Results NAZ: Family Support

Findings from FY2017

N O V E M B E R   2 0 1 7

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Information. Insight. Impact.

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Acknowledgments

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Key findings

This report summarizes the activities and outcomes of adults and families participating in the Family Support strategy area – that is, NAZ families who work with a Career/Finance Specialist, Housing Specialist, or both. Of 938 adults (in 731 families) who were working with a Family Achievement Coach during FY2017, 275 (or 29%) were in one or both of the Family Support strategies during the year, including 96 adults in Career/Finance only, 88 adults in Housing only, and 91 adults in both.

Building the foundation: On-ramp to career success and housing stability

- Of all families participating in the Family Support strategy area, 31 percent (80 out of 256) completed Foundations by the end of FY2017, compared to 15 percent of other NAZ families.

- Between FY2016 and FY2017, the percent of families completing Foundations increased for families participating in the Family Support strategy area (27% to 31%), as well as other NAZ families (10% to 15%).

- Adults participating in both the Career/Finance and Housing strategies were more likely to complete goals than those in only one strategy, particularly with respect to Career and Housing goals. Likewise, adults participating in the Family Support strategy area were generally equally or more likely to have set and completed goals if they also completed a Foundations course.

Support career entry and success

- Based on available data, 36 percent of adults participating in only the Career/Finance strategy got new jobs or promotions in FY2017; 58 percent of these adults secured full-time jobs (35+ hours/week), 20 percent found a job that paid $15 or more per hour, and 91 percent found a job that paid $10 or more per hour.

- Those who got new jobs were more likely than unsuccessful job seekers in the Career/Finance strategy to have set and/or completed a career goal or step, to have been enrolled in NAZ for less than a year, and to have participated in FAST.

- Families Achieving Success Together (FAST) is a two-generation collaborative model to help parents on MFIP achieve career success and their scholars to achieve academic success. FAST participants in the Career/Finance strategy were more likely to get a new job (44%) after starting FAST than other adults in the Career/Finance strategy (22%).

- Families in FAST who took part in a focus group reported they initially were most attracted to NAZ by the opportunities for children, and then impressed by the personal, holistic, and persistent support; parents felt would be helpful expand supports that help to overcome barriers including criminal history and unpaid fines or bills, advocacy to help with family court situations, and support navigating housing and college.

Financial education and coaching

- In FY2017, 60 NAZ adults set a new goal related to increasing their financial stability; the most commonly set goal steps were to "partner with a financial coach" or "boost or improve credit."

Support housing stability and ongoing success

- During FY2017, 56 families were stabilized at least once, for a total of 72 stabilizations overall; of those who participated in the FY2017 Housing strategy and had an active stabilization goal, 54 percent (53 out of 99) were stabilized during FY2017.

- Of all 195 families with active housing stabilization goals during FY2017, 47 families (24%) received funding from NAZ's own housing stabilization funds and/or the state-funded housing subsidy program; of all 99 families with active housing stabilization goal and working with a Housing Specialist, 46 families (46%) received funding.

- On average, families stabilized by NAZ moved homes less frequently after stabilization than before they were stabilized; the reduction was even greater for families stabilized before, but not during, FY2017, suggesting that NAZ's stabilization efforts may have long-term effects.

- A total of 61 families – including 82 adults and 189 scholars – were impacted by either the NHSF or ATS funding sources; this number represents a decline from previous years due to the decrease in funding available for the ATS program.

Develop the system to ensure housing and career success at scale

- Partners feel NAZ currently has high visibility and credibility to support policy efforts.

- The FAST program is highly regarded by its participants, contributing to higher rates of job acquisition, and appears to be a model for expansion and replication.

- Partners and participants feel more is needed to help parents with criminal histories overcome the barriers they pose.

Introduction

In June 2017, NAZ first implemented its new Results Plan, which is an outline of NAZ's overarching strategy and metrics for success. The NAZ Results Plan contains five chapters – Parent Engagement and Education, Early Childhood, K-8 Academic Success, High School into College Success, and Family Support Success – all held together by the Effective Collaboration plan. Each of the chapters describes strategies, inputs, and outcomes for a given component of NAZ's work. This report describes outcomes associated with the implementation of the Family Support plan, which includes two areas of focus: Career/Finance and Housing.

Results: The plan's overall intended result is: **Households will become more stable; quality of life will increase**. The result specifically for Career/Finance is: Parents will have the economic ability to provide a healthy and financially stable environment at home, so children can succeed academically. The Housing result is: Parents will have stable, affordable, healthy housing so their children will succeed academically.

Outcomes: Specific outcome performance metrics are: increased family housing stability and increased stability for scholars in academic settings; greater financial stability for parents; and, as in the Parent Engagement plan, increased parent protective factors.

Outputs: Outputs are the number of families participating in the Housing strategy and the number of parents participating in the Career/Finance strategy; the number and percent setting and completing goals and goal steps in those strategies; the number and percent experiencing a housing stability event; and the number and percent who secure or improve employment.

Inputs: At the time of publishing, most input metrics were under development.

Strategies and Key Elements: The Family Support plan has 14 strategies organized into 6 main headings, which are:

- Strategy Area 1: Building the foundation: On-ramp to career success and housing stability (empowerment training, starting a plan and building the support team)

- Strategy Area 2: Support career entry and success (career training, job search, using MFIP resources and model effectively, retention)

- Strategy Area 3: Develop the system to ensure career success at scale (advocate to expand access to employment, partner with regional efforts to attract employer partners)

- Strategy Area 4: Financial education and coaching (financial assessment, coaching and support; advocate to create new resources and opportunities)

- Strategy Area 5: Support housing stability and ongoing success (help family obtain and maintain appropriate housing)

- Strategy Area 6: Develop the system to ensure housing success at scale (advocate to expand access to housing stock and resources)

Adults and families participating in the Family Support strategy

NAZ has historically measured Family Support strategy participation of families in two ways: through tracking NAZ staff working on the family's "team" and by tracking what goals have been set by the family. NAZ now tracks strategy participation. All families included in this report are working with a Family Achievement Coach, and may also be participating in other NAZ strategy areas. To be designated as participating in the Family Support Strategies, families are working with Anchor Partners on shared activities outlined in the Results Plan and have NAZ staff specializing in these areas (i.e., Housing or Career/Finance Specialist roles) on their team.

Figure 1 shows the number of families and adults working with members of the NAZ Family Support team – specifically, a Career/Finance Specialist or Housing Specialist. Of all 938 adults who were coach-enrolled during FY2017, 275 (or 29%) were receiving help from a Family Support team member during the year: 96 were only working with a Career/Finance Specialist, 88 were only working with a Housing Specialist, and 91 were working with both. Throughout the report, the group working with both a Career/Finance Specialist and Housing Specialist can be added to each of the "only" groups to better understand all adults or families in a given strategy. For example, to understand the total percent of families in the Career/Finance strategy who started a new job, you could add the number only in the Career/Finance strategy to the number participating in both the Career/Finance and Housing strategies.

1. Participating in the Family Support strategy

Working with…	Families (N=731)		Adults (N=938)	
	Percent	Number	Percent	Number
Both Career/Finance and Housing Specialists	13%	95	10%	91
Career/Finance Specialist only	11%	79	10%	96
Housing Specialist only	11%	82	9%	88
Any Family Support team member	35%	256	29%	275
No members of the Family Support team	65%	475	71%	663

Source. NAZ Connect, data downloaded July 2017.

Figure 2 shows the number of adults and families who set career and housing goals. In total, 78 adults (8%) set both career and housing goals, while 112 adults (12%) set only career goals, and 69 adults (7%) set only housing goals. Families with both career and housing goals were more likely to complete goals than those working on only one type of goal (88% compared to 54% and 56%) and were more likely to be working with a Career/Finance or Housing Specialist.

2. Goals, goal completion, and strategy participation

	Families (N=731)		Adults (N=938)	
	Percent	Number	Percent	Number
Both career and housing goals set		**80**		**78**
Completed at least one career or housing goal	88%	70	63%	49
Working with a C/F Specialist	74%	59	72%	56
Working with a Housing Specialist	69%	55	67%	52
Only career goal set		**103**		**112**
Completed at least one career goal	54%	56	57%	64
Working with a C/F Specialist	50%	51	50%	56
Only housing goal set		**66**		**69**
Completed at least one housing goal	56%	37	58%	40
Working with a Housing Specialist	58%	38	59%	51
Neither		**482**		**679**

Source. NAZ Connect, data downloaded July 2017.

Note. Because non-adult scholars may also set career and finance goals, the number of families with both Career and Housing goals set (80) is greater than the number of adults (78) who set those goals.

Building the foundation

NAZ uses its core strategies – goal setting and Family Academy completion – to help families build a successful foundation for career and housing stability. This section describes participation in Family Academy empowerment training (Strategy 1) and career, finance, and housing goal setting and completion (Strategy 2).

Family Academy

Strategy 1 is to empower parents as individuals with control of their own career, finance, or housing plans. This is most often done by parents enrolling in empowerment training, typically through the Foundations course in the Family Academy curriculum, and working with NAZ coaching staff to utilize empowerment principles.

Figure 3 shows the proportion of families participating in each strategy who have completed Foundations, which is the only Family Academy course that is identified as a key element in the Family Support strategy area. For context, completion rates are also shown for other Family Academy courses. A total of 80 families participating in the Family Support strategies have completed Foundations, or 31 percent of all families participating in the strategies. Families in each strategy area completed Foundations at a higher rate (27-35%) than families not engaged in Family Support strategies (15%). Families participating in the Housing strategy completed other Family Academy courses at higher rates than those only in Career/Finance.

3. Family Academy completion by strategy participation

	C/F-only families (N=79)		Housing-only families (N=82)		C/F and Housing families (N=95)		Other NAZ-enrolled families (N=475)	
	Percent	Number	Percent	Percent	Percent	Number	Percent	Number
Foundations	27%	21	35%	29	32%	30	15%	69
Other Family Academy course	9%	7	30%	25	19%	18	7%	34
Any Family Academy course	33%	26	54%	44	43%	41	21%	99

Source. NAZ Connect, data downloaded July 2017.
Note. Reflects all Family Academy courses completed prior to July 1, 2017.

Figure 4 shows Family Academy completion rates during FY2016 and FY2017, parsed out by strategy participation.[1] Foundations completion has increased both within the Family Support strategy area and among other NAZ families, but remains at twice the rate for Family Support participants compared to other families (31% vs. 15% in 2017).

Participation in non-Foundations courses is shown in Figure 4 to illustrate the extent to which families who participated in the Family Support strategy prioritized Foundations over other courses. This priority was especially notable among those in the Career/Finance portion of the strategy. Families who were only participating in the Housing area had higher rates of participation in other Family Academy courses, but this was in addition to (not in place of) their high participation rate in Foundations.

4. Percent who completed Family Academy, by participation in the Family Support strategy

	Family Support families (C/F-only, Housing only, or both)				Other NAZ-enrolled families			
	FY2016 (N=145)		FY2017 (N=256)		FY2016 (N=586)		FY2017 (N=475)	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Foundations	27%	39	31%	80	10%	59	15%	71
Other Family Academy course	34%	50	20%	50	11%	64	7%	33
Any Family Academy course	45%	65	43%	111	17%	100	21%	100

Source. NAZ Connect, data downloaded July 2017.

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[1] This analysis combines all three sub-groups of Family Support strategy participation: those in Career/Finance only, those in Housing only, and those in both; for the full detail by sub-group, see Appendix Figure A2.

Goal completion

Figure 5 shows goal completion by goal category for adults in each strategy. Adults engaged in both Career/Finance and Housing were more likely to complete at least one goal than those engaged in other areas of NAZ (94% vs. 81-86% in other areas).

5. Goal or goal step completion by goal plan

	C/F-only adults (N=96)		Housing-only adults (N=88)		C/F and Housing adults (N=91)		Other NAZ-enrolled adults (N=663)	
	% completed 1+ goals	N set goals	% completed 1+ goals	N set goals	% completed 1+ goals	N set goals	% completed 1+ goals	N set goals
Any goal	65 (81%)	80	56 (86%)	66	75 (94%)	80	248 (84%)	296
Any academic goal	31 (86%)	36	39 (87%)	44	54 (89%)	61	222 (88%)	251
Any career or housing goal	50 (73%)	69	31 (72%)	43	61 (88%)	69	31 (40%)	78

Source. NAZ Connect, data downloaded July 2017.
Note. The total number of families – those who were ever enrolled, not just those currently enrolled – who have completed at least one Family Academy course is 327.

Likewise, adults participating in both the Career/Finance and Housing strategies completed more goals on average than those participating in other areas. Figure 6 shows the median number of goals completed by families who finished at least one goal, as well as the minimum and maximum number of goals completed (the range) (see the Appendix for more information about these terms).

6. Average number of goals or goal steps completed

	C/F-only adults (N=96)		Housing-only adults (N=88)		C/F and Housing adults (N=91)		Other NAZ-enrolled adults (N=663)	
	Median	Range	Median	Range	Median	Range	Median	Range
Any goal	3.0	0-42 (N=80)	5.5	0-32 (N=66)	9.0	0-45 (N=80)	3.0	0-45 (N=296)
Any academic goal	4.0	0-26 (N=36)	5.0	0-22 (N=44)	4.0	0-27 (N=61)	3.0	0-27 (N=251)
Any career or housing goal	2.0	0-14 (N=69)	2.0	0-11 (N=43)	4.0	0-20 (N=69)	2.0	0-20 (N=78)

Source. NAZ Connect, data downloaded July 2017.

Goal completion by Foundations participation

Foundations is a key element of Family Support and engagement in NAZ. NAZ regularly sees higher goal setting and goal completion among families who participate in Foundations, and this effect can be seen in adults who have participated in Family Support strategies, though with some variations based on group participation.

Figure 7 shows goal or goal step *setting* by strategy area and Foundations participation. Adults outside of Family Support and those in both Career/Finance and Housing strategies who completed Foundations were more likely to set goals during FY2017 than those who had not completed Foundations (65% vs. 42% for other adults, 96% vs. 85% for those in C/F and Housing strategies). Those engaged only in Career/Finance were about equally likely to set goals regardless of whether or not they had completed Foundations (82% vs. 84%), and Housing-only adults were slightly less likely to set goals if they had completed Foundations (72% vs. 77%).

7. Goal or goal step setting by strategy area and Foundations participation

	C/F-only adults (N=96)		Housing-only adults (N=88)		C/F and Housing adults (N=91)		Other NAZ-enrolled adults (N=663)	
	% set a goal	N adults	% set a goal	N adults	% set a goal	N adults	% set a goal	N adults
Completed Foundations	82%	22	72%	32	96%	25	65%	78
Did not complete Foundations	84%	74	77%	56	85%	66	42%	585

Source. NAZ Connect, data downloaded July 2017.

Note. This analysis reflects Foundations completion, goal setting, and goal completion at the individual level; it includes any goal, not just those related to Family Support.

Meanwhile, the rate of goal or goal step *completion* was equivalent or higher for adults who had completed Foundations across all sub-groups (Figure 8). Though Housing-only adults who completed Foundations were less likely to *set* goals than those who had not taken the class, they were more likely to complete them (96% vs. 81%). Other sub-groups were about equally likely – with a difference of only two or three percentage points – to complete goals, regardless whether they completed Foundations.

8. Goal or goal step completion by strategy area and Foundations participation

	C/F-only adults (N=96)		Housing-only adults (N=88)		C/F and Housing adults (N=91)		Other NAZ-enrolled adults (N=663)	
	% completed 1+ goals	N set goals	% completed 1+ goals	N set goals	% completed 1+ goals	N set goals	% completed 1+ goals	N set goals
Completed Foundations	83%	18	96%	23	96%	24	82%	51
Did not complete Foundations	81%	62	81%	43	93%	56	84%	245

Source. NAZ Connect, data downloaded July 2017.

Note. This analysis reflects Foundations completion, goal setting, and goal completion at the individual level; it includes any goal, not just those related to Family Support.

On average, Family Support adults who completed Foundations completed more goals or goal steps than those who did not participate in the class, with the exception of adults in the Career/Finance *and* Housing group, who completed slightly fewer (Figure 9). The higher median goal completion and higher range of goal completion in the single-support groups (Career/Finance-only, Housing-only) suggests that Foundations completion could make more of an impact on goal completion for those participating in only one Family Support area, compared to those in both Family Support strategies. Those participating in both Family Support strategies completed more goals, on average, than those in only one strategy, with a median of 8.0 goals for those who had completed Foundations and 9.0 for those who had not, with higher ranges (0-45, 0-42) as well. It is possible these adults have reached a practical limit on the number of goals they can complete in a year, so it may not be possible to make much additional impact on their goal completion.

9. Average number of goals or goal steps completed by strategy area and Foundations participation

	C/F-only adults (N=96)		Housing-only adults (N=88)		C/F and Housing adults (N=91)		Other NAZ-enrolled adults (N=663)	
	Median	Range	Median	Range	Median	Range	Median	Range
Completed Foundations	5.0	0-42 (N=18)	6.0	0-32 (N=23)	8.0	0-45 (N=24)	4.0	0-25 (N=51)
Did not complete Foundations	3.0	0-28 (N=62)	5.0	0-22 (N=43)	9.0	0-42 (N=56)	2.0	0-26 (N=245)

Source. NAZ Connect, data downloaded July 2017.

Note. This analysis reflects Foundations completion, goal setting, and goal completion at the individual level; it includes any goal or goal step, not just those related to Family Support, completed during FY2017.

Support career entry and success

This set of strategies ensures families have access to the resources they need to support career development and success. These strategies are primarily implemented by NAZ staff and partners as a daily part of the work. Strategies 3 and 4 guide the implementation of career training, adult education, and assistance of the job search. Strategies 5 and 6 are focused on aligning NAZ achievement plans and supports with the other resources available to families on MFIP. After parents achieve success in their initial career goal(s), Strategy 7 describes job retention strategies including career laddering and ongoing skill development as needed.

Outcomes for adults

Figure 10 shows employment outcomes for adults engaged in the Career/Finance strategy. The majority of these data were provided by Emerge early in the fiscal year; Twin Cities RISE! is beginning to get involved in the batch upload process. In total, 65 adults in the Career/Finance strategy (either in C/F only or both C/F and Housing) received at least one new job or promotion during the period, or approximately one-third (36%) of adults working with a Career/Finance Specialist. Of those, 58 percent secured a full-time job (35+ hours/ week). Most (91%) secured a job that paid more than $10 per hour, and 20 percent secured a job that paid $15 or more per hour.

As reflected in the last two columns of Figure 10, NAZ does not consistently track these data for families not engaged in the Career/Finance strategy, so data for other NAZ-enrolled adults are currently not included to prevent bias. NAZ is considering implementing a biannual survey of non-Career/Finance families to better understand the outcomes for adults receiving Career/Finance support compared to those in other areas of the ecosystem. Appendix Figure A2 includes the same data, but for FY2016; however, NAZ is currently working with partners to expand its access to documentation of employment outcomes, so data are significantly more complete for FY2017 than for FY2016, and any comparison between the years should be made with this caution in mind.

10. Employment outcomes for adults in the Career/Finance strategy, FY2017

	C/F-only adults (N=96)		C/F and Housing adults (N=91)		Other NAZ-enrolled adults (N=751)	
	Percent	Number	Percent	Number	Percent	Number
Employment		**N=96**		**N=91**		**N=751**
New job or promotion	36%	35	33%	30	NA	NA
Hours		**N=31**		**N=26**		**NA**
Full-time (35+ hours/week)	64%	20	50%	13	NA	NA
Part-time (less than 35 hours/week)	35%	11	50%	13	NA	NA
Wages		**N=31**		**N=25**		**NA**
$15+/hour	19%	6	20%	5	NA	NA
$10-$14.99/hour	68%	21	76%	19	NA	NA
Less than $10/hour	13%	4	4%	1	NA	NA

Source. NAZ Connect, data downloaded July 2017.

Note. Reflects the most recent participation status as of the date the data were pulled. Some data were missing for wages and hours; percentages are computed only for cases with complete data for the relevant field, resulting in smaller Ns. If an adult started multiple new jobs or received any promotion, the highest number of hours, highest wage, or any promotion are reported here.

Figure 11 shows the types of NAZ activities that could contribute to securing a new job or promotion.[2] Those who began a new career opportunity were more likely to have set and completed career goals and more likely to have participated in FAST compared to those who did not start a new job or receive a promotion.

These results suggests that FAST participation, as well as goal setting, could be key factors to success. Meanwhile, other factors – such as Foundations and length of NAZ enrollment – showed less conclusive effects. However, we must take into account the fact that some families, especially those currently in FAST who are recently enrolled in NAZ, likely completed Foundations too recently for their learning to have had time to affect other outcomes.

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[2]   All differences noted in this paragraph are statistically significant at least at the .05 level.

11.   Employment outcomes and contributing strategies for adults in the Career/Finance strategy

Activity	Got a new job in FY2017[a] (N=65)	Did not get a new job in FY2017 (N=122)
Program participation	**N=65**	**N=122**
Participated in FAST **	49% (32)	26% (32)
Completed Foundations	18% (12)	29% (35)
Career goals	**N=65**	**N=122**
Set a career goal ***	77% (50)	50% (61)
Completed a career goal step or goal ***	58% (38)	70% (43)
Length of enrollment	**N=64**	**N=118**
Less than 1 year **	50% (32)	31% (36)
1 to 2 years	13% (8)	16% (19)
2 years or more *	38% (24)	53% (63)

Source. NAZ Connect, data downloaded July 2017.

Note. Includes only adults participating in FY2017 Career/Finance strategy; adults could be engaged in the Career/Finance strategy only or both the Career/Finance and Housing strategies; omits 5 families in FAST who were not in the Career/Finance strategy. Length of enrollment data were missing for some adults, resulting in lower total counts. [a] "Got a new job" includes promotions; only counts those who secured jobs after participating in the identified activity.

Significance tests were conducted using chi-square tests. Differences are significant at *p <.05, **p < .01, and ***p < .001.

Families Achieving Success Together (FAST)

Strategy 5 is "Supporting parents on MFIP to use resources effectively," and Strategy 6 is "Use collaborative model to foster innovation and effectiveness in the MFIP system." To further these strategies, NAZ has developed a collaborative model called Families Achieving Success Together, or FAST. The goal of FAST is to use a two-generation approach, supporting parents on MFIP to achieve career success and supporting their scholars to achieve academic success. The model has grown out of an iterative process of work involving Hennepin County and NAZ (including other NAZ Family Support partners). It was also significantly informed by a process alignment study conducted by the Carlson School of Management of the University of Minnesota in January through April 2017. This work is of high priority to both NAZ and the county, due to the high proportion of NAZ families – and other similar families in North Minneapolis – who currently depend on MFIP. Testing a more effective way to implement MFIP for Northside families is especially important in view of the many other families who have previously been on MFIP and exhausted its time limits without becoming self-sufficient.

To supplement NAZ Connect data with a deeper perspective from the families involved, we held a focus group with eight FAST participants in July 2017. Findings from the focus group are summarized at the end of this section.

The FAST model implemented in FY2017 was new. Additionally, towards the end of this reporting period, a large state initiative called the 2-Gen Network adopted this work as part of a systems change focus. As a result, there have been significant changes in the model as it was initiated in FY2017 and in the key partners participating in the program. Many of the families participating in FAST have not yet become fully engaged in the range of other collaborative opportunities developing between NAZ, Hennepin County, and career Anchor Partners. In particular, families currently enrolled in FAST are less likely to have completed Foundations (Figure 12); however, about one-third of these adults had been engaged in FAST six months or less, giving them less time to complete the 9-week Foundations class. Nevertheless, those who have been involved so far are more likely than other NAZ adults in the Career/Finance strategy to have completed a career goal or step, and to have secured a new job or promotion during FY2017.

12. Career strategy activities and outcomes for FAST and non-FAST participants in the Career/Finance strategy

Activity	FAST C/F adults (N=68)	Non-FAST C/F adults (N=119)
Completed Foundations	18%	29%
Completed a career goal step or goal	80%	65%
Began a new job or received a promotion during FY2017	53%	24%

Source. NAZ Connect, data downloaded July 2017.

Note. Reflects the most recent FAST participation status as of the date the data were pulled. Of the 73 FAST participants active during FY2017, most (68) were working with a Career/Finance Specialist, either alone (46) or in combination with a Housing Specialist (22); of the remaining 5 clients, 1 was working only with a Housing Specialist and 4 were not in the Family Support strategy.

FAST participants who were engaged in the Career/Finance strategy were more likely to get a new job than other adults in the Career/Finance strategy (Figure 13). Of all FAST participants in the Career/Finance strategy, 44 percent got a new job after starting FAST; in comparison, only 22 percent of adults participating in the Career/Finance strategy got a new job after beginning work in the Career/Finance strategy. This suggests that the higher levels of support provided by the FAST program could help parents succeed.

13. Employment outcomes for FAST and non-FAST participants in the Career/Finance strategy

Got a new job
44%
22%

Did not get a new job
56%
78%

- FAST C&F adults (N=68)
- Non-FAST C&F adults (N=119)
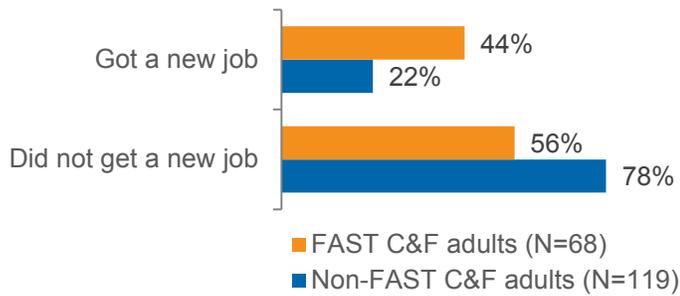
In total, 80 currently-enrolled NAZ adults have participated in the FAST program, including earlier iterations, and 73 (91%) were active in the program at some point during FY2017 (Figure 14). Of the 73 adults who participated during FY2017, nearly all (69 adults, 95%) had a Housing Specialist, Career/Finance Specialist, or both on their team. At the end of July 2017, a total of 48 adults were active in FAST; most of those adults (35, or 73%) were only involved in the Career/Finance strategy, and 12 adults (25%) were involved in both the Career/Finance and Housing strategies.

14. FAST status by Family Support strategy area

| | FY2017 FAST participants (N=73) | | FAST status in July 2017 (N=73) | |
	Percent	Number	Number active in FAST (N=48)	Number inactive in FAST (N=25)
Both C/F and Housing Specialist	29%	21	12	9
Career/Finance Specialist only	64%	47	35	12
Housing Specialist only	1%	1	0	1
Neither	6%	4	1	3

Source. NAZ Connect, data downloaded July 2017.

Note. Reflects the most recent participation status as of the date the data were pulled. Includes only FY2017 FAST participants; an additional seven adults enrolled in NAZ during FY2017 participated in FAST prior to FY2017.

In July, Wilder Research conducted a focus group with eight parents currently engaged in the FAST program to determine strengths and areas of improvement for the program. Their answers and discussion are summarized below.

What is attractive about the program for participants? (focus group members themselves and/or other families)

- It is intensive and connects in a very personal way

- It is more holistic than regular MFIP; it helps address other things besides jobs, like housing; most importantly, it offers something positive for the kids [Note: From participants' comments, we tentatively infer that the initial connection through opportunities for children helps motivate participants and encourage them to make more effort on their employment goals; then the "persistence" approach of the program's workers becomes the main factor in keeping them engaged]

- It is helpful; "a whole lot better than just what the county does" because it includes support, not just information thrown at you

What might not work about it for some families, or might dissuade some from participating?

- They have to have the motivation to work at it

- They might not trust someone from the government (especially the county) – several cited trauma from previous experiences with the child protection system and/or experiences in other kinds of county programs that they felt were unfair and unsupportive

- For the same reason, many would not want to be part of a program to help them work for the county

What is working well about the program currently?

- The intensive, flexible, "whatever it takes" support that doesn't give up – "they stick with you;" "it's always about helping you and your kids" instead of just telling you what is expected and leaving you to get over the barriers on your own; the team of workers are very committed, caring, flexible, available, and thorough, and always follow through

- Support from multiple team members, who work together and communicate well among themselves, and "they communicate with you the best way that fits you"

- Parents lead the effort; they get to decide what is needed and how to go about it in a way that works for them, even if that means changing who is on your team because it's not the best fit for you – "all your workers are tailored to you. So they don't just get you to tell you to do this or ask you to do this. They ask what you would like to do and how and what's more convenient for you. So nothing is unwanted unless you change your mind about what you want."

What (else) would be included in an ideal career program for families like yours?

- Transportation – including help getting cars and/or getting or regaining driver's licenses, including help paying off old tickets

- Having supports that explicitly address barriers related to criminal histories (including the bans on some careers) – suggestions include having an advocate to help make the case to an employer for hiring, and having a fund and/or partnership with businesses to place people with criminal history in career-potential jobs that are commensurate with their skills instead of low-paying jobs that they are overqualified for

- Availability of, and connections to, jobs that are flexible around children's schedules and needs of some parents to take time off to take care of children with special needs

- Child care (or more child care); especially, child care for children with special needs such as autism that can't be properly addressed in many programs

- Advocacy or navigator help with college retention; two participants had had problems with rules and barriers they were not aware of or did not understand, including being barred from completing classes after absences due to medical emergencies, with additional problems (such as unpaid tuition precluding re-enrollment) cascading from the initial one

- Advocates to help parents deal with family court over child protection situations; help with a variety of other legal issues

- Help to find and get safe, affordable housing; being more flexible in how Section 8 vouchers can be used (e.g., geographic mobility, expectations for room sharing)

- **Training and support for workers**

  – Help them be more aware of available resources and where and how to access them

  – Ensure they will work consistently and long-term with parents to be able to be familiar with the parents and provide emotional support

  – Support and evaluate workers to make sure they maintain a good psychological wellbeing; keep the passionate social workers and screen out those who are just there for paychecks

  – Employ people who understand the lived experience of the families they work with

FAST focus group participants reported receiving intensive and varied help through the FAST program. Focus group respondents were unsure of the official title of the workers helping them, but we infer that the MFIP workers or NAZ Career/Finance Specialist are the primary source of, or means of connection to, these resources. Participants say the selection of activities and resources is primarily driven by their own perception of what is needed, and that the workers go to great lengths to provide "whatever it takes" to meet their needs.

Although most focus group parents felt the opportunities and support for their children was one of the most important aspects of the FAST program, only two (of the six who completed a brief mini-survey at the end of the focus group) reported participating in Scholar Achievement Planning. However, three of the other four reported this was a kind of help they would like to receive.

Six of the eight focus group participants completed a four-question mini-survey at the end of the focus group. Although answers in the discussion itself indicated that none had been in FAST program for longer than six months, most had been on MFIP for a year or longer (see Figure A3 and A4 in the Appendix).

The mini-survey asked participants what kind of help they were currently getting from FAST (Figure 15), and results show that these were mainly focused on traditional employment services (workforce coaching, job leads, resume/interview support, help with MFIP, at 2 or 3 people each). The most frequently mentioned non-employment help currently received were empowerment classes and scholar achievement planning, at 2 people each). The kinds of help not currently being received that people most often mentioned were the more holistic supports that are hallmarks of NAZ: scholar achievement planning, empowerment classes, financial coaching/budgeting, and support network (at 2 or 3 people each), though people not currently receiving employment supports also frequently mentioned them (workforce coaching, resume/interview support, help with MFIP, at 2 each). Two of the six indicated that they were currently getting what they needed and did not feel they needed any other kinds of help.

15. What kinds of help are you currently getting from FAST? (Check all that apply.) (N=6) *and*
What kinds of help would you *like* to get from FAST that you are <u>not</u> currently getting? (Check all that apply.) (N=6)

	Currently getting	Would like to get	Total (now getting PLUS would like to get)
Workforce coaching	3	2	5
Resume/interview support	2	2	4
Financial coaching/budgeting	1	2	3
Empowerment classes	2	2	4
Job leads	3	0	3
Help with my MFIP	2	2	4
Scholar Achievement Planning	2	3	5
Support network	1	3	4
Other, please specify:	0	0	0
No categories checked	2	2*	NA*

Source. FAST participant focus group mini-survey, July 2017.

* In the question about kinds of help the respondent would like to get, the "None" response option specifically included the statement, "I am getting what I need." No total is given for the "No/None" line because the categories are not additive.

Financial education and coaching

Strategy 10 includes supports to build financial stability and well-being (e.g., through assessments and financial coaching), and Strategy 11 covers advocacy to create new financial resources and opportunities (which, for this report, is included in the "Develop the System" section below).

During FY2017, 60 adults set a new goal related to increasing their financial stability. Figure 16 shows which parts of the Family Support strategy area those adults were participating in, and what percent of each group set a finance goal or step during the year. Adults working with a Career/Finance Specialist were most likely to set a financial goal, while those in both the Career/Finance <u>and</u> Housing strategies were more likely to complete a goal.

16. Financial goal setting and completion by group

	Set finance goal (out of total number in group)		Completed finance goal/step (out of those who set one)	
	Percent	**Number**	**Percent**	**Number**
C/F-only adults (N=79)	28%	22	18%	4
Housing-only adults (N=82)	11%	9	11%	1
C/F and Housing adults (N=95)	20%	19	47%	9
Other NAZ-enrolled adults (N=475)	2%	10	30%	3

Within the "increase financial stability" goal, parents can set a number of goal steps, which are shown in Figure 17. The most frequently set goal step was to "partner with a financial coach to plan for future milestones," and the most frequently completed goal step was to "boost income." "Build or improve credit" was the second most frequently set goal step, but its low completion rate of 5 percent reflects the seriousness of the credit situations many families face as well as the length of time often needed to repair damaged credit.

17. Financial stability goals steps completed

Goal steps	Percent completed	Number set	Number completed
Partner with a financial coach to plan for future milestones	10%	29	3
Build or improve credit	5%	20	1
Boost income	50%	16	8
Create and maintain a budget	15%	13	2
Participate in financial education classes	11%	9	1
Reduce debts	14%	7	1
Track spending for 30 days	29%	7	2
Create savings	17%	6	1
Other financial goals	21%	19	4

Source. NAZ Connect, data downloaded July 2017.

Note. Other goal steps include accessing a resource to resolve financial barrier to goal attainment, begin a relationship with a bank, prepare/file taxes, reduce expenses, build assets, and support income with benefits.

Support housing stability and ongoing success

Strategy 12 provides for help to obtain appropriate housing when needed; Strategy 13 describes elements to help families maintain stable housing.

Housing stabilizations

During FY2017, 56 families in the Family Support strategy area were stabilized at least once (Figure 18), with 72 instances of stabilization in all. Three-quarters of families (75%) required only one stabilization during the period, while 21 percent required two, and 4 percent required three. Most families were stabilized by resolving a barrier to help them maintain their current rental housing, and many families also obtained new rental housing. Two families became homeowners.

18. Housing stabilizations by strategy participation

	Career/Finance only families (N=79)	Housing-only families (N=82)	Career/Finance and Housing families (N=95)	Other families (N=475)
Stabilized during FY2017	2	20	34	0
Stabilized before, but not during, FY2017	6	10	20	21
Ever stabilized	8	30	54	21

Figure 19 shows housing stabilizations for families with an active FY2017 housing stabilization goal. The list of housing stabilization goals used in this report is available in the Appendix. Of the 195 families who had an active housing stabilization goal, 55 were stabilized (28%). However, NAZ is only able to effectively stabilize families who engage in the Housing strategy. Of the 99 families in the Housing strategy with a stabilization goal, 53 families (54%) were successfully stabilized.
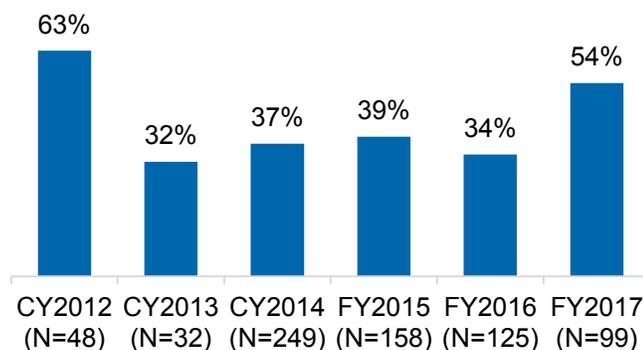
19. Stabilizations for families with an active FY2017 housing stabilization goal

	Career/Finance only families (N=79)	Housing-only families (N=82)	Career/Finance and Housing families (N=95)	Other families (N=475)
Had an active FY2017 housing stabilization goal	28 (35%)	41 (50%)	58 (61%)	68 (14%)
Stabilized during FY2017	2 (7%)	19 (46%)	34 (59%)	0 (0%)

Note. Includes only families with address data – one NAZ-enrolled family was missing address data. Families stabilized during FY2017 could also be stabilized prior to FY2017, which is why other areas of the report show the total number of stabilized families as 113.

Figure 20 shows the proportion of families stabilized from 2012 to 2017.[3] Stabilizations have steadily increased since CY2013 (despite a slight drop during FY2016), from 32 percent to 54 percent of families. Note, however, that the number of families in need of stabilization fluctuates from year to year.

20. Percentage of families referred to housing who were stabilized, 2012 through 2017

CY2012 (N=48)	CY2013 (N=32)	CY2014 (N=249)	FY2015 (N=158)	FY2016 (N=125)	FY2017 (N=99)
63%	32%	37%	39%	34%	54%

Note. FY2017 percentage reflects the percent stabilized out of those with active housing stabilization goals and engaged in the housing strategy. A list of housing stabilization goals is included in the Appendix.

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[3] There is an overlap of six months between CY2014 and FY2015. During 2015, NAZ changed its fiscal year to better align with schools' academic years and the implementation of academic solutions.

Movement after stabilization

NAZ Housing Specialists and housing partners work together to stabilize NAZ families facing barriers to housing. Stabilizations occur in a variety of ways – for example, NAZ may provide a temporary scholarship to help families afford rent or move-in costs; alternately, NAZ may connect families to new rental opportunities or work with landlords to address challenges.

This analysis utilizes address and stabilization data from 2010 through June 30, 2017 to better understand how many times a family moves during a given time period. However, this system is imperfect – for example, if a family has not visited NAZ in a while, NAZ may not have current address information, or the family may not provide all addresses where they have lived in a given period. NAZ plans to pursue a new, more in-depth strategy of tracking movement data with families during FY2018, including a follow-up interview every six months with families engaged in the Housing strategy.

Figure 21 shows the average number of moves per year for families during FY2017, by participation in the FY2017 Housing strategy. Here, we assume that families in the Housing strategy are at higher risk for instability, particularly for those who were stabilized during FY2017. As in previous years, all stabilized families have a higher average number of moves, presumably because they needed more support than those never stabilized.

However, a more apt comparison can be drawn between "successfully stabilized" families – that is, those who were stabilized before, but not during, FY2017 – and those who were stabilized during FY2017. Families stabilized before, but not during FY2017 had a lower average number of moves per year (0.7 to 0.8) compared to families in the Housing strategy who were stabilized during FY2017 (1.1); there was also much less variation among the successfully stabilized families (standard deviation of 0.4 to 0.5) compared to those who were stabilized during FY2017 (standard deviation of 1.4). For more information about the mean and standard deviation, please see the Appendix.

21. Average number of moves during FY2017

	Stabilized during FY2017 (N=55)	Stabilized before, but not during, FY2017 (N=57)	All stabilized families (N=112)	Families never stabilized (N=617)
Families in the FY2017 Housing strategy	1.1 (SD=1.4) (N=53)	0.8 (SD=0.4) (N=30)	1.0 (SD=1.1) (N=83)	0.8 (SD=1.2) (N=92)
Families not in the FY2017 Housing strategy	*	0.7 (SD=0.5) (N=27)	0.8 (SD=1.1) (N=29)	0.5 (SD=1.4) (N=525)

Notes. Includes only families with address data – one NAZ-enrolled family was missing address data. Families stabilized during FY2017 could also be stabilized prior FY2017, which is why other areas of the report show the total number of stabilized families as 113.

* To maintain clients' privacy, we suppressed the average number of moves for two families who were stabilized during FY2017 but were not engaged in the housing strategy.

To better understand the impact on families who are stabilized, we also examine the average number of moves before and after stabilization for stabilized families. Figure 22 shows that the average number of moves decreased for all stabilized families from 1.5 to 0.8 moves per year, which represents a 47 percent reduction. The difference is even greater for families stabilized before, but not during, FY2017, who went from an average of 1.5 moves per year to an average of 0.4 moves per year, along with a substantial reduction in variation. This suggests that the impact of NAZ's stabilization efforts may last for the long-term.

22. Average number of moves per year for stabilized families, FY2017

	Stabilized during FY2017 (N=55)	Stabilized before, but not during, FY2017 (N=57) *	All stabilized families (N=112) *
Before stabilization	1.4 (SD=3.1)	1.5 (SD=2.3)	1.5 (SD=2.7)
After stabilization	1.1 (SD=2.2)	0.4 (SD=0.5)	0.8 (SD=1.6)

* Indicates that the difference in the number of moves before and after stabilization is statistically significant at the 5 percent level. Includes only families with address data – one NAZ-enrolled family was missing address data. Families stabilized during FY2017 could also be stabilized prior FY2017, which is why other areas of the report show the total number of stabilized families as 113.

Financial resources for NAZ families

NAZ has two primary sources for housing funds: the NAZ Housing Stabilization Fund (NHSF) and the state-funded Achievement Through Stabilization (ATS) program. Figure 23 shows the number of families impacted by each funding source from FY2015 through FY2017.

23. Number of families impacted by funding source, FY2015 through FY2017

	FY2015	FY2016	FY2017
NHSF only	42	22	34
ATS only	11	12	11
NHSF and ATS	34	32	16
Families impacted	**87**	**66**	**61**

Note. Reflects the number of families impacted during the period and enrolled during that period. Date of birth data are incomplete for many NAZ records; because NAZ is a youth-centered organization, individuals missing dates of birth are assumed to be scholars. "Adults" are considered to be adults age 19 and older.

A total of 61 families were impacted by NAZ housing funds, including 82 adults and 189 scholars (Figure 24). During FY2017, 195 families had an active housing stabilization goal, though not all families receiving funding had an active goal. Of the 99 families who were both participating in the Housing strategy and had an active stabilization goal, 46 families (46%) received funding. One additional family received NHSF funding but was not identified as working with a Housing Specialist during FY2017, which could be a data entry error.

24. FY2017 impact by funding source, out of all of families with active stabilization goals

	Adults impacted	Scholars impacted	Total families impacted	Families with stabilization goals
NHSF only	48	104	34	31
ATS only	15	34	11	4
NHSF and ATS	19	51	16	12
Total impacted by funding	**82**	**189**	**61**	**47**
No funding, but active FY2017 housing stabilization goal	-	-	-	148

Note. Reflects families who were impacted during FY2017, either by an active ATS funding stream or a NHSF resource request. Date of birth data was incomplete for two individuals – one receiving NHSF-only funding, and one receiving ATS-only funding – so they were excluded from the count of adults or scholars. "Adults" are considered to be adults age 19 and older. One family received NHSF funding but was not identified as working with a Housing Specialist during FY2017.

Figure 25 shows housing goal completion for families with housing goals who did and did not receive housing funds. In total, 146 families set a housing goal during FY2017, and 66 percent completed at least one goal or step. During the past year, NAZ emphasized goal completion with families receiving housing funds, and this strategy seems to have worked: all families who had set new housing goals completed at least one goal or step. One hundred families set a housing goal, but did not receive funding. These families were more likely to complete a housing goal if they were working with a Housing Specialist (67%) compared to those in other areas of the ecosystem (35%).

25. Housing goal and goal step completion by funding source, for families who set housing goals during FY2017

	Median number of housing steps/goals completed	Average number of housing steps/goals completed	Percent completing a housing step/goal	N
Funding				**46**
NHSF and ATS	7.0 (2-15)	6.4	100%	15
ATS only	1.0 (1)	1.0	100%	2
NHSF only	4.0 (2-16)	5.3	100%	29
No funding				**100**
Housing strategy	1.0 (0-12)	1.9	67%	48
Not in the housing strategy	0.0 (0-5)	0.8	35%	52

Note. Though 61 families received funding, only 46 families who received funding set a housing goal during FY2017.

Statewide evaluation of Rental Assistance Pilot

The Achievement Though Stability (ATS) program is funded by a collaborative initiative of the Minnesota Department of Education and Minnesota Housing that at the statewide level is called the Rental Assistance Pilot for Homeless or Highly Mobile Families with School Age Children. In February 2017 the two departments released a joint evaluation report, covering all three sites (NAZ, St. Paul Promise Neighborhood, and Clay County) over a period of two years. Major findings were:

- Families with higher incomes (at entry and after admission) were more likely to end the period stably housed

- Families with a student who had a disability were less likely to achieve stable housing

- Average attendance rates fell somewhat for the overall group of students in the pilot, which may reflect a general trend of decreasing attendance rates as students age into higher grades; however, attendance decreased *less* for those who achieved stable housing, and in both the stably and unstably housed groups, fewer students were chronically absent after being in the program

- Families who ended the program unstably housed *began* with lower incomes and their students began with lower attendance rates; however, this group experienced a larger improvement in the proportion of students who were chronically absent

- The state provided Wilder with aggregate data specifically for NAZ families; though the numbers are too small for definitive conclusions, NAZ families appear to have had higher incomes than others in the statewide pilot, but their children's attendance rates appear to have decreased more during the two years of the pilot

Develop the system to ensure success at scale

In Strategy Area 3 (in the Career/Finance section of the Results Plan), Strategy 8 covers advocacy to expand access to employment, and Strategy 9 is partnering with regional efforts to attract employer partners. Strategy Area 6 (in the Housing section) consists of Strategy 14, which covers advocacy to expand address to housing stock and resources. Relatedly, Strategy 11 (in Strategy Area 4, Financial Education and Coaching) covers advocacy to create new financial resources and opportunities.

Since the participant-level data in NAZ Connect is not suitable for measuring the advocacy work of the NAZ collaborative, this Results NAZ study included individual interviews with seven service provider and policy partners. In interviews lasting 30 to 45 minutes, these partners described: their perceptions of the current structure and process for influencing the policy and system constraints that shape what NAZ direct service providers are able to do; what is working well about the current structure and process and what could be strengthened; and their perspectives on the most important barriers to be addressed and/or opportunities to be seized to help make the work with families more effective.

Familiarity with the process for addressing systemic issues

Unless the partner indicated they were already familiar with the NAZ structure and process for addressing policy and system change issues, the interviews opened by describing the three components of this process:

- Each Results Plan includes specific strategies for systems change and policy.

- The continuous improvement process, centered on the Results NAZ reviews of all the Results Plans, includes a process to adjust strategy for public policy and systems change efforts through operational changes by partner programs and NAZ teams, through the learning of the Action Team itself, and through the oversight of the board

- NAZ's Executive Leaders Team also has a specific policy and systems change focus

Most of NAZ's program partners said they were fairly familiar with the Results Plan components of the process, but were less familiar with the role of the Executive Leaders Team in this work. Policy partners (those not part of the Action Teams) were less familiar with any of these components, and mainly aware of the roles of the President and the Board, without a feel for how these connected to the Results Plans or Executive Leaders Team.

What is working well about the current process and structure

Partners were asked what they believe is working well about the current structure and process for addressing policy and systems change. The most common theme in the responses was NAZ's excellent level of visibility and credibility, based on being seen as in touch with the community (both organizations and individuals), and highly effective in its implementation. Individual respondents mentioned productive partnerships, success at getting legislative and/or private funding, the deployment of participating parents as advocates, and the use of data to show effectiveness.

Other answers about what is currently working well included NAZ's openness to input and ideas from partners; the presence of key thought leaders on the Action Team; and the current partnership with Hennepin County to support MFIP participants.

How the current process and structure could be strengthened

Interviewees were asked what NAZ could do more of, or do differently, to be more effective in addressing policy and systems change. Responses showed less consensus than for previous questions. Two respondents suggested that NAZ could coordinate a process to more explicitly develop a consensus on top policy priorities, with clearly shared understanding of specific roles, tasks, and time frames for each partner. In a related suggestion, another suggested NAZ use its convening role to help partners share their own policy agendas with each other and explore how each could effectively support the others. In this connection, we should note that housing and employment partners are active in a variety of other collaboratives specific to their sectors and which have policy agendas of their own. Two partners, however, cautioned that policy advocacy is a time consuming process that might well need additional NAZ support to be effective, and one of these two added that joint fundraising would be a higher priority than joint lobbying.

Another suggestion, primarily from policy rather than program partners, was for NAZ to do more to explicitly articulate the systems barriers and malfunctions that they have experienced, and use their experience in working with families and partners to describe the holistic, system level solutions that should be implemented. One of these partners further urged that solutions be described that could be broadly generalized in other communities, and not simply partnerships in which local organizations modify their delivery to better match NAZ's specific ways of providing holistic and wraparound supports. Finally, one partner strongly urged that the narrative NAZ uses in calling for change should stress the need to fundamentally change systems, not tweak them to "fix" the people who are trapped by the poverty these systems are perpetuating.

Opportunities to address at this time

The majority of suggestions for systems or policy issues NAZ should be working on at this time related to employment, though a few addressed housing, and several suggestions were more general.

Related to employment, three partners recommended for NAZ to work directly with employers to secure their commitment to hiring participants; one partner specifically encouraged NAZ to work with human resource directors of its corporate partners on this. One partner is currently developing a guide for employers on hiring people with criminal histories (a barrier that was noted by several other partners, as well as by FAST focus group participants), which other partners could help their employer partners apply. Three partners suggested NAZ seek more ways to partner with organizations that offer career pathways and provide holistic wraparound supports to supplement the existing employment supports. Three partners specifically mentioned supporting and/or improving MFIP services, including continuing the FAST partnership with the county. There was a specific mention of the need to address the "fiscal cliff" by which small increases in earned income can result in large losses in benefits.

Three partners made suggestions related to housing: two suggested partnerships to align housing systems, one specifically mentioning combining wraparound supports with the administration of housing subsidies, similar to the current FAST partnership with MFIP. Another suggested working for additional funding for housing.

More general suggestions of policy or systems efforts included addressing educational policy and/or school leadership (e.g., through the "community school" model), which was mentioned by two partners. Two partners urged that NAZ address inequities that result from decisions that are made by private entities (individuals or businesses), which they believe are more harmful and difficult to change than those resulting from actions of public institutions. In this connection, one partner urged that the narrative NAZ uses to address the issue focus on calling out the root causes of inequities, as opposed to emphasizing solutions that imply the priority is to change, or "fix," the individuals who are the victims of the inequity.

Respondents were specifically asked about any structural barriers that NAZ should be addressing. Two mentioned decisions made by the private sector that help to drive inequities (one cited this specifically in terms of changing employers' hiring practices). One respondent suggested consulting the research done by the North at Work initiative on barriers to employment in the Northside, and also specifically mentioned the "fiscal cliff" effect when people lose eligibility for benefits. One respondent suggested taking learnings from the FAST program to scale with more MFIP employment service providers. Finally, one mentioned seeking significant changes in educational leadership practices. Two respondents did not have any suggestions related to structural barriers.

Respondents were also asked to identify what they saw as the most promising opportunities for policy level action. Answers were highly diverse, and included working with corporate donors to obtain their commitment to hiring NAZ participants; continuing the FAST partnership; working with the statewide 2-Generation Network to disseminate learnings about effective implementation; focusing the policy agenda and narrative on the root causes of inequities rather than characteristics or skills of individuals to be changed; improving school leadership and opportunities; and more deeply involving participants in setting and carrying out the advocacy work.

More potential opportunities were mentioned by only one respondent each: Continuing to work with the statewide 2-Generation Network to disseminate effective models more broadly; seek increased funding for family support, especially MFIP; and continue and expand the involvement of families in the advocacy work.

Others who should be included in policy and systems efforts

Partners were asked if there was anyone missing from the table whose help would be important to more effectively address policy and systems issues. Responses to this question were also quite scattered, with few or no overlaps. Mentions included: Human Resource directors; the DEED Commissioner; housing policy players such as the Family Housing Fund and the Northside Home Fund; and education policy partners at various levels from the federal Department of Education to the Minnesota Department of Education, legislature, and/or teacher union representation. Two partners specifically commended the current representation of policy movers and shakers, and two urged strengthening parents' roles in setting the policy strategy and agenda as well as carrying out the advocacy work. In this connection, another partner recommended including culturally-specific community-based organizations, such as the Network for the Development of Children of African Descent (NdCAD) to help strengthen the cultural identity of participants and thereby enhance their capacity for self-empowerment and self-advocacy.

Appendix

NAZ Connect analyses

- All individuals and families 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 FY2017 between July 1, 2016 and June 30, 2017.

- Data were downloaded from NAZ Connect through the SSMS system during the month of July 2017. This report reflects data entered through approximately June 30, 2017, unless otherwise specified.

Median and standard deviation

Due to the amount of variability in some measures (e.g., the number of goals completed, contacts, and visits), the median (or "middle") number is presented rather than the mean; it excludes those who had zero visits or contacts during the period. The median represents the middle value in a set of numbers arranged from lowest to highest. Half of the data falls below the median, and half is above the median. It is a preferable metric over the mean (or average) when there is a substantial amount of variation in a data set.

Standard deviation is a measure of variation difference in a set of numbers. While the range describes the full range of responses (for example, if the range is 1 to 94, 1 would be the lowest response, and 94 would be the highest), the standard deviation describes the amount of difference around the average (or mean). The range created by adding one standard deviation to the mean and subtracting one standard deviation from the mean contains about two-thirds of responses. For example, if the average is 10 and the standard deviation is 2, about two-thirds of numbers in the set fall between 8 and 12, with an average of 10. Larger standard deviations indicate more variation in the responses, while smaller standard deviations indicate less variation in responses.

Though the standard deviation is similar to the range, it gives the reader a better idea of where "most" responses fall compared to the full range of responses. The range can be very large and skewed by outliers, which are numbers that are not very common in the dataset. For example, if the average is 10 and the standard deviation is 2, but the range is 1 to 30, this means that more numbers in the dataset are closer to 8 through 12 than to 30.

NAZ families and family-level measures

For the family-level analysis, only households where an adult was active during the period (N=31) were included. A total of 21 families included in this report did not have a Family Achievement Coach assigned to them during the period. Most of these 21 families fell into the "enrolled" group due to a lag in data entry – for example, although the client had discontinued earlier, their record was not marked "inactive" until sometime during the reporting period.

All participants enrolled at any point during the period are included in the dataset. Family-level outcomes for individual-level activities – for example, goals completed by family, or contact or visits with family – are generated by summing the total number of goals/ contacts/visits for all family members enrolled during the period.

Level of family involvement

For the family involvement variable, "contacts" are described below in Figure A1. The family involvement variable counts contacts: with anyone in the household (i.e., not just the head of household), that occurred during the fiscal year in question, and were with any staff member who has been designated as a Family Achievement Coach based on the Lead Staff table. Due to the timing of the report, we do not include contacts from June 2017.

A1. Visit and contact specification

	Visit: In-person achievement planning	Contact: Achievement planning
Visit type	Achievement planning	Achievement planning
Location	NAZ office	NAZ office
	Home	Home
	School	School
	Partner organization	Partner organization
		Phone
		Email
		Text exchange
		Other
Excluded	Phone	
	Email	
	Text exchange	
	Other	
	Left voicemail/text message sent	Left voicemail/text message sent
	Home – no answer	Home – no answer
	Appointment – no show	Appointment – no show

Additional data tables

Figure A2 is the companion table to Figure 4 in the narrative of the report. Whereas Figure 4 showed all components of the Family Support strategy combined, this table shows the detail for each of the sub-components (Career/Finance only, Housing only, and the combination). Like Figure 4, it also shows the comparison for 2016 and 2017. For simplicity, only percentages are shown, although totals are given at the top of each column and can be used to compute numbers if needed.

The proportion of families participating in Family Support who completed Foundations has increased among families participating in the Housing strategy (26% to 35% in Housing only, and 26% to 32% for those in both Career/Finance and Housing). NAZ suggests this could be due to an intentional effort among staff to increase Foundations participation among those receiving the ATS housing subsidy. Due to the small number of Career/Finance-only families in FY2016, we have not shown this group as a percentage. However, a higher number of families in this sub-strand completed Foundations in FY2017.

A2. Percent who completed Family Academy, by part of the Family Support strategy area, 2016 and 2017

	C/F-only families		Housing-only families		C/F and Housing families		Other NAZ-enrolled families	
	FY2016 (N=8)	FY2017 (N=79)	FY2016 (N=91)	FY2017 (N=82)	FY2016 (N=46)	FY2017 (N=95)	FY2016 (N=586)	FY2017 (N=475)
Foundations	3/8	27%	26%	35%	26%	32%	10%	15%
Any other FA course	2/8	9%	35%	30%	35%	19%	11%	7%
Any FA course	5/8	33%	45%	54%	41%	43%	17%	21%

Source. NAZ Connect, data downloaded July 2017.
Note. Data for FY2016 may be lower than actual, due to missing and inaccurate data for Family Academy completion dates.

Figure A3 is the FY2016 companion table to Figure 8 in the narrative of the report. In the future, NAZ will continue exploring factors contributing to employment outcomes, as in Figure 8. However, due to the small number of new jobs recorded for FY2016 (17 clients with new positions, compared to 65 during FY2017), we will wait to conduct this analysis for FY2018.

A3. Employment outcomes for adults, FY2016

	C/F-only adults (N=30)		C/F and Housing adults (N=41)		Other NAZ-enrolled adults (N=840)	
	Percent/ proportion	Number	Percent/ proportion	Number	Percent	Number
New job or promotion	23%	7	24%	10	NA	29
New job	100%	7	90%	9	NA	NA
Promotion	0%	0	10%	1	NA	NA
Hours (35+/week)	3/4	3	4/8	4	NA	NA
Wages ($15+/hour)	0/3	0	0/8	0	NA	NA

Source. NAZ Connect, data downloaded July 2017.

Note. Reflects the most recent participation status as of the date the data were pulled. If data were missing for the "Is this a promotion?" field, we assumed the position was a new job. Promotion data were not entered as consistently during FY2016 as they were for FY2017. There was a significant amount of data missing for the hours and wages data, resulting in small Ns.

FAST participant focus group questions

In July, NAZ staff recruited and convened eight participants who were taking part in FAST, the collaborative MFIP program involving Hennepin County, Emerge, and NAZ staff. The purpose was to determine whether or not the FAST partnership has the right supports in place to help families meet their goals. Wilder facilitated a one-hour focus group discussion with these parents, using the following protocol:

1. Icebreaker: Could you introduce yourself – first name is fine – and tell us how long you've been working with NAZ?

2. What made you want to join the FAST program? What were you hoping to get from the program?

3. **In general, what is working well about the FAST program?**
   a. Which of these supports has helped the most?

4. **If you could build a career program to meet the needs of your family or other families like yours, what would it look like?**
   a. How many staff would be members of your team?
   b. Do you have any suggestions for how technology can be used to improve the program?

5. **Do you think the FAST program would appeal to other families in your situation?**
   a. What aspects of the program would make families want to join?
   b. Why might families <u>not</u> want to join?

6. **What's one of the most difficult career/finance goals or struggles you've faced recently?**
   a. Did you receive support from your FAST team?
   b. How did that support help you?
   c. If not, how could have your FAST team supported you?

7. What is important for your NAZ team to know about supporting your professional success?

8. NAZ is focused on getting scholars ready for college. Has NAZ's commitment to college had any effect on how you have worked through your career goals? If so, how? (If needed: Did you think about your career differently because of NAZ's commitment to achievement?)

9. Do you have any other thoughts about the FAST program?

FAST mini-survey responses

At the end of the focus group, participants were asked to complete a brief, voluntary, four-question survey. Six participants turned in completed survey forms, which are summarized below in Figures A4 and A5 (with one set of answers from the discussion itself in Figure A4, for context).

A4. How long participants have been on MFIP and how long they have been in the FAST program

	How long have you been on MFIP? (N=6)	For how long have you been working with the FAST program? (N=8)
6 months or less	1	8
6 months to one year	0	0
One to two years	2	0
More than two years	2	0
Don't know	1	0

Source. FAST participant focus group mini-survey (time on MFIP) and focus group responses (time in FAST), July 2017.

A5.   What is preventing you from reaching your career goals? (Check all that apply) (N=6)

I need more education	4
I need more training/employment skills	2
I need more work experience	2
I have a mark on my background	1
I have childcare issues	2
I don't have access to transportation	2
I need a stable place to stay	2
I have to be a full time caregiver	1
I have a disability	0
Other	0
I don't know	0
Nothing is preventing me from reaching my goals	0

Source. FAST participant focus group mini-survey, July 2017.

Partner interviews about the collaborative's capacity to address policy and systems level issues

In August, the research staff interviewed seven partners about the capacity of the NAZ collaborative to address larger policy and systems issues that enable or constrain success for families. Interview respondents included leaders of Career/Finance and Housing partner organizations as well as two partners who support and advise on policy issues. Interviews lasted between 30 and 45 minutes and followed this protocol:

1. I'd like to start by asking your impression of the current structure and process within the NAZ collaborative to influence policy or systems change to benefit North Minneapolis and/or other similar communities. As it has been described to Wilder, this includes three components:
    * First, each Results Plan includes specific strategies for systems change and policy.
    * Second, the Continuous Improvement process, centered on the Results NAZ reviews of all the Results Plans, includes a process to adjust strategy for public policy and systems change efforts through operational changes by partner programs and NAZ teams, through the learning of the Action Team itself, and through the oversight of the board.
    * And third, NAZ's Executive Leaders Team also has a specific policy and systems change focus.

a. Is this consistent with how you understand NAZ's approach to policy and systems change?

b. What is working well about the current structure and process?

c. What could NAZ do more of, or do differently, to better position its collaborative on-the-ground work as a lever for systems change?

2. What concrete ideas do you have about policy or systems change focuses the NAZ collaborative should be working on?

a. Are there specific structural barriers that NAZ needs to address as a collaborative in order to effect change?

b. What do you see as the most promising opportunities?

3. Is anyone missing from the table to achieve systems level change? (Who? What would they bring that is needed?)

Ask questions 4 and 5, in that order, if there is time:

4. Are you currently collaborating or coordinating with any other NAZ organizations to try to change any policy or systems issues?

a. IF YES: With whom? On what issues? Doing what?

5. Does [R's organization] have any policy positions or agendas relating to housing or employment that would be relevant for NAZ's work in North Minneapolis?

a. IF YES: What position(s) or agenda(s)? What were your main efforts in the past 12 months to advance this?