs) in a way that is more comprehensive and more collaborative than other Family Supports partners.

- Housing partners see their role in the HAP primarily as providing the housing support to implement a plan that has already been developed by NAZ and the family. If a family is in need of additional support in a crisis, Housing partners look to NAZ to identify it and bring it to bear for the family.

- Families’ experience with the HAP appears to vary depending on whether they first enrolled directly through NAZ or through the partner.
The Foundations empowerment class is widely felt to be transformative for parents in the FAST MFIP pilot.

FAST partners support the HAP approach and believe it makes their work more effective.

The trainings offered by NAZ have been widely taken up by partners, but aside from the FAST pilot they have mainly supported, not changed, pre-existing practices.

FAST partners report some significant changes in MFIP rules and practices, but also point to significant barriers to change.

Suggestions for next steps

Partners’ suggestions for what NAZ could do to strengthen the HAP approach were varied, with few common themes. Findings, including those suggestions, support the following recommendations for the Action Team to consider in reviewing the work for the coming year.

- Continue to implement the FAST pilot, maintaining the features identified as most positive.
- Clarify the roles of NAZ and partner staff in the development and implementation of holistic achievement plans; this is especially important in the Housing pipeline.
- Work with the Action Team to build a consensus set of process and outcomes metrics (separately for Housing and C&F) that can be used to document progress over both the short term and the longer term, and as an alternative measure to supplement the reliance on the work participation rate.
- Continue to explore ways to offer Foundations more widely, both within NAZ to parents not in the FAST program, and outside of NAZ to other parents on MFIP.
- Continue to explore every possible opportunity to increase affordable housing options, including increased sources of housing subsidy and wider eligibility standards for subsidies.
Interview findings

HAPs are understood and implemented differently by FAST partners

The FAST pilot includes embedding holistic family supports as part of MFIP support. The two C&F partners involved in the pilot reported perspectives on the holistic achievement planning (HAP) process that were notably different from those of non-FAST partners. Both described the HAP as a plan co-created by the family, the NAZ Coach, and the partner’s employment counselor. Further, both described a two-level planning process that identifies one set of relatively short-term goals for the parent(s) that are consistent with MFIP goals and services and can be tracked through the official MFIP system, and a second set of related and consistent, but longer-term, goals for the whole family that is coordinated and supported through both NAZ and the partner. Families have a lead role in determining which goals go in which plan.

In contrast, in the third C&F partner and in both Housing partners, the HAP plan is seen as originating in a process between the family and NAZ, with the partner involved through a referral for specific supports related to the partner’s specialty. The exception to this sequence is among families who come to NAZ through the family supportive housing program of Project for Pride in Living (PPL). In that program, families would already have developed comprehensive family goals and plans, which would be shared with the NAZ Coach when the family enrolls in NAZ; at this point, it is likely that additional goals and supports, especially for children’s academic success, would be added.

Housing partners have a less comprehensive view of their agency’s role

Families receiving housing support (other than those who enroll in NAZ after first starting in PPL’s supportive housing program) typically have achievement plans already developed with their NAZ Coach before they are referred to the Housing partner. The partner provides housing and housing support, while relying on NAZ to provide and/or coordinate with any other wraparound supports including academic supports for scholars. If there is a crisis with the housing (such as a domestic incident, or a risk that the family might be unable to pay rent), the partner is likely to call on the Coach to help support the parent in resolving the immediate issues as well as planning to avoid similar crises in the future.

One partner explicitly stated a housing-specific reason for not involving the housing staff in holistic achievement planning. Because the housing agency is also the family’s landlord, it may be obliged to evict a family whose crises cannot be resolved. This landlord-tenant relationship, and the unavoidable power dynamics it entails, make it less realistic to expect the participant to fully
share all the details about their situation that would be needed to develop a holistic achievement plan. The partner believes that the family is better served by having this level of confidential sharing with the NAZ Coach, and relying on the Housing partner for the housing services in which they specialize.

The relationship we have with our residents has an embedded power dynamic, because we’re the landlord, ... and that has implications for how much people are going to open up and bare their soul with us. ... [So it makes sense to just focus on being the landlord and saying] “We care about you, and how we care about you is to partner with NAZ to wrap around these other areas.” ... Where it’s gotten muddy for us has been when we’ve tried to be the social worker or the wraparound service, and then we get in trouble because we fail to collect rent, then we get into some economic challenges, and the building starts to deteriorate. — Housing partner

The Foundations empowerment course is widely seen as transformative for families in the FAST pilot

Families who enroll in NAZ through one of the C&F partners in the FAST pilot take the Foundations course as one of their first activities. According to partners, this has a profound effect on their participation in planning for their goals and supports. Part of the effect is due to their being more open with the employment counselor about their needs and preferences.

[Foundations] fundamentally changed [the parent’s] relationship with their employment counselor, their understanding of their right and ability to steer the idea of the MFIP relationship. ... [It] changed their view of what MFIP was, what an employment plan was, and how they were allowed to engage their employment counselor, because it should be their plan, not the counselor’s plan. And it empowered them to collaborate with the employment counselor rather than to simply defer to them. — C&F / FAST partner
Housing partners do not report a similar effect for Foundations on families in their programs. This may be at least in part because there has not been a comparable effort to incorporate the class into the planning and supports for families in the Housing pipeline. It may also reflect the realities of families’ situations when they are unstably housed. According to one partner:

What we are experiencing is the depth of the scarcity people are experiencing in areas like housing, economics, and other areas. ... [As a participant,] I may have the will, the desire, but not the resources, not the pathway to move it. ... There are very few options to move elsewhere. The conditions prevent [families from exercising] agency. ... So, as empowered as people might be, if they still have a felony in their background and are making $19,000 a year, they will be scrambling in chaos.

— Housing partner

However, the other Housing partner points out that stabilizing housing is, itself, an inherently empowering step. Though it may be the “less glamorous back-end work,” it “lets you springboard to the stuff that is the tear-jerking part” of exercising greater agency over a wider scope of dreams and accomplishments.

FAST partners support the HAP approach and believe it makes their efforts more effective

Partner leaders hesitated to speak for front-line staff, but reported that to the best of their knowledge, staff were fully on board with the HAP approach. Positives of holistic achievement planning include that it helps staff get to know the family as a whole (not only through the lens of the parent’s employment history and goals); the parents respond positively to this approach; the HAP makes it possible to draw on more, and more varied, wraparound supports for the MFIP part of the plan; and, it sets up a partnership between the employment counselor and the NAZ Coach so the parent can draw on what is essentially a cross-trained team of two supporters who each know something of the other’s specialty and can pinch-hit in case one is unavailable. They believe this approach helps improve outcomes for the family, both in the narrower MFIP domain and in the broader life domains that are not covered under MFIP but are addressed by the NAZ wraparound supports. However, it was pointed out that it would be important to have agreed-upon metrics (both qualitative and quantitative) to determine if this is true.

Part of the reason for the success, according to one partner, is not only the HAP approach itself, but the agency’s care in hiring staff who come to their job with an orientation that is focused on family success more than on process compliance.
Limitations to the effectiveness of the HAP approach are inherent in MFIP’s legally-grounded regulations and those of the associated child care assistance program. For this reason, the FAST pilot’s emphasis on systems change, as discussed below, are important.

Non-FAST partners, who reported a different (more Coach-centric) understanding of holistic achievement planning, also reported that there was little difference in their use of achievement planning in the 2017-18 year compared to earlier years. One reports that it is very similar to what they have been doing as part of their agency’s approach all along. Another partner reports “leaning into” the process more, although with limitations due to staffing turnover and, to some extent, a key team member’s lack of capacity to implement it fully.

Training offered by NAZ has been widely taken up by partners

All partners (with the possible exception of one who was not asked) report that they and their staff have participated in the trainings NAZ has offered in a variety of modalities that support ongoing collaboration, engagement, and case consultation for families. These include trauma-informed engagement, understanding Adverse Childhood Experiences (ACEs), and other cultural responsiveness training, as well as the Foundations empowerment classes for parents, which partner staff are encouraged to take.

There are no formal data available on how staff are applying these modalities in their work with families. Some partner leaders believe the approach is essentially the same as they have been doing anyway, though they express appreciation for the availability of the training, both for new staff and as refresher material for experienced staff. Other partners, however, especially those in the FAST pilot, report that they believe staff are “working more to integrate a lot of those pieces” into their work with families, and not only with NAZ families in the FAST pilot but also with other MFIP families they serve.

One of the partners who reports these modalities were “already… part of how we do business” nevertheless also reported a different way in which the NAZ partnership and trainings had affected their practice:

As far as shifting how we would think about work – I think the conversation of ecosystems and the web of services in a community, I can see that that presence having kind of shifted how we think about how our role is in North Minneapolis. … Our relationship with NAZ is more … focused on a common goal and how we’re playing different roles in reaching that goal.

— Housing partner
The FAST pilot is changing how NAZ (and some other families) experience MFIP

Both FAST partners report that the pilot is responsible for changing MFIP practices, and that at least some of the changes extend beyond just the NAZ families in the pilot. Some practices have already changed, and others are in the planning or exploratory stage.

The main change that has already occurred at the larger scale (beyond just NAZ participants) is MFIP employment counselors intentionally positioning the MFIP employment plan as part of a larger set of family-driven goals. Relatedly, there is an effort to work with Hennepin County to explore offering the Foundations classes to all MFIP parents.

The lead FAST partner during 2017-18 reports that the County is more open to the whole-family, self-sufficiency approach, placing less emphasis than previously on judging the agency’s work solely on its work participation rate. As part of the pilot, the County created a new position to work with the pilot partners and County staff to help increase alignment of county and NAZ efforts, help remove barriers for families, and coordinate service delivery. Part of this role is identifying barriers that could best be served by changes in the County’s own rules and regulations, and working within the County to initiate the process of change. A FAST partner reports that this position is helping to open new communication channels to explore change when this need is identified. This plus regular meetings among the partners are both credited with facilitating the process of change.

Partners also mentioned the following additional examples of systemic change currently under exploration:

- Allowing payments for housing (rent or mortgage) during unpaid training – a provision that was already in place for the dislocated worker program, and is now under consideration for MFIP.

- Allowing MFIP services to be extended for “aftercare” following the end of the MFIP grant.

- Implementing “presumptive eligibility,” under which child care assistance can begin immediately with a new job or school start date, instead of having to wait a month while the application is processed.
As part of this conversation, not only did Hennepin say, You know, it would make sense to have this conversation with your NAZ families; but then we went back and said, Oh no, we’re not having this conversation with just our NAZ families … and Hennepin is looking at their rules, like, what are the things that we’re doing that say, “Yes, training matters, but no, you can’t do it.” How do we make our messages congruent to each other, to really advance our true objectives? And I don’t think that would have happened if we weren’t having regular convenings thru the FAST program, where we’re asking these provocative questions, we’re being encouraged to think about things differently, and you’ve got major players in the room.

– C&F / FAST partner

One particular barrier to change was mentioned in connection with the FAST pilot. The coordinator of change position is located in the MFIP program; this program depends on, but does not manage, the child care assistance program. One partner reported that while the MFIP program has adopted a stance of greater openness to flexibility and family-centered practices, the child care program is still operating under the traditional compliance framework – though they are discussing the presumptive eligibility change.

A risk in the shift to the new holistic, family-centered approach to MFIP is in how and how soon success should be measured. The work participation rates are built into the federal program and cannot be entirely disregarded. Moreover, participating families typically have either their own personal experience with the “old” controlling, compliance-focused model, or have witnessed it and heard about it from others in their families and peer groups. This has produced a residual perspective of mistrust that cannot be broken down immediately, no matter how thoroughly the new program is implemented. There is a need to identify and support early markers of change not only in how the MFIP program is delivered, but also in how families perceive it and change how they participate. There is also a need to agree on measures of success more closely related to empowerment and growing self-sufficiency, not only on compliance and work participation rates.

Housing providers also cited barriers to large-scale change, chiefly mentioning the severe shortage of housing subsidies compared to the number of families with low incomes; also, the fact that even existing housing subsidy programs (in particular, Section 8) do not assist anyone with a felony conviction, which thereby excludes a substantial fraction of families in low-income minority communities.
What NAZ, partners, and the community could do

Partners were asked what they and NAZ could do to strengthen the holistic achievement planning approach. Their suggestions are listed below.

**NAZ**

Partners offered a number of suggestions for what NAZ could do. Two suggestions that were voiced by two partners each were:

- Work to develop more clarity about roles for the different staff, from the different agencies, who are on the families’ team.
- As much as possible, use a cohort approach to coaching, assigning the same Coach to all NAZ families who are working with the same C&F or Housing partner, so the agency staff can build fewer and stronger team relationships in support of their families.

Other than these two suggestions, there was little overlap across partners in the ideas for what NAZ could do. Those mentioned by individual partners were:

- Continue to be the “backbone” that coordinates the resources across all partners, and to be the first call a partner staff member would make if a NAZ family they are helping has an urgent need for support to maintain or regain stability.
- Continue to host family nights for FAST, to get parents’ input and feedback in a “safe” (i.e., non-County) setting, and to assure parents that someone besides themselves is holding the MFIP system accountable for providing the promised support.
- Continue to offer the trainings on family-centered approaches and modalities, including both NAZ and partner staff.
- Continue to help explore ways to provide more support to scholars in MFIP families who are not in the FAST pilot; this could include but not be limited to changes in MFIP rules.
- Work to increase resources for housing subsidy to enable NAZ to offer this help to all families, or consider screening families to only enroll those whose income is sufficient to support housing stability without subsidy.

**Partners**

Partners’ thoughts about what they could do to strengthen holistic achievement planning were:

- Continue to hire staff who believe in family empowerment (rather than having a compliance mindset).
- Continue to train all NAZ-involved staff in family-centered modalities, regardless of whether they are in the FAST pilot or not.
- Continue efforts to produce and maintain affordable housing for the community.

**Others in the community**

The following were suggestions from partners for efforts from other sources that would be helpful:

- Hennepin County should continue to be open to suggestions for systems, process, and structure changes in the MFIP program; this should include changes to better support children, not only the adults’ employment needs.
- Increase the availability of rent subsidy, and make subsidies available for people with felonies in their histories.

**Conclusion and recommendations**

The interviews offer strong support from FAST partner leaders for the MFIP pilot and for four of its features in particular:

- The holistic achievement planning process, co-led by families, the NAZ Coach, and the MFIP employment counselor
- The training available from NAZ on modalities to support family-centered engagement
- The Foundations empowerment course as the first step for parents new to the program
- The structure (change coordinator) and process (regular meetings) with the County to discuss and plan for system change

These C&F partners believe that change is already occurring in the MFIP program for NAZ families, with some of these changes also being applied to MFIP families more broadly. They also report that more changes are in the works.

Housing providers also support the HAP, although with a different and more restricted understanding of their own role in it. They appreciate and have participated in (and sent their staff to) the NAZ training, though it is not clear that the training has changed their practices rather than simply supporting what they had been doing previously.
Recommendations

Findings from the interviews support the following suggestions for the Action Team to consider in reviewing the work for the coming year.

- Continue to implement the FAST pilot, maintaining the features identified as most positive.
- Clarify the roles of NAZ and partner staff in the development and implementation of holistic achievement plans; this is especially important in the Housing pipeline.
- Work with the Action Team to build a consensus set of process and outcomes metrics (separately for Housing and C&F) that can be used to document progress over both the short term and the longer term, and as an alternative measure to supplement the reliance on the work participation rate.
- Continue to explore ways to offer Foundations more widely, both within NAZ to parents not in the FAST program, and outside of NAZ to other parents on MFIP.
- Continue to explore every possible opportunity to increase affordable housing options, including increased sources of housing subsidy and wider eligibility standards for subsidies.

For more information about this report, contact Ellen Shelton at Wilder Research, 651-280-2689.

Author: Ellen Shelton

February 2019
Appendix
The Northside Achievement Zone (NAZ)’s Family Support Results Plan outlines strategies for supporting families with respect to careers, finances, and housing needs. The goal of the Family Support strategy is to help households become more stable and increase families’ quality of life, ultimately helping their children to succeed academically.

As part of the 2017-18 evaluation, Wilder Research compiled two summary reports:

- Results NAZ Family Support: Findings from 2017-18
- Information Shared by Family Support Partner Leaders

This Appendix report outlines additional context, data points, and instruments used to compile the primary summary document, “Findings from 2017-18.” The Appendix includes detailed methods, contextual information, and additional data tables.

NAZ Connect analyses

This report reflects outcomes from NAZ’s 2018 fiscal year (“FY2018”), which encompasses the period between July 1, 2017 and June 30, 2018. Data were downloaded from NAZ Connect during July 2018. Data were compiled by NAZ and analyzed by Wilder Research for reporting.

This report reflects outcomes for adults ages 19 and older; typically, these adults are parents, and are referred to as such throughout the report. Ages reflect the age of the individual at the beginning of the fiscal year, July 1, 2017. All adults included in this report are “coach-enrolled;” that is, they were enrolled and active in NAZ, and eligible to work with a Family Achievement Coach, at any point during FY2018. They may have been enrolled in NAZ for any amount of time. The adults in this report belong to a total of 826 NAZ families.
Data definitions

Data definitions were compiled by NAZ and Wilder Research to ensure continuity. Note that there are some differences between other sources of data that NAZ uses for reporting – typically the Output Dashboard – and the definitions used in this report. For consistency, Wilder Research continues to use the same definitions used in previous Results NAZ reports, unless it no longer makes sense for reporting.

- The Results NAZ definition of an active goal: either “in process” OR “completed” status with an end date during the reporting period
- The Dashboard definition of an active goal: either “in process”, “completed”, “abandoned,” “on-hold” status with an end date during the reporting period

Additional NAZ Connect data tables

A1. Ages of Family Support participants

<table>
<thead>
<tr>
<th>Ages (N=1,035)</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>19-22 years old</td>
<td>8%</td>
<td>85</td>
</tr>
<tr>
<td>23-29 years old</td>
<td>21%</td>
<td>221</td>
</tr>
<tr>
<td>30-39 years old</td>
<td>41%</td>
<td>429</td>
</tr>
<tr>
<td>40-49 years old</td>
<td>21%</td>
<td>216</td>
</tr>
<tr>
<td>50-59 years old</td>
<td>5%</td>
<td>55</td>
</tr>
<tr>
<td>60-71 years old</td>
<td>1%</td>
<td>15</td>
</tr>
<tr>
<td>Missing data</td>
<td>1%</td>
<td>14</td>
</tr>
</tbody>
</table>


A2. Family Support strategy participation during FY2018

<table>
<thead>
<tr>
<th></th>
<th>Adults (N=1,035)</th>
<th>Families (N=826)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Count</td>
</tr>
<tr>
<td>Career/Finance Strategy</td>
<td>15%</td>
<td>156</td>
</tr>
<tr>
<td>Housing Strategy</td>
<td>11%</td>
<td>119</td>
</tr>
<tr>
<td>Either Career/Finance or Housing</td>
<td>22%</td>
<td>232</td>
</tr>
</tbody>
</table>


Note. Groups are not mutually exclusive. Reflects strategy participation alone or in combination with the other strategy (e.g., total percentage of NAZ adults/families participating in Career/Finance, alone or in combination with Housing). Individuals and families can participate in more than one strategy, so percentages do not sum to 100%.
A3. Combination of Family Support strategy participation

<table>
<thead>
<tr>
<th>Strategy Type</th>
<th>Adults (N=1,035)</th>
<th>Families (N=826)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Count</td>
</tr>
<tr>
<td>Career/Finance Strategy only</td>
<td>11%</td>
<td>113</td>
</tr>
<tr>
<td>Housing Strategy only</td>
<td>7%</td>
<td>76</td>
</tr>
<tr>
<td>Both Career/Finance and Housing</td>
<td>4%</td>
<td>43</td>
</tr>
<tr>
<td>Neither Career/Finance nor Housing</td>
<td>78%</td>
<td>803</td>
</tr>
</tbody>
</table>

Note. Groups are mutually exclusive.

Family Academy participation for families in the pipeline

A4. Foundations completion

<table>
<thead>
<tr>
<th></th>
<th>C/F only (N=102)</th>
<th>Housing only (N=75)</th>
<th>C/F and Housing (N=44)</th>
<th>Neither (N=605)</th>
<th>Total (N=826)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before the end of FY2018</td>
<td>20% 20 families</td>
<td>24% 18 families</td>
<td>34% 15 families</td>
<td>17% 103 families</td>
<td>19% 156 families</td>
</tr>
<tr>
<td>During FY2018</td>
<td>4% 4 families</td>
<td>7% 5 families</td>
<td>14% 6 families</td>
<td>3% 20 families</td>
<td>4% 35 families</td>
</tr>
</tbody>
</table>


Housing inputs and outcomes for families in the pipeline

A5. Housing goal completion

<table>
<thead>
<tr>
<th>Families</th>
<th>C/F only (N=102)</th>
<th>Housing only (N=75)</th>
<th>C/F and Housing (N=44)</th>
<th>Neither (N=605)</th>
<th>Total (N=826)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Housing goal</td>
<td>29% 30 families</td>
<td>79% 59 families</td>
<td>84% 37 families</td>
<td>9% 55 families</td>
<td>22% 181 families</td>
</tr>
<tr>
<td>Completed a Housing goal</td>
<td>17% 17 families</td>
<td>61% 46 families</td>
<td>73% 32 families</td>
<td>5% 28 families</td>
<td>15% 123 families</td>
</tr>
</tbody>
</table>

### A6. Housing stabilization

<table>
<thead>
<tr>
<th></th>
<th>C/F only (N=113)</th>
<th>Housing only (N=76)</th>
<th>C/F and Housing (N=43)</th>
<th>Neither (N=803)</th>
<th>Total (N=1,035)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active stabilization goal</td>
<td>5% 5 families</td>
<td>19% 14 families</td>
<td>34% 15 families</td>
<td>2% 14 families</td>
<td>6% 48 families</td>
</tr>
<tr>
<td>Stabilized during FY2018</td>
<td>2% 2 families</td>
<td>20% 15 families</td>
<td>27% 12 families</td>
<td>&lt;1% 1 family</td>
<td>4% 30 families</td>
</tr>
</tbody>
</table>


### Career/Finance inputs and outcomes for adults in the pipeline

### A7. Career/Finance goal completion

<table>
<thead>
<tr>
<th></th>
<th>C/F only (N=113)</th>
<th>Housing only (N=76)</th>
<th>C/F and Housing (N=43)</th>
<th>Neither (N=803)</th>
<th>Total (N=1,035)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Career/Finance goal</td>
<td>71% 80 adults</td>
<td>28% 21 adults</td>
<td>84% 36 adults</td>
<td>12% 96 adults</td>
<td>23% 233 adults</td>
</tr>
<tr>
<td>Completed a Career/Finance goal</td>
<td>55% 62 adults</td>
<td>16% 12 adults</td>
<td>70% 30 adults</td>
<td>6% 46 adults</td>
<td>14% 149 adults</td>
</tr>
</tbody>
</table>


### A8. Employment outcomes

<table>
<thead>
<tr>
<th></th>
<th>C/F only (N=113)</th>
<th>Housing only (N=76)</th>
<th>C/F and Housing (N=43)</th>
<th>Neither (N=803)</th>
<th>Total (N=1,035)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New job</td>
<td>14% 16 adults</td>
<td>4% 3 adults</td>
<td>19% 8 adults</td>
<td>1% 5 adults</td>
<td>3% 32 adults</td>
</tr>
<tr>
<td>Wage rate</td>
<td>(N=15) 1 adults</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>4 adults</td>
</tr>
<tr>
<td>$15+/hour</td>
<td>11 adults</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>20 adults</td>
</tr>
<tr>
<td>Less than $10/hour</td>
<td>3 adults</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>3 adults</td>
</tr>
<tr>
<td>Hours</td>
<td>(N=14) 7 adults</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>14 adults</td>
</tr>
<tr>
<td>Full-time</td>
<td>7 adults</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>13 adults</td>
</tr>
<tr>
<td>Part-time</td>
<td>7 adults</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>13 adults</td>
</tr>
</tbody>
</table>


Note. Wage and hours data are not available for some groups due to small group sizes (N<10).
### Families Achieving Stability Together (FAST) participants

#### A9. FY2018 FAST participation

<table>
<thead>
<tr>
<th></th>
<th>C/F only (N=113)</th>
<th>Housing only (N=76)</th>
<th>C/F and Housing (N=43)</th>
<th>Neither (N=803)</th>
<th>Total (N=1,035)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participated</td>
<td>60% 68 adults</td>
<td>1% 1 adult</td>
<td>37% 16 adults</td>
<td>&lt;1% 2 adults</td>
<td>8% 87 adults</td>
</tr>
</tbody>
</table>


#### A10. Career/Finance goal completion for FAST participants

<table>
<thead>
<tr>
<th></th>
<th>FY2018 FAST participants (N=84)</th>
<th>Non-FAST C/F participants (N=72)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active C/F goal</td>
<td>75% 63 adults</td>
<td>74% 53 adults</td>
</tr>
<tr>
<td>Completed C/F goal</td>
<td>58% 49 adults</td>
<td>60% 43 adults</td>
</tr>
</tbody>
</table>


Note. Excludes three adults who were in FAST, but not in the Career/Finance strategy.

#### A11. Job outcomes for FAST participants

<table>
<thead>
<tr>
<th></th>
<th>FY2018 FAST participants (N=84)</th>
<th>Non-FAST C/F participants (N=72)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New job</td>
<td>19% 16 adults</td>
<td>11% 8 adults</td>
</tr>
<tr>
<td>Wage rate</td>
<td>(N=16)</td>
<td>(N=6)</td>
</tr>
<tr>
<td>$15+/hour</td>
<td>6% 1 adult</td>
<td>N/A due to small group size</td>
</tr>
<tr>
<td>$10-$14.99/hour</td>
<td>75% 12 adults</td>
<td>N/A due to small group size</td>
</tr>
<tr>
<td>Less than $10/hour</td>
<td>19% 3 adults</td>
<td>N/A due to small group size</td>
</tr>
<tr>
<td>Hours</td>
<td>(N=15)</td>
<td>(N=7)</td>
</tr>
<tr>
<td>Full-time</td>
<td>53% 8 adults</td>
<td>N/A due to small group size</td>
</tr>
<tr>
<td>Part-time</td>
<td>47% 7 adults</td>
<td>N/A due to small group size</td>
</tr>
</tbody>
</table>

Interview protocol

The following interview questions were used to interview leadership at five of NAZ’s Career and Finance and Housing partners.

- How would you describe what an overall, whole-family Achievement Plan would look like? What would it include? Who would create the plans? Who would support families’ progress? (Probe: For example, a whole-family Achievement Plan might include career goals, housing goals, etc. for parents and academic goals for scholars.)

- To what extent do your coaches use this way of working with families?
  - How do they introduce the idea with participants?
  - What process do they use to develop a plan with participants?
  - What process do they use to implement the plan, to support the participants in carrying it out?

- What do coaches think of whole-family Achievement Planning?
  - Is the process something that participants relate to and respond to positively?
  - Is it effective in helping families achieve the important MFIP outcomes? Other outcomes important to the families?

- How does this process affect how your organization connects with other partners who are also working with the same parent? (Does it help? Make it more complicated? –If either of those, what about the process has this effect?)

- What are the processes in your agency to support coaches in learning this approach? In effectively implementing it?

- Does this approach affect the way (or the extent to which) your agency uses trauma-informed engagement? The ACEs framework? Culturally-responsive practices?

- Does this approach give families more power in the program? For example, more control over their options? Has giving parents more power changed how they respond to coaching, and if so, how?
Wilder Research

Information. Insight. Impact.

Wilder Research, a division of Amherst H. Wilder Foundation, is a nationally respected nonprofit research and evaluation group. For more than 100 years, Wilder Research has gathered and interpreted facts and trends to help families and communities thrive, get at the core of community concerns, and uncover issues that are overlooked or poorly understood.

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