

Evaluation report on Wilder Foundation strategic plan

Results for FY01-05

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Prepared by:

Wilder Research

Contact: Dan Mueller, Associate Director, 651-647-4619

Wilder Research

1295 Bandana Boulevard North, Suite 210

Saint Paul, Minnesota 55108

651-647-4600

www.wilder.org

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Evaluation approach

This is a summary evaluation report on the Wilder Foundation's strategic plan during a five-year period covering fiscal years 2000-01 through 2004-05 (FY01 – FY05). The report is organized according to the four primary focus areas of the revised plan, plus one internal and program priority. These areas are listed below.

- Increase school success
- Improve outcomes for troubled children and their families
- Improve the quality, quantity and stability of low-income housing
- Successful aging in the community (Develop and maintain a broad, flexible and accessible array of community-based services)
- Internal and program priority: Cultural diversity

The evaluation assesses implementation of the strategic plan, service volume, and service effectiveness. Progress is measured against performance targets that were set as part of the evaluation design. The evaluation design was based primarily on the business plans that were developed in each of the areas listed above.

Increase school success

Perspective of Wilder business plan leader

Significant progress:

- Sustained school-related evidence-based or promising practices in tight funding climate: Primary Project (in two Achievement Plus schools), Families and Schools Together (i.e., “Hmong Working Together” in two middle schools), and Strengthening Multi-ethnic Families and Communities (parent support group component of Project Kofi).
- Sustained Project Kofi in five schools, including two Achievement Plus schools.
- Completed services offered through Safe Schools, Healthy Students grant and continue discussions with Saint Paul Public Schools about including mental health approaches used in this grant as part of their ongoing student support services.
- Added Head Start sites to Incredible Years, an evidence-based practice designed to increase social skills and reduce aggression in young children through teacher training, child groups, and parent support groups. Trained selected St. Paul schools early childhood staff in this method.
- Expanded Primary Project to include pre-kindergarten at its two school sites.
- Held School Success Perspectives event and continued with a revised School Success stakeholder tour.
- Updated version of Achievement Gap paper disseminated publicly.

Significant challenges:

- Turnover or illness of key school district staff in particular schools influenced ability to keep larger school success vision on course.
- Funding challenges at Wilder and in schools also made it harder to keep on course.
- Coping with the constraints and changing demands in partner environments makes maintaining fidelity to evidence-based practices difficult.

Emerging issues:

- Determining how to bring the social-emotional dimension into the Saint Paul Public Schools' new Project Early Kindergarten.
- Determining role for Wilder services in Achievement Plus expansion to a middle school.
- Identifying approaches outside the classroom to help decrease the achievement gap for African American students.
- Finding ways to sustain school-based services in the light of increased focus on test scores and less time to release students from class to receive services.

Who does Wilder serve?

In total, about 28,000 students in Saint Paul Public Schools come from low-income families, putting them at substantial risk to do poorly in school. Wilder staff provided direct services to between 2,500 and 3,600 children, families and child care providers, annually, over the five-year period (including students enrolled at Achievement Plus schools). Through Wilder's training and consultation services at school sites, many more children were served.

Community trends

- While enrollment in Saint Paul Public Schools is declining somewhat, the proportions of low-income and minority students are rising. In 2004-05, 69 percent of students were from low-income families and 72 percent were racial/ethnic minority students.
- Reading achievement has improved among Saint Paul Public Schools' students over the past five years, while math achievement has been stable.
- A large achievement gap by income and race exists, although the gap has been narrowed in reading recently, especially among Asian students.

Wilder's plan

The Foundation is pursuing two major strategies:

1. *Comprehensive school reform.* Through the Achievement Plus school reform initiative with the Saint Paul Public Schools, the Foundation seeks to develop and refine school success approaches, improve classroom practices for instructing children with a wide range of emotional-behavioral characteristics, and provide public leadership.

2. *Remove barriers to learning.* The Foundation seeks to intervene early with students experiencing social/emotional barriers to learning and address school and classroom practices that affect these barriers.

The Foundation implements these strategies through three roles:

Serve individuals by removing barriers to learning for about 5,000 students in primarily eight schools, with a focus on emotional-behavioral barriers (direct services).

Serving organizations by increasing schools' and community groups' ability to reduce barriers to students' learning (consultation and training).

Provide community leadership by replicating and promoting effective practices.

Program changes FY01 – FY05

- A number of evidence-based and promising practices were initiated during the five-year period
 - Primary Mental Health Project (Primary Project) (FY02)
 - Families and Schools Together (FAST) (FY02)
 - Incredible Years (FY04)
 - Strengthening Multi-ethnic Families and Communities as part of Project Kofi (FY04)
 - Aggression Replacement Training piloted at school sites (FY04)
- Mental health training and consultation services were provided primarily to three St. Paul middle schools and two elementary schools (using the Adelman and Taylor framework) through the Safe Schools, Healthy Students federal grant to the Saint Paul Public Schools. This effort started in FY01 and ended in FY04.
- The Growing Places child care programs ended in FY02 and child care providers programs (Family Child Care Network and Child and Adult Food Program) ended in FY05.
- Funding cutbacks in mental health programs affected the amount of service that could be offered beginning FY03.

Service volume

Service to individuals: About 2,500-3,600 people, mainly children and child care providers, were served per year, including students enrolled at Achievement Plus schools. [Note from business plan leader: numbers do not reach the target of 5,000 per year because some of the direct services were provided to the entire classroom, and students were

therefore not opened as formal Wilder clients. Additionally, we offered services in fewer schools once the Safe Schools, Healthy Students federal grant ended, and other government funding cuts in 2003 reduced our staff capacity in several programs, especially the Child Guidance Clinic and its Achievement Plus staff.]

Service to organizations: Training and consultation hours varied widely over the five-year period. At its peak in FY03 (when Safe Schools, Healthy Students was fully implemented), over 4,000 hours of consultation and 1,000 hours of training were provided.

Community leadership: Wilder staff produced a handbook on school-based mental health, for use by school staff and community organizations. A Wilder Research paper, “Tackling the achievement gap head on,” was used by the school district and community groups. Achievement Plus has played a major part in the St. Paul schools instructional reform initiative and was recently successful in obtaining funds to expand to a middle school. A “perspective series” event was held for community leaders on school success and achievement gap issues.

Service effectiveness

- Accelerated academic achievement has occurred at Achievement Plus schools, particularly 2 of the 3 schools.
- The two Achievement Plus schools with strong academic progress also had improved “order and discipline” and improved “school climate” (based on staff ratings).
- Reduction in chronic student absenteeism (15+ days absent) was seen at Achievement Plus schools.
- Improvement in emotional-behavioral functioning as a result of school-based mental health services met the performance target in most cases.
- Satisfaction with school-based mental health services (by clients, parents, and school staff) was high, generally meeting performance targets.
- The proportion of school staff seeing the value of Achievement Plus increased greatly at two of the three schools over the five-year period (increasing from 4 in 10 staff to 9 in 10 staff).

Persons served in School Success programs, FY01-FY05

Program name	Persons served				
	FY01	FY02	FY03	FY04	FY05
Children, youth and families					
Achievement Plus ^a	[1,455]	[1,342]	[1,314]	[1,232]	[1,067]
CGC clients ^b	-	97	170	42	39
Primary Project ^c	-	13	65	43	68
Project Kofi (50%) ^d	47	46	48	52	48
Child Guidance Clinic (30%)	321	328	261	283	275
Hmong Working Together ^e	-	105	103	91	132
Southeast Asian Youth Project	207	183	165	102	107
Child Development Center	123	123	115	105	129
Growing Places ^f	61	21	■		
Safe Schools, Healthy Students^g					
CCG clients	66	214	160	-	-
SEA (Project Assist)	12	26	22	-	-
CAP suspension program	185	340	348	- ^h	-
Providers					
Family Child Care Network ⁱ	-	-	-	-	111
Child and Adult Care Food Program	956	895	927	874	773
Incredible Years ^j	-	-	-	7	19

^a Total enrollment at the three Achievement Plus schools.

^b Achievement Plus students who received individual mental health services at the school site from a Child Guidance Clinic therapist or outreach worker. Some students were not counted here because they were served in the context of the classroom and, therefore, were not opened as Wilder clients.

^c Program began in FY02.

^d Project Kofi serves two of the Achievement Plus schools (Dayton's Bluff and Monroe) and several other schools (Galtier, Maxfield, and Rondo Center). It is a program of the Child Guidance Clinic.

^e Provided through the Social Adjustment Program for Southeast Asians. The program began in FY02 and enrolled some clients previously served in the Southeast Asian Youth Project.

^f Program ended in FY02.

^g This was a three-year project funded through a federal grant to the St. Paul schools that primarily served students in 8 schools.

^h The CAP suspension program continued to serve students in FY04, but they were not recorded as Wilder clients.

ⁱ The child care providers served by the program weren't entered into the Wilder record system until FY05.

^j Program began in FY04.

Expenses in School Success programs, FY01-FY05

Program name	Expenses (in thousands)				
	FY01	FY02	FY03	FY04	FY05
Children, youth and families					
Achievement Plus ^a	\$2,251	\$2,160	\$1,500	\$942	\$968
Project Kofi (50%) ^b	\$351	\$350	\$432	\$464	\$485
Child Guidance Clinic (30%)	\$372	\$333	\$293	\$353	\$370
Hmong Working Together ^c	\$52	\$225	\$149	\$83	\$119
Southeast Asian Youth Project	\$172	\$174	\$226	\$244	\$242
Child Development Center	\$981	\$1,068	\$1,210	\$1,115	\$1,255
Growing Places	\$170	\$72	■		
Safe Schools, Healthy Students	\$402	\$737	\$830	\$347	-
CAP suspension project ^d	-	-	-	\$150	-
Providers					
Family Child Care Network	\$124	\$177	\$164	\$172	\$237
Child and Adult Care Food Program	\$3,688	\$3,505	\$3,661	\$3,356	\$3,262
Incredible Years	-	-	-	\$60	\$109
Total expenses	\$8,563	\$8,801	\$8,465	\$7,286	\$7,047
Endowment use	\$1,227	\$1,977	\$2,433	\$1,665	\$2,155

^a The Primary Project, which served two Achievement Plus schools, received School Success strategic priority funding of \$12,269 in FY02, \$44,000 in FY03, and \$44,130 in FY05.

^b Received School Success strategic priority funding of \$21,495 in FY04 and \$13,155 in FY05.

^c Received School Success strategic priority funding of \$78,000 in FY03, \$41,856 in FY04, and \$8,963 in FY05.

^d Received School Success strategic priority funding of \$35,275 in FY04 and CAP Aggression Replacement Training (ART) received \$20,885 in FY05 (included in the Troubled Children section of the report).

School Success: Service volume and effectiveness

Serving individuals

Service volume	Goal	Results					
		Numbers served	FY01	FY02	FY03	FY04	FY05
Provide service to students and their families attending Saint Paul Public Schools		Performance target	3,999	4,576	4,912	4,811	5,069
		Estimate number served ^a	3,440	3,600	3,460	2,640	2,480

^a Includes all students enrolled in Achievement Plus schools. Figures are estimated because Project Kofi and CGC clients are divided between the School Success and Troubled Children strategies at an aggregate level, making an exact unduplicated count impossible.

Note. Hundreds of other students were served at school sites individually, in groups, and in classrooms by Wilder mental health staff, especially through Safe Schools, Healthy Students. These students were not made Wilder clients and, therefore, do not appear in the above figures. These efforts are represented under training and consultation.

Serving individuals (continued)

Service effectiveness	Goal	Performance target	Results					
			Achievement Plus					
Reduce disciplinary referrals	Reliable data on disciplinary referrals weren't available so ratings of "order and discipline" were substituted from Achievement Plus schools		Average percentage of "order & discipline" items rated positively by <u>school staff</u>:					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton's Bluff	15%	75%	71%	86%	75%
			Johnson	44%	64%	71%	65%	85%
			Monroe	39%	51%	72%	46%	32%
			Average percentage of "order & discipline" items rated positively by <u>students</u>:					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton's Bluff	16%	24%	27%	31%	30%
			Johnson	32%	35%	31%	31%	29%
			Monroe	23%	24%	26%	23%	21%

School Success: Service volume and effectiveness (continued)

Serving individuals (continued)

	Goal	Performance target	Results					
Service effectiveness (continued)	Improve emotional-behavioral functioning of children	70% of students receiving individualized services will have improved functioning	Pretest-posttest ratings					
			Southeast Asian Youth Program					
			Percentage showing improvement in major presenting problem:					
				FY01	FY02	FY03	FY04 & FY05 combined	
			Staff rating	67%	87%	56%	91%	
			Youth rating	73%	79%	100%	93%	
			Project Kofi					
			Percentage showing improvement in behavior:					
				FY01	FY02	FY03	FY04	FY05
			Teacher rating ^a	-	31%	47%	42%	46%
Parent rating (CBCL)								
Indicator 1 ^b	81%	71%	75%	74%	88%			
Indicator 2 ^c	35%	38%	45%	43%	45%			
<i>a Improved on at least 50% of attendance and classroom behavior items. Began teacher rating in FY02.</i>								
<i>b Percentage of clients moving from the clinical range to normal range on any Child Behavior Checklist (CBCL) scale.</i>								
<i>c Percentage of clients with a decrease of 4 or more points on the Child Behavior Checklist total problem score.</i>								
	Increase student competence in reading, math and writing (3 Achievement Plus schools)	Achievement tests in reading, math and writing will eventually approximate state averages	Achievement Plus					
			MN Comprehensive Assessment results					
			Average percentage scoring satisfactory or above in reading, math and writing (3rd and 5th grade)					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton's Bluff	27%	28%	53%	62%	64%
			Johnson	43%	28%	36%	62%	66%
Monroe	46%	55%	43%	43%	63%			
State of MN	70%	72%	74%	75%	80%			

School Success: Service volume and effectiveness (continued)

Serving individuals (continued)

	Goal	Performance target	Results					
Service effectiveness (continued)	Improve school attendance (3 Achievement Plus schools)	1) Less than 15% of students absent 10+ days	Achievement Plus Percentage of students absent 10+ days					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton's Bluff	36%	32%	26%	34%	36%
			Johnson	26%	31%	37%	31%	30%
			Monroe	34%	29%	29%	30%	23%
			Percentage of students absent 15+ days					
			School	FY01	FY02	FY03	FY04	FY05
	Dayton's Bluff	22%	15%	11%	15%	11%		
	Johnson	11%	16%	14%	16%	12%		
	Monroe	20%	16%	15%	14%	10%		

School Success: Service volume and effectiveness (continued)

Serving individuals (continued)

	Goal	Performance target	Results					
Service effectiveness (continued)	High satisfaction with services (individual level)	75% overall favorable rating of services	Percentage giving favorable rating:					
			FY01 FY02 FY03 FY04 FY05					
			Project Kofi					
			Parent ratings of:					
			Outcomes	87%	89%	87%	84%	- ^a
			Staff	93%	91%	85%	91%	- ^a
			Child Development Center^b					
			Parent ratings of:					
			Outcomes	-	-	-	87%	92%
			Staff	-	-	-	87%	96%
			Hmong Working Together^c					
			Global satisfaction rating from:					
			Parents	-	-	100%	82%	92%
			Youth	-	-	77%	73%	81%
			Southeast Asian Youth Program^b					
			Youth ratings of:			FY04-FY05		
			Outcomes				57%	
Staff				78%				
<i>a Satisfaction measurement changed in FY05 and the data are not comparable to previous years.</i>								
<i>b The program began collecting satisfaction data in this way in FY04.</i>								
<i>c The program began collecting satisfaction data in FY03.</i>								

School Success: Service volume and effectiveness (continued)

Serving organizations and groups (i.e., schools)

	Goal	Performance target	Results					
Service Volume	Provide consultation and training to school staff and students to address learning barriers	Not established	Training					
			FY01	FY02	FY03	FY04	FY05	
			Number of hours	135	1,191	1,137	456	419
			Number of orgs.	11	17	16	11	7
			Consultation					
			FY01	FY02	FY03	FY04	FY05	
			Number of hours	252	1,937	4,236	2,289	794
			Number of orgs.	20	21	26	23	17
Service Effectiveness	High satisfaction of school staff and partners with approach and services	75% overall favorable rating of services, by school staff	Achievement Plus					
			Percentage of school staff agreeing that “programs and strategies developed through Achievement Plus are helping to increase student achievement:”					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton’s Bluff	38%	69%	80%	96%	88%
			Johnson	38%	50%	58%	88%	91%
			Monroe	26%	26%	43%	51%	41%
			Safe Schools, Healthy Students					
			Percentage of school staff satisfied with the work of Wilder mental health consultants:*					
				FY01	FY02	FY03	FY04	FY05
				-	70%	82%	-	-
* Ratings only available in FY02 and FY03.								

School Success: Service volume and effectiveness (continued)

Serving organizations and groups (i.e., schools) (continued)

	Goal	Performance target	Results					
Service Effectiveness (continued)	Improve school climate	Annual 5% improvement in school climate until equivalent to national norm	Achievement Plus					
			Average percentage of school climate items rated positively by school staff					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton's Bluff*	46%	74%	74%	81%	79%
			Johnson*	62%	65%	64%	63%	77%
			Monroe	58%	65%	70%	63%	58%
			* Staff ratings at Dayton's Bluff and Johnson have reached the national norm.					
			Average percentage of school climate items rated positively by students					
			School	FY01	FY02	FY03	FY04	FY05
			Dayton's Bluff	36%	44%	45%	51%	49%
	Johnson	50%	52%	48%	47%	46%		
	Monroe	38%	39%	41%	37%	39%		
	Increase active partners/collaborators at Achievement Plus schools	Not established	Achievement Plus					
			Number of collaborations with community organizations:					
School			FY01	FY02	FY03	FY04	FY05	
Dayton's Bluff			-	9	11	11	13	
Johnson			-	9	14	16	14	
Monroe			-	3	3	3	3	
Note. Data collection began in FY02. Collaborations with Wilder programs are not included in the above figures.								

School Success: Service volume and effectiveness (continued)

Community leadership

	Goal	Performance target	Results
Broader or Longer-Term Impacts	Sustain Achievement Plus and Safe Schools, Healthy Students services	Sustain services at more than 50% level beyond the 3-year period (after FY03)	<p>Achievement Plus</p> <p>Project Kofi and the Primary Project have been sustained – each of these projects continues to serve two Achievement Plus schools. Primary Project was extended to preschool in FY05. A parent support component (Strengthening Multi-ethnic Families and Communities) was added to Project Kofi. It has not been possible to sustain CGC individual and family mental health services at more than the 50% level at Achievement Plus schools since the budget cuts of FY03.</p> <p>Safe Schools, Healthy Students</p> <p>Safe Schools, Healthy Students programming was partially sustained in FY04 using “carry over” grant funds, but it hasn’t been sustained since grant funds ran out. Discussions with the St. Paul school district Director of Student Services, and other school staff, continue regarding implementation of elements of the Adelman and Taylor framework.</p>
	Replicate effective Achievement Plus or Safe Schools, Healthy Students services beyond the targeted 8 schools	Replication of effective services in other St. Paul schools and other school districts	<p>Achievement Plus</p> <ol style="list-style-type: none"> 1. St. Paul schools received funding to expand Achievement Plus to a middle school in FY06. 2. Achievement Plus schools continue to serve as demonstration and collaborative sites for the St. Paul school district’s instructional and curricula reform initiative (Project for Academic Excellence). <p>Safe Schools, Healthy Students</p> <ol style="list-style-type: none"> 1. A school-based mental health handbook was produced by Wilder staff to provide guidance and tools for implementing the Adelman and Taylor framework. This handbook is intended for use by St. Paul schools’ staff and outside mental health consultants working with the schools. It could serve as a useful reference for replication efforts. 2. During FY04, Wilder mental health consultants associated with SS/HS worked with 4 other St. Paul middle and junior high schools, beyond the original 3, on implementing elements of the Adelman and Taylor framework. This has not continued after FY04 due to lack of funding.

Improve outcomes for troubled children and their families

Perspective of Wilder business plan leader

Significant progress:

- Successful and rapid implementation of best practice models and widespread support for these within Wilder.
- Ramsey County Corrections, the State of Minnesota, and SAMHSA, at the federal level, have been important allies.

Significant challenges:

- Greater-than-expected community resistance to adoption of best practices.
- Staff turnover – difficulty keeping enough trained and experienced staff to carry out the model with fidelity.
- Significant reductions in state and county resources have forced the closure of seven major Foundation programs serving troubled children and families.
- Difficulty achieving performance targets that were rigorous and desirable, but potentially unattainable, and the need to continue to look for evidence-based approaches to improve outcomes.

Emerging issues:

- Expanding evidence-based practices that are generally more costly, while under pressure to contain costs.
- Developing Wilder’s ability to “institutionalize” a specific practice and secure ongoing funding.
- Providing sufficient “deep end programming,” while increasing the availability of early intervention and prevention programming.

Who does Wilder serve?

An estimated 5,500 children age 5-17 in Ramsey County meet the criteria for a “child with severe emotional disturbance.” In FY05, Wilder served an estimated 986 of them, or about 18 percent of the total (similar to the percentage served in previous years).

Community trends

- Between 2000-01 and 2004-05, the percentage of Saint Paul students enrolled in special education for emotional-behavioral disorders increased by 11 percent.
- Between 2000 and 2004, there was a 47 percent decrease in the number of Ramsey County youth arrested for serious crime; the number of juvenile court-ordered placements remained fairly stable.

Wilder’s plan

Serve individuals by improving the lives of 1,800 very troubled children and their families.

Serve organizations by increasing their capacity to improve the lives of another 2,000 very troubled children.

Provide community leadership by serving as a comprehensive resource for best practices in this area.

Increase the Wilder endowment dedicated to very troubled children age 5 to 17 in Ramsey County.

Program changes FY01 – FY05

- A number of evidence-based and promising practices were initiated during the five-year period, including
 - Functional Family Therapy
 - Aggression Replacement Training
 - Strengthening Multi-ethnic Families and Communities
 - Assertive Community Treatment
- The Bush Center for Reactive Attachment Disorder began providing direct service to clients in FY04.
- A variety of assessment tools were added to facilitate mental health screening and diagnostic programming in several programs. For example, the Children’s Residential Services use a wide range of assessment tools, including the Children’s Depression

Inventory, the Family Assessment Measure-III, the Reactive Attachment Disorder Questionnaire, the Child and Adolescent Functional Assessment Scale, the Connors Rating Scale, and the Vineland Adaptive Behavior Scales. Before its closure, the Saint Croix Camps had adopted the Youth Level of Service Inventory.

- A number of programs serving troubled youth and families were discontinued during the last five years, due either to funding cuts or strategic realignment of resources. Seven major programs were closed, including Saint Croix Camps (Girls and Boys Camps), Juvenile Day Reporting, Eisenmenger Learning Services, Watkins Center (Residential and Day Treatment programs), and Hmong Children's Domestic Abuse.

Service volume

Service to individuals: Between 2,358 and 2,849 individuals were served in each of the last five years, including 1,471-1,852 children. The number of children served exceeded the performance target each of the first three years (FY01-FY03).

Service to organizations: The number of persons trained varied widely over the five-year period, ranging from 177 in FY02 to 1,801 in FY04. The performance target for number of persons trained was exceeded in each of the last three years, while the number of consultation hours provided fell below the targets.

Community leadership: The level of endowment dedicated to severely troubled youth varied between FY02 and FY05, but fell well below performance targets for all years except FY02.

Service effectiveness

- Most programs had goals related to improved mental health status and reduced emotional/behavioral problems or effective community functioning. Outcomes fell below the performance targets each year between FY01 and FY04. The results were lowest in FY04, when only 33 percent of the performance targets in these areas were achieved. Only a few programs had goals related to reduced interpersonal aggression/violence and school progress/success, though programs generally met benchmarks in these areas.
- Satisfaction of program clients and parents fell below the performance targets each year. The lowest results were obtained in FY04, when 43 percent of the program performance targets were achieved.
- Fifty-two to 60 percent of the programs' goals related to service accessibility were achieved each year, falling below the performance target.

Persons served in Troubled Children programs, FY01-FY05

Program name	Persons served				
	FY01	FY02	FY03	FY04	FY05
Violence Prevention and Intervention Services^a					
Children's Domestic Abuse	-	-	83	87	30
Hmong Children's Domestic Abuse	-	-	55	■	
Voices and Choices	61	66	50	36	38
Cog Skills/Aggression Replacement Training	-	-	81	97	42
Young Men's Program on Violence	93	104	122	107	-
Juvenile Day Reporting	67	61	29	■	
Men's Domestic Abuse ^b	206	191	184	216	205
Hmong Men's Domestic Abuse	27	24	22	25	24
Women's Domestic Abuse	85	89	90	72	73
Women's Anger Management	30	32	34	30	33
Mental Health and Education					
Child Guidance Clinic ^c	824	865	749	764	779
Child Guidance Center - Project Kofi (50%)	48	41	49	52	49
Rondo Home-Based Mental Health	90	84	87	49	71
Early Intervention	161	-	119	109	97
Social Adjustment Program for Southeast Asians ^d	441	481	570	546	461
Project Assist – CGC	40	-	40	55	58
Family Service Provider	166	152	144	114	107
Eisenmenger ^e	307	■			

^a The Hmong Children's Domestic Abuse and the Juvenile Day Reporting programs stopped providing services in FY03. No data are available for CAP Community Violence Response Team for FY04 [services are on an "as needed" basis], and the program ended in FY04.

^b CAP Men's Domestic Abuse also includes clients served in the Domestic Abuse Men's Educational program and the African American men's program (in FY01).

^c Includes Child Guidance Clinic outpatient services (70%), Alternative Response, case management, and Functional Family Therapy.

^d Includes Southeast Asian adult services, adult case management, youth case management, adolescent services, Project Assist, family community support services, Family Connect/Strengthening Multi-ethnic Families, Building Capacity (new in FY04), and Functional Family Therapy (new in FY04).

^e The Eisenmenger program stopped providing services in FY01.

Persons served in Troubled Children programs, FY01-FY05 (continued)

Program name	Persons served				
	FY01	FY02	FY03	FY04	FY05
Children's Residential Services^e					
Bush Memorial Children's Center	77	53	85	65	81
Bush Evening Treatment	27	26	31	32	34
Holcomb House	27	24	27	31	30
Intensive Supervision Program	53	41	37	48	51
Spencer House	21	21	25	28	29
Treatment Foster Care	98	83	95	69	66
St. Croix Boys Camp	215	216	152	124	91
St. Croix Girls Camp	182	191	180	132	102
Watkins Center Residential Treatment	72	29	23	■	
Watkins Center Day Treatment	24	15	11	■	
Center for Children with Reactive Attachment Disorder ^f	-	-	-	27	54
Supportive Housing and Employment Services					
Family Support Project	-	-	42	41	25

^e *Watkins Center Residential and Day Treatment centers stopped providing services in FY03.*

^f *The Center for Children with Reactive Attachment Disorder (RAD) began providing direct services to clients in FY04.*

Expenses in Troubled children programs, FY01-FY05

Program name	Expenses (in thousands)				
	FY01	FY02	FY03	FY04	FY05
Violence Prevention and Intervention Services					
Children's Domestic Abuse	-	-	\$125	\$195	\$175
Hmong Children's Domestic Abuse	-	-	\$54	■	
Voices and Choices	\$53	\$40	\$38	\$54	\$45
Cog Skills/Aggression Replacement Training	-	-	\$71	\$124	\$100
Young Men's Program on Violence	\$52	\$70	\$71	\$110	\$119
Juvenile Day Reporting	\$427	\$460	\$264	■	
Men's Domestic Abuse	\$129	\$149	\$140	\$150	\$156
Hmong Men's Domestic Abuse ^a	-	-	-	-	-
Women's Domestic Abuse	\$102	\$101	\$103	\$188	\$111
Women's Anger Management ^b	-	-	-	-	-
Mental Health and Education					
Child Guidance Clinic (70%)	\$1,188	\$1,154	\$1,042	\$1,139	\$1,194
Child Guidance Center - Project Kofi (50%)	\$351	\$350	\$432	\$464	\$485
Rondo Home-Based Mental Health	\$389	\$341	\$366	\$326	\$334
Early Intervention	-	-	\$296	\$240	\$224
Social Adjustment Program for Southeast Asians	\$1,139	\$1,324	\$1,342	\$1,743	\$1,852
Project Assist – CGC	-	-	\$41	\$53	\$53
Family Service Provider	\$324	\$270	\$290	\$279	\$313
Eisenmenger	\$2,076	■			

^a Costs included in Men's Domestic Abuse program.

^b Costs included in Women's Domestic Abuse program.

Expenses in Troubled children programs, FY01-FY05 (continued)

Program name	Expenses (in thousands)				
	FY01	FY02	FY03	FY04	FY05
Children's Residential Services					
Bush Memorial Children's Center	\$2,462	\$2,599	\$2,806	\$2,871	\$2,816
Bush Evening Treatment	\$292	\$328	\$348	\$377	\$396
Holcomb House	\$813	\$871	\$935	\$945	\$903
Intensive Supervision Program	\$157	\$143	\$149	\$167	\$200
Spencer House	\$802	\$837	\$861	\$917	\$914
Treatment Foster Care	\$1,029	\$988	\$1,022	\$1,115	\$990
St. Croix Boys Camp ^c	\$2,178	\$2,121	\$2,105	\$2,068	\$1,885
St. Croix Girls Camp ^c	\$2,024	\$2,226	\$2,038	\$2,000	\$1,810
Watkins Center Residential Treatment	\$841	\$899	\$829	■	
Watkins Center Day Treatment	\$348	\$244	\$259	■	
Center for Children with Reactive Attachment Disorder	-	-	-	\$106	\$93
Supportive Housing and Employment Services					
Family Support Project	-	-	\$46	\$68	\$64
Total expenses	\$17,176	\$15,515	\$16,073	\$15,699	\$15,232
Endowment use	\$3,666	\$3,670	\$4,933	\$4,708	\$4,583

^c Includes 50 percent of the costs of Adventure Camp.

Troubled children: Service volume and effectiveness

Serving individuals

Service volume	Goal	Results					
		FY01	FY02	FY03	FY04	FY05	
Service volume	Provide service to severely troubled children, youth, and their families	Performance target	1,360	1,540	1,650	1,730	1,830
		Estimate total number served	2,563	2,640	2,849	2,584	2,358
		Estimate number of children served ^a	1,755	1,720	1,852	1,595	1,471
	Select and implement evidence-based practice models in Foundation programs serving the most troubled children	Performance target	2-3 models	2-3 models	2-3 models	2-3 models	2-3 models
		Number of models implemented	0	3	3	3	4
	Develop staffing pattern that provides strong support for the selection, implementation, and continuous infusion of best practices into Foundation programs	Staffing patterns initiated	Not reported in FY01	RAD coordinator added; General restructuring	Senior Consultant position added	No new position or restructuring	No new position or restructuring

^a Over the five year period, a total of 8,393 children and youth were served, meeting the five-year performance target of improving the lives of 8,110 very troubled children and youth.

Troubled children: Service volume and effectiveness (continued)

Serving individuals (continued)

Service effectiveness	Goal	Performance target	Results			
			FY01	FY02	FY03	FY04
	Clients improve their mental health status and/or reduce emotional/behavioral problems	80% of program performance targets will be achieved ^a	14/21 (67%)	16/29 (55%)	14/23 (61%)	6/18 (33%)
	Clients function effectively in the community	75% of program performance targets will be achieved ^a	4/11 (36%)	3/13 (23%)	6/10 (60%)	2/6 (33%)
	Clients reduce interpersonal aggression/violence	90% of program performance targets will be achieved ^a	4/4 (100%)	3/6 (50%)	3/6 (50%)	1/1 (100%)
	Clients demonstrate school progress/success	75% of program performance targets will be achieved ^a	-	2/2 (100%)	2/2 (100%)	2/2 (100%)
	Program clients and parents will be satisfied with program services	80% of program performance targets will be achieved ^a	31/52 (60%)	36/64 (56%)	28/46 (61%)	17/40 (43%)
	Program clients and parents will rate services as accessible	80% of program performance targets will be achieved ^a	12/23 (52%)	18/30 (60%)	13/22 (59%)	10/19 (53%)
	Programs will be accessible to the target population, as indicated by a market share analysis	Wilder programs will serve 25% of the St. Paul severely troubled children and youth population and their families ^b	-	21%	23%	18%

^a The programs providing services to severely troubled children and youth encompass a range of service approaches, outcome goals, and measurement techniques. To allow a summary of goal attainment, performance targets were set for each goal. Sample goals include: “80% of clients will move from the clinical range to non-clinical range on the BASC from intake to discharge,” “80% of parents will rate satisfaction with the professional manner and skill of staff as good or better.” Success in accomplishing strategic priorities was determined on the basis of the percentage of these specific performance targets that were achieved during the fiscal year. See the supplemental report for a detailed breakdown by program. For all goals, the denominator denotes the number of targets that were available at the time the report was written.

^b It is estimated that there are 5,500 children age 5-17 in Ramsey County that have a “severe emotional disturbance,” including those who have been identified and those who have not. The percentage of children served by Wilder programs excludes children under 5 years old and those residing outside of Ramsey County. Similar to FY04, 18 percent of troubled children in Ramsey County received services from Wilder programs in FY05.

Troubled children: Service volume and effectiveness (continued)

Serving organizations and groups

	Goal	Results					
Service volume	Increase the capacity of other providers to improve the lives of another 2,000 very troubled children served by other organizations	Persons trained	FY01	FY02	FY03	FY04	FY05
		Performance target	800	800	850	900	950
		Persons trained	591	177	1,236	1,801	1,638
		Hours of consultation					
		Performance target	Consultation hours were not reported for this strategy in FY01 & FY02		1,200	1,300	1,400
		Number of orgs.			142	347	565
Service effectiveness	Be a catalyst in encouraging others to adopt evidence-based practices and in providing the necessary support to replicate evidence-based practices	No performance target set	Throughout the five-year period, the Foundation has engaged in a number of activities to promote evidence-based practices, including sponsoring Best Practice Roundtables and meeting with key policy makers.				
	Training participants will report an increase in knowledge in the applicable topic areas (day of training)	90% of program performance targets will be achieved	Training surveys were first implemented for the Strategic Planning report in FY03		42/52 (81%)	75/90 (83%)	60/71 (85%)
	Training participants will report satisfaction with the overall quality of each training (day of training)	90% of performance targets will be achieved			3/4 (75%)	4/4 (100%)	4/5 (80%)
	Training participants will report implementation of the training curriculum (at 6-months follow-up)	90% of performance targets will be achieved			No data	7/8 (88%)	11/25 (44%)
	Training participants will report helpfulness of the training curriculum (at 6-months follow-up)	90% of performance targets will be achieved			No data	8/8 (100%)	25/25 (100%)
	Develop a series of strategic alliances that will strengthen the ability to provide sustainable and integrated services		-	2 new alliances	No new alliances	1 new alliance	0 new alliances
	Develop exemplary program models that can be replicated and adopted by other agencies		-	0	0	0	0

Troubled children: Service volume and effectiveness (continued)

Serving organizations and groups (continued)

	Goal	Results					
		Number of seminars	FY01	FY02	FY03	FY04	FY05
Service effectiveness (continued)	Demonstrate the effectiveness of these programs through rigorous evaluations and publication/presentation of results	Performance target	-	3	4	5	6
		Number of seminars	-	2	11	11	^a
		Number of publications					
		Performance target	Publication information was not reported prior to FY03		4	5	6
		Number of publications	Publication information was not reported prior to FY03		1	1	0
			Publication information was not reported prior to FY03				

^a Not available

Community leadership

	Goal	Results					
		Endowment	FY01	FY02	FY03	FY04	FY05
Service effectiveness	Increase Wilder endowment dedicated to severely troubled children.	Performance target	-	\$2 million	\$4 million	\$4 million	
		Actual endowment contributions	-	\$2.3 million	\$11,694	\$53,745	\$11,697
	Establish the Foundation and the 919 campus as a comprehensive statewide resource for the treatment and dissemination of best practices for severely troubled youth	No performance targets set	Over the five year period, the emphasis has shifted away from redeveloping the 919 campus as plans have moved forward to build a new facility.				

Improve the quality, quantity, and stability of low-income housing

Perspective of Wilder business plan leader

Significant progress:

- Funding and managing the rehabilitation of Wilder’s current supportive housing network (stewardship of existing community assets).
- Creating community partnerships and emerging as a catalyst and authority on reducing development costs and operating supportive housing.
- Initial success in creating award-winning affordable housing through new development and conversions that did not meet volume expectations but exceeded complexity expectations.
- Public visibility for statewide homeless survey results, including special reports on homeless youth, veterans, ex-offenders, and families with children. (These will help to shape all homelessness-related policy-making in the state over the next three years.)

Significant challenges:

- Operating “turnaround” projects – endlessly challenging and financially punishing. Growing cash flow problems at three managed sites required the creation of a bad debt reserve.
- Building the systems, staffing, and organizational capacity to manage a complex and highly visible enterprise.
- Securing funds and approved sites for supportive housing for the most vulnerable.
- In general, we set very aggressive goals in all areas that would have been difficult to meet in total and would have required ideal circumstances and a lot of luck.
- Our ability to create and convert units was hampered by government funding reductions, abnormal complexity of each new project, strong neighborhood resistance to some of our activities, the extensive needs of current properties and residents, staff turnover and capacity, rapid increases in the cost of real estate, shifts in funder focus to preservation (see results in goals related to stabilization/revitalization), and an organization that had to learn how to handle a new set of challenges.

Emerging issues:

- Continued federal government disinvestment in affordable housing, including challenges to even market-driven and consumer-choice models like Section 8 vouchers.
- The accelerated loss of market-rate housing affordability. Even substandard housing is valued at prices that low-income people can't afford.
- The policy and funding focus on supportive housing for the long-term homeless.

Who does Wilder serve?

Affordability: About 12,500 low-income households in St. Paul pay at least half their income for housing, and about 26,900 pay at least 30 percent of their income for housing. Wilder aims to create or restore enough affordable housing to serve 10 percent of the 12,500 group, or 5 percent of the 26,900 group.

Supportive housing: St. Paul needs an additional 920 units of permanent, service-enriched housing for individuals and families with special needs and/or those experiencing long-term homelessness.

Community trends

- Apartment rents remained fairly stable for the past four years (average monthly rent of \$886 for a two-bedroom apartment), although vacancy rates rose from 2001 through 2004 (from 1.7% to 8.2%) and then started to decline in 2005 (to 5.1%).
- A steady 54 percent of low-income families in Ramsey County have had unaffordable housing costs (more than 30% of income).
- Homelessness grew in Ramsey County between 2000 and 2003 (from 6.27 per 1,000 to 8.19 per 1,000).

Wilder's plan

Five-year plan: Create or restore 1,219 units of affordable housing for low-income households, including 384 units of service-enriched housing.

Serve individuals by creating 584 units of affordable rental housing, including 284 new units, 150 market-rate units converted to subsidized, and 150 rehabbed units.

Serve organizations by helping Habitat for Humanity build 200 homes and working with other organizations to stabilize 300 housing units.

Provide community leadership by moving others to action in order to increase the planned creation of low-income housing units in St. Paul from 900 to 1,035.

In addition, Wilder managed 1,098 supportive housing units and improved low-income families' access to housing through Family Support Services programs such as ROOF.

Program changes FY01 – FY05

New initiatives: Several new projects were initiated and are still operating today, including Project Quest, Jackson Street Village, Arlington Gardens, the Affordable Housing Initiative (Cost Reduction Homes), and the addition of the Housing Trust Fund vouchers in the ROOF Project and in support of the East Side Housing Opportunity Program.

Program enhancements: Major enhancements included revitalization of 578 units at five sites, initiation of Strengthening Multi-ethnic Families and Communities curriculum in several programs, and the addition of a consulting component to core activities.

Program closings: The Section 8 Participant Support Program operated for two years and closed in 2003 when there was no longer a need to help clients utilize their housing vouchers. A time-limited expansion of the ROOF Project by ten units was also reversed in 2003 when State funding ended.

Service volume

Service to individuals - housing production: Since the housing business plan was approved, Wilder has created 88 new housing units and converted 96 units into affordable living space for individuals and families. This represents approximately 31 percent of the five-year goal for the creation of 284 new units and approximately 64 percent of the five-year goal for the conversion of 150 units. In FY05, 125 units were revitalized, bringing the total number of revitalized units to 578, representing more than three times the expected volume of work in this area (the original plan was to revitalize 150 units). Most service effectiveness results reflect data collected in a new, more focused resident satisfaction survey designed to give better actionable feedback. Areas falling short of performance targets are specifically addressed in the new FY06 – FY08 Housing Business Plan or through site Action Plans. In some cases we may have to review the appropriateness of the performance target (e.g., 80% of residents belonging to a place of worship as a measure of community connectedness).

Service to organizations: 130 Habitat homes were built (31 in FY05), representing 65 percent of the five-year goal of 200. Many of the same factors that impacted Wilder's direct attempts at production also impacted other producers like Habitat. The primary factor that has slowed Habitat's production growth is the availability and cost of land or run-down properties. In spite of these challenges, Habitat has gone from completing five to seven East Metro homes per year over the years preceding 1996 (when our partnership started) to an average of 26 homes per year over the past five years.

A total of 672 housing units were stabilized in collaboration with other organizations, far exceeding the target of 300.

Community leadership: The second cost-reduction demonstration home was completed and a third one was started. Wilder collaborated with the City of St. Paul and Minnesota Housing Finance Agency on cost-reduction. The fifth statewide homelessness study was completed and plans are being made for the 2006 study. Numerous reports, presentations, media interviews, and legislative briefings were completed/conducted by Wilder staff. Wilder Research is leading statewide development of the Homeless Management Information System.

Service effectiveness

- Five-year production targets were behind schedule for new housing units (88 cumulative, 284 targeted by FY05) and for conversion from market rate to subsidized (96 completed, 150 targeted by FY05). The target was far exceeded for rehabbed units (578 cumulative, 150 targeted by FY05).
- Habitat housing production targets were behind schedule (130 cumulative, 200 targeted by FY05).
- Housing stabilization targets were far exceeded (672 cumulative, 300 targeted by FY05). In addition, 70 families were assisted with stabilizing existing housing or securing new housing (through 2004) by the Eastside Housing Opportunity Program (EHOP).
- Resident satisfaction and housing stability in Supportive Housing and Family Support Services programs met almost all performance targets.
- From FY01 to FY05 Section 8 housing vouchers increased by 7 percent, exceeding the performance target.

Persons served in Wilder-managed housing and family support service programs, FY01-FY05

Supportive Housing Management	Persons served				
	FY01	FY02	FY03	FY04	FY05
508-510 Humboldt	114	115	115	116	114
516 Humboldt	144	152	147	157	159
American House	77	82	90	99	98
Concordia Arms	138	139	135	147	138
Elders' Lodge	46	52	52	55	48
Jackson Street Village ^a	-	-	93	110	139
Redeemer's Arms	189	183	173	188	168
St. Philip's Garden	142	144	138	156	104
Arlington Gardens ^b	-	-	-	43	51
Wilder Apartments at Snelling	100	97	98	95	97
Wilder Square	164	170	166	154	130
Wilder Square, Inc.	369	388	397	396	396
Total	1,468	1,510	1,597	1,706	1,634

^a Program began serving residents in FY03.

^b Program began serving residents in FY04.

Family Support Services	Persons served^a				
	FY01	FY02	FY03	FY04	FY05
Wilder ROOF Project	36	58	43	168	178
Section 8 Participant Support Program ^b	-	18	25	■	
Project Quest	9	43	40	150	175
Total	45	119	108	318	353

^a In FY01, FY02, and FY03, only the head of household was counted as a client, but in FY04 and FY05 all residents were counted as clients, which explains the significant increase in number of clients served between FY03 and FY04.

^b Program was closed at the end of FY03.

Expenses in Wilder-managed housing and family support service programs, FY01 – FY05

Supportive Housing Management	Expenses (in thousands)^a				
	FY01	FY02	FY03	FY04	FY05
508-510 Humboldt	\$319	\$477	\$501	\$506	\$771
516 Humboldt	\$792	\$977	\$1,129	\$1,089	\$1,565
American House	\$271	\$301	\$346	\$436	\$496
Concordia Arms	\$198	\$244	\$229	\$335	\$402
Elders' Lodge	\$70	\$85	\$86	\$122	\$135
Jackson Street Village	-	-	\$13	\$247	\$108
Redeemer's Arms	\$168	\$248	\$239	\$396	\$354
St. Philip's Garden	\$81	\$74	\$83	\$147	\$169
Arlington Gardens	-	-	-	\$48	\$90
Wilder Apartments at Snelling	\$310	\$330	\$328	\$401	\$410
Wilder Square	\$707	\$717	\$779	\$826	\$675
Wilder Square, Inc.	\$238	\$253	\$282	\$290	\$307
Total expenses	\$3,154	\$3,706	\$4,015	\$4,843	\$5,482
Endowment use	(\$35)	\$201	\$327	\$819	\$1,697
Family Support Services					
Wilder ROOF Project	\$1,284	\$1,489	\$1,659	\$1,556	\$1,579
Section 8 Participant Support Program	\$18	\$156	\$143	■	
Project Quest	\$101	\$690	\$769	\$813	\$625
Total expenses	\$1,403	\$2,335	\$2,571	\$2,369	\$2,204
Endowment use	\$286	\$407	\$486	\$448	\$384

^a Central allocations were charged to these programs in FY04 and FY05 but not in previous years.

Housing production

Production volume	5-year performance targets (FY01 – FY05)	FY01	FY02	FY03	FY04	FY05	Total
Create new units	284	0	25	63	0	0	88
Convert units	150	12	60	2	4	18	96
Revitalize units	150	0	0	314	139	125	578

Low-income housing: Service volume and effectiveness

Serving individuals

	Goal	FY01-FY05 results				
Service volume	Provide service to low-income, disabled, or elderly individuals and families in need of stable affordable housing	In FY05, Wilder managed 1,098 units, 486 of which are owned by Wilder, serving persons with low-incomes, disabilities, or other special needs.				
Service effectiveness	Residents' services needs are met and problems reduced. That is, residents are aware of service coordinator, feel safe ^a inside and outside their buildings at night, and agree ^b that management is able to maintain a safe environment	Rating area	Performance target	SRO 2003	Senior Housing 2004	Jackson Street Village 2005
		Aware of service coordinator	90%	96%	85%	100%
		Feel safe in apartment at night	90%	94%	91%	54% ^c
		Feel safe outside building at night	90%	77%	78%	
		Agree that management is able to maintain a safe environment	80%	85%	83%	54%

^a Includes residents who report feeling "very safe" and those who report feeling "somewhat safe."

^b Includes residents who "agree" and those who "strongly agree" with the statement.

^c Jackson Street Village residents were asked if the security at Jackson Street Village is adequate; this is the percent who "agree" or "strongly agree."

Low-income housing: Service volume and effectiveness (continued)

Serving individuals (continued)

	Goal	FY01-FY05 results					
		Rating area	Performance target	SRO 2003	Senior Housing 2004	Jackson Street Village 2005	
Service effectiveness (continued)	Residents participate in building events and report feeling a sense of community with other residents. That is, residents agree ^d that there is a sense of community among residents, that management works to improve the community environment in their building, and report voting, belonging to a neighborhood place of worship, volunteering, or participating in building or neighborhood events or recreation activities	Sense of community among residents	80%	78%	79%	77%	
		Management responds to residents' concerns	80%	83%	80%	93%	
		Voted in last presidential election	80%	40%	79%	-	
		Belonging to a neighborhood place of worship	80%	32%	63%	58%	
		Volunteering or participating in local events and activities	80%	-	59%	75%	
		Residents are satisfied. That is, residents agree ^d that the value of housing is good compared to similar programs, that the program is able to provide housing and support services for persons of their cultural group, and report that they would recommend the housing program to a friend or relative in a similar situation	Rating area	Performance target	ROOF 2001-02	SRO 2003	Senior Housing 2004
	Current housing is high quality	90%	-	64%	97%	100%	
	Management is able to provide culturally appropriate housing	90%	82% ^e	88%	97%	100%	
	Would recommend this housing to a friend or relative	90%	-	89%	93%	-	

^d Includes residents who "agree" and those who "strongly agree" with the statement.

^e ROOF participants rated the cultural competence of staff.

Low-income housing: Service volume and effectiveness (continued)

Serving individuals (continued)

Service effectiveness (continued)	Goal	FY01-FY05 results					
		Rating area	Performance target	ROOF 2001-02	SRO 2003	Senior Housing 2004	Jackson Street Village 2005
	Residents report that their living situation is better now than when they moved to Wilder and agree ^f that living at Wilder has met their needs and met their expectations overall	Living situation is better now than before moving to Wilder	80%	-	84%	82%	69%
		Living at Wilder has met needs	90%	81% ^g	85%	93%	100%
		Living at Wilder has met expectations overall	90%	-	-	85%	-

^f Includes residents who “agree” and those who “strongly agree” with the statement.

^g Percent of ROOF participants who maintained permanent housing for at least six months following the program.

Low-income housing: Service volume and effectiveness (continued)

Serving organizations and groups

Service volume	5-year performance targets (FY01 – FY05)	FY01	FY02	FY03	FY04	FY05	Total
Habitat for Humanity units	200	28	25	28	18	31	130
Stabilize units ^a	300	0	364	0	0	308	672
Stabilize units/families ^b	Not established	0	0	12	20	38	70

^a Wilder provided consultation in an intervention process at Polynesian Village in New Brighton to help stabilize 364 housing units in FY02. Over the past five years, Wilder has assisted in helping the city, Real Estate Equities, and many other partners transform 308 physically deteriorated and badly managed rental units at Ames Lake. This totally rehabilitated community recently opened a new resident service center.

^b Wilder assisted the East Side Housing Opportunity Program in stabilizing existing housing or securing new housing for families.

	Goal	Performance target	FY01-FY05 results
Service effectiveness	Become a valued partner to other organizations working to expand affordable housing.	90% of representatives from other organizations report Wilder's contribution as "valuable."	<p>Participant surveys were collected following the Making Affordable Housing Affordable conference in April 2003. The survey included the following items:</p> <p>Percent of participants stating they "strongly agree" or "agree" with item.</p> <p>Relevant to Minnesota housing issues 95%</p> <p>Inspired participants to address issues with more resolve 90%</p> <p>Plan to share information with others 95%</p> <p>Met expectation 85%</p>

Community leadership

Production volume	5-year performance target (FY01 – FY05) ^c	FY01	FY02	FY03	FY04	FY05	Total
Increase local production	135 units	0 units	13 units	3 units	20 units	9 units	45 units

^c The intent of this local production goal was to estimate the indirect effect of our leadership efforts on total local production of affordable housing. In the end, this was impossible to accurately quantify. We just counted units that we had a direct hand in producing and that were not counted elsewhere in the Plan.

Low-income housing: Service volume and effectiveness (continued)

Community leadership (continued)

	Goal	Performance target	FY01-FY05 results
Service volume	Carry out demonstration projects that show cost-effectiveness and increased production through collaboration	Not established	The second cost-reduction demonstration home was completed and the third one started. Collaboration with City of St. Paul and Minnesota Housing Finance Agency on cost-reduction.
	Produce and disseminate information on housing and homelessness	Not established	Wilder homelessness report is used by state and private agencies throughout Minnesota to document need and support funding requests.
	Convene key housing decision makers	Not established	In FY05, decision makers were convened by Wilder in the following areas: 1. Promote community leadership and collaborations on housing issues (N=30 organizational contacts and N=1,753 individuals). 2. Promote affordable housing leadership through Twin Cities organizational affiliations (N=10 organizational affiliations).
Broader or longer-term impacts	Increase the overall number of subsidized housing units in St. Paul	3-5% growth in number of subsidized units over five years (ranging from 0.6% to 1.0% annually) (Subsidized housing is expected to increase through documentation of need and the subsequent approval for new Section 8 vouchers)	The number of Section 8 vouchers available in St. Paul in FY01 was 3,709. By FY05, this had increased to 3,984. This represents 7.4% growth over this time period indicating that the performance target has been exceeded. Wilder staff help to identify and support landlords who will accept Section 8 vouchers.
	Reduce vacant units in targeted neighborhoods	150 vacant or distressed housing units made habitable and occupied over five-year period	In FY02, 13 housing units were completed by the Western, Arundel, Mackubin project. IN FY03, two housing units were completed by the Frogtown 20/20 Project. In FY05, two housing units were completed by the Frogtown 20/20 Project.
	Improve stability of housing for families with children in targeted neighborhoods.	15% reduction in turnover rates in targeted neighborhoods	Data not yet available.

Successful aging in the community

Develop and maintain a broad, flexible and accessible array of community-based support services

Perspective of Wilder business plan leader

Significant progress:

- Implemented Designing a Life of Wellness, a quality of life improvement demonstration program, at five housing sites. In 2005, modified and implemented the Healthy Aging program at Open Cities Health Care Center for African American older adults.
- Expanded service to more diverse population in central St. Paul neighborhoods through new service hub at 650 Marshall Avenue.
- Gained better understanding of quality of life issues through Survey of Older Adults in Ramsey County and conference, “Building Communities Where Older Adults Thrive,” April 2004.
- Modest five-year growth of assisted living programs at four St. Paul Public Housing Agency Hi-Rises.
- Growth of caregiver support services through Eldercare Partners.
- Significant growth of Wilder’s Senior Dental Program, a 25 year relationship with the University of Minnesota.

Significant challenges:

- Increasing number of disabled clients with mental health diagnoses.
- Funding increases from government and HMO payers don’t keep pace with rising costs for labor, insurance, and regulatory compliance.
- Managing expectations and relationships with multiple community partners (such as Living at Home/Block Nurse Programs).
- Changes in public policy reducing access to service for low income, older adults.

Emerging issues:

- Continued pressure to reduce costs – impact on current program structure and service quality.
- Preventive health and wellness – impact on health disparities.
- Finding better ways to serve the “near poor” (technically above federal poverty guideline).

Who does Wilder serve?

Wilder’s efforts focus on low-income, frail, older adults in the east metro, primarily Ramsey County. Wilder served an estimated 16 to 19 percent of the county’s 3,600 older adults with poverty-level income, annually, over the five-year period. An estimated 9,000 older adults with disabilities live in the county, including 4,400 in St. Paul. Included in these disability figures are many low-income older adults. Wilder staff provided direct services to between 1,984 and 2,132 older adults each year. Through Wilder’s education and training services, information and referral, conferences, and public forums many additional individuals were served.

Community trends

- Ramsey County’s older adult population remained stable from 1990 to 2000 but may have decreased about 6 percent in the early 2000s.
- The older adult population shrank in St. Paul and grew in the suburbs.
- Older minority adults, many of whom have lower incomes, are a faster-growing group than White older adults.
- Longer life spans, a decreasing number of nursing home beds, and other factors have contributed to increasing complexity and length of care needed in community-based settings.

Wilder’s plan

- *Serve individuals* by providing an array of community-based support services to 2,500 per year, focusing on 8-10 housing sites, and by increasing services for older adults with dementia, mental illness, or other complex needs.

- *Serve organizations* by creating partnerships for better neighborhood services for older adults and their caregivers. Examples: Develop one or two service hubs, add preventive and primary care.
- *Provide community leadership* by drawing attention to aging issues through research and public visibility efforts and by working with community partners to improve access to services.

Program changes FY01 – FY05

- Additional staff training provided in dementia care; additional staff hired (occupational therapist with a mental health background and nurse with psychiatric experience).
- Designing a Life of Wellness implemented at five sites from FY02-FY05; expanded model of program implemented at Open Cities Health Care Center in FY05.
- Service hub created at 650 Marshall Avenue combining Adult Day Health, Home Health and administrative services.
- Home Health hired additional RN case managers in FY05 to comply with County contract requirements and to create more continuity of care for clients; LPN visit nurse position is being phased out.
- Homemaker program downsized from 12 to 4 FTEs in FY05 to meet budget limitations. It now serves only clients who live in Wilder owned buildings or receive other Wilder services.
- Chore programs closed at end of FY05 due to budget cuts.
- Good Age newspaper sold to Minnesota Premier Publications at end of FY05.
- Provided Home Health services to support 9 Living at Home/Block Nurse Programs through partnerships with SPICE/BRIDGE programs and Elderberry Institute (FY03, FY04 and FY05), and provided central intake services for the partnership in FY05.
- Partnered with HealthEast, Metropolitan Area Agency on Aging, Alzheimer's Association and others to implement Early Dementia Identification project in FY04. The first phase of the project was completed in FY05.
- In each of four years (FY01-FY04), Chore and Home Management Services partnered with Hope Worldwide for Global Outreach Day and other senior service events providing more than 1,000 hours of assistance (painting, housekeeping, yard work, etc.) to a total of 217 clients with the support of more than 300 volunteers.

Wilder did not partner in FY05 due to budget cuts and downsizing of the Chore and Home Management Services.

Service volume

Service to individuals: Direct services were provided to between 1,984 and 2,132 Wilder clients, annually, over the five-year period (below 2,500 target).

Service to organizations: Wilder staff provided training, consultation, and other services to a variety of community organizations each year over the five-year period. Additional services were provided through its partnerships with Regions Hospital's Partnering Care Senior Services, Hope Worldwide, Senior Services Consortium of Ramsey County, and Eldercare Partners (Strategic Alliance for Senior Services). One hundred twenty-three hours of training and consultation were provided to 18 organizations over the five-year period.

Community leadership:

Accomplishments included the following:

- Quality-of-life survey completed with 650 older adult residents of Ramsey County in FY04, with special samples of African Americans, Hmong, and Latinos.
- Planning forum held for over 100 leaders of older adult programs in Ramsey County in FY04 to review and discuss implications of Older Adults Survey.
- Perspectives Series event held in May 2005 on key issues for older adults with Tom Gillaspay, State Demographer, attended by over 50 individuals, including public policy leaders, legislators, and concerned citizens.
- *Good Age* newspaper monthly circulation peaked in FY03 at 75,000; then declined in FY04 to 70,000, and to 67,000 in FY05. Average monthly circulation over the five-year period was 70,400.

Service effectiveness

- Service and accessibility ratings (by clients and caregivers) were high.
- Goals for the establishment of new partnerships were achieved.
- *Good Age* newspaper performance target was met: 96 percent of *Good Age* readers said the newspaper adds to their quality of life.

Persons served in Successful Aging in the Community programs, FY01-FY05

Program name	Persons served				
	FY01	FY02	FY03	FY04	FY05
Assisted Living	181	203	209	202	195
Adult Day Health	184	190	180	163	165
Successful Aging Strategic Initiatives (Designing a Life of Wellness) ^a	-	40	46	17	20
Home Health Agency	667	686	755	764	725
Chore and Home Maintenance	227	226	217	200	159
Homemaker and Housekeeping	286	294	320	310	264
Meals on Wheels	152	177	188	158	146
Senior Outreach and Consulting	7	11	47	61	74
Senior Dental Clinic	585	816	735	760	824
Good Age Newspaper ^b	70,000 (circulation)	70,000 (circulation)	75,000 (circulation)	70,000 (circulation)	67,000 (circulation)

^a Designing a Life of Wellness began in FY02.

^b Numbers are average monthly circulation

Expenses in Successful Aging in the Community programs, FY01-FY05

Program name	Expenses (in thousands)				
	FY01	FY02	FY03	FY04	FY05
Assisted Living	\$2,099	\$2,308	\$2,651	\$2,911	\$3,308
Adult Day Health	\$1,116	\$1,160	\$1,360	\$1,474	\$1,464
Successful Aging Strategic Initiatives (Designing a Life of Wellness)	-	\$8	\$54	\$45	(\$9)
Home Health Agency	\$1,995	\$2,183	\$2,611	\$3,114	\$2,845
Chore and Home Maintenance	\$166	\$120	\$154	\$160	\$168
Homemaker and Housekeeping	\$465	\$444	\$518	\$606	\$572
Meals on Wheels	\$121	\$159	\$197	\$223	\$224
Senior Outreach and Consulting	\$105	\$115	\$82	\$74	\$76
Senior Dental Clinic	\$234	\$260	\$320	\$344	\$403
Good Age Newspaper	\$594	\$689	\$664	\$682	\$793
Total expenses	\$6,895	\$7,446	\$8,611	\$9,633	\$9,844
Endowment use	\$1,814	\$1,471	\$1,831	\$2,614	\$2,534

Successful aging: Service volume and effectiveness

Serving individuals

	Goal	Results																		
Service volume	Provide a broad, flexible, and accessible array of community-based support services to older adults in the East Metro, and focus on developing quality of life improvement activities at 8 to 10 housing sites with populations of 50 or more adults aged 62 years and older with low incomes	<table border="1"> <thead> <tr> <th>Numbers served with direct services</th> <th>FY01</th> <th>FY02</th> <th>FY03</th> <th>FY04</th> <th>FY05</th> </tr> </thead> <tbody> <tr> <td>Performance target^a</td> <td>2,500</td> <td>2,500</td> <td>2,500</td> <td>2,500</td> <td>2,500</td> </tr> <tr> <td>Actual number served^b</td> <td>1,984</td> <td>2,073</td> <td>2,132</td> <td>2,068</td> <td>2,095</td> </tr> </tbody> </table>	Numbers served with direct services	FY01	FY02	FY03	FY04	FY05	Performance target ^a	2,500	2,500	2,500	2,500	2,500	Actual number served ^b	1,984	2,073	2,132	2,068	2,095
		Numbers served with direct services	FY01	FY02	FY03	FY04	FY05													
		Performance target ^a	2,500	2,500	2,500	2,500	2,500													
Actual number served ^b	1,984	2,073	2,132	2,068	2,095															
<p>^a Performance targets were set including residents of Wilder senior housing. However, these residents were not included in the actual numbers served, largely accounting for the discrepancy between these two sets of figures.</p> <p>^b Approximately 16-19% of older adults with incomes below the federal poverty level in Ramsey County were served by Community Services to the Elderly.</p>																				

Serving individuals (continued)

	Goal	Performance target	Results
Service effectiveness	Conduct needs assessment and assets assessment, including a survey of attitudes and preferences related to quality of life, at 5 Wilder senior housing sites	Findings will be used at each site to improve the quality of life of residents	Quality of life questions were included as part of the FY04 housing satisfaction survey at each site. Report was completed in FY05. A meeting is scheduled with WR and Senior Housing staff.
	Identify and implement quality of life improvement activities (Designing a Life of Wellness) at 5 housing sites	Collectively, Wilder clients will demonstrate a statistically significant improvement in physical and mental health domains per the SF-36 assessment instrument	Designing a Life of Wellness was implemented at 5 housing sites from FY02 to FY05. Participants showed modest improvement in physical and mental health domains. In FY05 Designing a Life of Wellness was modified and implemented for African American older adults as part of the Healthy Aging program. Two sessions have been completed. Preliminary results using the SF-12 assessment instrument suggest improvement in most domains.

Successful aging: Service volume and effectiveness (continued)

Serving individuals (continued)

	Goal	Performance target	Results					
Service effectiveness (continued)	Increase the Foundation's capacity and competencies to provide services for older adults with complex service needs, including dementia care and behavioral health services	Develop and implement "in-house" mental health related or occupational therapy services to improve quality of life of CSE clients	Special training for Wilder CSE staff working with clients with dementia, complex service needs, and mental illness					
				FY01	FY02	FY03	FY04	FY05
			Number of staff trained	47	48	63	71	104
			Number of hours of training	126	140	73	109	179
			Number of staff with specialized mental health/psychiatric services background					
				FY01	FY02	FY03	FY04	FY05
			Occupational therapist	-	1	1	1	1
			Nurse with psychiatric services experience	-	-	1	1	1
Client satisfaction with direct in-home services	90 percent of clients will be satisfied or very satisfied with CSE services	Client satisfaction with in-home services	FY01-02^a	FY02-03^b	FY04-05			
		Chore services	89%	88%	No data collected ^c			
		Homemaker services	86%	84%				
		Home Delivered Meals	86%	78%				
		Home Health services	96%	97%				
		^a Evaluation period 7/1/00 to 12/31/01						
^b Evaluation period 1/1/02 to 3/31/03.								
^c Client satisfaction instruments are currently being revised.								
Services are accessible to Wilder senior housing residents and Assisted Living Program clients in 4 St. Paul Public hi-rises	90% of Wilder senior housing residents and Assisted Living Program clients will report that the CSE services are at least satisfactorily accessible	Approximately 90 percent of Wilder CSE clients reported that Wilder's in-home support services were accessible to them (data are from the FY04 Senior Housing study).						

Successful aging: Service volume and effectiveness (continued)

Serving organizations and groups

	Goal	Performance target	Results																
Service Volume	Create partnerships that improve service access in neighborhoods	Enter into collaborations with health care providers to establish primary care programs for CSE clients and Wilder senior housing residents	<p>1. As part of CSE’s Gamble Skogmo grant, partnerships were established with Summit University Living at Home/Block Nurse Program, Open Cities Health Care Clinic, Health East, Shiloh Baptist Church and the Urban Partnership, Southeast Metro SAIL, Ramsey County, St. Paul Public Library, YWCA, and the Metropolitan Area Agency on Aging to examine issues and gaps in services related to established health disparities among older African Americans and to establish the Healthy Aging program.</p> <p>2. Wilder provides home health services to 10 Living at Home Block Nurse Programs (Merriam Park, Summit-University, Summit Hill, Como Park, North End/South Como, Macalester/Groveland, Conway Battle Creek, Hamline-Midway, West Seventh, and Franciscan Community).</p>																
	Actively engage and implement 1 primary care collaboration with health care provider to establish primary care programs for CSE clients and Wilder senior housing residents	50 residents (unduplicated) per year receive preventive/primary care services on-site	<p align="center">CSE and Regions Hospital’s Partnering Care Senior Services preventative primary care services provided to Wilder clients</p> <table border="1"> <thead> <tr> <th></th> <th>FY01</th> <th>FY02</th> <th>FY03</th> <th>FY04</th> <th>FY05</th> </tr> </thead> <tbody> <tr> <td>Number of residents (508-10 and 516 Humboldt, Ravoux, Hamline, and Dunedin hi-rises)^a</td> <td>Data not collected</td> <td>23</td> <td>35</td> <td>37</td> <td>36</td> </tr> </tbody> </table> <p>^a The target of 50 residents per year was not met. Explanation from business plan leader for falling below performance target: Regions Hospital Senior Clinic does not serve all sites. In addition, the younger, disabled residents in these facilities see other providers. Finally, competition from Health Partners, Healtheast and Westside Clinic have also reduced enrollment.</p>						FY01	FY02	FY03	FY04	FY05	Number of residents (508-10 and 516 Humboldt, Ravoux, Hamline, and Dunedin hi-rises) ^a	Data not collected	23	35	37	36
		FY01	FY02	FY03	FY04	FY05													
Number of residents (508-10 and 516 Humboldt, Ravoux, Hamline, and Dunedin hi-rises) ^a	Data not collected	23	35	37	36														
Create at least 1 service hub	50 clients (unduplicated) served per year in targeted “hub” neighborhood (Summit-University)	<p align="center">Service Hub at 650 Marshall Number of clients served in targeted “hub” neighborhood</p> <table border="1"> <thead> <tr> <th></th> <th>FY01</th> <th>FY02</th> <th>FY03</th> <th>FY04^a</th> <th>FY05</th> </tr> </thead> <tbody> <tr> <td></td> <td align="center">-</td> <td align="center">-</td> <td align="center">-</td> <td align="center">245</td> <td align="center">261</td> </tr> </tbody> </table> <p>^a A neighborhood service hub was established FY04 at 650 Marshall Avenue. With the assistance of a grant from the State of Minnesota, the adult day health program formerly located at the Martin Luther King Center was expanded to serve a capacity of 43 clients on a daily basis. A number of community activities have occurred to build relationships with the community including a neighborhood open house, 2 adult day family nights, bimonthly Successful Aging tours, and displays of arts including the Rondo oral history panels and works from Reverend Thelma Buckner’s quilting studio. Over 250 volunteers and numerous school programs, (e.g., Transitions to Independence) work with programs housed in the 650 Marshall site on a daily basis.</p>						FY01	FY02	FY03	FY04^a	FY05		-	-	-	245	261	
	FY01	FY02	FY03	FY04^a	FY05														
	-	-	-	245	261														

Successful aging: Service volume and effectiveness (continued)

Serving organizations and groups (continued)

	Goal	Performance target	Results				
Service Volume (continued)	Eldercare Partners, with Wilder’s Community Services for the Elderly as a collaborating partner, will implement a federal grant to provide caregiver services	4 to 5 presentations will be made to the community about caregiver issues and 30 family caregivers will increase their access to caregiver support	CSE in collaboration with Strategic Alliance for Senior Services (SASS) and Eldercare Partners				
			Services to family caregivers and community				
			FY01	FY02	FY03	FY04	FY05
			Number of family caregivers served	7	11	47	61
Number of community presentations	Data not collected	Data not collected	5	7	5		
Service Effectiveness	No goal established	No performance target established					

Successful aging: Service volume and effectiveness (continued)

Community leadership

	Goal	Performance target	Results					
Service Volume	Conduct a community-wide survey of service needs and community assets contributing to the quality of life of older adults	Complete community wide survey	Survey of Older Adults in Ramsey County was completed in FY04.					
	Provide information on the needs and preferences of older adults in the community as related to services needs, community assets, housing, and quality of life	Disseminate findings of community survey of older adults to community partners for the purpose of focusing collaborative efforts and to community planners and service providers for community improvement and program development	Findings of the Survey of Older Adults in Ramsey County were released at a forum held in April 2004 and designed for key stakeholders in the field of aging; over 100 stakeholders attended the forum. Complementing the forum, the St. Paul Pioneer Press published an article about the findings of the older adult survey, which highlighted the needs of low-income African American, Hmong, and Latino older adults in Ramsey County. Presentation on Impact of Aging and Aging Demographics made to approximately 60 concerned citizens and community leaders at Wilder's Perspective Services in May 2005.					
	Conduct research on Designing a Life of Wellness demonstration program (a primary quality of life activity)	Report findings of research on Designing a Life of Wellness demonstration program	Report completed in June 2005.					
	Publish and present research findings generated from the Designing a Life of Wellness program	Publish a minimum of 1 article on findings of research on Designing a Life of Wellness	Preliminary results from 4 sites were presented at the Minnesota Board on Aging's <i>Age Odyssey</i> conference in St. Cloud in August 2004. Over 110 people attended the presentation. An article has not yet been prepared.					
	Expand Good Age newspaper circulation	See results section	Monthly circulation	FY01	FY02	FY03	FY04	FY05
		Performance target	70,000	70,000	75,000	72,500	70,000	
		Average monthly circulation	70,000	70,000	75,000	70,000	67,000	
Service Effectiveness	Good Age enhances the quality of life of readers.	95% of readers surveyed report that Good Age enhances their quality of life.		FY01	FY02	FY03	FY04	FY05
			Percent of readers reporting that Good Age enhances their quality of life	88%	91%	96%	96%	Data not collected

Internal and program priority: Cultural diversity

The Foundation's diversity initiatives were designed to address three goals: (1) create an inclusive workplace; (2) provide community and human services that are effective with persons of color; and (3) provide services that are accessible to all individuals and communities.

Create an inclusive workplace

The first goal addresses the following three elements: (1) respect: creating an organizational culture that values diversity; (2) retain: reducing the turnover rate of employees of color; and (3) recruit: increasing representation of people of color, especially at managerial and professional levels.

Respect

Some trend data regarding respect can be obtained from the employee opinion survey conducted in 2003 (the most recent year for which data are available). The data from 1999 and 2003 indicate that most employees perceive diversity to be a strength of the Foundation (see next page).

Employee opinion survey results: Overall ratings on diversity items

Diversity items	Percent favorable		Percent change
	1999	2003	
Overall theme	72	75	+3
My supervisor demonstrates respect for me as an individual	82	85	+3
To what extent has intolerance or insensitivity by your coworkers interfered with your motivation or ability to do your job? ^a	73	75	+2
To what extent has intolerance or insensitivity by your supervisor interfered with your motivation or ability to do your job? ^a	67	74	+7
My supervisor does a good job of managing employees from diverse backgrounds (in terms of gender, race, age, religion, and culture)	66	72	+6
My program makes it easy for employees from diverse backgrounds to fit in and be accepted	73	75	+2
My supervisor improves results by making good use of employees' differing viewpoints, backgrounds, and operating styles.	67	70	+3
Supervisors demonstrate through their actions that they want to hire and retain a diverse workforce.	70	71	+1
To what extent has intolerance or insensitivity by senior management interfered with your motivation or ability to do your job? ^a	75	75	-
In my program, employee opinions are valued without regard to gender or the racial, religious, or cultural background of the individual.	74	79	+5

^a For these items, favorable responses indicate disagreement; for all other items, favorable responses indicate agreement. Items were rated as "strengths" if at least 65 percent of respondents gave a favorable response and 20 percent or less gave an unfavorable response.

There was some variation in responses across different racial/ethnic categories, however (see next page). Employees of racial/ethnic backgrounds other than those listed were especially likely to provide lower ratings. Intolerance on the part of supervisors and senior management tended to show the most variability across racial/ethnic groups.

Employee opinion survey results: Variation in diversity ratings by racial/ethnic identification (2003)

Diversity items	Percent favorable				
	Asian/ Pacific Islander (N=41)	Black/ African American (N=56)	Hispanic (N=12)	White/ Caucasian (N=441)	Other (N=17)
Overall theme	73	67	71	78	56 ^b
My supervisor demonstrates respect for me as an individual	80	84	84	86	71
To what extent has intolerance or insensitivity by your coworkers interfered with your motivation or ability to do your job? ^a	62	50 ^b	66	81 ^c	69
To what extent has intolerance or insensitivity by your supervisor interfered with your motivation or ability to do your job? ^a	53 ^b	59 ^b	75	80 ^c	59 ^b
My supervisor does a good job of managing employees from diverse backgrounds (in terms of gender, race, age, religion, and culture)	81	69	75	72	63
My program makes it easy for employees from diverse backgrounds to fit in and be accepted	88	66	84	76	50 ^b
My supervisor improves results by making good use of employees' differing viewpoints, backgrounds, and operating styles.	66	65	75	72	44 ^b
Supervisors demonstrate through their actions that they want to hire and retain a diverse workforce.	80	66	67	72	59
To what extent has intolerance or insensitivity by senior management interfered with your motivation or ability to do your job? ^a	54 ^b	75	42 ^b	79	46 ^b
In my program, employee opinions are valued without regard to gender or the racial, religious, or cultural background of the individual.	91	68	75	82	47 ^b

^a For these items, favorable responses indicate disagreement; for all other items, favorable responses indicate agreement. Items were rated as "strengths" if at least 65 percent of respondents gave a favorable response and 20 percent or less gave an unfavorable response.

^b Results are significantly lower than other results, defined as being a 15 point difference from another group score on the same item.

^c Results are significantly higher than other results, defined as being a 15 point difference from another group score on the same item.

Note. Sufficient data were not available to report results separately for Native American or multiracial employees.

In addition to examining the employee survey results specifically related to diversity, relevant information can be obtained by examining the results in other domain areas. As seen in the following figure, there was variation in employee ratings by racial/ethnic identification. Employees of racial/ethnic backgrounds other than those listed and Hispanic employees were especially likely to provide lower ratings.

Employee opinion survey results: Variation in themes by racial/ethnic identification

	Percent favorable 2003					Overall (N=610)
	Asian/ Pacific Islander (N=41)	Black/ African American (N=56)	Hispanic (N=12)	White/ Caucasian (N=441)	Other (N=17)	
Job satisfaction	84	89	92	86	78	86
Client service	91	81	81	82	82	82
Supervisor	77	70	68	74	67	73
Working conditions	72	68	63	70	59	70
Work effectiveness	72	67	57	66	57	66
Organization overall	59	67	49	66	48	65
Performance feedback/recognition	61	70	53	66	47	65
Quality	65	61	56	64	53	63
Senior management	59	70	42	63	57	62
Training	66	65	61	60	60	62
Work and family	61	63	66	63	49	62
Employee involvement	67	62	59	59	55	60
Pay and benefits	27	42	32	47	28	44
Career development	39	54	33	41	28	42

Note. Sufficient data were not available to report results separately for Native American or multiracial employees.

A number of activities were undertaken in FY04 and FY05 related to promotion of respect, including:

- A diversity and inclusiveness orientation was added to new staff orientation in FY04. The “Attitudes Toward Differences” workshop materials were purchased from ProGroup. The focus of the materials is on understanding and acknowledging biases. In FY05, this training was also offered to other employees in forums other than the new employee orientation.
- Brown bag discussions were conducted across FY04 and FY05, including: Origins and differences across and among Chicano, Latino, and Hispanic cultures; Martin Luther King, Jr. Holiday Celebration; Black History Month event; The Hmong Refugee Experience; and an American Indian month recognition. Approximately 70 to 80 Foundation staff attended each session.
- Diversity goals were incorporated into employees’ professional development plans in FY04. These goals could address knowledge of communities (such as learning about the characteristics or history of a specific ethnic group), personal involvement (such as

learning to prepare an ethnic food or participating in a cultural event), resources and linkages (such as learning about a culturally focused program in the community), or staffing/service delivery/practices (such as learning about alternative approaches to healing). In FY05, diversity goals were incorporated into Job Analysis Questionnaires.

- Some staff were invited to attend diversity sessions sponsored by the Multicultural Development Center.
- The WIRE was used to advertise diversity-related events in the community.
- A variety of activities were undertaken to commemorate the Martin Luther King holiday in January 2004, and January 2005. These activities included presentations to Foundation staff by T. Mychael Rambo, a contribution of breakfasts to the Martin Luther King breakfast sponsored by the St. Paul Area Council of Churches, distribution of quotation sheets to all staff, and notification of books and videos available to staff.
- A two-day diversity training, “Celebrating Diversity,” was developed and has been held several times in FY04 and FY05.

Retain

Overall, the Foundation’s turnover rate for all regular status employees decreased from 34 percent in FY03 to 22 percent in FY04 before increasing again to 35 percent in FY05. In both FY03 and FY05, the turnover rate includes significant numbers of employees impacted by workforce reductions due to program closures. In contrast to FY03 and FY04, the turnover rate of employees of color fell below the overall turnover rate in FY05.

Turnover report

Regular status employees	FY03	FY04	FY05
Overall rate	34	22	35
White	31	21	38
People of color	43	27	28
Male	29	22	43
Female	36	23	33

The Foundation Diversity, Inclusiveness, and Accountability Team (DIAT) conducted several activities related to retention in FY04 and FY05. Their primary activities were to explore and develop affinity groups (i.e., employee resource networks). After conducting research regarding affinity groups and meeting with representatives of different corporations (e.g., General Mills, 3M, Medtronic), a Black/African American affinity group was

developed in FY04. In FY05, an affinity group for gay, lesbian, bisexual, and transgender employees and allies was developed. Several other groups are meeting on an informal basis.

Recruit

The specific focus of the recruitment goal is to increase the Foundation's representation of people of color, especially at managerial and professional levels. In both FY03 and FY04, 73 percent of the workforce was White/Caucasian, compared to 89 percent of the managers. In FY05, the gap widened slightly with White/Caucasian employees making up 70 percent of the total workforce and 92 percent of the managers.

Workforce diversity

	Percentage of employees		
	FY03	FY04	FY05
All employees	N=842	N=779	N=595
American Indian/Alaskan Native female	<1%	<1%	<1%
Asian/Pacific Islander female	6%	6%	6%
Black/African American female	10%	10%	12%
Hispanic/Latino female	2%	2%	2%
White/Caucasian female	53%	53%	54%
American Indian/Alaskan Native male	<1%	<1%	<1%
Asian/Pacific Islander male	4%	4%	4%
Black/African American male	3%	4%	4%
Hispanic/Latino male	1%	1%	<1%
White/Caucasian male	20%	20%	16%
Managers	N=167	N=155	N=50
American Indian/Alaskan Native female	1%	1%	0%
Asian/Pacific Islander female	1%	1%	0%
Black/African American female	4%	5%	4%
Hispanic/Latino female	1%	1%	0%
White/Caucasian female	55%	54%	48%
American Indian/Alaskan Native male	1%	0%	0%
Asian/Pacific Islander male	1%	1%	0%
Black/African American male	1%	1%	2%
Hispanic/Latino male	1%	1%	2%
White/Caucasian male	34%	35%	44%

The Foundation Diversity, Inclusiveness, and Accountability Team (DIAT)'s recruitment subcommittee developed a plan for conducting a career day for high school and/or college students. This career day was implemented at Wilder Research in FY05.

Provide community and human services that are effective with persons of color

Several initiatives took place in FY04 and FY05 related to promotion of services that are effective with persons of color. These initiatives included:

- A Foundation-wide assessment of cultural competency conducted by the Foundation's diversity consultant in FY04. Part of this review was focused on addressing the Foundation's alignment with the Recommended National Standards for Culturally and Linguistically Appropriate Services in Health Care (CLAS).
- A cultural competence roundtable was conducted in December 2003.
- "Culture Grams" were purchased by several service groups. "Culture Grams" are information cards providing basic information about cultural groups.

Provide services that are accessible to all individuals and communities

Several initiatives were implemented in FY04 and FY05 related to promotion of services that are accessible to all individuals and communities. One of these initiatives was the development of several classes by the Foundation diversity consultant. The titles of these classes, the number of times they were offered, and the number of Wilder employees attending are shown below.

	FY04		FY05	
	Number of sessions	Number of attendees	Number of sessions	Number of attendees
Working with interpreters I	3	63	4	43
Working with interpreters II	1	5	3	30
Understanding cross-cultural communication	3	110	2	67
Cultural and nonverbal communication	1	43	2	51
Refugee experience (new in FY05)	-	-	1	23

Other initiatives included the following:

- Two multicultural welcome banners were created and hung in the 919 building, including the main lobby.
- Across Foundation programs, two strategies were used to improve access to information in multiple languages. First, A-to-Z Friendly Languages has been hired to provide on-site translation services. Second, Language Line Services of Monterey, CA has been hired to provide call-in translation services.
- The Foundation's Human Resources Department began to identify language skills as part of employee profiles in order to better meet the needs of clients and to analyze possibilities for compensation for language proficiency.